

Use the following checklist to ensure compliance to the required specifications prior to submission of the Application Package. Include a copy of the completed checklist behind the blank cover page in the original document only. Clearly mark the original application (with original signatures) on the Cover Page.

The application package should be assembled in the following order

- ☐ 1. Blank Cover Page affixed to front of application. Clearly mark one copy as the “Original”
- ☐ 2. Completed Application Checklist (Original copy only).
- ☐ 3. Title Page with applicant name. May include logo and other information as desired.
- ☐ 4. Table of Contents.
- ☐ 5. Application Form with signature of Authorizing Official.
- ☐ 6. Copy of letter of Certification of Eligibility; Copy of Eligibility Certification Forms
- ☐ 7. Organization Chart, along with organization chart for parent organization if subunit.
- ☐ 8. Glossary of Terms and Abbreviations.
- ☐ 9. Award Level: Categories/Items/Areas are addressed and properly labeled. (Use of labeled section tabs is recommended.) Progress Level, Commitment Level, and Engagement Level: Category level questions addressed and properly labeled.
- ☐ 10. Document size meets requirements. (8 1/2 x 11 inches) Pages are numbered consecutively beginning with the response to criteria. **Pages must be printed on one side only.**
- ☐ 11. All font size and margins meet requirements (3/4 inch margins on all sides; Minimum 10 pt Arial or Times New Roman) These requirements include font size in picture captions, graphs, figures, data tables, and appendices. (final size after any resizing of objects)
- ☐ 12. Blank back page.
- ☐ 13. Complete Application is bound, preferably with spiral binding and tabbed dividers.
- ☐ 14. Check or money order is enclosed, payable to Quality Texas Foundation.
- ☐ 15. Appropriate number of copies are submitted: Award Level – 20 copies; Progress Level – 10 copies.; Commitment and Engagement Levels – 6 copies
- ☐ 16. One CD of the application is included.
- ☐ 17. *Applications must be consigned to an overnight delivery service by the application deadline listed in the Key Dates (page 3).* It is recommended that all application packages be shipped with a delivery service to avoid delays in delivery to the Quality Texas Office. The U.S. Postal Service does not deliver any type of package directly to our office.

All applications should be shipped to:

Quality Texas Foundation
1402 Corinth, Suite 2008
Dallas, TX 75215
Attention: Jane Westbrook



**2008 Quality Texas Foundation
Commitment Level Application**

**University of North Texas Health Science Center
at Fort Worth**

Table of Contents

Application Form.....	i
Certification of Eligibility Letter	iii
Eligibility Certification Form	iv
Organization Charts	xiii
Glossary of Terms and Abbreviations	xv

Preface: Organizational Profile

P.1 Organizational Description	xvii
P.2 Organizational Challenges	xx

Category 1 - Leadership

1.1 Senior Leadership	1
1.2 Governance and Social Responsibilities	1

Category 2 – Strategic Planning

2.1 Strategy Development	2
2.2 Strategy Deployment.....	2

Category 3 – Student, Stakeholder, and Market Focus

3.1 Student, Stakeholder and Market Knowledge.....	3
3.2 Student and Stakeholder Relationships and Satisfaction	4

Category 4 – Measurement, Analysis and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance.....	4
4.2 Management of Information, Information Technology, and Knowledge	5

Category 5 – Workforce (Staff) Focus

5.1 Staff Involvement.....	6
5.2 Environment.....	7

Category 6 – Process Management

6.1 Work Systems Design	7
6.2 Work Process Management and Improvement	7

Category 7 - Results

7.1 Student Learning Outcomes	8
7.2 Student- and Stakeholder-Focused Outcomes.....	9
7.3 Budgetary, Financial, and Market Outcomes	9
7.4 Staff-Focused Outcomes	10
7.5 Process Effectiveness Outcomes	10
7.6 Leadership Outcomes.....	10

1. Applicant Organization

Name: University of North Texas Health Science Center

Address: 3500 Camp Bowie Blvd

Fort Worth, TX 76107

2. Application Level:

____ Engagement Level X Commitment Level ____ Progress Level ____ Award Level

3. Award Sector and For-Profit/Not-For-Profit Designation

____ Manufacturing (>250 Employees)

____ Service (>250 Employees)

____ Small Business ((250 or fewer Employees)

____ Non-Profit (Including Government)

 X Education (Non-Profit)

____ Education (For Profit)

____ Health Care

____ Manufacturing

____ >250 Employees

____ PK-12

____ PK-12

____ >250 Employees

____ Service

____ 250 or fewer Employees

 X Higher Education

____ Higher Education

____ 250 or Fewer Employees

4. Official Contact Point

____ Mr. ____ Mrs. ____ Ms. X Dr.

Name: Thomas Fairchild

Title: Vice President, Strategy & Measurement

Email Address: tfairchi@hsc.unt.edu

Telephone No.: 817-735-2612

Mobile No.:

Fax No.: 817-735-0483

6. Fee (See: Fees for the 2008 Award Cycle, page 27 of Application Instructions)

Enclosed is \$ 750.00 to cover one application package. Please make check or money order payable to **Quality Texas Foundation.**

7. Publicity Permission

Does the Award Committee have your permission to recognize and publicize your organization as a 2008 Texas Award for Performance Excellence participant (after the examination process is complete)? *This will include recognition of participation at the Annual Texas Quest for Excellence Conference.*

 X Yes ____ No

8. Submission

Complete application packages must be consigned to an overnight delivery service by the appropriate deadline listed on the Key Dates page (page 3 of Application Instructions). Delivery should be made to: Quality Texas Foundation, 1402 Corinth Street, Suite 2008, Dallas, Texas 75215. Please call (214) 565-8550 if you have any questions.

**9. Release Statement &
Ethics Statement**

We understand that this application will be reviewed by members of the Board of Examiners.

Should our organization be selected for a site visit, we agree to host the site visit and to facilitate an open and unbiased examination. We understand that the organization must pay reasonable costs associated with a site visit.


