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 third 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, 2015 and taking into consideration the previous years’ accomplishments. The previous years’ accomplishments, 2013 and 2014, 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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Ours is a story of learning.

Education

Educating a diverse student body to become excellent health care providers and scientists.
## Goal 1

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

### STRATEGIES

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.

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

### 2015 PROGRESS

- The Academic Learning and Teaching Center is 65% complete and occupancy will occur in 2016.

- In preparation for this new instructional environment, several professional development opportunities and trainings were offered to the faculty on innovative learning and teaching techniques and on utilization of new instructional technology equipment.

- CANVAS, a leading-edge learning management system, will replace the Blackboard Learning Management System. The migration of course and curriculum content is 88% complete and will continue through the end of the calendar year. The system will enhance functionality and reporting capabilities and will result in significant annual and recurring cost savings.

- ExamSoft, a testing software, was fully implemented in the School of Dentistry in fiscal year 2015. A feature of the software includes the alignment of data collection effort with student artifacts to assess learning outcomes. An analysis of program and student learning outcomes and competencies was conducted in March 2015 utilizing ExamSoft and will be conducted annually to improve the attainment of stated program student learning outcomes.
During fiscal year 2015, educational opportunities continued to be offered for teaching in the 21st century classroom environment. Approximately 97 faculty completed the flipped classroom series; 42 faculty and support staff attended trainings in best practices in media; and 30 faculty and support staff attended four unique “APPy” hour sessions to showcase how to use software applications and technology in the classroom.

The Health Science Center is adopting CANVAS as the new learning management system. Approximately 492 faculty and staff and 2,011 students attended online and face-to-face trainings on how to utilize contemporary-learning strategies on the new platform. As of August 31, 2015, 95% of the courses have adopted CANVAS.

Over 1,000 individual faculty consultations were provided in fiscal year 2015 by the Office of Online & Blended Learning. These consultations focused on course design and applying concepts from the trainings on the 21st century classroom.

The Faculty Showcase of Educational Innovations in October 2014 highlighted numerous faculty initiatives integrating technology in instructional design. The event included posters, information tables and external speakers to share innovative instructional programs.

The School of Health Professions completed the inaugural session of their Physician Assistant Studies teaching excellence short course. The eight-week course was designed to expose faculty, and those interested in pursuing a faculty career in the future,
### STRATEGIES

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.

### 2015 PROGRESS

- The School of Health Professions implemented a school-wide course evaluation system, IDEA, which provides student feedback on teaching and instructional delivery methods aimed at improving the learning environment.

- Sixteen faculty in the School of Health Professions completed a 14-week “Teaching Excellence” mini-series. The sessions highlighted best practices and provided participants with practical tools/practices to take into the classroom. Completed in 2014.

- The Master of Science in Respiratory Care program was approved for online delivery in Fall 2016.

- The Master of Science in Deaf Education and Hearing Science has adopted video-conferencing technology to deliver instruction to a cohort of students in Houston at the Center for Hearing and Speech. Currently, less than 50% of the program is delivered utilizing video-conferencing technology. The program is in the process of requesting approval for the entire program to be offered online.
Goal 2

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

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

- In 2015, a new graduate certificate program in Cancer Prevention was offered in the Graduate School of Biomedical Sciences. The new certificate program is designed to provide graduate students, post-doctoral fellows, faculty and other health care professionals with a formal introduction to the essential components involved in the advancement of all levels of science for the prevention of cancer. The program will focus on the unique risks for cancer in the South Texas region.

- The School of Health Professions received approval to offer a new Master of Science degree program in Respiratory Care in Fall 2015. The new degree is only one of four such degrees in the country. The degree will expose students to more training in treating those with chronic diseases, including COPD and asthma.

- In the School of Medicine, students participate in journal club activities and exercises as part of the pre-clinical module, “Attack and Defense”. This module explores translational research issues. Also, the clerkship directors implemented a longitudinal half-day curriculum for all students which includes basic science topics in the context of clinical activities, as well as deliberate teaching of concepts that span all medical and surgical specialties.

- During 2015, the third-year medical students enrolled in a mandatory online course that transitions students from the pre-clinical to the clinical curriculum. The course includes a presentation on the fundamentals of translational research.
2. Emphasize active, engaged, self-directed and contextual learning that promotes continuous development of lifelong learning skills.

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.

- A two-day Quality Enhancement Plan (QEP) retreat was held in early May 2015 to brainstorm on QEP topics. More than 72 faculty, staff and students attended the event. Then, in mid-May another two-day retreat was held and attended by approximately 68 faculty, staff, students and community stakeholders to engage in brainstorming exercises and to conduct a needs assessment which led to four potential QEP topics. As a result of the retreat, four QEP Topic Teams were formed. By May 2016, these topics will be developed into white papers and pre-proposals will be submitted to the Health Science Center community. Each team meets on a monthly basis.

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

- Veritas, a student advising system, was renamed the Supporting Academic Growth and Enrichment (SAGE) team. This system was developed as a cohesive and interclass system in which each class of students mentors the students following them. One of the goals of the program is to assist students in making career decisions. In 2015, the Graduate School of Biomedical Sciences had five SAGE teams consisting of six to seven students that were mentored by a young clinician-scientist.
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)

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

- The Health Science Center’s M.D./Ph.D. program ranks in the top four programs in the country for the percentage of students whose research is supported by NIH F30 or F31 grants. This program trains physician-scientists and dentist-scientists who are capable of not only doing patient care but advancing, through their research, improvements in the standard of care for their patients.

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

- Graduate program reviews were completed on the Physician Assistant Studies, Pharmacology and Physiology programs and the School of Nursing’s doctoral program. All programs received commendations and recommendations to either leverage successes or to implement changes for continued improvement to programs.

- The School of Nursing adopted the International Nursing Association for Clinical Simulation and Learning (INACLS) Standards for Clinical Stimulation for the Bachelor of Science and Master of Science nursing programs. The standards will provide evidence-based practices in health care education to improve patient care and best practices.
Education

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

- The Master of Science in Nursing core courses were revised to reflect the latest education and accreditation standards.

- A review of the Master of Science in Nursing Clinical Nurse Leader curriculum was completed and recommendations were made for curricular improvements.

- The Military Health Institute is actively participating in the Association of American Medical Colleges (AAMC) “Joining Forces Initiative” to enrich medical education for future physicians and to provide training that is unique to the clinical challenges and best practices associated with caring for military service members, veterans and families. Several topics and scenarios are being woven into the medical training modules.

- Approximately 83 students are participating in clinical rotations at San Antonio Military Medical Center (SAMMC) in the medical ward, pediatrics, neurology and the Institute for Surgical Research.

- A Family Medicine clinical rotation was established with San Antonio Military Medical Center (SAMMC) and Wilford Hall to expose students to military health facilities.
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.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>2015 PROGRESS</th>
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<tbody>
<tr>
<td>1. Implement programs that will enhance cultural diversity.</td>
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<tr>
<td>2. Enhance student recruitment strategies and identify funding opportunities through scholarships, awards, work study and grants to reduce student debt burden.</td>
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**CHANCELLOR’S FRAMEWORK:** Reduce financial impact on students and families, and identify and further implement strategies to reduce debt burden for students.

