



School of Health Professions  
Strategic Plan  
2010-2015\*

\* Developed Vision 2010 in 2004

\* Vision 2010 Reviewed and Revised Fall, 2008

\* Approved by Faculty Assembly Sept. 23, 2010

UTMB Mission, Vision Values

12-22-10

## Preamble

The University of Texas Medical Branch at Galveston is an inclusive, collaborative community of forward-thinking educators, scientists, clinicians, staff and students dedicated to a single purpose – improving health.

We prepare future health professionals for service and lifelong learning through innovative curricula and individualized educational experiences. We advance understanding and treatment of illness and injury through ground-breaking research, in the lab and at the bedside, including commercialization of such research as appropriate. We deliver skilled and patient-centered health care. And we continue to shape the future of health sciences education, research and clinical care by always asking, “What’s next?”

## UTMB Mission

UTMB’s mission is to improve health for the people of Texas and around the world.

## UTMB Vision

We work together to work wonders as we define the future of health care and strive to be the best in all of our endeavors.

## UTMB Core Values

Our values define our culture and guide our every interaction.

- We demonstrate **compassion** for all.
- We always act with **integrity**.
- We show **respect** to everyone we meet.
- We embrace **diversity** to best serve a global community.
- We promote excellence and innovation through **lifelong learning**

## UTMB Strategic Priorities

UTMB’s six strategic priorities or themes—people, growth, education, finance, quality and service, community—serve as the long-term conceptual framework for setting annual goals. These priorities are a constant, even though emphasis may vary from year to year. People or finance may take precedence one year, quality and service may be the focus the next. But each priority is important and, collectively, ensure that leadership never loses sight of the factors UTMB considers essential to success.

### **People**

Attract and retain a world-class workforce, and achieve recognition as a preferred employer

### **Growth**

Become known nationally and globally as a leader in health care delivery and biomedical science by developing or expanding priority clinical and research programs and facilities

**Education**

Achieve national prominence for innovative and effective educational curricula focused on evidence-based learning and practice, across the health professions

**Finance**

Generate financial strength with strategic investments in programs and growth in philanthropic support

**Quality and Service**

Achieve and sustain top-quartile performance in clinical outcomes, patient service and employee satisfaction

**Community**

Develop and implement model programs that optimize the health of the populations we serve, including those that are vulnerable or underserved

The School of Health Professions Chair's Council initiated a strategic planning process in December, 2009 and followed-up with a retreat on February 3, 2010. Final approval of the plan occurred during the July 21, 2010 Chair's Council. The SHP Strategic Plan was distributed at the July 28<sup>th</sup> Faculty Assembly.

## Mission of the School of Health Professions

The mission of the School of Health Professions Sciences is *to provide and promote quality education, research, and service in an environment that fosters collaboration and mutual respect.*

The School of Health Professions:

- provides multi-level educational programs for a diverse group of students, colleagues, and members of the community,
- facilitates student and faculty involvement in scientific investigation and scholarly activities that advance health care, and
- promotes service through active participation in professional and community activities.

## Vision of the School of Health Professions

We envision a school that provides quality education in the health professions and encourages and rewards innovation.

In this environment:

- we identify educational outcomes clearly,
- we embody principles of adult learning, which are reflected in the best educational practices,
- we promise team-oriented health care through true interdisciplinary learning,
- we use current technology to promote learning,
- we employ non-traditional methods for acquiring and demonstrating mastery to facilitate degree completion

- students gain clinical experience in community settings, and
- clinically competent graduates embrace ethical practices and possess excellent interpersonal skills.

We further envision an education environment where:

- basic education instills awareness of professional identity and a lifelong dedication to learning,
- faculty are attuned to developments and needs in the health care field, and
- research and demonstration projects stimulate thought and enrich instruction define practice, and improve health care delivery.

This learning environment:

- values and rewards continuous improvement in instructional strategies,
- promotes career and personal development, and
- encourages healthful living through its organizational practices.

## Strategic Goals

### UTMB School of Health Professions

#### 2010-2015

#### **People: Faculty**

**Goal:** Expand faculty recruitment and development activities to advance the educational and research mission and support enrollment growth.