If our organization is selected to receive an Award, we agree to share nonproprietary information on our successful performance excellence strategies with other organizations.

Ethics Statement and Signature of the Highest-Ranking Official

I state and attest that

- (1) I have reviewed the information provided by my organization in this Application Package.
- (2) To the best of my knowledge
 - no untrue statement of a material fact is contained in this Application Package, and
 - no omission of a material fact that I am legally permitted to disclose and that affects my organization's ethical and legal practices has been made. This includes but is not limited to sanctions and ethical breaches.

Signature, Highest Ranking Official



Signature

2/8/2008

Date

☐ Mr. ☐ Mrs. ☐ Ms. ☒ Dr.

Name: Scott B. Ransom, DO, MBA, MPH

Title: President

Address: 3500 Camp Bowie Blvd

Fort Worth, TX 76107

Telephone No.: 817-735-2555

Mobile No.:

Fax No.: 817-735-2486



ADMINISTRATIVE OFFICES: 1402 CORINTH STREET, SUITE 2004, DALLAS, TX 75215 Phone: (214) 565-8550
Fax: (214) 565-9082 Email: quality-info@texas-quality.org Visit our web site: www.texas-quality.org

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February 6, 2008

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Scott B. Ransom, DO, MBA, MPH
President
University of North Texas
Health Science Center at Fort Worth
3500 Camp Bowie Blvd.
Fort Worth, TX 76107

Dear Dr. Ransom:

Based on the information provided in your Eligibility Certification Form, Quality Texas is pleased to report that the University of North Texas Health Science Center at Fort Worth is eligible to participate in the 2008 Quality Texas Performance Excellence award cycle. Your organization will be evaluated at the Commitment Level in the Higher Education Sector. All applicants will be recognized for their level of achievement at the annual awards event on June 15-18, 2008 at Horseshoe Bay Resort.

Ten copies of your application package must be assigned to an overnight delivery service no later than February 15, 2008, along with a check in the amount of \$750 to cover assessment fees. Please make checks payable to Quality Texas and send all packages to the address listed above. An express package service is preferred, as the US Postal Service will not deliver to our office, causing frequent delays in our receipt of packages.

Application forms and instructions can be downloaded from the Quality Texas website at www.texas-quality.org. Be sure to use the 2008 Application Forms. Please note all instructions for preparing and submitting the application. Include a copy of this letter and the Eligibility Certification Forms in each copy of the Award Application Documents.

We look forward to working with you during the 2008 Quality Texas Award cycle. Please feel free to call if you have any questions.

Sincerely,

Jane Westbrook
Director of Programs

cc: Dr. Thomas Fairchild ✓

2008 Eligibility Certification Form*

1. Applicant Organization

Official Name: University of North Texas Health
Science Center at Fort Worth

Other Name:

Prior Name (if applicable):

Headquarters Address:

3500 Camp Bowie Blvd
Fort Worth, TX 76107

2. Application Level:

_____ Engagement Level X Commitment Level

_____ Progress Level _____ Award Level

3. Highest Ranking Official

Name: Scott B. Ransom, DO, MBA, MPH

Title: President

Telephone No.: 817-735-2555

Mobile No.:

Fax No.: 817-735-2486

Email Address: sransom@hsc.unt.edu

Address (If different from Headquarters):

4. Eligibility Contact Point

_____ Mr. _____ Mrs. _____ Ms. X Dr.

Name: Thomas J. Fairchild, PhD

Title: Vice President, Strategy & Measurement

Telephone No.: 817-735-5497

Mobile No.

Fax No. 817-735-0483

Email Address: tfairchi@hsc.unt.edu

Address (If different from Headquarters):

5. Alternate Eligibility Contact Point

_____ Mr. _____ Mrs. _____ Ms. _____ Dr.

Name:

Title:

Telephone No.:

Email Address:

6. Applicant Status Has the applicant officially or legally existed for at least one year prior to September 15, 2007?

 X Yes _____ No

7. Award Sector and For-Profit/Not-For-Profit Designation

_____ Manufacturing

_____ Service (For-Profit Only)

_____ Small Business (250 or fewer employees)

_____ Nonprofit Sector _____ > 250 Staff

_____ 250 or fewer Employees

_____ Education: Pre-K - 12 _____ Non Profit

_____ For-Profit

 X Education: Higher Ed. X Non Profit

_____ For-Profit

_____ Health Care _____ Non Profit

_____ For-Profit

2008 Eligibility Certification Form*

8. Criteria Being Used

☐ Generic

☒ Education

☐ Health Care

9. Industry Classification

List up to three of the most descriptive three-or-four-digit NAICS (North American Industry Classification System) codes. (See page 29 of Application Instructions for NAICS codes)

611

10. Size and Location of Applicant

a. Total number of:

1. employees (business)

1,416

2. faculty/staff (education)

3. staff (health care)

b. For the preceding fiscal year, check one financial descriptor and one amount for that descriptor:

☐ Sales

☐ Revenues

☒ Budgets

☐ 0 - \$1M

☐ \$1M - \$10M

☐ \$10M - \$100M

☒ \$100M - \$500M

☐ \$500M - \$1B

☐ More than \$1B

c. Number of sites:

14

In Texas

0

Outside Texas

d. Percentage employees:

100%

In Texas

0%

Outside Texas

e. Percentage physical assets:

100%

In Texas

0%

Outside Texas

f. If some activities are performed outside the applicant's organization (e.g., by a national or overseas component of the applicant, the parent organization or its other subunits), will the applicant, if selected for a site visit, make available in Texas the sufficient personnel, documentation, and facilities to allow full examination of its operational practices for all major functions of its total operations?

☐ Yes

☐ No

☒ Not Applicable

g. In the event the applicant receives an Award, can the applicant make available sufficient personnel and documentation to share its practices at the Texas Quest for Excellence Conference and at its Texas facilities?

