

Texas A&M Health Science Center

**Compact with The Texas A&M University System
FY 2008 – 2009**

MISSION

In all we do, we dedicate the full measure of our resources and abilities to advancing the knowledge and technologies of our professions, and to bringing Texans the finest in health education, promotion and care. Because of our work, people's lives are changed—across our state, around the nation, and throughout the world.

VISION

Our university is a premier assembly of colleges devoted to educating health professionals and researchers of extraordinary competence and integrity. Our faculty, staff and students are united by a belief that all people, regardless of geography, economics or culture, deserve the benefits of compassionate care, superior science and exceptional health education.

CEO STATEMENT

The Texas A&M Health Science Center embarked on the *Pathways to Excellence 2015* strategic planning process as a means of meeting our commitment to providing quality health professions education programs, a devotion to meeting Texans' health needs and a passion for creating a future of genuine distinction. The Health Science Center Compact is an extension of this strategic plan and reflects our continued commitment to the vision, mission, values, goals and objectives contained therein. The elements presented in the Compact represent priorities seen as most essential for central administration for fiscal years 2008 (FY08) and 2009 (FY09). The priorities summarized below were selected and agreed upon by the members of the HSC Executive Committee (i.e., the vice presidents and deans of the academic units within the HSC) for the President and central administration in light of significant projected programmatic and physical expansion of the HSC over the next two years.

The Compact identifies specific strategies necessary to accomplish broad institutional goals in research, faculty recruitment and retention, academic programs, facilities and infrastructure, and institutional advancement. Specific programmatic or college level goals are addressed by Dean to President compacts. Herein are provided related performance measures, available financial resources, potential collaborations, and means to address potential challenges or barriers encountered. This Compact is a natural next step in our ongoing efforts to systematically and routinely evaluate progress made, and to identify and plan for challenges faced, as we strive as an institution to accomplish our long-term goals and vision to be a premier academic health center.

The next 24 months are likely to be among the most significant for our Health Science Center since its inception with respect to growth and development. Over the course of the coming biennium we expect to see significant growth in our student enrollment, expansion of our faculty and accompanying research endeavors, and the development or expansion of the Health Science Center presence in Bryan, Corpus Christi, Dallas, Houston, Round Rock and

Temple. There will be significant focus on building physical facilities in both Bryan and Round Rock. Establishing a unified campus for our Bryan-College Station components will allow the HSC to continue to build a unique identity apart from Texas A&M University even as we build upon collaborations that enhance both institutions. The development of HSC facilities in Round Rock will support the College of Medicine expansion efforts.

The leadership team of the Health Science Center fully acknowledges the Compact presented below is aggressive and daunting. However, we recognize the importance of the priorities and objectives outlined in order to achieve the future we envisioned as articulated in our 2015 strategic plan. And we realize the importance of a strong foundation provided by central administration as a prerequisite for the colleges to fulfill their goals.

Priority #1: Enhance research and advanced training programs that emphasize translation of scientific discovery into prevention, clinical treatments, and interventions.

Link to Strategic Plan: 2015 Goal II: *Attract, develop and retain a diverse group of exemplary faculty who promote the Health Science Center's mission through their research, education, service and commitment to the health of populations they serve.*

1st Objective of Priority #1: Support development of translational and clinical research.

Strategies:

- Provide adequate research facilities for 35 new faculty hires by end of 4th Q FY09.
- Distribute intramural funds to support faculty seed research grants, core research equipment grants, and bridging grants during 1st Q and 3rd Q FY08.
- Facilitate the use of grant funds to employ post-doctoral research trainees throughout FY08.

