

UNT

HEALTHTM SCIENCE CENTER



Integrating Planning, Assessment, and Improvement to Achieve Excellence in Higher Education

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Who We Are

- Four schools:
 - Texas College of Osteopathic Medicine (TCOM)
 - Graduate School of Biomedical Sciences
 - School of Public Health
 - School of Health Professions
 - PA Studies
 - Physical Therapy
- 1579 Students
- 395 Fulltime faculty
- \$41.7 million in research dollars awarded in 2010
- UNTHHealth Patient Services
- 588,574 patient encounters in 2010
- Campus square footage has doubled in the last 10 years

Expected Outcomes

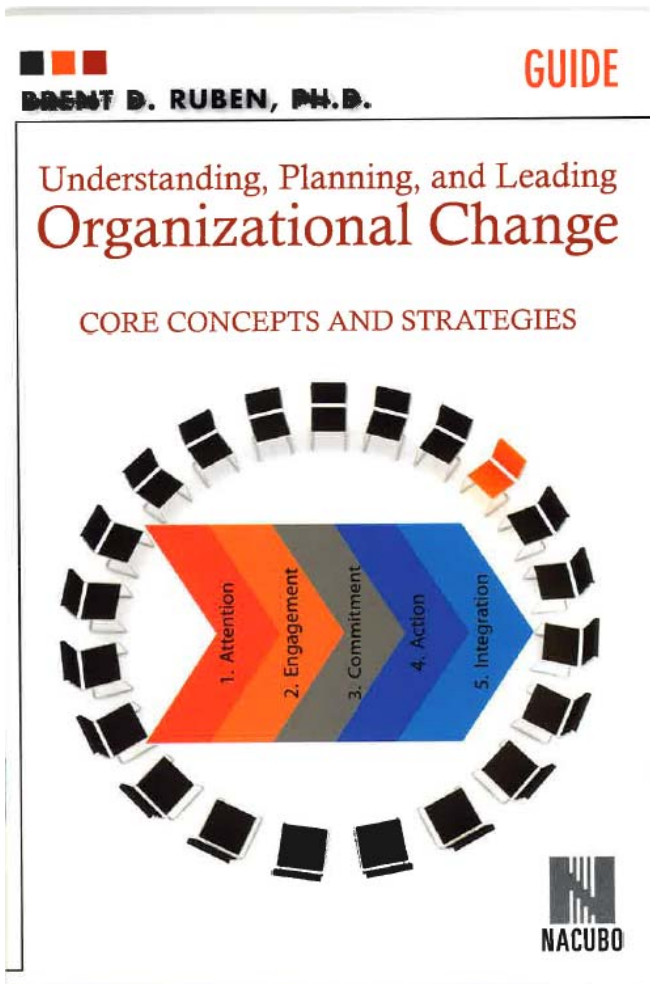
- Define NACUBO Challenge 2010 program
- Describe Organizational Change process
- Present Space Management Case Study
- How the Organizational Change concepts are applied throughout the institution
- Link Organizational Change to Excellence in Higher Education (EHE)



NACUBO Challenge 2010

- Funding from Lumina Foundation for projects at 7 institutions
- Training and consultation from NACUBO (National Association of College and University Business Officers)
- Institutions to serve as models, providing others with examples of data-driven, results-oriented improvement strategies

Organizational Change Process



- Five stage process
 - Attention
 - Engagement
 - Commitment
 - Action
 - Integration
- Five key success factors
 - Planning
 - Leadership
 - Communication
 - Culture
 - Assessment

5 x 5 Matrix for Planned Change

Stages →	1. Attention	2. Engagement	3. Commitment	4. Action	5. Integration
Factors ↓					
1. Planning					
2. Leadership					
3. Communication					
4. Culture					
5. Assessment					

Planning

Stage	Who (Person/Team)	Task(s)	Timeframe
Attention	Stephen Barrett Terry Morgan	Define purpose, need vision	January-February
Engagement	Stephen Barrett Dennis Shingleton Tom Yorio Terry Morgan	Identify affected parties and stakeholders	January-February
Commitment	Stephen Barrett Terry Morgan Space Utilization Committee	Scan environment Formulate goals	January-February
Action	Stephen Barrett Terry Morgan Space Utilization Committee	Establish strategies and action plans	January-February
Integration	Stephen Barrett Terry Morgan Space Utilization Committee	Document the plan	January-February

Planning: Goals/Strategies/ Action Plans

Goal 1. Develop leadership capacity

Strategy 1.1 Ensure effective communications to UNTHSC Executive Team, Leadership Team, and other key constituents

Sponsor: Operations	Project Leader: Stephen Barrett
Project Description: Develop and implement processes to ensure effective UNTHSC Executive Team, Leadership Team, and other key constituents	
Action Steps: 1. Identify regular means of communication 2. Provide briefings/updates as needed	Project Members: Stephen Barrett Terry Morgan
Funding Considerations:	
Communication Considerations: Regular and timely updates to leadership	
Deliverables: Briefings and reports	
Timeframe: Ongoing	
Effective Measure(s): Communications questions from Space Management Survey	
How to move the initiative to action: Implement monthly meetings	