☒ Yes

☐ No

h. Attach a line and box organization chart for the applying organization, including the name of the head of each unit.

11. Subunits (If the applicant is not a subunit, please proceed to question 12.)

a. What is the relationship of the applicant to the larger parent or system? (Check all that apply.)

☐ a subsidiary of

☒ a unit of

☐ a school of

☐ a division of

☐ owned by

☐ a like organization of

☒ controlled by

☐ administered by

☐ a campus of

2008 Eligibility Certification Form*

11. Subunits (Continued - If the applicant is not a subunit, please proceed to question 12.)

b. Parent Organization: University of North Texas System

Highest Ranking Official: Chancellor

Name:

Name: Lee Jackson, MPA

Address: UNT Gateway Center, Room 318
801 North Texas Boulevard
Denton, Texas 76201

Title: Chancellor

Number world-wide employees of parent 49

c. Is the applicant the only subunit of the parent intending to apply? (Check one.)

☒ Yes

☐ No

☐ Do Not Know

d. Briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent.

Examples of such functions include but are not limited to strategic planning, business acquisition, research and development, data gathering and analysis, human resources, legal services, finance or accounting, sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.

Office of General Counsel, Internal Audit, Governmental Affairs, Information and Technology Services (EIS, distance

Learning, Internet)

e. Is the applicant self-sufficient enough to respond to all seven Criteria Categories? (Check one.) The subunit must be able to address levels of deployment, integration and learning at the subunit level in each of the categories

☒ Yes

☐ No – Briefly explain

f. Name of the official document (e.g., dated Annual Report, press release) supporting the subunit designation.

Texas Education Code, Chapter 105. University of North Texas System

g. Briefly describe the organizational structure and relationship to the parent.

The University of North Texas Health Science Center is a component of the University of North Texas (UNT) System and is governed by the UNT Board of Regents. The President of UNT Health Science Center reports to the UNT System Chancellor.

Attach line and box organization chart(s) showing the relationship of the applicant to the highest management level of the parent, including all intervening levels. Each box within the chart should include the name of the head of the unit or division.

h. Is the applicant's product or service unique within the parent organization?

☒ Yes

☐ No

If "No," do other units within the parent provide the same products or services to a different customer base?

☐ Yes

☐ No

If "No," please provide a brief explanation of how the applicant is distinguishable from the parent and its other subunits (e.g., market/location/name).

2008 Eligibility Certification Form*

11. Subunits *(Continued - If the applicant is not a subunit, please proceed to question 12.)*

i. *Manufacturing, Service and Small Business Only:* Are more than 50 percent of the applicant's products or services sold or provided to customers outside the applicant's organization? *(Check one.)*

_____ Yes _____ No

j. *Manufacturing, Service and Small Business Only:* Are less than 50 percent of the applicant's products or services sold or provided to the following? *(Both parts must be checked.)*

- the parent organization _____ Yes _____ No

- other organizations controlled by the applicant or parent _____ Yes _____ No

12. Certification Statement, Signature – Highest-Ranking Official

I certify that the answers provided are accurate and that my organization is eligible based on the current requirements for the 2008 Texas Award for Performance Excellence. I understand that at any time during the Texas Award process cycle, if the information provided was inaccurate, my organization will no longer be eligible for the award and will only be eligible to receive a feedback report.

_____	Scott B. Ransom, DO, MBA, MPH	_____
Signature	Printed Name	Date

If you are unable to answer any questions or answer any questions “NO,” please call the Quality Texas Foundation Office at (214) 565-8550 before submitting your form.

2008 Eligibility Certification Form – Site Listing & Descriptors*

The following information is needed by the Quality Texas Foundation office to provide the most effective evaluation possible by the Board of Examiners.

1. Site Listing and Descriptors

It is important that the totals for the number of employees, faculty, and staff; percent of sales, revenues, and budgets; and sites on the form match the totals provided in 10.a., 10.b., and 10.c. above. For example, if you report 600 employees in 10.a., the total number of employees provided in the Site Listing and Descriptors form should be 600.

Address of Site(s)	Number Employees, Faculty, and/or Staff as indicated in 10. a.	Number of Shifts	Operating Hours	Percent Sales, Revenue or Budget as indicated in 10. b.	Description of Products, Services, and/or Technologies for each site
UNT Health Science Center 3500 Camp Bowie Blvd Fort Worth, TX 76107	1297	1	7 am to 2 am	91.98%	Education; educational support; administration; research; clinical care
UNT Health Business Services 1412 May Street Fort Worth, TX 76104	60	1	8 am to 5 pm	3.20%	Business Services and Practice Support
Seminary Family Medicine Center 1305 East Seminary Drive Fort Worth, TX 76115	13	1	8 am to 5 pm	.71%	Clinical care
Westside Family Medicine Clinic 5944 River Oaks Blvd Fort Worth, TX 76114	5	1	8 am to 5 pm	.18%	Clinical care
Eagle Ranch Family Medicine Center 7235 Boat Club Road Saginaw, TX 76179	8	1	8 am to 5 pm	.4%	Clinical care
Bluebonnet Pediatric Clinic 3750 South University Street, Suite 201 Fort Worth, TX 76109	7	1	8 am to 5 pm	.3%	Clinical care
UNTHHealth at Hulen 4925 S. Hulen Street Fort Worth, TX 76	4	1	8 am to 5 pm	.29%	Clinical care
HBOT 1325 Pennsylvania Avenue, 750 Fort Worth, TX 76104		1	8 am to 5 pm	.12%	Clinical care

2008 Eligibility Certification Form – Site Listing & Descriptors*

Plaza Clinic Support 900 8 th Ave. Fort Worth, TX 76104	15	1	8 am to 5 pm	.1%	Clinical care
Harris OB/GYN Private Office 1325 Pennsylvania Avenue, 4 th . Floor Fort Worth, TX 76104		1	8 am to 5 pm	1.28%	Clinical care
Health Center for Women Private Office 1201 S. Main Street, Suite C Fort Worth, TX 76104		1	8 am to 5 pm	.72%	Clinical care
LakeWorth OB/GYN 6100 Jacksboro Highway Fort Worth, TX 76104	5	1	8 am to 5 pm	.56%	Clinical care
Psych & Behavioral Health 1002 Montgomery Street Fort Worth, TX 76107	2	1	8 am to 5 pm	.02%	Clinical care
Arlington Orthopaedics & Sports Medicine 701 E. I-20 Arlington, TX 76018		1	8 am to 5 pm	.14%	Clinical care

This form may continue on as many pages as necessary to cover all sites.