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

- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 45 trainees participated in the workshops and 10 new National Institutes of Health (NIH) fellowship awards were received.
- The Health Science Center saw a 26% increase in work-study positions which also included positions...
3. Foster a culture for students to adopt self-care principles, practices and programs.

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.

**2015 PROGRESS**

from off-campus relationships that focused on community health training programs.

- Completed in 2013.

- Completed in 2014.

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

2015 PROGRESS

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

- The Office of Vice President for Academic, Faculty and Student Affairs attended the Spring school workshops on promotion and tenure and made recommendations on how to organize candidate dossiers to effectively represent the impact of their work, and emphasized coaching and mentoring opportunities.

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

- Three faculty in Microbiology, Molecular Medicine and Pharmacology received The University of Texas System’s Rising STARS award totaling $750,000. Also, the Director of the Greehey Children’s Cancer Research Institute received a Translational STARS award for approximately $1.3 million.

- Ten members of the Health Science Center faculty were inducted into the Academy of Master Teachers which promotes and sustains excellence in health science education by building value and recognition in educational leadership and the scholarship of teaching.

- Six faculty were recognized with the Presidential Teaching Excellence Award which recognizes faculty for being role models and mentors to their students.
• Five faculty in the School of Dentistry received the Faculty Assembly Teaching Excellence Award.

• A faculty member in the School of Dentistry received the Faculty of Color Tuition Scholarship for Professional Development by the American Dental Education Association (ADEA). The purpose of the scholarship is for faculty to participate in programs that will improve their teaching abilities, increase their leadership skills and advance an understanding and mastery of other critical elements of a successful academic career.

• A faculty member in the School of Dentistry was selected for the American Association of Periodontics – Sunstar Foundation Fellowship. The purpose of the scholarship is to advance academic careers and research of young faculty members.

• The Dean for the Graduate School of Biomedical Sciences was named a University of Texas System Chancellor’s health fellow in graduate education. The fellowship was established to recognize high impact innovative work at health institutions that are aligned with the overarching mission of The University of Texas System and have potential for broad societal impact on health care, education and research.

• The School of Health Professions implemented a new course evaluation system, IDEA, and recognized 29 faculty for receiving outstanding evaluations.

• A faculty member in the School of Health Professions received the Shirlyn B. McKenzie Teaching Excellence Award. The award recognizes excellence in the scholarship of teaching.

• A faculty in the School of Medicine was selected by the Minnie Stevens Piper Foundation as a 2015
Piper Professor. Ten awards of $5,000 each are made annually to professors for superior teaching in the State of Texas.

- Two faculty in the School of Medicine were selected to be members of The University of Texas Kenneth I. Shine Academy of Health Science Education. The academy fosters excellence in education in the health sciences by recognition of outstanding educators and advancement of knowledge and innovation in the field of education.

- A faculty member in Family & Community Medicine was the recipient of the Smiles for Life 10th Anniversary Award from the Society of Teachers of Family Medicine. The faculty member was a founding member of the National Steering Committee of Smile for Life, a comprehensive and widely used oral health curriculum designed for use by primary care clinicians.

- The Chair for Neurosurgery received the J.T. “Lamar” McNew, M.D. Award for service to physicians-in-training from the Texas Medical Association (TMA) Resident and Fellow Section. The award honors a TMA physician who has provided outstanding mentoring and service to residents and fellows and medical school graduates who are completing specialty training prior to practicing medicine on their own.

- An Orthopaedic faculty member in the School of Medicine was one of four physicians selected from around the world for the prestigious John N. Insall Travelling Fellowship by The Knee Society. The Society promotes outstanding care to patients with knee disorders through innovative research and education.
3. Strengthen the faculty performance review process to identify and incorporate standards for quality teaching, and link performance evaluations to compensation.

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

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

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

**2015 PROGRESS**

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

- The Health Science Center has been successful in using professional recruiting firms to recruit key academic and administrative positions.

- The School of Nursing has been successful in strategically recruiting faculty with doctoral degrees. At the end of fiscal year 2015, 74% of the faculty had doctoral degrees.

- A plan has been developed to upgrade all floors of the Library beginning in fiscal year 2016. The upgrades will include improving study space.

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

<table>
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<tr>
<th>STRATEGIES</th>
<th>2015 PROGRESS</th>
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<tbody>
<tr>
<td>1. Continue to support current research strengths in adult/children cancer, aging, diabetes, health disparities, and neurosciences.</td>
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Cancer

- The Cancer Research & Therapy Center (CTRC) received $13.6 million in grants from the Cancer Prevention and Research Institute of Texas (CPRIT) to support research in liver, brain and prostate cancers. Also, funds will be used to support work in reducing chemotherapy's painful side effects.

- The National Cancer Institute's Cancer Center Support grant for the Cancer Therapy & Research Center (CTRC) was renewed for an additional five years for $9.0 million.

- The Cancer Research & Therapy Center (CTRC) received $5.0 million from the Mays Family Foundation. The funds will be used to fund pilot research, faculty recruitment and retention, clinical trials, new technology and cancer prevention.

- The Greehey Children's Cancer Research Institute received a five-year grant for $3.0 million under the pediatric pre-clinical testing consortium to study agents/combinations against soft tissue sarcoma and kidney cancer models.

- The Department of Pharmacology received a five-year $2.3 million grant to study naturally-derived treatments for breast cancer.

Aging

- The Health Science Center announced the establishment of the first comprehensive Institute for Alzheimer's and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health
Science Center will offer expert diagnostics; have physician specialists in Alzheimer’s related dementias, Parkinson’s and other diseases; offer support programs for caregivers; and, provide access to clinical trials. Approximately $35.0 million in funds were raised from the community to support the new Institute.

- The Barshop Institute for Longevity and Aging Studies received a grant that establishes the Claude D. Pepper Older Americans Independence Center. The grant is for five years totaling $3.5 million and represents only one of 15 awarded across the nation.

- The Barshop Institute for Longevity and Aging Studies received renewal funding for the Nathan Shock Center of Excellence in the Biology of Aging totaling $3.6 million over five years. The center is only one of six across the country.

- During the 84th Legislative Session, the Barshop Institute for Longevity and Aging Studies received $4.0 million of new state funding.

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

**Diabetes**

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

**Neurosciences**

- The School of Medicine continued to support the submission of neurosciences applications and funded six pilot projects that allowed the faculty to collect valuable preliminary data for application submissions for extramural funding. As a result, several large
2. Continue to enhance the aging program at the Texas Research Park.

- The Department of Neurosurgery recruited a new faculty member in fiscal year 2015, and a new chair was appointed in the Department of Psychiatry. Also, a new faculty member was recruited in the Department of Pharmacology whose work focuses on neurosciences. The new faculty member in the Department of Pharmacology also received a University of Texas Rising STARS award for $250,000.