Leadership Architecture

Stage	Who (Person/Team)	Task(s)	Timeframe
Attention	Stephen Barrett Terry Morgan	Communicate implementation of IWMS (integrated work management software) to Executive & Leadership Teams, ITS, HRS, Finance, & Departmental Space Representatives	March-April
Engagement	Stephen Barrett Dennis Shingleton Tom Yorio Terry Morgan ITS, HRS, Finance	Identify information and reporting needs of deans and other key stakeholders IWMS set-up and implementation	April-May
Commitment	Scott Ransom Steve Russell Space Utilization Committee	Disseminate information and reporting needs Seek commitment from faculty and staff	May-June
Action	Space Utilization Committee Terry Morgan	Provide orientation and training for departmental space representatives	June-August
Integration	Scott Ransom Steve Russell Space Utilization Committee	Use space utilization data to make data-informed decisions that are aligned with UNTHSC strategic plan Recognize and reward innovators Assess strengths and areas for improvement Implement changes	September-December

Communication Guide

Stage 1 – Attention					
Audience	Intended Outcome	Resistance	Message	Communication Channel	Message Source
Executive Team Leadership Team Communication Team Executive Administrative Assistants	Continued support Dissemination of the message		IWMS implementation as best practice	Meetings Cascade briefings	Stephen Barrett Terry Morgan
ITS, HRS, Finance	Buy-in, understanding of need, support for implementation	Unknown	Support is needed for set-up and implementation of IWMS	Meeting E-mail	Stephen Barrett Terry Morgan Bob Woelfel
Departmental Space Representatives	Knowledge of IWMS and upcoming training	Additional responsibility and accountability related to space inventory	IWMS implementation, training, role of space representative	E-mail	Terry Morgan

Communication Guide

Stage 2 – Engagement					
Audience	Intended Outcome	Resistance	Message	Communication Channel	Message Source
Deans and other key beneficiaries and constituents	Needs of beneficiaries and constituents	Time to meet Additional responsibility and accountability related to space inventory	IWMS will assist them with accurate information	Meetings	Stephen Barrett Terry Morgan Jason Hartley
IRT, HRS, Finance, Research, Facilities	Initial set-up & implementation of IWMS	Integrating all pieces of data	Data is critical to space projection model, formula funding, and F&A funding	Meetings	Stephen Barrett Terry Morgan
Stage 3 – Commitment					
Audience	Intended Outcome	Resistance	Message	Communication Channel	Message Source
Executive Team Leadership Team	Commitment to IWMS as a space management tool	More software Additional responsibility and accountability related to space inventory	IWMS will be used as institutional standard for space management	Meetings	Scott Ransom Steve Russell Stephen Barrett Thomas Yorio

Communication Guide

Stage 4 – Action					
Audience	Intended Outcome	Resistance	Message	Communication Channel	Message Source
Departmental Space Representatives Leadership Team Communication Team Executive Administrative Assistants	Accurate space inventory	Transparency	Data is critical to space projection model, formula funding, and F&A funding	Training Sessions Walk-throughs	Terry Morgan Patricia Dossey
Stage 5 – Integration					
Audience	Intended Outcome	Resistance	Message	Communication Channel	Message Source
All faculty and staff	Optimal use of space in alignment with UNTHSC strategic plan	Territorialism	Space is allocated for the betterment of the overall institution	Meetings E-mail Training Daily News Campus Connection	Executive Team Leadership Team Comm Team Facilities Mgmt

Cultural Guide

Stage	Issue	What Needs to be Done?	Who Does It?
Attention	Communicating the importance of space management	Communicate the implications of effective space management, e.g., what is in it for them, funding implications, space for new faculty, etc.	Space Utilization Committee
Engagement	Importance of integrating financial information Understanding benefits of space management system	Achieve buy-in from data owners to share data Communicate the implications of effective space management, e.g., what is in it for them, funding implications, space for new faculty, etc.	Stephen Barrett Terry Morgan
Commitment	Additional Accountability and Responsibility	Communicate and Educate	Executive Team Communication Team
Action	Promote Importance	Obtain Buy-In	Leadership Team
Integration	Territorialism	Communicate the implications of effective space management, e.g., what is in it for them, funding implications, space for new faculty, etc.	Space Utilization Committee

Assessment Guide

What Will be Assessed?	Measure?	Method?	Who Does It?
Leadership knowledge of space issues	Percent satisfied or very satisfied	Communication questions from Space Management Survey	Division of Space Management
Support and information for Space Utilization Committee	Meeting attendance Space Utilization Committee Feedback	Meeting minutes Interviews with Space Management Committee members	Division of Space Management
Alignment of Division of Space Management operations with UNTHSC strategic initiatives	Percent of objectives aligned	Review of Facilities Department performance assessment information	Division of Space Management
Ability of IWMS to link human, financial, and space resources	Percent of space linked to human and financial resources	Review of IWMS database	Division of Space Management
Extent to which needs of key beneficiaries and constituents are met	Percent satisfied or very satisfied	Beneficiary and constituent satisfaction survey	Division of Space Management