2008 Eligibility Certification Form – Site Listing & Descriptors*

2. Key Organization Factors

List, briefly describe, or identify the following key organization factors. Be as specific as possible to help us avoid real or perceived conflicts of interest when assigning Examiners to evaluate your application. “Key” means those organizations that constitute 5 percent or greater of the applicant’s competitors, customers/users, or suppliers.

A. List of key competitors

UT Southwestern Medical Center at Dallas
UT Medical Branch at Galveston
UT Health Science Center at Houston
UT Health Science Center at San Antonio
Texas Tech University Health Sciences Center
Texas A&M University Health Science Center

B. List of key customers/users

Students
Patients
Professionals (continuing education)

C. List of key suppliers

UNTHSC utilizes numerous suppliers that provide services including: Advertising & Promotional Products; Audio/Visual; Communications; Computers, Printers, Software, & Computer Equipment; Construction; Facilities; Furniture & Interior Design; Medical & Laboratory Equipment & Supplies; Office Supplies & Equipment and Paper; and Printing Services. Examples of suppliers include:

9 TO 5 OFFICE PRODUCTS CENTER. INC.
ACCENT AUDIO/VIDEO INC.
ACCESSOLOGY INC.
ADVANTAGE SUPPLY
ANALYTICAL COMPUTER SERVICES
ARMSTRONG FORENSIC LAB, INC.
ASR ENTERPRISES INC.
AUSTIN RIBBON & COMPUTER SUPPLIES INC.
BAYTECH SUPPLY INC.
BAYTECH SUPPLY INC.
BEACH CONSTRUCTION, INC.
BEE-TREE PROMOTIONAL PRODUCTS, INC.
BEVCO
BISON CANYON
BREAKTHROUGH COMMUNICATIONS
BURGOON COMPANY
BVA SCIENTIFIC, INC.
CACTUS SYSTEMS, INC.
CADENA SPECIALTY ADVERTISING
CAPITAL BUSINESS PRODUCTS, INC.
CASADA INDUSTRIAL
CENTRIS COMMERCE INC
CFJ MANUFACTURING
CHEMCAL INC.
COMPUQUICK, INC.
COMPUTER TECH
COMPUTER WHOLESALE PRODUCTS OF AMER INC.
COMPUTERLAND TEXAS
CORPORATE INTERIORS, INC.
CORPORATE SOURCE, LTD.
CUEVAS DISTRIBUTION INC.
DALLAS DIGITAL SERVICES, LLC
DIMENSIONS MEDICAL SUPPLY GROUP INC.
DIVERSIFIED OFFICE PRODUCTS INC.
ED PARKER INC.
FERNANDEZ & COMPANY, P.C.

FIRST COMM INCORPORATED
FRY CONSTRUCTION, INC.
GOMEZ FLOOR COVERING, INC.
GREAT SOUTHWEST FIRE & SAFETY
GROVES INDUSTRIAL SUPPLY CORP
GST MANUFACTURING, LTD.
HI ED INC.
ICON ENVIRONMENTAL CONSULTANTS
INTELLIGENT INTERIORS, INC.
INTERIORS IN MOTION, INC.
JF FILTRATION, INC.
JOHN SONS PRESS
KINO OIL COMPANY
LAB SOLUTIONS, INC.
LONE STAR GROUNDS MAINTENANCE CORP
LOUIS BULL PROMOTIONAL PRODUCTS
M&A TECHNOLOGY, INC.
MCCARTY SUPPLY CORPORATION
MEDICAL AND LABORATORY EQUIPMENT AND SUPPLIES
METRO GOLF CARS INC.
NEUTRAL POSTURE, INC.
NEXT GENERATION TECHNOLOGY, INC.
OFFICE FURNITURE INNOVATIONS, LLC
ONE SOURCE MEDICAL SOLUTIONS, INC.
ORGANIZED MAINTENANCE SERVICES INC
PARTNERS BUSINESS PRODUCTS
PDME/HURRICANE OFFICE SUPPLY
PINNACLE ELECTRIC INC.
PRODUCTION SYSTEMS
PRODUCTS UNLIMITED INC.
PRODUCTS.COM
PSN ROOFING
QUESTTECHNOLOGY CORPORATION
REGENT SALES, INC.
RONDA WATKINS INTERIORS

2008 Eligibility Certification Form – Site Listing & Descriptors*

ROXRITE SYSTEMS, LLC
ROYER & SCHUTTS COMMERCIAL INTERIORS
SHI GOVERNMENT SOLUTIONS, INC.
SOUND & VIDEO INNOVATIONS
SOUTHWEST OFFICE SYSTEMS INC.
SPACES INTERIORS INC.
STEAM SOLUTIONS, INC.
TEXAS FURNITURE SOURCE INC.
THOS. S. BYRNE, LTD.

TORREZ PAPER COMPANY
TSJ TECHNOLOGIES INC.
VISUAL INNOVATIONS COMPANY INC.
WALKWAY GRINDING & RAISING INC.
WESTERN PAPER COMPANY, INC.
WILLIAMS OFFICE PRODUCTS INC.
WIRECOM SERVICES
WOODROSE COMPANY, INC.
WORTHINGTON PAPER CO., INC.

