

Strategic Planning

HSC's Strategic Roadmap is assessed periodically to evaluate and account for changing market conditions/demands, regulatory requirements, as well as risks and growth opportunities.

For fiscal years 2021-2023, HSC's Roadmap has been updated to cover a longer range and incorporate key initiatives needed to maintain and strengthen HSC's position in healthcare and to fulfill our mission to create solutions for a healthier community.

Information Technology Services' ("ITS") plan is directly aligned to and supports HSC's Roadmap by leveraging technology solutions that help create competitive advantage and advance the mission of the University.

We are committed to providing outstanding technology services, innovative solutions, effective and secure data management, and reliable infrastructure to help advance teaching, learning, research, and clinical care.

Our work is guided by the five core values of UNTHSC:

- Serve Others First
- Integrity
- Respect
- Collaboration
- Be Visionary

HSC 2021-2023 ROADMAP

HSC DIFFERENCE	FOCUS AREA	STRATEGIC OBJECTIVES	2021 KEY RESULTS	MEASURE/TARGET
PURPOSE Transform lives in order to improve the lives of others	PEOPLE Be a Best Place for All	1. Create an inclusive and innovative work environment for the future.	1.1 Strengthen inclusivity on the HSC campus through our Values and Code of Culture (Chief Compliance and Integrity Officer)	1.1 M1: Develop a catalog of DEI activities and programs on campus 1.1 T1: Conduct an inventory for the catalog, by January 2021 1.1 M2: Conduct a survey to assess perception of DEI at HSC 1.1 T2a: Internal survey for the HSC campus community with >50% participation, by April 2021 1.1 T2b: External survey for the FW community with 100 participants, by May 2021 1.1 M3: Conduct DEI programs/activity to address gaps identified through inventory and survey 1.1 T3a: At least one research project, implemented, by June 2021 1.1 T3b: At least one awareness event, by June 2021 1.1 M4: Elevate the culture of integrity 1.1 T4a: Conduct at least 4 discussion forums across campus between February-July 2021 1.1 T4b: Conduct at least 1 discussion forums in the Fort Worth community, between June - August 2021 1.1 M5: Increase number of URM students, faculty and staff 1.1 T5a: Implement recruitment and retention strategies, by August 2021 1.1 T5b: Create at least 3 pathways that relate to the DEI framework, by August 2021 1.1 T5c: Recruit through minority represented resources: 4 publications & 4 organizations, by August 2021
			1.2 Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration (Chief Information Officer)	1.2 M1: Update relevant HSC personnel policies and procedures as well as training materials 1.2 T1: Complete updates, by December 1, 2020 1.2 M2: Transition HSC to a new cloud-based telephony and call center platform 1.2 T2: August 1, 2021 1.2 M3: Reduce costs, streamline operations by transitioning workers to single computing device 1.2 T3: Transition two business units by May 31, 2021 and 50% of remote workers to single computing device by August 31, 2021. 1.2 M4: Complete web redesign 1.2 T4: December 2021
			1.3 Implement a continuous process improvement system (Vice President, Special Projects)	1.3 M1: Complete 4 Cabinet approved process improvement initiatives 1.3 T1: By August 2021 1.3 M2: Return on investment on Process Improvements completed by end of FY '21 1.3 T2: >20%