Assessment Guide

What Will be Assessed?	Measure?	Method?	Who Does It?
Relationships with key beneficiaries and constituents	Percent satisfied or very satisfied	Beneficiary and constituent satisfaction survey	Division of Space Management
Implementation of IWMS	Percent of space linked to human and financial resources	Review of IWMS database	Division of Space Management
Accuracy of space utilization inventory	Percent accuracy of space utilization inventory	Review of IWMS database	Division of Space Management
Department space coordinator training	Percent of departmental space coordinators trained	Review of training attendance	Division of Space Management
Efficiency and effectiveness of IWMS	Percent accuracy of space allocation and operation costs	Review of IWMS database	Division of Space Management
Coordination of building projects with UNT System	Percent on-time for building projects	Review of building project schedule	Facilities Department

NACUBO Challenge 2010

Space Management



NACUBO Challenge 2010 Assessment

- Resources: People, **Space** and Money
- No clear understanding of need for a systematic space inventory system
- Duplicated efforts for space inventory utilizing different methodologies

NACUBO Challenge 2010 Assessment

- Homegrown software requires multiple data entry which increases chance for error, does not allow needed reports to be generated, and does not allow access to information by end users
- Manual processes
- Unknown space allocations
- Lack of accountability

NACUBO Challenge 2010 Assessment

- Need
 - Executive leadership support
 - Space management procedures and guidelines
 - Educate and train key stakeholders
 - Integrated Workplace Management Software (IWMS)

NACUBO Challenge 2010

Planning - Goals

- Establish and maintain processes to collect and provide data to be used in decision making for:
 - Space allocation
 - Planning
 - Research
 - Formula funding
 - Space projection models
- Accurate, accessible and timely reports
- Align space allocations with strategic plan and budget

NACUBO Challenge 2010 Planning – Key Stakeholders

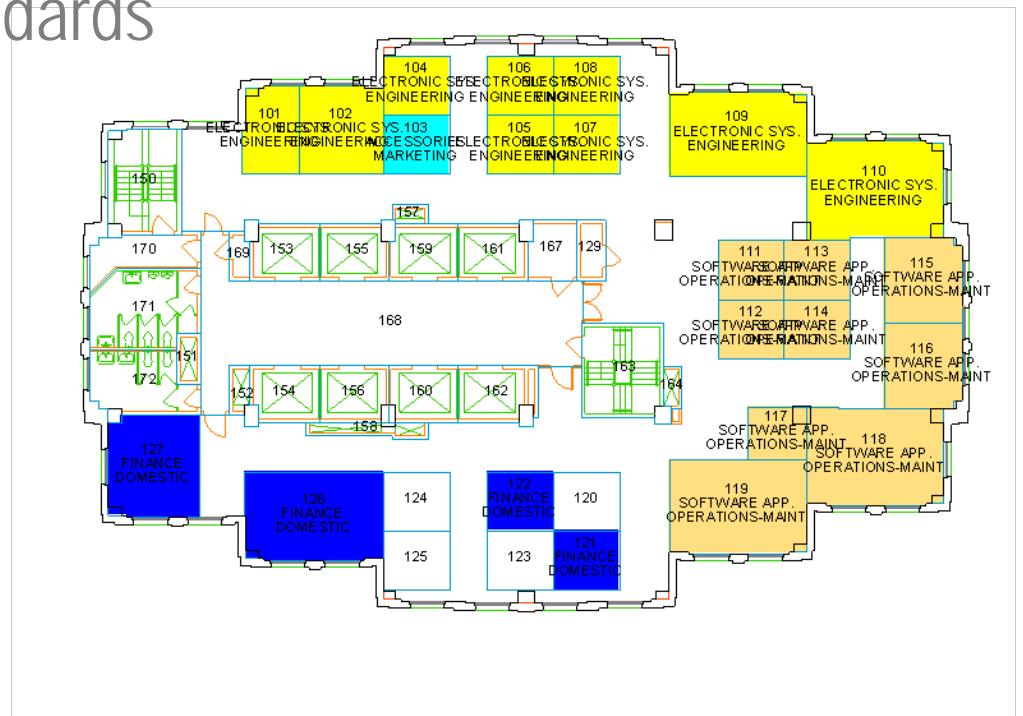
- Executive Team
- Leadership Team
- Communications Team
- Space Representatives
- Finance
- Human Capital Management
- Information Resources Technology
- Facilities Management
- Space Utilization Committee