- The Barshop Institute for Longevity and Aging Studies received a grant that establishes the Claude D. Pepper Older Americans Independence Center. The grant is for five years totaling $3.5 million and represents only one of 15 awarded across the nation. The grant will allow the Barshop to develop the human translational research component for their current basic science research.

- The Barshop Institute for Longevity and Aging Studies received renewal funding for the Nathan Shock Center of Excellence in the Biology of Aging totaling $3.6 million over five years. The center is only one of six across the country.

- During the 84th Legislative Session, the Barshop Institute for Longevity and Aging Studies received $4.0 million of new state funding.

- The Barshop Institute for Longevity and Aging Studies recruited two new faculty in fiscal year 2015.
3. Renew the NCI-designation at the Cancer Therapy & Research Center.

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

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.

- Completed in 2014.

- Completed in 2014.

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

- The Health Science Center received two five-year grants totaling $13.75 million from the U.S. Department of Health & Human Services’ Office of Adolescent Health to expand the evidence-based programs provided by UT Teen Health, the university’s initiative that promotes healthy choices for adolescents.

- Salud America has received a $1.3 million grant from the Robert Wood Johnson Foundation to develop new evidence and educational content to drive healthy policy changes for Latino children.

- The Department of Pediatrics in the School of Medicine received two grants to study childhood obesity from the National Institutes of Health (NIH) and the San Antonio Area Foundation. The grants totaled over $120,000.
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.

**2015 PROGRESS**

- Eleven grants totaling $4.5 million were received by the Health Science Center to study stem cells.

- The School of Medicine and Institute for Integration of Medicine and Science (IIMS) have allocated funds to encourage and to create opportunities for clinical and patient-centered outcomes and/or comparative effectiveness through the *Clinical Investigator Kickstart Pilot Program* (CIKP) and the *Visionaries Pilot Program*. The programs were created to increase scientific activity and submission of applications to the National Institutes of Health (NIH) and/or other sources of funding for a program project, center of excellence or similar large awards.

- The South Texas Research Facility Council meets regularly to discuss space allocation. The Council determines what type of research will be housed in the facility along with the best use for space. The facility is now driven by departments rather than themes.

- The South Texas Research Facility has 244 laboratory benches and 31 vacant benches. During fiscal year 2015, 20 new laboratories were established for molecular medicine, neurosurgery, physiology and urology. The occupancy rate is at 87%.

- Velos, a clinical trial management system (CTMS), have been fully implemented for both cancer and non-cancer studies. The system will house vital information on clinical trials that can be used for reporting, financial management, participant...
### STRATEGIES

- Improve management and regulatory tracking.

- The Office of Clinical Research’s website for finding active research studies was enhanced to improve assessibility for internal and external consumers.

- The School of Dentistry’s new Center for Oral Health Care and Research opened in July 2015. Space has been allocated for clinical research projects in the Center. Three clinical research projects are actively engaged in the Clinical Research Clinic.
Goal 2
Recruit and nurture the next generation of basic and clinical scientists into the institution’s priority research themes.

STRATEGIES

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.

2015 PROGRESS

- The Health Science Center received a five-year grant for $3.5 million from the National Institutes of Health (NIH) to enable post-doctoral research scientists to perfect their teaching capabilities and skills at three undergraduate universities. This program will enhance their career potential while inspiring undergraduate students to enter research careers.

- F-Troop, a hands-on, year round grant writing workshop meets weekly and targets pre- and post-doctoral trainees engaged in the preparation of fellowship grant applications. Approximately 45 trainees participated in the workshops.

- A “Grant Writing for New Investigators” workshop was offered twice a month for advanced post-doctoral trainees and early career faculty. Approximately 20 trainees attended the workshops and 10 new National Institutes of Health (NIH) fellowship awards were received.

- A graduate student received $10,000 from the Jess Hay Endowment, the Chancellor’s Graduate Student Research Fellowship, to support cancer prevention work.

- During fiscal year 2015, 20 GrantSeekers presentations were offered. Seventeen grants were reviewed, and three of the grants were successfully funded for $6.3 million. The overall return on investment from successful funding for fiscal years 2013 through 2015 was $29.5 million.
Several faculty used the new editorial review services provided through the Expanded GrantSeekers program. The expanded program includes mechanisms to support specific experiments geared towards improving the likelihood of funding for a revised proposal, and expert editorial service to improve the quality of manuscript and grant submissions.

The School of Medicine and Institute for Integration of Medicine and Science (IIMS) have allocated funds to encourage and to create opportunities for clinical and patient-centered outcomes and/or comparative effectiveness through the Clinical Investigator Kickstart Pilot Program (CIK) and the Visionaries Pilot Program. The programs were created to increase scientific activity and submission of applications to the National Institutes of Health (NIH) and/or other sources of funding for a program project, center of excellence or similar large awards.

The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group’s focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.

The School of Health Professions appointed a Faculty Research Development Committee and hired a research coordinator whose primary responsibility will be to assist faculty in coordinating the preparation and submission of grants.
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)

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.

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

- A University of Texas STARS Translational award for approximately $1.3 million was received by the Director of the Greehey Children's Cancer Research Institute.

- Three faculty in Molecular Medicine, Pharmacology and Microbiology & Immunology each received $250,000 for the Rising STARS award from The University of Texas System.

- Four research faculty were each awarded $100,000 in UT BRAIN seed grants by The University of Texas Neuroscience and Neurotechnology Research Institute. This initiative was established to revolutionize the understanding of the brain and help treat, cure and prevent neurological disorders.

- Seven new endowed academic positions were established in 2015. The endowments support research for cancer, medicine, diabetes, military health and nephrology. In addition, nine other program endowments were created for research in the areas of cancer, aging and neonatology.
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<th>STRATEGIES</th>
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<tr>
<td>• Stewardship efforts have strengthened with regional foundations to support basic science research. During fiscal year 2015, approximately $7.4 million was funded by foundations to support research initiatives.</td>
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<td>• Two Department of Defense grants totaling $2.1 million were received in 2015 to study substance abuse.</td>
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<td>• With the establishment of the Military Health Institute, communications with the U.S. Department of Veterans Affairs (VA), San Antonio Military Medical Center (SAMMC), U.S. Army Institute for Surgical Research (ISR) and the Army-Baylor graduate programs have dramatically increased. Also, the Institute for Integration of Medicine and Science (IIMS) has made a commitment for shared funding of military health-related pilot projects.</td>
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<tr>
<td>• Conversations continue with The University of Texas at San Antonio (UTSA), Southwest Research Institute (SwRI), the National Trauma Institute and military partners to create a Trauma Consortium.</td>
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<td>• In April 2015, the Military Health Institute, the Office of the Vice President for Research and Office of Sponsored Programs conducted an initial orientation to faculty and staff interested in pursuing Department of Defense research grants.</td>
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<td>• A research collaboration document was created between the Department of Defense (DoD), U.S. Department of Veterans Affairs (VA) and the Health Science Center.</td>
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<td>• The Military Health Interest Group sponsored several seminars and tours with the military. The events included a tour of San Antonio Military Medical</td>
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Center (SAMMC), military guest speakers and military recruiters.
## Research