VALUES (Based on Trust) Serve Others First Integrity Respect Collaboration Be Visionary	PROGRAMS Prepare future leaders to improve and transform human health	2. Differentiate HSC as a whole health leader.	2.1 Cultivate and promote career and health workforce readiness for HSC (Provost)	2.1 M1: Innovation & Entrepreneurship graduate certificate 2.1 T1: Completion and approval, by February 2021, Enrollment, by August 2021 2.1 M2: Health Law graduate certificate 2.1 T2: Completion and approval, by June 2021, Enrollment, by January 2022 2.1 M3: Doctoral Degree 2.1 T3: Prospectus completion, by April 2021 2.1 M4 Health Entrepreneurship, Innovation & Policy expansion 2.1 T4a: Complete blueprint for new activities/program, by May 2021 2.1 T4b: Submit implementation plan for new activities/programs, by October 2021 2.1 T4c: Conduct soft launch of new activities/programs, by February 2022 2.1 T4d: Launch admissions process by August 2023
			2.2 Implement HSC Whole Health Model across campus and community. (Provost)	2.2 M1: Define HSC's Whole Health Model 2.2 T1: February 2021 2.2 M2: Launch Whole Health Program 2.2 T2a: Conduct marketing (media campaign), by March 2021 2.2 T2b: Kickoff event for HSC's Whole Health Program, by April 2021 2.2 M3: Implement Whole Health Program 2.2 T3a: 2 existing HSC Health Clinics will implement Whole Health Model and services, by September 2021 2.2 T3b: >30 faculty, staff and students trained, by September 2021 2.2 T3c: Deliver services to the HSC campus, by November 2022 2.2 T3d: Deliver services to the FW Community, by February 2022
			2.3 Develop and implement a comprehensive health disparities program for HSC and the Community. (Vice President, Research, Provost, Chief Strategy Officer)	2.3 M1: Identify and prioritize specific intervention targets to be addressed on campus and in the Fort Worth community 2.3 T1: By March 1, 2021 2.3 M2: Implement interventions 2.3 T2a: HSC, by August 1, 2021 2.3 T2b: Fort Worth community, by March 1, 2022
VISION One university, built on values, defining and producing the providers of the future	STRENGTHS Focus/Purpose	3. Increase HSC brand	3.1 Position HSC brand as source of expertise, thought leader, and a forward-thinking institution (Special Assistant to the President)	3.1 M1: Significantly Increase Earned Media 3.1 T1: Attain 500 significant hits annually, by September 1, 2021 3.1 M2: Define HSC Core Strengths/Brand Identity 3.1 T2: Define HSC Brand Pillars & Implement Strategic Marketing Plans, by September 1, 2021 3.1 M3: Increase Traditional & Digital Marketing presence in DFW, Texas and Nationwide 3.1 T3a: Average 20 million impressions annually (digital & traditional), by September 1, 2021 3.1 T3b: Build, define, and grow targeted marketing lists (25,000 by August 31, 2021, 50,000 by August 31, 2022, 100,000 by August 31, 2023) 3.1 M4: Increase Philanthropic Support & Partnerships 3.1 T4a: Grow Endowment by 5% annually (excluding market value appreciation) 3.1 T4b: Grow Alumni Donor Rate by 650, by September 1, 2022
			3.2 Invest in innovation and entrepreneurship (Chief Financial Officer, Vice President Research)	3.2 M1: Sign 3-year agreement with accelerator focused on physical medicine and rehabilitation 3.2 T1: August 31, 2021 3.2 M2: Establish Ideation Innovation capital program campus wide. 3.2 T2: Program established, by March 1, 2021 3.2 M3: Open a specialized research/innovation lab as a proving ground in conjunction with startups under the accelerator program 3.2 T3: December 1, 2021
MISSION Create solutions for a healthier community				