NACUBO Challenge 2010 Planning – Considerations

- Level of institutional support
- Availability of resources
- Culture changes
 - Accountability and justification for space
 - Underutilized and/or unproductive space at risk for reallocation
 - Space belongs to UNTHSC, not to individuals or departments
- Increasing economic and budget constraints
- Expectations from the Texas Higher Education Coordinating Board (THECB) and others
- Types of data and reports needed

NACUBO Challenge 2010 - Improvement

- Space management procedures and guidelines
 - Defines roles and responsibilities (accountability)
 - Detailed processes and timelines
 - Space allocation standards
 - Documentation
- Management Tools
 - IWMS
 - Forms/Training



NACUBO Challenge 2010 - Improvement

- Space Utilization Committee
 - Provost and EVP for Academic Affairs
 - VP for Research
 - VP for Operations
 - Senior Associate Dean for Administration and Finance, Texas College of Osteopathic Medicine
 - Others as needed
- Short-term and long-term space needs

NACUBO Challenge 2010 - Improvement

- Accurate and accessible space inventory data that supports informed decision making
- Space inventory is maintained accurately on a real-time basis
- Clear understanding of process and need
- Aligned use of educational and research facilities with institutional strategy and budget
- Links primary resources: People, Space, Money

NACUBO Challenge 2010 – Lessons Learned

- Planning
 - Start Early and Involve Key Stakeholders
- Leadership
 - Buy-In and Support
- Communication
 - Never Stop
- Culture
 - Institutional Level of Accountability and Process Improvement
- Assessment
 - Defining what and how to Assess, Re-Assess



Planning

- Strategic management system
 - UNTHSC 5-year strategic plan
 - UNTHSC annual tactical initiatives
 - Vice President/Dean tactical initiatives
 - Chair/Director tactical initiatives
 - Faculty/Staff annual performance goals
- Faculty/staff engaged through:
 - Strategic Thinking Councils
 - Strategic planning review
 - SWOT analysis
 - Town halls
 - <http://ideacentral.hsc.unt.edu/>

Planning

- Student & other constituency groups' needs & expectations considered through:
 - Annual student satisfaction survey
 - Biannual faculty/staff survey
 - Biannual Denison Organizational Culture Survey
 - SWOT analysis and environmental scan
 - Board of Visitors
 - School-level advisory boards

Mission

To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care

Vision

To become a top 10 health science center

Values

*Compassion
Integrity*

*Excellence
Pride*

*Innovation
Teamwork*

Academic Affairs

Enhance quality, grow and diversify academic programs
Optimize academic support and academic technology
Recruit, develop and retain high performing faculty
Improve student learning outcomes

Research

Recruit, develop and retain high performing faculty
Enhance facilities and infrastructure
Invest in translational research capacity
Enhance and develop partnerships

Clinical Affairs

Continuously improve quality of care, access, service excellence, and patient satisfaction leading to a patient-centered competitive clinical practice

Ensure UNTHHealth is well positioned to optimize market and partnership opportunities, to maximize utilization of resources, and to ensure financial viability

Pursue an interdisciplinary and integrated approach to health care delivery that positions UNTHHealth to take advantage of provisions in the Affordable Care Act

Interdisciplinary Academic, Research, and Clinical Centers of Excellence

Primary Care and Prevention

Aging/Alzheimer's

Investigative Genetics

Administration

Strategically support and enhance our culture of excellence, performance improvement and accountability
Ensure facilities support our mission and promote community image
Optimize financial resources
Optimize institutional information resources and infrastructure
Promote diversity among faculty and staff
Enhance the institution's human capital management

Community Engagement

Continue to grow and build UNTHSC's reputation as a world-class institution
Rapidly expand and strengthen strategic alliances and partnerships internally and externally
Diversify and strengthen philanthropic and other revenue channels