Performance Measures:

- Research space for new faculty hires (*750-1000 sq ft. per lab, by end of 4th Q FY08*)
- Dollars for intramural grants (*up to \$270,000 for FY08, distributed 1/2 in 1st Q and 1/2 in 3rd Q*)
- Number of post-doctoral research trainees (*employ 74 during FY08*)

Budget Impact and/or Resources Required:

- Intramural grant incentives for inter-component and inter-institutional research collaborations (*up to \$270,000 from indirect cost funds*)
- College of Medicine expansion which includes the new faculty hires and the additional research space (*\$20 million to be spent during FY08 and FY09 from legislatively appropriated funds*)
- Dollars to support post-doctoral research trainees (*anticipated \$2,280,000 in grant funds during FY08*)

Challenges to Success:

- Decreasing federal grant funds available (*being addressed through the intramural incentive grants, also by seeking additional non-federal funding*)
- Geographic distribution of the HSC (*being addressed through annual research symposium that gives faculty members an opportunity to interact with each other in person, also by investment in institution-wide IT infrastructure to enhance electronic communication*)
- Limited number of clinical faculty members (*being addressed through College of Medicine expansion plan; the 35 new faculty hires will include both basic science and clinical researchers. Adoption of practice plan will be needed for clinical hires to occur.*)
- Limited and outdated research facilities (*being addressed by recently completed renovations and the planned research building on the new Bryan campus, also working to finalize arrangements for adequate interim space until completion of the new campus facilities*)

Collaboration/Support Needed (Internal and External to A&M System)

- Partnerships with academically-oriented teaching hospitals (such as MD Anderson in Houston) in order to support clinical trials research
- Timely assistance from the System Real Estate office, the Chancellor, and the Board of Regents needed to secure adequately equipped interim research space.
- Advice from the chancellor's office regarding risk management of developing a practice plan.

2nd Objective of Priority #1: Attract and retain nationally-recognized faculty.

Strategies:

- Identify resources and innovative mechanisms to recruit nationally-recognized faculty members and exemplary research teams by the end of 2nd Q FY08
- Increase the number of endowed professorships and chairs by adding one at the end of 4th Q FY08, and by adding another two at the end of 4th Q FY09
- Develop a comprehensive list of faculty hiring priorities across the HSC by end of 2nd Q FY08

Performance Measures:

- Number of faculty and research team hires (*35 additional faculty by end of 4th Q FY09*)
- Retention rate for full-time faculty (*90% for FY08 and for FY09*)
- Number of endowed professorships and chairs (*13 total endowed professorships and chairs by end of 4th Q FY08; 15 total by end of 4th Q FY09*)

Budget Impact and/or Resources Required:

- Funds required to recruit prominent faculty or research teams (*estimated cost of \$10 million from legislative funds appropriated for the College of Medicine expansion, to be spent by end of 4th Q FY09*)

Challenges to Success:

- Inadequate reserves and funding resources for up-front investment (*addressed by requesting TRB funds and special item funding, and by initiating a capital campaign to enhance philanthropic funding*)
- Current research facilities are inadequate and out-of-date to recruit prominent teams until the HSC-Bryan Campus Research Facility is completed; projected completion by end of 2nd Q FY11 (*will address by securing appropriate interim lease space*)
- Geographic distribution of HSC and potential collaborators (*will address by recognizing the challenge and having a clear outline for allocating resources between geographic regions of the state*)
- Rural setting of some HSC components makes faculty recruiting more difficult due to the challenges related to access to adequate resources, collegial relationships, and spousal career opportunities (*addressing by providing state-of-the art facilities, electronic access to both local and remote colleagues, and partnerships with local organizations to facilitate spousal hires*)

Collaboration/Support Needed (Internal and External to A&M System)

- Joint recruitment efforts with TAMU could enhance the success of research endeavors within the Bryan/College Station community
- Formal affiliations and joint recruitment efforts with MD Anderson or other entities located in the Texas Medical Center could enhance the success of research endeavors taking place within the IBT in Houston

- Community, state or System resources for recruitment of basic science and clinical faculty to be located in the Temple and Round Rock communities (especially the System program with funds set aside to assist recruitment of nationally recognized faculty, i.e. ASE)
- Timely assistance from System Real Estate office to secure appropriate interim space for newly hired faculty

Priority #2: Expand Health Science Center facilities and infrastructure to support institutional excellence.