D. Description of the applicant's major markets (local, regional, national, and international)

Patients: primarily from the Dallas-Fort Worth metroplex

Students: live in the Dallas-Fort Worth metroplex, but come from undergraduate and graduate programs throughout the state, U.S. and international. Medical students are 90% Texas residents by statute, however, students in Graduate School and School of Public Health are more diverse.

Professionals: Professional and Continuing Education reaches out to professionals through a wide variety of mediums, thus focus depends on the program and may be local, regional, state, national or international.

E. Name of the organization's financial auditor

UNT System (Internal Audit), Donald Holdegraver, UNT System Chief Internal Auditor (regular audits)

Comptroller, State of Texas (periodic audits)

2008 Eligibility Certification Form – Site Listing & Descriptors*

1. Eligibility Certification Form

- ☒ Have all questions been answered completely? If not please explain.
- ☒ Is a line and box organization chart included that shows all components of the applicant organization and the name of the head of each unit or division?
- ☒ If the applicant is a subunit of a larger organization, are line and box organization charts included that show the relationship of the applicant to the highest management level of the parent, including all intervening levels?
- ☒ Is the Eligibility Certification Form signed by the Highest-Ranking Official?

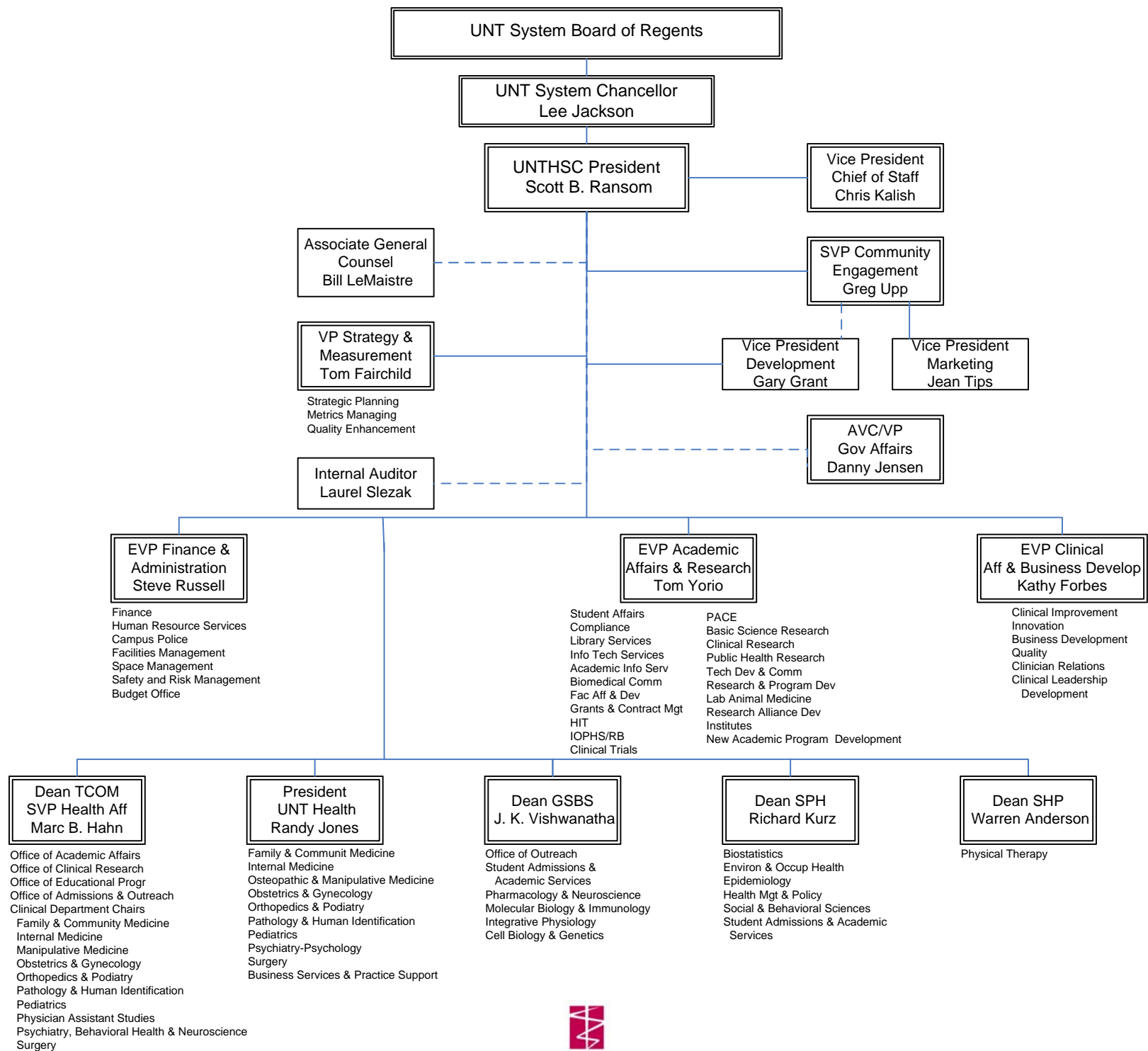
2. Letter of Transmittal

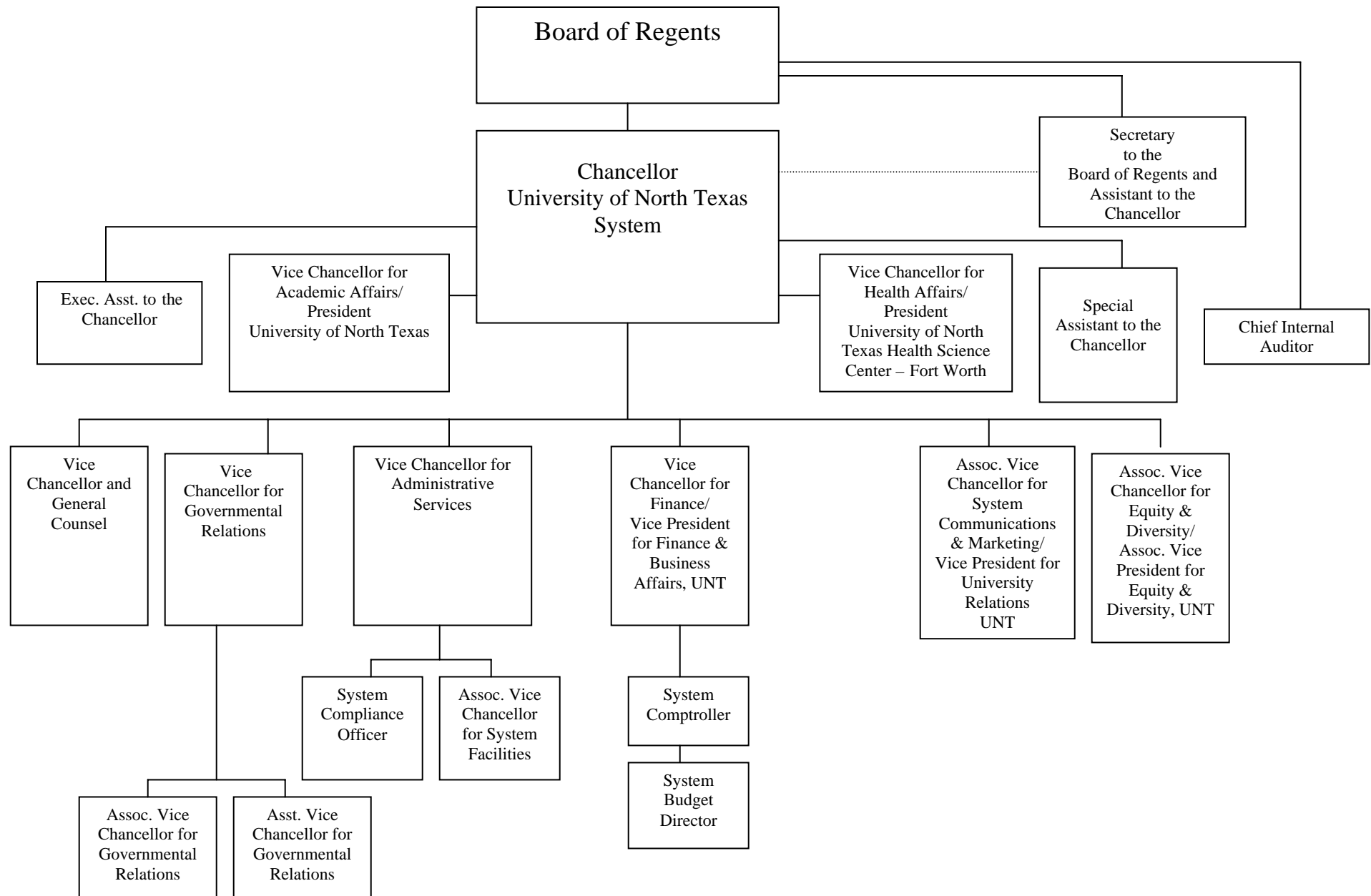
- ☒ Is the Eligibility Certification Package accompanied by a letter on the organization's stationery indicating the intent to apply and signed by the Highest-Ranking Official?

3. Fee

- ☒ Is a check or money order included for the \$100 nonrefundable eligibility certification fee made payable to: Quality Texas Foundation?