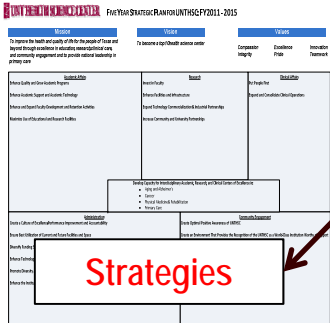
2011 Tactical Initiatives

Based on UNTHSC 2011-2015 Strategic Plan

Mission		Vision		Values		
<p>To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care</p>		<p>To become a top 10 health science center</p>		<p>Compassion Integrity</p>	<p>Excellence Pride</p>	<p>Innovation Teamwork</p>
Goals	Goals	Goals	Goals	Goals	Goals	
What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	
<p>Administration Optimally support and facilitate the creation of a top 10 health science center devoted to developing knowledge and creating professionals to maximize health and quality of life</p>	<p>Academic Affairs Create knowledge, scientists and healthcare professionals devoted to meeting the critical health needs of the state of Texas and the nation</p>	<p>Research To become the leading health science center devoted to collaborative and translational research focused on critical health needs of Texas and the nation</p>	<p>Clinical Affairs To become the preeminent multispecialty medical practice in Tarrant County and the health care partner of choice in our communities</p>	<p>Community Engagement To create and maintain a partnership based environment in the internal, external and professional communities</p>		
Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	
<ol style="list-style-type: none"> Administration costs as a percentage of total expenditures Institutional reserves Denison Survey - Team orientation rating UNT System Costs 	<ol style="list-style-type: none"> Number of enrolled students <ul style="list-style-type: none"> Headcount FTEs Student Satisfaction <ul style="list-style-type: none"> Quality of education Quality of teaching Percent of Student Diversity Percent of target courses which have implemented QEP 	<ol style="list-style-type: none"> Dollar value of grants awarded Dollar value of proposals submitted Average extramural funding per faculty member Total number of unduplicated, peer-reviewed publications published / in press 	<ol style="list-style-type: none"> Overall visit score Time to next third new appointment UNTHHealth Administrative Costs Total Revenues Total Patient Encounters UNTHHealth cash reserves Percent adherence to CMS PQRI Diabetes and Preventative Medicine measures groups 	<ol style="list-style-type: none"> Alumni donors (number, percent of population) Employee donors (number, percent of population) Total amount of gifts Pledges for new program and Fund for Excellence 		
Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	
<ol style="list-style-type: none"> Continue to optimize academic support units to provide quality services efficiently and effectively across the organization Enhance strategic use of financial reporting to ensure alignment of budget with strategic goals Align use of educational and research facilities with institutional strategy Enhance exterior aesthetics through existing and new green spaces Optimize effective UNT System support Optimize sources of funding Implement diversity awareness training across the institution Improve staff recruitment, retention, and performance through faculty/staff development, evaluation, and compensation Enhance technology to support our mission 	<ol style="list-style-type: none"> Expand/diversify enrollment and increase services/academic support and recruit faculty for the increased student numbers Increase offerings of educational programs to meet the needs of a diverse student population Develop a new LCME-accredited, medical school and consider branch campus osteopathic medicine program in Texas Train faculty in teaching approaches needed to increase student higher order thinking skills in targeted QEP courses Incorporate QEP higher order thinking skills approaches in five courses across the various programs in the HSC Fully implement comprehensive faculty compensation plan Expand academic assessment program to include institutes and centers Work collaboratively with UNT System to optimize academic programs 	<ol style="list-style-type: none"> Targeted faculty recruitment of high potential investigators Research development efforts through mentorship and formal training experiences such as workshops and seminars for faculty and staff Assess and optimize core laboratory capabilities and prioritize additional needs Further develop the Health Institutes of Texas Establish Phase 1 clinical trials capabilities Strengthen clinical and community based research capacity through workshops and training forums Assess/join regional consortia focused on collaborative research 	<ol style="list-style-type: none"> Participate in the CMS Physician Quality Reporting Initiative (PQRI) Enhance patient access & expand care delivery models Targeted recruitment of clinically productive providers Develop new clinical sites, at the Golden Triangle/Alliance Corridor and the Ben Hogan Center Position UNTHHealth as a key member of a local accountable care organization Pursue full integration of the electronic medical record and enterprise practice management system 	<ol style="list-style-type: none"> Cost-effectively launch rebranding internally and externally Prioritize marketing support to UNT Health, research, fundraising Proactively promote primary care and prevention, aging and Alzheimer's, and investigative genetics Formalize and publish policies, schedules and scope of campus tours Strengthen community partnerships through increased outreach and volunteer activity with strategically aligned external organizations Develop robust civic councils toward engaging civic leadership in public health, aging/Alzheimer's, and investigative genetics Utilize the momentum of the MD School campaign and the increased connectors to expand and solidify new core list relationships 		

Linkages and Alignment

UNTHSC 2011-2015
Five Year
Strategic Plan



UNTHSC
Tactical
Initiatives



VP/Dean
Tactical
Initiatives



Departments
and
Programs



Faculty &
Staff
Evaluation



Value added:

- Linkage of goals to tactical initiatives increases opportunity to impact behaviors that maximize resources and execute strategies
- Increases accountability by providing line of sight from VP/Dean to departments and programs

Leadership

- Leadership Groups
 - President's Advisory Council – 2nd & 4th Mondays
 - Executive Team – 1st & 3rd Mondays
 - Leadership Team – 2nd Monday
 - Strategic Thinking Councils – Quarterly
 - Board of Visitors – semi-annual
 - Leadership Development Institute, Chair Training
- Information dissemination
 - Communications Team
 - Service Directors
 - Town Halls

Leadership

- Ethics & Social Responsibility
 - Serve as role models for all faculty/staff
 - Annual ethics training
- Assessment of Leadership
 - Annual personnel evaluation
 - 360° leadership evaluations
 - Denison Organizational Culture Survey
 - Faculty/Staff Survey

Communication

- “Voice of the Customer”
 - Annual student satisfaction survey
 - Student course evaluations
 - Graduate exit surveys
 - Employer surveys
 - Patient satisfaction surveys
 - Customer satisfaction surveys
- Feedback is integrated with process improvement and strategic planning processes