Link to Strategic Plan: 2015 Goal III: Promote an optimal educational environment that develops and strengthens necessary competencies of current, future and former students.

1st Objective of Priority #2: Campus development to support Health Science Center success in education, research, community outreach and patient care.

Strategies:

- Develop an HSC-Bryan Campus (*design phase completed by end of 3rd Q FY08; site construction phase completed by end of 4th Q FY08; building construction to begin during 3rd Q FY09*)
- Meet or exceed legislative mandate for Williamson County health professions education by end of 4th Q FY09
- Create a plan for Williamson County health professions education that is owned by legislators, community members, System, and HSC (*by end of 2nd Q FY08*)
- Establish public/private partnerships with affiliated entities to be located on or near the HSC-Bryan Campus. (*an agreement with the Texas Brain and Spine Institute executed by end of 3rd Q FY08; an agreement with Brazos Valley Hospice executed by end of 1st Q FY09*)

Performance Measures:

- Design phase for the HSC-Bryan Campus completed (*by the conclusion of the 3rd Q FY08*)
- A written vision statement for Williamson County health professions education effort approved by all entities (i.e. legislators, community members, System, HSC) (*by end of 3rd Q FY08*)
- A strategic plan for programs and facilities required to carry out the legislative mandate for Williamson County health professions education effort (*by end of 3rd Q FY08*)
- Number of executed contracts with private and clinical partners to be located on or near the HSC-Bryan Campus (*two by end of 4th Q FY08, and three additional contracts by end of 4th Q FY09*)

Budget Impact and/or Resources Required:

- Bryan Campus (*\$128 million in TRB & PUF funds, with appropriate portions to be spent during FY08 and FY09 depending on progress of construction*)
- Round Rock Campus (*\$9 million in legislated funds, to be spent by end of 4th Q FY09*)

Challenges to Success:

- Legislatively-imposed aggressive deadlines for HSC programs in Round Rock (*being addressed by attempting to simultaneously address critical issues related to rapid programmatic development, faculty recruitment, facility and infrastructure development; utilization of multiple teams and project management oversight through empowered project managers has shortened timelines*)

- Simultaneous development of two academic health center campuses (*being addressed by developing planning strategies that can cross campuses thereby shortening timelines and enhancing cross campus commonalities & function so that one team/one solution can be applied on multiple campuses*)

Collaboration/Support Needed (Internal and External to A&M System)

- The expansion into Round Rock necessitates the cultivation of new relationships and supporters of the HSC
- Support from System Facilities Planning & Construction & real estate staff to meet timetables outlined above
- Chancellor support of HSC growth as a (legislative) priority for the A&M System

2nd Objective of Priority #2: Develop necessary IT resources to support a unified technical infrastructure for the institution.

Strategies:

- Complete the implementation of a unified electronic communication infrastructure across the HSC's geographically distributed campuses by the conclusion of the 2nd Q FY08.
- Build inter-component and intrasystem connectivity to support the use of distance education technologies by end of 4th Q FY09.

Performance Measures:

- Completion date of a unified email system using a single platform across the HSC (*100% complete by the conclusion of the 3rd Q FY08*)
- Centralized control of network servers at all campus locations through use of virtual IT architecture (*90% complete by the conclusion of the 2nd Q FY08; 100% complete by end of 4th Q FY08*)
- Expenditures on software and hardware that support distance education activities (*\$562,000 spent by end of 4th Q FY09*)

Budget Impact and/or Resources Required:

- Estimated \$5million spent by end of 4th Q FY09 to enhance existing IT infrastructure (*from state, PUF, designated, and computer fee funds*)

Challenges to Success:

- Securing the necessary technical and fiscal resources (*addressing this by hiring additional IT personnel, earmarking additional IT funding in HSC budget*)

Collaboration/Support Needed (Internal and External to A&M System)

- LEARN (Lonestar Education and Research Network) Board to complete the proposed inter-state network
- System-level CIO to support and facilitate inter-institutional connectivity

Priority #3: Increase academic programs and expand educational delivery systems.