#### ***Strategies to advance the Faculty Mission:***

- Increase the number of faculty positions to reflect SHP enrollment/research growth
- Develop an integrative, standardized SHP faculty recruitment process
- By 2015, 75% of the faculty would have earned doctorates
- Enhance faculty development opportunities in teaching, research, and service
- Encourage the Academy of Master Teachers and other campus resources as venues for faculty development
- Each faculty will have a faculty development goal
- Enhance faculty satisfaction through retention, communication, development, and recognition
- Develop a compensation plan for research faculty
- Evaluate the Annual Faculty Performance Review
- Implement the Academic Residency Program

#### **Growth: Research**

Goal: Expand research in the School of Health Professions.

***Strategies to advance the Research Mission:***

- Increase research funding by 10% annually over next 5 years
- Recruit new faculty capable of independent research and obtaining external funding.
- Obtain Coordinating Board approval for independent PhD program in rehabilitation sciences
- Expand number of stipends to support PhD students in rehabilitation sciences by 10% by 2011
- Maintain or improve national ranking of rehabilitation science curriculum (ranked 8<sup>th</sup> in scholarly productivity in comparison with national programs in rehabilitation science, exercises science and kinesiology [N = 375 academic programs]. See Chronicle of Higher Education: <http://chronicle.com/stats/productivity/page.php?bycat=true&primary=234&secondary=187&year=2007>
- Continue to develop and explore new opportunities for collaborative PhD training with programs in PMCH, Clinical Sciences, and the Institute for Translational Science (e.g., CLS and Clinical Sciences)
- Maintain research infrastructure for postdoctoral training and early career development (K12) faculty
- Enhance Administrative Research Infrastructure
- Examine options for protecting research equipment, samples, and laboratory space from damage in future hurricanes.
- Increase number of SHP proposals for external research funding by 10% annually through 2015 compared to the FY 2009 base
- Expand research space
- Maintain and expand research collaborations throughout campus
- Facilitate research opportunities for current faculty
- Expand faculty development in research

## **Growth: Practice**

Goal: Expand faculty practice income

***Strategies to advance the Practice Mission:***

- Increase the number of faculty regularly engaged in clinical practice
- Increase faculty practice opportunities/contracts
- Increase faculty practice income
- Develop a Manual of Operating Procedures for the Faculty Service, Research, and Development Program

## **Education**

Goal: Recruit and retain high caliber students.

***Strategies to advance the Education Mission:***

- Implement Student Enrollment Plan to increase the number of students by 40% by 2015 (Target 826 compared to 590 FY 2010) and include classroom, laboratory, and office space to match the increase in enrollment

- Plan strategies, organize and align departments to meet our goal of 40% increase in enrollment
- Devise and implement a marketing plan to attract more highly qualified students
- Implement and revise as needed the recruitment plan.
- Revise website and other social media as primary recruitment and communication tools
- Increase scholarship support by 5% annually over the next 5 years
- Develop innovative programs
  - OTD, DCLS
  - New Masters Program in PAS, CLS, RC, and Clinical Nutrition
  - Establish credit for CLS certificate program
  - Implement the MPT to DPT transitional program
- Improve support mechanisms to advance recruitment
- Complete re-accreditation and academic program reviews
- Increase/ improve academic and teaching lab space
- Finalize Hurricane Ike repairs
- Increase student clinical placement sites by 40% by 2015 (compared to FY 2010 # of contracts)
- Continue to expand diversity of student body from 24% to 28% by 2015
- Establish support for a diverse student population
- Develop new curricular models that leverage technology
- Explore resource support for the new educational models
- Assess staffing for the school, particularly related to technical support, clinical contracts, grants, administration, and education
- Encourage student participation in synergy activities

## **Finance**

- Maintain a positive contribution margin
- Provide excellent stewardship of our financial resources
- Monitor budget monthly

## **Quality and Service**

- Recognize excellence through our employee recognition program, STARS, and awards program
- Evaluate faculty and staff satisfaction

## **Community**

Goal: Expand support for SHP

### ***Strategies to advance the Community Mission:***

- Work with the Development Office to develop a development plan, and review and revise annually
- Increase the number of endowed programs
- Increase the number of endowed scholarships
- Increase the number of endowed faculty positions
- Cultivate alumni and the community for SHP support

Goal: Increase community outreach activities

***Strategies to advance Community Outreach Mission:***

- Continue to develop Global Health Initiatives
- Pursue inter-professional service learning opportunities
- Develop support for community learning opportunities
- Work with the Office of Alumni Affairs to regularly participate in alumni newsletters, regular and esolicitations