Communication

- Leadership Team
- Communications Team
- Service Directors
- Town Halls
 - Quarterly faculty, staff, and student town halls
 - Annual student survey follow-ups
- Daily News
- Twitter
- Facebook

Culture

- Faculty & staff standards, orientation, review & recognition, learning & professional development, satisfaction
 - Annual performance evaluation with personal goals linked to departmental tactical initiatives
 - New employee orientation & faculty orientation
 - Center for Learning & Development (Faculty/Students)
 - Leadership Development Institute
 - Organizational Development (HRS)
 - Faculty/staff survey
 - Denison Organizational Culture Survey

Leadership Development Institute

- FY 2008
 - Communication
 - Leadership Team Building
 - Budgeting
 - Building Productive Relationships
 - The Power of Persuasion
- FY 2009
 - Quality Improvement
 - Performance Improvement
 - Team Building
- FY 2010
 - Crucial Conversations

Organizational Development

- Management Development Program
 - Management and leadership skills
 - Process improvement (PDCA model)
 - Human resource services
- Professional Development
- Supervisor Development Program


Assessment

- Assessment process
 - Institutional performance measures assessed quarterly
 - Annual performance assessment plans for:
 - Academic programs
 - Academic departments and schools
 - Academic support units
 - Operational Assessments
 - All academic and academic support units
 - Five year rotation

Assessment

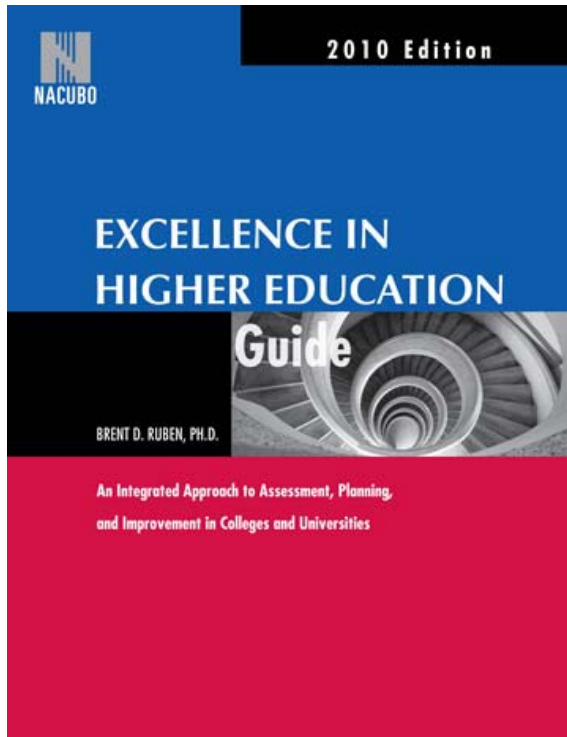
- Comparisons
 - Comparisons with peer institutions for institutional PMs
 - External rankings
- Closing the loop
 - Action plans and tactical initiatives
 - Plan, Do, Check, Act as process improvement standard
- SACS Reaffirmation
- Quality Texas Foundation application