Link to Strategic Plan: 2015 Goal III, Objective 1: Address statewide needs for trained health professionals through improvement and expansion of existing academic programs and the creation of new programs.

1st Objective of Priority #3: Expand the Health Science Center academic program offerings.

Strategies:

- Secure THECB approval for a Bachelor of Science in Nursing by the conclusion of the 3rd Q FY08
- Seek BOR approval for a Master of Science in Nursing by end of 1st Q FY09
- Seek preliminary authority (or final approval where appropriate) from the THECB for additional public health doctoral degree programs by end of 4th Q FY09

Performance Measures:

- Date of THECB approval to offer BSN (*end of 3rd Q FY08*)
- Date of BOR authorization to seek THECB approval for MSN (*end of 1st Q FY09*)
- Date of BOR authorization to seek THECB preliminary authority for a doctoral degree in health management and for an additional doctoral degree in public health (*end of 4th Q FY09*)

Budget Impact and/or Resources Required:

- Interim space for faculty and staff recruits in nursing (*8 new faculty and staff offices in FY08, 4 additional faculty and staff offices in FY09*)
- Start-up support for the nursing program prior to receiving formula funding (*\$3 million from institutional funds for the FY08-09 biennium*)

Challenges to Success:

- Nursing faculty recruitment, particularly for doctorally-prepared faculty as required by state board (BNE), is particularly challenging given very limited pool of qualified applicants state-wide and nationally (*addressing this by advertising nationally and using a network of professional contacts to disseminate information*)
- Insufficient space for nursing education programmatic growth until the completion of HSC-Bryan Campus Phase I (*addressing this by using renovated space in the School of Rural Public Health building and a pending search for appropriate lease space*)

Collaboration/Support Needed (Internal and External to A&M System)

- Collaboration and coordination among System nursing programs to support wide-spread faculty recruitment efforts and potential faculty sharing arrangements between institutions
- Timely assistance from System Real Estate office in identifying and securing adequate interim lease space as soon as deemed necessary

2nd Objective of Priority #3: Expand the diversity of Health Science Center student enrollment.

Strategies:

- Develop pipeline programs to attract a diverse group of potential students to the health professions (middle school through baccalaureate education)
- Support student recruitment efforts (specifically for HSC certificate or degree programs) targeting students from underrepresented populations

Performance Measures:

- HSC enrollment by ethnicity (*with continuous increases in numbers of Blacks and Hispanics enrolled in Fall 08 and Fall 09 to follow the trend as evidenced by the chart below*)

	Fall 1999	Fall 2004	Fall 2005	Fall 2006	Fall 2007
White	524	670	662	702	710
Black	23	68	68	75	85
Hispanic	74	126	135	171	210
Asian	211	199	199	238	290
Native American	5	4	4	7	7
International	39	76	85	109	115
Unknown	6	4	16	10	15
Total	882	1147	1169	1312	1432

Budget Impact and/or Resources Required:

- Scholarship funds expended as reported on annual financial report (*\$1.3 million in FY08, \$1.5 million in FY09 from federal, institutional and private funds*)
- Support for pipeline programs (*\$500,000 per year in FY08 and FY09 from state appropriated funds and foundation grants*)

Challenges to Success:

- Difficult to recruit from a limited pool of qualified minority applicants (*addressing this by identifying mechanisms for early recruitment of minority students such as Undergraduate Medical Academy, Partnership for Primary Care, Joint Admission Medical Program, Medical Science Scholars, Project Dental Awareness, Summer Pre-dental Enrichment programs, Pre-pharmacy Society, Future Healthcare Professional clubs, etc.*)
- Loss of approximately \$50,000 in System scholarship funds for recruiting undergraduate minority students (*being addressed by educating System offices regarding breadth of HSC degree programs*)

Collaboration/Support Needed (Internal and External to A&M System)

- A&M System members for collaborative recruitment and/or pipeline efforts
- Independent school districts in targeted communities as partners in recruitment and/or pipeline efforts
- Recognition by System decision-makers that limited availability of System scholarship funds impacts the HSC's undergraduate student recruiting efforts for dental hygiene and pending nursing programs

3rd Objective of Priority #3: Develop innovations in education and foster alternative educational opportunities (including web-based certificate or degree programs).