Extraordinary Teamwork

Information Technology Services | Strategic Goals and Initiatives (Fiscal Year 2021)

Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration			
Key Results	December 2020 Targets	April 2021 Targets	July 2021 Targets
Evaluate, implement and ensure broad adoption of technology solutions that support a distributed, modern workforce, including virtual desktop and modern communications/collaboration solutions.	<ul style="list-style-type: none"> Deploy VDI solution for Tarrant Co. Contact Tracing Setup Windows Virtual Desktop (WVD) pilot 	<ul style="list-style-type: none"> Roll out WVD to one HSC department/business unit Transition to new cloud-based telephony platform Finalize updates to work remote policy Develop/rollout training module for remote workers 	<ul style="list-style-type: none"> Roll out WVD to additional departments/units Transition to new cloud-based call center platform
Reduce costs, streamline operations by transitioning faculty/staff to single (mobile) computing device and maximizing use of cloud-based communications/collaboration tools.	<ul style="list-style-type: none"> Transition IT department to single computing device 	<ul style="list-style-type: none"> Transition department/business unit to single computing device with expanded adoption of cloud collaboration platforms 	<ul style="list-style-type: none"> Transition 50% of remote HSC workers to single computing device Increase overall adoption of cloud-based collaboration tools by 25%
Support implementation of strategic HSC initiatives and/or priorities			
Key Results	December 2020 Targets	April 2021 Targets	July 2021 Targets
Improve organizational visibility and use of data across multiple domains and evaluate/implement advanced analytics capabilities.	<ul style="list-style-type: none"> Develop Student Lifecycle management dashboard Develop Research Award/Expenditure dashboards Add queuing and streaming capabilities to EDW 	<ul style="list-style-type: none"> Expand Student Lifecycle management dashboards Enhance EMR data dashboards Complete cloud integration/migration assessment 	<ul style="list-style-type: none"> Design and implement Faculty Analytics dashboard Incorporate Azure Data Lake/Azure Synapse Provision AI and ML capabilities
Ensure IT projects/systems completed on time and on budget, including Interfolio, Adjunct Faculty Management app development, corporate real estate, Huron eRA deployment, and equipment refreshes/updates.	<ul style="list-style-type: none"> Support facilities/real estate initiatives (Imaging Ctr.) Support Interfolio (Search) module deployment 	<ul style="list-style-type: none"> Develop custom app for Adjunct Faculty Mgmt. Support facilities/real estate initiatives (NAMUS, Bailey, Simulation Ctr.) Support Interfolio (Search) module deployment 	<ul style="list-style-type: none"> Complete planned upgrades to building network distribution switches Support Huron (Grants & Agreements, COI) deployments
Strengthen internal operations			
Key Results	December 2020 Targets	April 2021 Targets	July 2021 Targets
Evaluate and implement information security program enhancements, including improved incident response and ongoing vulnerability management practices.	<ul style="list-style-type: none"> Evaluate Palo Alto VPN solution (with multifactor) as potential replacement for Cisco VPN Deploy micro-segmentation platform to enable granular security controls and workload segregation Audit/classify systems for sensitive or critical data Implement Data Loss Prevention in O365 (incl. Azure Rights Management/Information Protection) 	<ul style="list-style-type: none"> Create playbooks for common security incidents and framework for automating responses Continue migration to micro-segmentation platform Increase server fleet adherence to CIS baselines Upgrade backup technologies Continue review/remediation of privileged accounts 	<ul style="list-style-type: none"> Identify and isolate IoT/unmanaged devices from managed devices Complete migration to micro-segmentation platform Ensure entire server fleet adheres to CIS baselines Incorporate security controls to backup procedures
Enhance asset compliance management practice (ensure active reporting into all management systems and timely remediation or dispositioning).	<ul style="list-style-type: none"> Develop dashboard to show active devices and compliance status across all management systems Assess unresponsive or non-compliant devices 	<ul style="list-style-type: none"> Create processes to remediate/mitigate non-communicative clients 	<ul style="list-style-type: none"> Improve processes to promptly and efficiently address unresponsive clients
Advance endpoint configuration management capabilities, including 3rd party application updates, transitioning to partner-based imaging and ultimately a "zero-touch" deployment model.	<ul style="list-style-type: none"> Evaluate cloud endpoint management solution Deploy file and removable media protection for workstations 	<ul style="list-style-type: none"> Select 3rd party vendor to assist with device imaging/pre-staging 	<ul style="list-style-type: none"> Transition to cloud endpoint management solution
Implement DR capabilities for foundational IT services and critical business applications. Provide outstanding student support services	<ul style="list-style-type: none"> Deploy new storage infrastructure to facilitate server replication from primary HSC data center Address student satisfaction survey actionable items Engage student technology committee for laptop program evaluation/selection 	<ul style="list-style-type: none"> Implement Phase 1 of DR plan to enable continuity of foundational IT services Place Apple order for student laptop program Upgrade wireless infrastructure to higher reliability 	<ul style="list-style-type: none"> Facilitate a controlled test of phase 1 DR plan Place Dell order for student laptop program Upgrade wireless infrastructure to higher reliability
Evolve Governance programs.	<ul style="list-style-type: none"> Initiate Data Governance meetings 	<ul style="list-style-type: none"> Create metadata repository for stewards' validation 	<ul style="list-style-type: none"> Complete DIR Data Mgmt. & Analytics assessment