Outcomes & Achievements

 UNT HEALTH SCIENCE CENTER Vision: To become a top 10 health science center...									
UNTHSC Performance Measures - FY 2010									
Highlighted values are prorated for each quarter, where appropriate	Actual > Target		Actual ≥ 80% of Target		Actual < 80% of Target				Target
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		
	Actual	% of Target	Actual	% of Target	Actual	% of Target	Actual	% of Target	
Academic Affairs									
Number of enrolled students - headcount ¹	1,395	86%	1,343	83%	1,315	81%	1,579	96%	1,614
TCOM	685	89%	666	87%	666	87%	728	95%	768
SHP	134	72%	131	70%	99	53%	199	107%	188
GSBS	284	80%	280	73%	380	107%	353	99%	355
SPH	292	97%	286	95%	170	57%	299	99%	300
Number of enrolled students - FTE ¹ (based on four semesters)	777	30%	1,399	58%	1,568	60%	2,445	101%	2,416
TCOM	343	32%	676	63%	676	63%	1,040	96%	1,066
SHP	121	26%	230	52%	258	58%	438	100%	438
GSBS	161	27%	294	49%	418	69%	620	103%	602
SPH	103	33%	200	64%	239	77%	347	112%	310
Student satisfaction - Quality of Education ²					75.8%	89%			85%
TCOM					70.0%	82%			85%
SHP					92.6%	109%			85%
GSBS					71.5%	84%			85%
SPH					79.3%	93%			85%
Student satisfaction - Quality of Teaching ³					74.2%	87%			85%
TCOM					71.4%	84%			85%
SHP					89.9%	106%			85%
GSBS					69.3%	71%			85%
SPH					79.7%	94%			85%
Student Diversity - African American headcount enrollment ⁴	117	96%	108	89%	97	80%	132	108%	122
Student Diversity - Hispanic headcount enrollment ⁴	137	92%	129	87%	72	48%	143	96%	149
QEP implementation ⁵							100%	100%	100%
Research									
Total extramural research award funding ⁶	\$ 11,288,771	31%	\$ 19,128,658	52%	\$ 32,981,797	89%	\$ 41,693,528	113%	\$ 37,000,000
TCOM	\$ 2,718,544	40%	\$ 3,562,124	53%	\$ 3,880,888	58%	\$ 5,682,671	84%	\$ 6,750,000
SHP	\$ 0	0%	\$ 20,000	40%	\$ 20,000	40%	\$ 20,000	40%	\$ 50,000
GSBS	\$ 8,223,165	31%	\$ 14,445,350	55%	\$ 23,976,042	92%	\$ 29,740,654	114%	\$ 26,200,000
SPH	\$ 201,082	7%	\$ 367,899	12%	\$ 822,428	27%	\$ 1,298,258	43%	\$ 3,000,000
Dollar value of grant applications submitted ⁶	\$ 53,778,904	26%	\$ 106,060,344	52%	\$ 149,593,850	73%	\$ 224,931,147	110%	\$ 205,000,000
TCOM	\$ 3,186,624	29%	\$ 11,482,153	34%	\$ 19,696,120	58%	\$ 32,633,464	96%	\$ 34,000,000
SHP	\$ 61,998	21%	\$ 115,100	38%	\$ 863,733	268%	\$ 2,065,799	669%	\$ 300,000
GSBS	\$ 40,135,483	28%	\$ 79,022,395	54%	\$ 102,391,718	70%	\$ 160,350,610	110%	\$ 145,700,000
SPH	\$ 7,810,695	31%	\$ 12,834,694	51%	\$ 20,219,827	81%	\$ 22,796,041	91%	\$ 25,000,000
Total number of unduplicated peer-reviewed publications - Published in Press ⁷							285	114%	250
TCOM							56	112%	50
SHP							7	140%	5
GSBS							163	112%	145
SPH							65	130%	50
Clinical Care									
Overall Visit Score of "Excellent" - Percent of Patients ⁸			63%	84%			68%	91%	75%
Overall Visit Score of "Excellent" or "Very Good" - Percent of Patients Combined Total ⁸			90%	99%			92%	101%	91%
Time to next third new primary care appointment - Percent of specialties < 14 days ⁹	100%	105%	100%	105%	100%	105%	100%	105%	95%
Time to next third new specialty care appointment - Percent of specialties < 21 days ⁹	100%	105%	100%	105%	100%	105%	67%	71%	95%
UNT Health Administrative Costs (% of Consolidated Expenses) ¹⁰	8.1%	119%	8.9%	111%	8.8%	112%	9.1%	109%	10%
Percentage of Support Staff Trained ¹¹	100%	102%	100%	102%	100%	102%	100%	102%	98%
Total Net Clinical Revenues ¹²	\$ 15,447,416	25%	\$ 28,299,011	45%	\$ 44,564,096	71%	\$ 60,601,849	96%	\$ 63,000,000
Total Operational Revenues ¹³	\$ 20,078,646	27%	\$ 37,318,320	50%	\$ 58,998,192	79%	\$ 80,607,317	107%	\$ 75,000,000
UNT Health Reserves (days)	83.9	114%	65.3	89%	79.1	108%	89.9	122%	73.5
Percent of eligible patients placed on clinical pathways ¹⁴	64%	91%	67%	90%	63%	91%	75%	107%	70%
Community Engagement									
Alumni Donors (number percentage of population)	192	5%	241	6%	269	7%	285	7%	800
Employee Donors (number percentage of population) ¹⁵	977	69.4%	93%	1,014	72.2%	96%	1,052	75%	1,052
Total amount of gifts ¹⁶	\$ 3,136,254	39%	\$ 3,328,094	42%	\$ 4,355,968	54%	\$ 5,128,884	64%	\$ 8,000,000
Pledges for new program ¹⁷			\$ 2,512,000	73%	\$ 2,183,136	101%	\$ 25,229,436	126%	\$ 20,000,000
Administration									
Administration cost as a percentage of total expenditures ¹⁸	7.27%	121%	8.91%	104%	10.04%	91%	7.72%	117%	9.25%
Institutional Reserves (days)	88.6	106%	110.4	131%	108.8	130%	106.3	127%	84
Faculty and Staff Pride Survey - Culture of Quality ¹⁹					370	95%			391
Faculty and Staff Pride Survey - Job Satisfaction ¹⁹					362	96%			369
Faculty and Staff Pride Survey - Empowerment ¹⁹					352	97%			363

File last edited 10/28/10

Excellence in Higher Education



- Defines standards of excellence for higher education
- Provides a strategy for achieving standards
- Integrates existing assessment, planning, and improvement efforts
- Identifies critical opportunities for improvement