The 2008 Eligibility Certification Package for Engagement, Commitment, Progress Level or Texas Award Level applications must be postmarked on or before the appropriate deadline listed on the Key Dates on page 3 of the Application Instructions. Applicants are encouraged to submit the form well ahead of the deadline to avoid delays. Organizations must submit an Eligibility Certification Package each year they plan to participate in the award cycle. The eligibility information is used to re-verify that the applicant is qualified to participate and to plan for Examiner staffing requirements.





GLOSSARY OF TERMS & ABBREVIATIONS**A****AACOM**

American Association of Colleges of Osteopathic Medicine

ACCME

Accreditation Council for Continuing Medical Education

AOA

American Osteopathic Association

ARC-PA

Accreditation Review Commission on Education for the Physician Assistant

ASPH

Association of Schools of Public Health

B**C****CEPH**

Council on Education for Public Health

Course Director

Faculty member in charge of organizing the content and instructors for a course

D**DO**

Doctor of Osteopathy

DrPH

Doctor of Public Health

E**Executive Team**

UNTHSC executive leadership team, consisting of President's direct reports and staff

F**ForHER**

Focused On Resources for her Health, Education and Research

G**GDLHSL**

Gibson D. Lewis Health Science Library

GMAT

Graduate Management Admission Test

GPA

Grade Point Average

GRE

Graduate Record Examination

GSBS

Graduate School of Biomedical Sciences

H**HIPAA**

Health Insurance Portability and Accountability Act of 1996

HIT

Health Institutes of Texas

HRS

Human Resource Services

I**IAADR**

Institute for Aging and Alzheimer's Disease Research

IPEDS

The Integrated Postsecondary Education Data System is the core postsecondary education data collection program for the National Center for Education Statistics. Data are collected from primary providers of postsecondary education in the country in areas including enrollments, program completions, graduation rates, faculty, staff, finances, institutional prices, and student financial aid.

IRB

Internal Review Board, responsible for protecting the welfare and rights of individuals who are subjects of any research, whether funded or unfunded, whether on or off campus, which is conducted by UNTHSC faculty, staff or students.