### Goal 3
Enhance and expand research technology and infrastructure.

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<tr>
<td>1. Establish a medical informatics function to integrate electronic medical records with research data.</td>
<td>EPIC, the electronic health record (EHR), and Velos, the Clinical Trial Management System (CTMS), were integrated to provide the seamless transfer of patient information and care protocols to improve care and patient safety.</td>
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<tr>
<td>2. Expand NextGen/bioinformatics to increase number of investigators using advanced bioinformatics approaches.</td>
<td>The University Core Research Facility (UCRF) Committee has made several recommendations for investments in bioinformatics which includes an investment in highly skilled personnel and the formation of a bioinformatics core. It was recommended the new core leverage technology infrastructure with a sister institution that has one of the top super computers in the world and provides a resource to those in need of high performance computing and large storage capacity.</td>
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<tr>
<td>3. Increase research core usage by investigators and target new technologies to be competitive.</td>
<td>In 2015, the cores showing increased usage were the Core for Advanced Translational Technologies (CATT) and Flow Cytometry. Increased usage for these two cores was primarily from newly recruited faculty. Other cores showed declines in usage, however, this was compensated by a 13% increase in services provided to external investigators over fiscal year 2014. Overall, the core usage for fiscal year 2015 showed minimal change.</td>
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<td></td>
<td>The Core for Advanced Translational Technologies (CATT) sponsored two technology awareness seminars on the Next-Generation Sequencing (NGS)</td>
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resources that rapidly sequence whole genomes and makes large-scale, whole-genome sequencing accessible and practical for the average researcher. The CATT and Greehey Children’s Cancer Research Institute solicited applications for three pilot projects.

- Two core initiatives were implemented during fiscal year 2015 to introduce new technologies into the cores. First, the Optical Imaging Core purchased a confocal microscope to meet the heavy demand for the technology. Second, the Core for Advanced Translational Technologies (CATT) was reorganized after new leadership was appointed to the core. The core is now called the Bioanalytics and Single Cell Core (BASiC) and merged the CATT technologies with new technologies for the detection, isolation, banking and bioanalytical characterization of single cells.

- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core facility request management; equipment reservation and usage tracking; project tracking; billing and invoicing; and, business intelligence reporting. Also, this software tool is expected to reduce costs and will improve investigator’s access to shared resources at other institutions participating in the UT network. The software is being implemented in three phases. The first two phases were completed and the final phase is scheduled to be completed in October 2015.
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.

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

- During the fiscal year 2015, 20 GrantSeekers presentations were offered. Also, several faculty have used the new editorial review services provided through the Expanded GrantSeekers program. The expanded program includes mechanisms to support specific experiments geared towards improving the likelihood of funding for a revised proposal.

- The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group’s focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.

- In October 2014, the San Antonio Life Sciences Institute (SALSI) sponsored three lectures on writing successful grant proposals.

- The School of Health Professions established a Faculty Research Development Committee in fiscal
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.

**CHANCELLOR’S FRAMEWORK:** Enhance technology transfer and commercialization.

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

- In December 2014, a new Executive Director was hired for the Office of Technology Commercialization. Also, three new personnel were hired that are trained in intellectual property and strategy.

- The new Executive Director has made several presentations to departments and the faculty, and has spoken at various retreats and seminars to encourage entrepreneurial pursuits. In addition, the Executive Director has had several discussions with various external stakeholders and pharma companies on the development of partnerships with the Health Science Center.

- The Office of Technology Commercialization will sponsor the first of four quarterly events in fiscal year 2016 called Science, Technology and Innovation Reception (STIR). STIR will engage the external community to collaborate in the commercialization of Health Science Center technologies. Also, the goal is to identify potential management for new start-ups and identify pharma partners, as well as create an environment that is highly collegial and engaging.

- The Office of Technology Commercialization has funded a group of pre- and post-doctoral candidates.
### STRATEGIES

as interns to learn best practices in commercialization of health care technologies, as well as learn the method of assessing database technologies. The group is called the Student Team Advisory Group (STAG) and meets weekly.

- The Office of the Vice President for Research is collaborating with San Antonio Technology Center (SATC) to reach an agreement whereby the Health Science Center can incubate companies at SATC and assist companies in becoming sustainable with a return in value in health care products.

- The President’s Translational and Entrepreneurial Research Fund (PTEF) was established to provide early stage funds to promote commercialization of technologies developed at the Health Science Center.

- The Health Science Center and two other University of Texas System institutions have received a $350,000 award from The University of Texas System Office of Technology Commercialization to create a “UTSA/UTEP/UTHSCSA Technology Entrepreneurship and Commercialization Partnership”. The partnership is designed to foster innovation, entrepreneurship and commercialization in the areas of biomedical devices, therapeutics and biomedical engineering.

### 2015 PROGRESS

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**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.

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<td>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.</td>
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<tr>
<td>2. Establish new collaborations among clinical and basic scientists to benefit the health of patients and population.</td>
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<td>- The School of Medicine created a Patient Centered Outcomes Research Institute (PCORI) Funding Workgroup to further engage faculty interested in patient-centered outcomes research and to provide support to faculty for submission of PCORI applications. A workshop was conducted in January 2015 which included a review panel of PCORI-funded faculty and PCORI reviewers. The group's focus is on encouraging capacity building and increased applications for patient-centered outcomes. The Health Science Center submitted a total of eight Letters of Intent (LOI) to PCORI in fiscal year 2015.</td>
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<td>- The Health Science Center signed an agreement with The University of Texas at San Antonio (UTSA) to develop collaborations between the two institutions in the area of cancer research.</td>
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<td>- The Center for Innovative Drug Discovery (CIDD), a joint venture between the Health Science Center and The University of Texas at San Antonio (UTSA) has</td>
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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).

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

- The Clinical and Translational Science (CTSA) principal investigators of The University of Texas System institutions are collaborating on developing a centralized office for a network of clinical trials to be called “Clinical Trial Xpress” (CTX) and have had discussions on developing metrics for the CTSA programs.

- In collaboration with the Texas Regional CTSA Consortium (TRCC), a clinical trial network, and The University of Texas System, a major Trial Innovation Center (TIC) grant application was submitted to the National Center for Advancing Translations Sciences (NCATS) to establish the “Clinical Trials Xpress” (CTX). The grant would support a national-level central coordinating office that utilizes centralized Institutional Review Boards (IRB) and reciprocity agreements; master clinical trial agreements; centralized budgeting; trial performance and quality monitoring; and, a menu of services that can be deployed depending upon the needs and complexity of the trial. If funded, it will place Texas in a strong position for coordinating multi-site research development partnership with German-based CytoCentrics Bioscience. The research partnership has potential impact for drug discovery research across multiple therapeutic disciplines.
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<td>clinical trials at the national level.</td>
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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.