Strategies:

- Develop a comprehensive plan for HSC-wide distributed education by the conclusion of FY08
- Develop two inter-professional educational pilot programs that involve interactions between students from at least two different disciplines (*one pilot program by the end of FY08 and a second by the end of FY09*)
- Provide support for training opportunities for faculty that assist them in converting traditional classroom instruction to web-enhanced or web-based (*\$300,000 has been set aside for FY08 activities*)

Performance Measures:

- Dollars expended for pilot inter-professional education programs. (*total of \$1.5million by the conclusion of FY09*)
- Dollars expended for faculty development efforts that promote innovative education (*up to \$300,000 by the conclusion of FY08*)

Budget Impact and/or Resources Required:

- Resources to hire appropriate staff (both technical staff as well as instructional designers) and to finance training opportunities for inter-professional curriculum development (*\$750,000 to be spent from foundation grant funds by the end of 1st Q FY09*)
- Significant IT resources and educational technologies will be necessary to support expansion in distance education programs and development of inter-professional education opportunities (*\$350,000 to be spent from foundation grant funds by the end of 2nd Q FY09*)
- Resources to support faculty development activities that encourage innovative education (*up to \$300,000 in state funds to be spent by the end of FY08 and repeated in FY09*)

Challenges to Success:

- Availability of sufficient faculty development opportunities and ongoing support (*being addressed by making resources for faculty development available, recruiting experts in instructional design, and supporting necessary IT infrastructure*)
- Discipline-specific curriculum committee support and participation in the integration of interprofessional educational opportunities into existing curricula (*being addressed by incentivizing curricular change through access to resources for innovation, and by eliciting Faculty Senate support for curricular innovation*)

Collaboration/Support Needed (Internal and External to A&M System)

- Inter-component collaboration and communication will be key for inter-professional education
- Technical support for education program offerings through videoconferencing (if at a facility other than an HSC facility)

Priority #4: Broaden the financial base of support for Health Science Center research, education and outreach activities.

Link to Strategic Plan: *Goal V: Enhance the financial foundation of the Health Science Center in order to strengthen its capacity to address the health needs of Texas.*

1st Objective of Priority #4: Enhance clinical income generated by Health Science Center faculty.

Strategies:

- Establish a faculty practice plan by end of 2nd Q FY08
- Recruit physicians and dentists to participate in the practice plan (*to begin during 3rd Q FY08*)
- Investigate the extension of a traditional practice plan (i.e., for practicing physicians and dentists) to include other health care professionals (e.g., pharmacists) (*ongoing throughout FY08 and FY09*)

Performance Measures:

- Practice plan revenues (*generate \$3 million in FY08; generate \$3.2 million in FY09*)

Budget Impact and/or Resources Required:

- Required infrastructure to implement and sustain a faculty practice plan (*start-up expenses estimated to be approximately \$1.3 million by end of 4th Q FY08 and an additional \$1.5 million by the end of 4th Q FY09, to be paid from appropriated expansion funds*)

Challenges to Success:

- Town-gown conflicts resulting from the introduction of a new practice plan in the community (*addressing this by building community physician and hospital support, having discussions with key physician practices who have expressed interest in exploring the idea of participating in a practice plan, and by initially targeting specialty areas that are currently underrepresented or missing in the community in order to provide complementary instead of competitive services*)
- Devising a practice plan that functions in the black, thus actually generating revenue (*addressing this by recruiting additional physicians and dentists to participate, also possible recruitment of pharmacists as well; plus careful drafting of the operating plans to assure practice plan expenditures for salary augmentation only as revenue is actually realized.*)

Collaboration/Support Needed (Internal and External to A&M System)

- Cooperation with community health care providers to support the practice plan and reduce potential conflicts
- Support by System Office of General Counsel to implement the practice plan

2nd Objective of Priority #4: Translate scientific discoveries to practical applications.