ITS

Information Technology Services

J**JPS Health System**

Tarrant County public hospital and clinic system

K**L****Leadership Team**

UNTHSC leadership team, consisting of academic and non-academic UNTHSC department heads

LSAT

Law School Admission Test

M**MCAT**

Medical College Admission Test

MPAS

Master of Physician Assistant Studies

MPH

Master of Public Health

MS

Master of Science

N
O
OPHS

Office for the Protection of Human Subjects, responsible for ensuring compliance with regulations related to human subject protection and HIPAA

OPTI

Texas Osteopathic Postdoctoral Training Institutes

ORC

Osteopathic Research Center

OSAS

Office of Student and Academic Services in School of Public Health

P
PACE

Office of Professional and Continuing Education

PAEA

Physician Assistant Education Association

PA or PAS

Physician Assistant Studies Program

PCAT

Pharmacy College Admission Test

PDCA

Plan, Do, Check, Act

Phase Director

Faculty member responsible for a section (phase) of the medical school curriculum that consists of several courses organized around a major topical area

PhD

Doctor of Philosophy

Q
R
S
SHP

School of Health Professions

SMS

Strategic Management System

SPH

School of Public Health

STC

Strategic Thinking Council; one for each of the five mission-centric areas

T
TCHD

Texas Center for Health Disparities

TCOM

Texas College of Osteopathic Medicine

THECB

Texas Higher Education Coordinating Board

U
UMA

University Medical Associates

UNT

University of North Texas

UNT Health

Physician practice entity of UNTHSC

UNTHSC

University of North Texas Health Science Center

UNT System

Governing organization of UNTHSC

V
W
WEAVE or WEAVEonline

Web-based assessment management system used to track learning outcomes/objectives, targets, findings, actions and use of results

X
Y
Z

PREFACE: ORGANIZATIONAL PROFILE**P.1 Organizational Description****P.1a. Organizational Environment****P.1a(1) Educational Programs, Offerings and Services**

The University of North Texas Health Science Center at Fort Worth (UNTHSC) is one of nine public health-related institutions in Texas. The initial school was chartered as Texas College of Osteopathic Medicine in 1966, and accepted its first students in 1970. In 1975, Texas College of Osteopathic Medicine was established as a state medical school under the University of North Texas (UNT) Board of Regents (formerly North Texas State University). With the establishment of the Graduate School of Biomedical Sciences in 1993, the name of the institution was changed to University of North Texas Health Science Center at Fort Worth. Since 1993, the institution has broadened its reach in education, research and service. A Master of Public Health degree program was created in 1995, which became the School of Public Health in 1999. In 1997, the first students matriculated into the Physician Assistant Studies program. In 1999, UNTHSC became a part of the University of North Texas System. The Physician Assistant program was elevated to the Master's level in 2000, and a Doctoral degree in Public Health (DrPH) was added in 2001. The School of Health Professions was added in 2004. Currently, UNTHSC offers the following degrees: DO, MPAS, MS, PhD, PhD/MPAS, MPH, DrPH, DO/MS, DO/PhD and DO/MPH. The UNTHSC Office of Professional and Continuing Education (PACE) provides high-quality continuing education opportunities for physicians, physician assistants, nurse practitioners, nurses, and other healthcare professionals. UNTHSC is a participating partner in the Texas Osteopathic Postdoctoral Training Institutes (OPTI), an educational consortium committed to assuring the advancement of osteopathic postdoctoral training that includes an array of internships, residency programs and fellowships in Family Practice, Internal Medicine, Obstetrics and Gynecology, Pediatrics, Psychiatry, and more.

Educational degree programs are delivered almost exclusively through a resident, on-campus learning mode of face-to-face student/professor contact. Distance education methods are used to augment resident classroom instruction in some courses, through the use of the UNTHSC Courses Website or WebCT Vista. PACE uses multiple methods to provide continuing education, including online, journal, CD-ROM, DVD, live and nontraditional/experimental. Texas OPTI places postdoctoral students with health care providers in: Dallas, Fort Worth, Galveston, Bryan, Lubbock, Baytown and Corpus Christi.

Major research initiatives include the Health Institutes of Texas (HIT), consisting of For HER, IAADR, TCHD and ORC, as well as various research centers, including:

Texas Center for Health Outcomes, Texas Center for Translational Research, Texas Center for Primary and Rural Care, NorTex Primary Care Practice-Based Research Center, Center for Community Health, Institute for Cancer and Blood Disorders, and Center for Commercialization of Fluorescence Technology.

Key educational support services include:

- Admissions (decentralized by school)
- Financial Aid
- Registrar
- Academic Support
- Gibson D. Lewis Health Science Library (GDLHSL)
- Information Technology Services
- Student Development

UNT Health is the physician practice entity of the University of North Texas Health Science Center in Fort Worth. There are nearly 160 physicians representing general medicine and medical specialties. UNT Health physicians practice in more than 30 offices across Tarrant County as well as most area hospitals. UNT Health physicians are also faculty members for TCOM.

P.1a(2) Organizational Culture**UNTHSC MISSION STATEMENT**

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.

We achieve this mission by:

- Preparing our students in osteopathic medicine, biomedical sciences, public health, physician assistant studies and other health professions for successful careers in health care, research and teaching.
- Advancing the discovery of knowledge through cutting-edge basic and applied research.
- Teaching, practicing and encouraging the effective delivery of primary health care.
- Emphasizing health promotion, disease prevention and public health, with a focus on underserved populations.
- Actively collaborating with other academic institutions, such as other components of the UNT System, health-related organizations and the communities we serve.
- Supporting a culturally diverse environment that advocates mutual respect for all members of the health science center as they strive for excellence.
- Meeting and exceeding the needs and expectations of our students, patients, employees, partners, donors and the people of Texas.

The UNTHSC vision is to be recognized as a top 10 health science center, excelling in teaching, research, clinical care and service. UNTHSC embraces as its core values *Compassion, Integrity, Teamwork, Innovation, Pride and Excellence*.

UNTHSC VISION STATEMENT

The Vision of UNT Health Science Center is to become a top 10 health science center.