2015 PROGRESS

- The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine's presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.

- The School of Medicine is working on the development of a comprehensive neurosurgery service with a hospital partner that will increase surgical case volume in both adult and pediatric care. The planned clinical space will have seven exam rooms.

- During fiscal year 2015, a director was appointed to the newly created cardiovascular service line. This effort is a collaboration between the Department of Cardiothoracic Surgery and the Divisions of Cardiology and Vascular Surgery to integrate their clinical operations and to provide comprehensive, value driven care to patients with cardiac and vascular diagnoses.

- The Health Science Center announced the establishment of the first comprehensive Institute for Alzheimer’s and Neurodegenerative Diseases in South Texas. Through this endeavor, the Health Science Center will offer expert diagnostics; have physician specialists in Alzheimer’s related dementias, Parkinson’s and other diseases; offer support programs for caregivers; and, provide access to clinical trials of new therapies. Approximately $35.0 million in funds were raised from the community to support the new Institute.
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)

- The United Council for Neurologic Subspecialties (UCNS) approved a fellowship for neurocritical care. The Health Science Center will have the first UCNS accredited neurocritical care fellowship in the South Texas Region.

- UT Medicine will expand services at the Medical Arts & Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.

- A consultant conducted a review of the Cancer Research & Therapy Center (CTRC) and made several recommendations to strategically improve the alignment of operations and to pursue discussions with external collaborators.

- *Patients First,* a UT Medicine initiative branded to improve the coordination and efficiency of patient care across 22 UT Medicine clinical sites completed its second year of reviews. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Currently, four reviews are underway. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by $8.0 million over fiscal year 2014.
Health Care

**STRATEGIES**

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.

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

**2015 PROGRESS**

- Completed 2014.
- Completed 2014.

- UT Medicine continues to develop a relationship with CVS and the Minute Clinics. Medical directorship requests have been fulfilled and discussions continue to enhance this affiliation.

- The School of Nursing opened a sixth clinic site at the AVANCE Fenley Child Development Center.

- The School of Nursing leadership, AVANCE and the UT Nursing Clinical Enterprise met with the City of Uvalde to develop a partnership called “Back to School Texas Health Steps Roundup”. Twenty-six children had a comprehensive health care assessment.

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

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<tr>
<td>1. Expand health promotion and primary care services tailored to meet the needs of our patients and community.</td>
<td>• UT Medicine will expand services at the Medical Arts &amp; Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.</td>
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<tr>
<td>2. Develop innovative and interprofessional models for delivery of primary health care utilizing different types of providers.</td>
<td>• The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine’s presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.</td>
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<td>• All four Primary Care Center (PCC) locations have applied for the patient-centered medical model of care delivery from the National Committee for Quality Assurance (NCQA).</td>
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<td></td>
<td>• 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.</td>
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Goal 3

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

STRATEGIES

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

2015 PROGRESS

- UT Medicine will expand services at the Medical Arts & Research Center (MARC) building by repurposing 40,000 gross square feet from administrative use to clinical space. The clinical expansion will include neurology, neurosurgery, ophthalmology and new radiology modalities.

- The University of Texas Board of Regents approved a new multi-specialty clinical practice site in the northwest section of San Antonio to expand UT Medicine’s presence in a rapidly growing area of San Antonio. The new facility will include primary care and specialty-care providers, as well as full imaging capabilities. The opening of this facility is planned for early 2017.

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- A consultant conducted a review of the Cancer Research & Therapy Center (CTRC) and made several recommendations to strategically improve the alignment of operations and to pursue discussions with external collaborators.

- UT Medicine is in negotiation with one organization of primary care providers, and in discussions with another large group of primary care providers, to increase referral opportunities for UT Medicine.
2. Establish processes in our Practice Plans for effective coordination and integration of care for our patients with our institutional and hospital partners.

- *Patients First*, a UT Medicine initiative branded to improve the coordination and efficiency of patient care across 22 UT Medicine clinical sites completed its second year of reviews. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Currently, four reviews are underway. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by $8.0 million over fiscal year 2014.

- The School of Dentistry opened a new Center for Oral Health & Research in July 2015. The 198,000 square-foot building will provide a venue for oral health care, education, training and research. The new Center is strategically located and connected to the School of Medicine’s faculty practice, UT Medicine. The location of both buildings will facilitate interdisciplinary work among the medical and dental students, as well as faculty-clinicians and researchers.

- The San Antonio Business Journal recognized and named four faculty as 2015 Health Care Heroes. The award is given to local individuals who are making extraordinary contributions to health care.

- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in
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<tr>
<td>3. Develop a marketing plan to communicate our services to patients, the community and region.</td>
<td>- Healthy Planet, a technology tool, is being implemented and will be used to assist with population health activities, including the tracking of patient outreach; providing care management which includes medication compliance; and, documenting care plans and goals.</td>
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<tr>
<td>4. Develop alternative reimbursement methodologies that reward quality outcomes and efficiencies.</td>
<td>- There was an increase in external referrals of 8.9% and internal referrals of 14.9% over fiscal year 2014.</td>
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<td>- A Chief Marketing Officer was hired in March 2015. The Chief Marketing Officer is in the process of developing a strategic marketing plan to communicate and market the Health Science Center's patient services.</td>
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<td>- Quality-based contracts have been negotiated with hospital partners for Emergency Medicine, Anesthesia and Radiology. Also, UT Medicine has negotiated for value-based payments with two third-party payers.</td>
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Goal 4

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

STRATEGIES

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

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

2015 PROGRESS

- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in care with patient populations; address gaps in care utilizing population health analytics; integrate care management and coordination; and, engage patients in their care.

- Healthy Planet, a technology tool, is being implemented and will be used to assist with population health activities, including the tracking of patient outreach; providing care management which includes medication compliance; and, documenting care plans and goals.

- UT Medicine implemented software that provides one sign tap-and-go technology to streamline clinical workflows by removing the need to repeatedly type usernames and passwords. Also, the software allows a secure signing solution that will allow electronic prescribing of controlled substances.

- EPIC, the electronic health record (EHR), was upgraded to version 2014 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.

- EPIC, the electronic health record (EHR), and Velos, the Clinical Trial Management System (CTMS) were integrated to provide the seamless transfer of patient information and clinical care protocols to improve care and patient safety.
2. Recruit and invest in personnel skilled in system improvement and analytics for evaluating patient safety, quality and efficiency of care.

- Stage 2 requirements for Meaningful Use as mandated by the Centers for Medicare and Medicaid Services (CMS) were implemented. Stage 2 requirements are seen as having a positive impact on patient care and safety through electronic messaging with patients, automatically tracking medications and the ability for patients to view their health information online.

