
Texas A&M Health Science Center
Pathways to Excellence 2015

Our 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.

Our 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.

The Principles that Undergird Our Pursuits

The Health Science Center is dedicated to embodying these principles, believing that they lend distinction to our pursuits of quality in educational programs, prominence in scientific discovery, and innovation in treatment, practice and public service.

- ***Pursuit of Excellence:*** The HSC is steadfastly dedicated to excellence in educational opportunities, scientific discovery, health promotion and prevention, and the delivery of care to Texans.
- ***Statewide Service:*** The HSC affirms the land-grant philosophy with a commitment to all Texans and a distinctive calling for service to the State's rural and underserved populations.
- ***Exemplary Diversity:*** The HSC takes pride in the cultural richness of Texas. We feel privileged to provide care and education to the State's diverse population and strive to attract and retain faculty, staff, and student populations of similar diversity.
- ***Steadfast Integrity:*** The HSC is dedicated to undertaking all its activities with the highest standards of ethics, openness, fairness, respect and accountability.
- ***Academic Freedom:*** The HSC fosters an environment that promotes lively academic discourse, cherishes free scientific inquiry, and safeguards the expression of informed viewpoints without the fear of repercussion or reprisal.
- ***Active Collaboration:*** In teaching, research and service, the HSC enthusiastically seeks collaborations and partnership within its own ranks, with colleagues at Texas A&M University, and across the Texas A&M System, and with outside agencies, institutions, and communities.
- ***Professional Development:*** The HSC champions the growth and development of all individuals through a commitment to lifelong learning and achievement.
- ***Unshakable Commitments:*** We pledge to vigorously advance these principles in the arena of public policy and to confront all threats to their perpetuation with creativity and courage.

Our Goals, Objectives, and Strategies

Goal I: *Improve the health of Texans by extending the efforts of the Health Science Center across the State and the nation.*

Objective 1:

Meet the educational and health needs of specific regions in Texas by extending academic programs and health-related services of the Health Science Center through the use of regional centers.

Strategy 1: Conduct assessment of educational and health care needs in the specific region to be served by a regional center, and match these needs to the available resources and expertise found in Health Science Center components.

Strategy 2: Develop a business plan that includes resources available to a targeted region of Texas, and determine if they provide adequate support for development of a new regional center.

Objective 2:

Foster the development of collaborative initiatives and partnerships among the Health Science Center's faculty, between its components, and with outside entities to improve the health of Texans.

Strategy 1: Provide at least one HSC-wide event per year to promote collaborative initiatives.

Strategy 2: Develop an evaluation process to determine the priority, status (continuation, further expansion, or termination), and the impact of each collaborative program.

Objective 3:

Impact health at both the state and national levels by strengthening the translation of scientific discoveries to practical applications.

Strategy 1: Utilize the Health Science Center's association with Texas A&M University, affiliated health system partners, other higher education institutions, the federal government, the pharmaceutical industry, and business enterprises such as the Texas Institute for Genomic Medicine (TIGM) to develop an aggressive commercialization program.

Strategy 2: Utilize results of the Health Science Center's research in social sciences, behavioral sciences, and public health to improve health care practices and impact public policy.

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.

Objective 1:

Foster the faculty as one of the Health Science Center's most valuable resources by supporting and rewarding their efforts.

Strategy 1: Recognize faculty excellence through Health Science Center level awards.

Objective 2:

Maximize the use of available resources to attract nationally recognized and world class faculty who have outstanding credentials in their respective area.

Strategy 1: Support faculty recruitment and development efforts by providing resources such as highly competitive start-up packages, faculty merit payments, and spousal placement programs.

Strategy 2: Develop guidelines and procedures that will enable the Health Science Center to recruit and retain faculty members who represent diversity of ethnicity, gender, and areas of expertise.

Objective 3:

Promote professional growth among faculty members by providing leadership development opportunities.

Strategy 1: Encourage faculty participation in various development opportunities such as professional conferences, sabbaticals, mentoring programs, and Faculty Senate activities.

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

Objective 1:

Address statewide needs for trained health professionals through improvement and expansion of existing academic programs and the creation of new programs.

Strategy 1: Conduct an ongoing needs assessment to prioritize shortages in health care professionals in Texas, and determine which shortages could be addressed by the Health Science Center through new programs/schools.

Strategy 2: Explore partnering relationships between current Health Science Center components in order to design and implement joint degree programs that would bridge component expertise, enrich student learning, and provide opportunity for national recognition.