Performance Excellence Criteria Crosswalk

Excellence in Higher Education

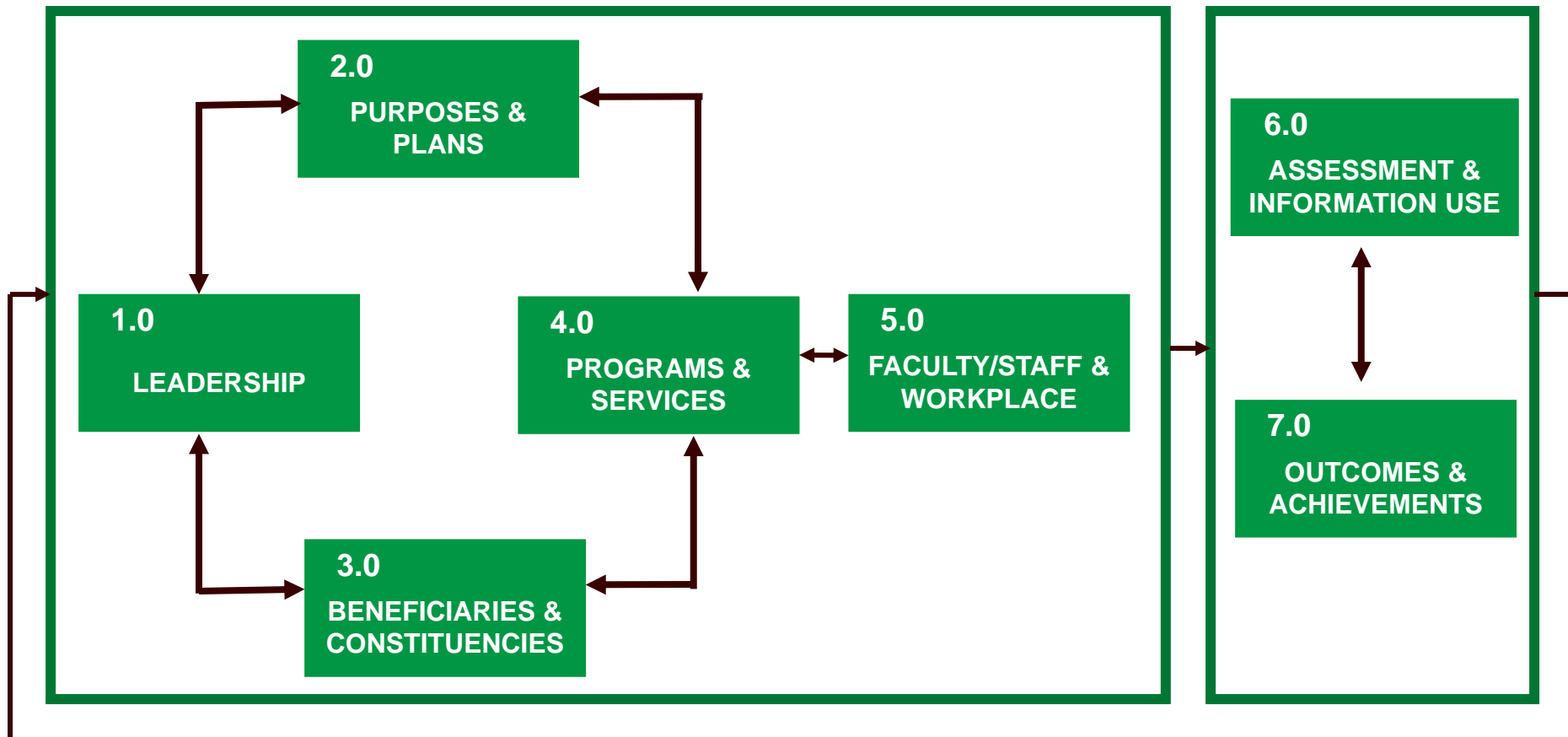
- Institutional overview
- Leadership
- Purposes and plan
- Beneficiaries and constituencies
- Programs and services
- Faculty/staff and workplace
- Assessment and information use
- Outcomes and achievement

SACS

- Mission & structure
- Governance & administration
- Strategic planning
- Student affairs
- Educational programs; learning, physical, & financial resources
- Faculty
- Institutional effectiveness
- Institutional effectiveness

Excellence in Higher Education: The Framework and Categories

Dimensions of Institutional Effectiveness...



Application

- SACS Reaffirmation – 2010
- QTF Progress level application – 2008
- QTF Commitment level application – future



EHE Organizational Checklist

- A first step in assessing organizational readiness
- Covers the seven dimensions of organizational functioning
- Four statements per category
- Each statement addresses one of the basic topics
- Read each of the 28 statements & select the answer that corresponds to your assessment
- See scoring instructions on first page

Questions?

- Contact information
 - UNTHSC Office of Strategy & Measurement
 - <http://www.hsc.unt.edu/departments/osm/>
 - 817-735-2612
- Presentation available at:
 - <http://www.hsc.unt.edu/departments/osm/presentations.cfm>