- A faculty member was appointed to serve on the Healthcare Infection Control Practices Advisory Committee of the U.S. Centers for Disease Control and Prevention (CDC). The committee provides advice and guidance to the Secretary of Health and Human Services regarding infection control practices and strategies for surveillance and prevention of health care-associated infections, antimicrobial resistance and related infection control issues.

- The School of Medicine has started a new project evaluating hospital medicine’s admissions and discharge flow. This project may be expanded hospital-wide.

- The School of Medicine is collecting quality data and measurements, and as clinically appropriate, providing it to faculty and departments as part of their compensation plans.

- The School of Dentistry trained over 400 faculty, residents and students on clinical quality improvements and analytics in 2015.

- The School of Dentistry revised and developed a patient satisfaction online survey for patients to complete. The satisfaction rate for fiscal year 2015...
3. Prepare for implementation of health care reform and explore novel opportunities of health care delivery.

- There are currently 22 active five-year and one three-year Delivery System Reform Incentive Payment (DSRIP) projects across the Schools of Dentistry, Medicine and Nursing that are evaluating health system reform for the underserved in Texas. Total gross incentives earned in fiscal year 2015 were $26.2 million.

- The ICD-10 conversion has been completed and is effective October 1, 2015. Faculty and clinic staff completed online training, and a gap analysis was conducted for improvements. In addition, coders completed training, and two additional coder educators were added to the float pool in preparation for increased time to code services.
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.

- The Health Science Center hosted a Public Education Day on stem cells and regenerative medicine. The community educational event was held to foster an understanding of stem cells and regenerative medicine and what it means to patients and their families.

- Faculty, staff and medical students, through the Hispanic Autism Research Center at the Health Science Center, participated in several events on autism. The events included focus groups completing survey assessments on barriers faced by children with autism in South Texas; serving as guest speakers at autism events in South Texas; and, presenting at annual conferences and participating in autism awareness health fairs. Approximately 800 parents, children and teachers attended these events during fiscal year 2015. In Harlingen, over 300 parents and teachers attended the annual conference.

- The Barshop Institute for Longevity and Aging Studies, in collaboration with Texas Public Radio, presented the latest research and discoveries related to the treatment of Alzheimer’s.

- The South Texas Poison Center earned its reaccreditation as a regional poison center by the American Association of Poison Control Centers. The South Texas Poison Center is part of the Department of Emergency Medicine and is one of six poison centers in Texas.

- The Institute for Health Promotion Research received the Everett M. Rogers Public Health Communication Award from the American Public Health Association. The award recognizes outstanding contributions in
2. Identify health problems deemed mutually important to the community and institution; work together to create sustainable interventions that can be evaluated.

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

2015 PROGRESS

- The regional campus in Laredo hosted a community event on Diabetes and Obesity in South Texas. The project seeks to address the increased prevalence of diabetes and obesity in Laredo by identifying risk factors in the population and designing intervention programs. Dozens of residents participated in the program.

- The eighth annual Community Service Learning Conference was held and focused on “positive deviance”. “Positive deviance” is a tool that is used in public health projects so individuals can find solutions for their community problems and issues. Approximately 400 people attended the 2015 conference.

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

- The Voelcker Biomedical Research Academy received $675,000 from the Voelcker Fund to extend the academy for three more years. The program was established to encourage high school students to pursue scientific, technological, engineering and mathematics (STEM) careers. The intensive three-year biomedical research program is available to
outstanding San Antonio area high school students. This summer the academy graduated its fifth group of alumni.

- The Baptist Health Foundation of San Antonio awarded more than $350,000 to the Health Science Center to support student community service learning initiatives and scholarships. The purpose of the awards is to enhance education through community service learning projects.

- Forty-nine faculty, five post-doctoral trainees and 37 graduate students in the Graduate School of Biomedical Sciences were recruited to participate in community outreach programs and projects including, summer pipeline programs, Doctor’s Day, Science Expo, Science Nights, Big Brothers Big Sisters, the BEAT program and science fairs. Also, a shadow program was developed with Health Careers High School, and a science café on science and entrepreneurship was organized with St. Mary’s University.

- The Graduate School of Biomedical Sciences conducted several science demonstrations in K-12 settings in coordination with school districts in South Texas.

- Over 75 elementary and middle school students in Cameron County learned how the environment plays a key role in their health through hands-on activities. The event was sponsored by the STEER program.
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<th>STRATEGIES</th>
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<td>4. Develop clinical teams and train students to meet the needs of the community.</td>
<td>- Dental and dental hygiene students provided oral screenings, fluoride treatments and dental sealants for more than 720 second-graders from the Edgewood Independent School District. This large-scale community service project provides an oral education opportunity for students while providing service to an underserved group of children.</td>
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<td>- The School of Dentistry maintained approximately 62 extramural training clinical days for students through rotation schedules at sites in the Lower Rio Grande Valley, Laredo and clinics in San Antonio.</td>
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<td>- The School of Medicine students volunteered at student-run free clinics at: Alpha Home, San Antonio Metropolitan Ministries, Haven for Hope CentroMed, the Refugee Health Clinic, the Travis Park Dermatology Clinic, the Mobile Eye Clinic and Frontera de Salud (in San Antonio, Laredo and Corpus Christi).</td>
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<td>- Through the STEER program, approximately 350 individuals attended a health fair where students conducted health evaluations and assessments in the City of Brownsville.</td>
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<td>- The School of Nursing added the San Antonio Refugee Health Clinic as an additional site for expansion of services and opportunities to expose students to health care. Over 500 refugees and their families seek health care and education in the clinic.</td>
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<td>- A community service learning program organized by the Center for Medical Humanities &amp; Ethics educates students on how to provide community service in response to community-identified needs, and</td>
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5. Broaden community organization partnerships across settings and developmental groups.

- The Health Science Center received approximately $850,000 from Methodist Healthcare Ministries to support innovative primary care behavioral health care services in South Texas, and to prepare young physicians to think about the health of tomorrow as an integrated, interprofessional endeavor.

- UT Nursing Clinical Enterprise and AVANCE-San Antonio opened a new nurse-led clinic that will offer preventive screenings and primary health care to over 800 children enrolled in the Head Start program in the Harlandale Independent School District. The School of Nursing received a $600,000 grant from the Hillman Foundation to help support the expansion of the nurse-led clinical enterprise.

- The Health Science Center was once again on the U.S. President’s Higher Education Community Service Honor Roll. The honor roll, which is the highest federal recognition an institution can receive, recognizes institutions of higher education that support exemplary community service programs and raise visibility of effective practices through campus community partnerships.

- A faculty member in the School of Nursing was appointed to the Texas Team Rural Health Task Force. The faculty member was also invited to speak at regional and state-wide meetings.
Goal 2

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

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

**Organizational Effectiveness**

**Goal 1**

**STRATEGIES**

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

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

**2015 PROGRESS**

- Two gallery walks were conducted during fiscal year 2015 to showcase the accomplishments of the Institutional Sustainability Task Force’s four sub-groups on enhancing and strengthening the institution’s organizational, operational and administrative structures.