Strategies:

- Foster commercialization efforts by HSC faculty researchers

Performance Measures:

- Number of patent applications filed (*at least 17 by end of 4th Q FY08*)
- Number of patents awarded (*at least 7 by end of 4th Q FY08*)
- Number of license agreements (*at least 5 by end of 4th Q FY08*)
- Number of new start-up companies (*at least one new company started in FY08 and another one started in FY09*)

Budget Impact and/or Resources Required:

- Fill vacant position for a specialist in intellectual property development and commercialization with expertise in health sciences (*estimated cost of \$80,000 from state funds, target hiring date by end of 2nd Q FY08*)
- Seed research funds for scientists (*up to \$270,000 set aside in FY08 from indirect cost returns*)
- Incubator space for start-up companies (*approximately 750-1000 sq ft for each lab, and 300 sq ft for each faculty office*)
- Membership fees (ranging from \$2000 - \$15,000 each) for key organizations within the state designed specifically to facilitate commercialization and public-private partnerships (e.g., the Texas Healthcare and Bioscience Institute, BioHouston, BioDFW, and Research Valley Partnership) (*total cost of \$20,000 in annual dues to be paid from indirect cost return funds by end of 4th Q FY08*)

Challenges to Success:

- Recruiting experienced intellectual property development and commercialization experts to College Station based on the current salary range (*addressing this by adjusting the position description to require fewer years of experience in hopes that we will be able to hire someone at a lower salary, then provide training for that individual*)

Collaboration/Support Needed (Internal and External to A&M System)

- A&M System Office of Technology and Commercialization assistance needed in completing appropriate paperwork and procedures, and providing training for future intellectual property specialist
- Research Valley Partnership (for the Brazos Valley) assistance needed to locate incubator space and to assist with development of business plans for start-up companies

3rd Objective of Priority #4: Enhance philanthropic development activities.

Strategies:

- Establish process and targets for a Health Science Center Campaign by end of 4th Q FY08
- Initiate the “quiet phase” of a Health Science Center Campaign during 1st Q FY09 with an anticipated public unveiling once 25% of the target is secured through major gifts (*estimated unveiling by end of 4th Q FY09*)

Performance Measures:

- Implementation of the quiet phase of an HSC Campaign (*kick-off by end of 1st Q FY09*)
- Number of major gifts to the HSC (i.e. gifts over \$1 million) (*target: 2 major gifts by end of 4th Q FY08, 2 additional major gifts by end of 4th Q FY09*)
- Total assets within the HSC foundations (*increase to \$81 million by end of 4th Q FY 08, and to \$83 million by end 4th Q FY09*)

Budget Impact and/or Resources Required:

- Up-front expenditures for creating development infrastructure such as staff, office equipment, and donor tracking software (*estimated cost of \$320,000 from institutional funds by end of 4th Q FY08*)

Challenges to Success:

- Differentiation of HSC from Scott & White among potential donors (*being addressed by development of clinical care outside the Scott & White network as well as diminishing the importance of differentiation by working toward joint fund raising with Scott & White*)
- Differentiation of HSC from Texas A&M University (*being addressed by developing philanthropic activities that recognize the importance of linkages between the Texas A&M University and the HSC in their mutual growth while identifying the HSC as a separate entity for giving*)

Collaboration/Support Needed (Internal and External to A&M System)

- Chancellor support of fundraising activities
- Chancellor involvement in soliciting major gifts on behalf of the HSC
- Chancellor involvement in the recognition of major donors

Compact Review and Approval

Date: November 5, 2007

TAMUS Member: Texas A&M Health Science Center

Signature: [ORIGINAL SIGNED BY]

TAMUS Member CEO: Nancy W. Dickey, M.D.
President, Texas A&M Health Science Center
Vice Chancellor for Health Affairs,
The Texas A&M University System

Signature: [ORIGINAL SIGNED BY]

TAMUS Chancellor: Michael D. McKinney
Chancellor, The Texas A&M University System