Objective 2:

Facilitate the use of state-of-the-art facilities and innovative curricula to produce and maintain highly qualified health professionals and researchers.

Strategy 1: Support the development of multi-disciplinary training facilities such as Health Professions Education Centers (HPEC).

Objective 3:

Provide opportunities to current health providers and professionals to strengthen their ability to meet the health needs of the populations they serve.

Strategy 1: Develop continuing education programs, assessment and retraining opportunities that are designed to maintain and enhance competencies of health professionals.

Objective 4:

Establish educational programs designed to prepare and encourage individuals reflective of the state's population to pursue health professional careers.

Strategy 1: Establish outreach programs at the undergraduate and high school level, including summer internships, to encourage disadvantaged students to explore health professions education.

Goal IV: Serve the state of Texas by operating a well-managed institution guided by visionary leaders who are committed to excellence in the health professions.

Objective 1:

Recruit, nurture and retain administrators at all levels who provide leadership and who effectively affirm the principles, mission, vision and goals of the Health Science Center.

Strategy 1: Establish and communicate an array of criteria emphasizing demonstrated skills in leadership, management, and service, to be met by all who serve in leadership positions in the Health Science Center.

Strategy 2: Assure that service-oriented, leadership development programs are available to all levels of administrators across the Health Science Center.

Objective 2:

Maintain an organizational structure that is flexible and responsive to environmental conditions.

Strategy 1: Reduce bureaucratic obstacles to efficiency by instituting clear organizational lines of authority and promoting delegation of authority for decision making to the lowest possible levels.

Strategy 2: Routinely review and adjust efficiency of administrative procedures and policies to ensure that they facilitate business processes.

Objective 3:

Ensure institutional accountability through prudent stewardship of all Health Science Center resources.

Strategy 1: Demonstrate exemplary stewardship of our fiscal resources by maintaining an annual ratio of no more than 10% administrative costs to total budgeted expenditures.

Strategy 2: Routinely perform reviews of all existing and future contracts and agreements to ensure optimal fiscal benefits to the Health Science Center and the people we serve.

Strategy 3: Require that all special programs have a business plan and a periodic formalized review.

Strategy 4: Seek to minimize institutional risk in all operational areas by implementing a Health Science Center-wide enterprise risk management program.

Strategy 5: Develop and implement a plan for increasing the use of Historically Underutilized Businesses (HUBs) through purchasing contracts and subcontracts.

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

Objective 1:

Develop a multi-faceted approach to institutional advancement that fosters partnerships with public authorities, private businesses, health professionals, philanthropic organizations, alumni and others supportive of the mission and vision of the Health Science Center.

Strategy 1: Design and implement a decentralized structure for fund-raising that is facilitated by a central Office of Institutional Advancement and has representation at each component of the Health Science Center.

Strategy 2: Attract and retain a highly competent team of officers and staff members who are experienced in the field of institutional advancement. Equip them with superior resources and provide them with strong direction.

Objective 2:

Ensure awareness and understanding of Health Science Center's accomplishments and initiatives among all appropriate audiences at community, system, state and national levels.

Strategy 1: Develop and implement an integrated strategic communication plan for publicizing the Health Science Center's initiatives, collaborations, and accomplishments.

Strategy 2: Foster an institutional culture that recognizes the vital importance of excellence in institutional advancement activities.

Objective 3:

Utilize strategic partnerships with a variety of private and public organizations in order to broaden the financial foundations of the Health Science Center.

Strategy 1: Develop a comprehensive set of financial strategies to diversify funding streams in order to increase overall level of funds and investments.

Goal VI: Develop a distinctive, service-oriented organizational culture within the Health Science Center which embraces the ethnic diversity of the state, geographic diversity of our institution, and diversity of talents among students, staff and faculty.

Objective 1:

Promote a sense of community and of personal responsibility among students, staff and faculty in achieving the mission of the Health Science Center.

Strategy 1: Establish awards of excellence that recognize faculty, staff and alumni who exemplify servant-leadership in their professional endeavors and whose work supports the values of the Health Science Center.

Objective 2:

Recruit and retain a highly diverse and qualified Health Science Center workforce reflective of the populations we serve.

Strategy 1: Consistent with quantitative measures, manage the recruitment and retention of employees at the Health Science Center in order to achieve a workforce that statistically reflects each region's population.

Objective 3:

Address the diverse health needs of Texas by recruiting outstanding students who will become future health professionals and scientists reflective of the state's population.

Strategy 1: Maximize the use of tools such as scholarships and grants to enable components of the Health Science Center to attract and enroll highly recruited students.