- The administrative/operations sub-group worked with a broad constituency to develop an inventory of current and unmet training needs and developed a strategy for new business training and job aids. An information systems resource guide was developed that documents key information systems utilized by the university, and a new interface with the institution’s travel agency was implemented to streamline and reduce the costs of making travel arrangements. In addition, the ACE security application was enhanced to make the process more efficient, and a SharePoint site was developed for “Business Affairs eForms” which will streamline and automate several paper-based transactions. The first eForm developed was the prior approval form. Phases I and II of the PeopleSoft financials upgrade were completed, and Phase III is in progress which will include new functionality for automating local/state voucher forms.

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

Various other projects are in progress, including a new self-service application for payment requests,
Organizational Effectiveness

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<td>development of trainings, automation of the faculty appointment process, and developing an administrative interface for prior approvals for outside activities.</td>
<td>• The clinical sub-group continues to implement the <em>Patients First</em> initiative at clinical sites to identify opportunities for enhancing provider and staff efficiencies and improving patient access to care. During fiscal year 2015, nine clinics were reviewed which brings the total reviews to 17 clinics. Four additional clinics are currently under review. To date, 133 providers have completed the initiative and 87 scheduling templates have been enhanced to increase patient access to care. Patient visits increased by approximately 20,000 and collections increased by $8.0 million over fiscal year 2014. In addition, external referrals increased 8.9% and internal referrals 14.9% over fiscal year 2014.</td>
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<td>• The education sub-group was successful after the external peer review of the institution’s ongoing compliance with regional accreditation requirements in its fifth-year interim report, and a Quality Enhancement Plan (QEP) Steering Committee was established and is actively engaged in soliciting input on institution-wide academic projects. Academic program level outcomes have been established which included an annual formal assessment of both program and student learning outcomes; and, an experimental lab space was established to provide an innovative environment for exposing faculty to new technology and learning techniques. In addition, electronic solutions were implemented to align the documentation of faculty effort between the academic departments and reports submitted to the Texas Higher Education Coordinating Board.</td>
<td>• The education sub-group was successful after the external peer review of the institution’s ongoing compliance with regional accreditation requirements in its fifth-year interim report, and a Quality Enhancement Plan (QEP) Steering Committee was established and is actively engaged in soliciting input on institution-wide academic projects. Academic program level outcomes have been established which included an annual formal assessment of both program and student learning outcomes; and, an experimental lab space was established to provide an innovative environment for exposing faculty to new technology and learning techniques. In addition, electronic solutions were implemented to align the documentation of faculty effort between the academic departments and reports submitted to the Texas Higher Education Coordinating Board.</td>
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2. Review and strengthen plans to provide for holistic external reviews of each school.

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

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

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

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

- Completed in 2014.

- The Office of Business Affairs is participating with other University of Texas health institutions and The University of Texas System Supply Chain Alliance to select a comprehensive spend analytics automated solution and to identify eCommerce applications to further reduce supply chain costs and to enhance efficiencies.

- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core
4. Develop criteria to assess and improve academic, research, and administrative space utilization and strategies, including productivity indices, and review of space utilization policies.

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

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

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**2015 PROGRESS**

- Revisions to the research space allocation policy was approved in February 2015. The policy establishes metrics for assignable square footage, underutilized space, and procedures for requests of new research space.

- Annual evaluations of chairs and center/institute directors by their respective deans will include the effectiveness in utilization of space based on a research productivity index (RSPI) which measures fiscal year total awards divided by assignable square feet of wet bench research space.

- The Board of Regents approved the acquisition of a building in the Medical Center to add an additional 100,000 square feet of space to accommodate administrative staff which will generate a cost savings of approximately $2.0 million a year from current space leases.

- Enterprise Analytics, a precursor to Oracle Business Intelligence Enterprise Education (OBIEE), is currently under development and will provide a solution to access transaction information for ad-hoc
6. Develop dashboard tools to assist management with defining and monitoring key accountability metrics in order to proactively improve operations, performance, and decision making processes.

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

**2015 PROGRESS**

- Several other enhancements were made to the Hyperion Planning application to enhance workflow and to add features for the departments to make budget projections.

- Smart View, a comprehensive tool for accessing and integrating data, was implemented to allow Hyperion users to view, analyze, distribute, and share data retrieved from the system. Smart View provides more flexibility to efficiently analyze financial performance, and enhance access to budget data and reporting to executive leadership and the budget office.

- By participating in The University of Texas Digital System Library (UTSDL) for subscriptions to electronic journals and databases licensed by the UTSDL, the Health Science Center had a cost avoidance of approximately $9.0 million in fiscal year 2015 based on publisher list prices.

- The technology solution for this strategy is being evaluated.
7. Engage a consultant to evaluate the appropriate staffing levels and benchmarking metrics for development personnel performance.

- 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>• The revised faculty compensation plan has been approved by the President and The University of Texas System. An Institutional Faculty Compensation Advisory Committee made recommendations to the Faculty Senate and the President on the plan.</td>
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<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>
<td>• Human Resources continues to evaluate the survey process for market rates utilizing MarketPay. Also, high-need job families continue to be evaluated along with analyzing market adjustments for specific job families.</td>
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<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>• The School of Health Professions implemented a faculty incentive plan that promotes research and scholarship productivity and student satisfaction.</td>
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<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>
<td>• Phase II of a new performance management system called Goal &amp; Performance System (GPS), is underway. GPS transforms performance reviews from an annual event to an ongoing process throughout the year. The system requires that supervisors and their employees work collaboratively on goals to encourage excellence. Training was also available on the GPS functionality. GPS will be fully implemented by fiscal year 2017.</td>
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<td>• The Research Strategic Advisory Council made recommendations to the Vice President for Academic, Faculty and Student Affairs regarding research faculty performance evaluations. The Council found that the current evaluation forms had different formats, ranging from streamlined to very</td>
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3. Improve post-tenure review to better differentiate performance levels and enhance excellence.

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

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

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

**2015 PROGRESS**

elaborate performance rating scales. The Council recommended the format of the evaluations be at the discretion of the chair or designated reviewer, however, evaluations should at least include the following minimal requirements: 1) grant funding, 2) publications, 3) collaborations, 4) career development of trainees and junior faculty and 5) academic responsibilities (teaching, research activities and service). The performance reviews are to be completed on an annual basis.

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

• The School of Medicine developed an electronic workflow for the faculty recruitment process. Cycle time for the new electronic faculty recruitment process now averages just two days as compared to two weeks when the process was completely manual.
5. Develop a leadership development program for chairs, faculty and staff to promote career advancement and professional growth and development.

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

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

**STRATEGIES**

**2015 PROGRESS**

- A project to automate of the faculty appointment process is in progress.

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

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

- Completed in 2014.
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.

STRATEGIES

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

2015 PROGRESS

- The Health Science Center launched its first-ever institutional awareness advertising campaign in January 2015 in order to strengthen the reputation and identity of the university. The general awareness, reputational advertising campaign launched with print ads in performing arts brochures, outdoor billboards and other digital bulletins across the City. The messaging promoted the mission of the Health Science Center. Also, thirty-second television spots aired during news-oriented times, and fifteen-second online ads appeared on various websites.

- As part of the general awareness advertising campaign, the URL to the Health Science Center’s home page was change to WeMakeLivesBetter.com for better recognition and navigation of the website.

- In fiscal year 2015, a complete rearchitecture of social media occurred to enhance communication within the Health Science Center communities.

- The WebLife team continues to enhance the existing web pages on the Health Science Center’s website. In fiscal year 2015, the websites for the Cancer Therapy and Research Center (CTRC), University Police, the School of Health Professions and the UT Dentistry Research were redesigned. This project will continue over the next few years.

- In March 2015, a new Chief Marketing Officer was hired. The Chief Marketing Officer is in the process of developing a strategic marketing plan and gathering baseline data for the Health Science Center.
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.

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.

### 2015 PROGRESS

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

- In fiscal year 2015, the operating budget included $5.0 million for investments in strategic initiatives.

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

- Fiscal year margins exceeded budget by approximately $10.0 million with revenue growth of 4% and expenditure growth of 3%.

- During fiscal year 2015, donor giving was $67.7 million which included cash, pledges, in-kind and testamentary giving. The total cash giving was $42.8 million.
CHANCELLOR’S FRAMEWORK: Develop and implement a multi-year business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.

2015 PROGRESS

- There were 31 new endowments in 2015. Seven new endowed academic positions were established. The endowments support research for cancer, medicine, diabetes, military health and nephrology. In addition, nine other program endowments were created for research in the areas of cancer, aging and neonatology. Finally, there were 15 miscellaneous endowments which included scholarships and quasi-endowments.

- Total giving from foundations, corporations and other organizations was $37.6 million and increased by 32% from 2014. There were 502 unique donors.

- The number of new unique donors increased by approximately 34% or 3,014 donors.

- During the year, approximately 5,000 community members attended 64 Presidential donor cultivation and stewardship meetings and events.

- The Health Science Center hosted four fundraising events in fiscal year 2015. The gross amount raised from these events was approximately $1.0 million.
Organizational Effectiveness

**Goal 5**

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

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**STRATEGIES**

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

**2015 PROGRESS**

- CANVAS, a leading-edge learning management system, will replace the Blackboard Learning Management System. The migration of course and curriculum content is 88% complete and will continue through the end of the calendar year. The system will enhance functionality and reporting capabilities and will result in significant annual and recurring cost savings.

- ExamSoft, a testing software, was fully implemented in the School of Dentistry in fiscal year 2015. A feature of the software includes the alignment of data collection effort with student artifacts to assess learning outcomes. An analysis of program and student learning outcomes and competencies was conducted in March 2015 utilizing ExamSoft and will be conducted annually to improve the attainment of stated program student learning outcomes.

- The Office of the University Registrar implemented CourseLeaf, a curriculum and catalog management system, which allows for embedded workflows and collaboration between the schools’ curriculum committees and the Registrar.

- The Library converted to Koha, an open source integrated library system that will manage ordering, cataloging, access to electronic resources and circulation of materials. The upgrade of the system will save the Library approximately $15,000 annually. Also, the Library moved CONTENTdm, the Library’s digital archive system, and EZ Proxy, the system that manages off-campus accesses to e-resources, to commercially hosted solutions for business continuity and ease of server management.
2. Facilitate the creation of an enterprise governance model that effectively evaluates, prioritizes, selects, and implements information technology investments in alignment with the strategic plan while promoting fiscal stewardship and sustainability.

- UT Medicine and the information technology group are in the process of implementing technology solutions to improve coordinated care for patients; support greater health, disease and prevention programs; and, to efficiently manage high-risk patients. These technological advances will allow integrated care teams to identify and address gaps in care with patient populations; address gaps in care utilizing population health analytics; integrate care management and coordination; and, engage patients in their care.

- Healthy Planet, a technology tool, is being implemented and will be used to assist with population health activities, including the tracking of patient outreach; providing care management which includes medication compliance; and, documenting care plans and goals.

- UT Medicine implemented software that provides one sign tap-and-go technology to streamline clinical workflows by removing the need to repeatedly type usernames and passwords. Also, the software allows a secure signing solution that will allow electronic prescribing of controlled substances.

- The institution completed a mobile phone transition project which resulted in $1.0 million in direct, annual and recurring cost savings.

- An institutional storage expansion solution is underway and is substantially complete.

- A distributed antenna system was implemented to boost mobile broadband and Wi-Fi coverage for isolated spots of poor coverage in the institution.
3. Leverage existing information technology investments and capabilities across the University to further enhance institutional productivity, efficiency and effectiveness.

- The Health Science Center has a multiple of ongoing projects in progress to leverage existing information technology investments and capabilities across the organization to enhance productivity, efficiency and effectiveness.

- The Office of Academic, Faculty & Student Affairs is in the process of creating academic advisement plans in PeopleSoft. Currently, 50% of the plans have been completed. This project will reduce the workload during the student degree audit check.

- The Office of Academic, Faculty & Student Affairs has leveraged the use of PeopleSoft to collect data for reporting purposes in a central repository. The office has created panels to allow departments to review faculty data for reporting purposes to the state and federal government and accrediting bodies; to track graduate students and to identify faculty type; to automate data collection in a centralized location for post-doctoral trainees; and, to capture professional exam scores.

- Velos, a clinical trial management system (CTMS), have been fully implemented for both cancer and non-cancer studies. The system will house vital information on clinical trials that can be used for reporting, financial management, participant management and regulatory tracking.

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

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

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

- EPIC, the electronic health record (EHR), was upgraded to version 2014 to provide and improve clinical and research functionality, workflow, patient safety and treatment outcomes.

- iLab Solutions, a core management software is in the process of being implemented. This project was initiated by the Texas Regional CTSA Consortium (TRCC) and is funded by The University of Texas System to create a System-wide core facilities network. The software functionality includes core facility request management; equipment reservation and usage tracking; project tracking; billing and invoicing; and, business intelligence reporting. Also, this software tool is expected to reduce costs and will improve investigator’s access to shared resources at other institutions participating in the UT network. The software is being implemented in three phases. The first two phases were completed and the final phase is scheduled to be completed in October 2015.

- PeopleSoft Financials is in the process of being upgraded from version 9.0 to 9.2 which will provide greater operational efficiencies, planning and reporting.

- The development of a faculty effort reporting tool for the School of Medicine is underway which will allow analytic capabilities of faculty time and effort, and the evaluation of productivity indices.
Goal 6

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

STRATEGIES

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

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

2015 PROGRESS

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

- During fiscal year 2015, three deferred maintenance projects were completed, and one project related to fire and life safety was completed.

- The Texas Research & Technology Foundation, the non-profit organization that owns and operates the Texas Research Park, is selling their land. The Health Science Center is exploring their options.
Ours is a story of making lives better.