To further its Vision, the center strives to identify itself as:

- a center of excellence in educating the primary health care team of the future- physicians, public health practitioners and physician assistants - with an integrated medical curriculum appropriate to the challenges of 21st Century medicine, and a thriving school of public health and physician assistant program;
- a nationally-recognized center of research excellence, and a leader in entrepreneurial biomedicine, forging effective partnerships with corporate entities as well as other health science centers in the state with a comprehensive graduate school that is a leader in biomedical science education;
- an institution at the forefront of medical practice among academic health centers, expanding clinical research and community-based care with increasing collaborative specialty practice and training; and
- an institution committed to diversity of students, faculty and staff, with a focus on recruiting Texas students and providing health care, public health and science professionals for Texas.

Further, our vision is to be identified as:

- an institution that fosters a culture of high morale, quality, caring and trust; where we function as a group of professionals who treat each other with a sense of civility and respect, promoting intellectual collegiality and fun;
- an institution with a common sense of purpose that reaches across schools and support units, seeking to eliminate internal barriers and competition, and where openness and willingness to share are standard operating procedure;
- a thriving health science center with decreasing reliance on state funds where the institution grows through viable, ongoing development efforts, enhanced leading-edge research programs, a healthy medical practice plan and growing enrollment;
- an institution that manages information resources in a integrated and coordinated manner; and
- a contributor to and a leader in our local community with a cohesive, community-recognized campus

P.1a(3) Faculty and staff profile

UNTHSC has a total of 1,416 employees, including 313 faculty, 248 non-classified staff, 663 classified staff, 192 graduate student employees. Additionally, UNTHSC is served by 622 adjunct faculty (504 – TCOM, 61 – SPH and 57 – GSBS) and 16 volunteers.

Faculty and staff are 37% minority (13% Hispanic, 10% Black, 13% Asian/Pacific Islander, 1% American Indian/American Native), and 62% female. Eighty-four percent of faculty hold at least one terminal degree (DO, MD, PhD, DrPH, JD, EdD), 11% have a master's degree and the remaining 5% are certified medical practitioners (CNM or PA-C). No bargaining units exist. As State of Texas employees, eligible employees are entitled to state benefits, including health insurance, retirement programs, holidays, vacation and sick leave. Lab safety and clinical exposure are the key health and safety requirements.

P.1a(4) Major facilities, technologies, equipment

The UNTHSC campus currently encompasses more than 33 acres and includes 19 buildings, five of which are the main education, research and administration structures. A campus master plan was completed in 2007 that details plans to develop 11 new buildings and 2 parking garages over the next 25 years. Phase one of the campus expansion began in 2007, with the first new buildings to be ready in 2009.

The primary technology usage is information systems. A computer lab and computer instruction lab are located in the GDLHSL, with another computer lab located in the SPH. Campus computers are linked via a local area network and Wi-Fi access is available throughout the campus. Other special technologies and equipment include the Patient Training Simulation Lab and those within research labs that are the responsibility of individual researchers.

P.1a(5) Regulatory environment

UNTHSC operates under a wide variety of rules and guidelines. Internal issues are reviewed by the UNTHSC Compliance Council, IRB and OHSP. The THECB monitors state reimbursement programs and financial regulations. Titles VI, VII, and IX of the Civil Rights Act also provide specifications for how UNTHSC operates, along with ADA, Age Discrimination in Employment Act, Family Rights and Privacy Act, Family and Medical Leave Act, HIPAA, and OSHA. SACS sets standards for institutional accreditation; other accrediting bodies include CEPH (SPH), ARC-PA (PA Studies), AOA (TCOM), and ACCME (PACE). Currently UNTHSC is authorized to offer the DO, MPAS, MS and PhD in Biomedical Sciences, and MPH and DrPH degrees in Public Health.

P.1b(1) Organizational Structure and Governance

UNTHSC is a component of the UNT System and is governed by the UNT System Board of Regents, who meet on a quarterly basis. The UNT System provides centralized support for legal affairs, internal audit and governmental affairs. The UNTHSC President reports to the UNT Board of Regents through the UNT System Chancellor. The Executive Team, made up of the President's direct reports and other identified key administrators, meets on a weekly basis. The Leadership

Team, consisting of academic and non-academic department heads, program leaders and key administrative staff meets monthly. The President also is served by Strategic Thinking Councils, one per each of the five mission-centric areas of the HSC: Administration, Academic, Research, Clinical and Community Engagement. Each STC meets monthly and is comprised of key stakeholders from multiple organizational levels and from across the campus.

P1.b(2) Key Student, Stakeholder and Market Segments

UNTHSC's 1,153 students (fall 2007 headcount) come from diverse backgrounds, nationalities and ethnic origins. Students are segmented by school and degree program, nationality and ethnicity. In fall 2007, there were 593 DO, 96 MPAS, 129 MS, 114 PhD, 177 MPH and 44 DrPH students enrolled. Total student growth has averaged 3.6% over the past five years and enrollments are projected to increase for all programs. Students are 57% female, 52% White, 7% Black, 11% Hispanic, 18% Asian/Pacific Islander, 0.5% American Indian/American Native and 10% foreign.

Key student requirements include: high quality, technology-driven, active learning education and instruction; first-rate educational outcomes; effective student support services; cutting-edge, career-oriented programs; and placement upon graduation.

UNTHSC has several key stakeholder relationships – UNT System/Board of Regents, feeder schools, employers, patients, alumni, Texas Legislature, regulatory and accrediting organizations, and the community. The Board of Regents provides uniform policy guidelines with expectations of sound fiscal management, maintenance of enrollments and accreditation, and continuous performance improvement. Feeder schools and the community are the source of students for UNTHSC, with the expectation that UNTHSC will accept, develop and graduate students. Employers are the source of jobs, internships, and technology transfer, for whom UNTHSC provides qualified interns, high quality graduates and highly qualified faculty consultants. Patients provide opportunities for clinical practice for clinical faculty and education for clinical students. Alumni and friends of UNTHSC are the sources of student referrals and outreach as well as donations and endowments, requiring a positive image and reputation for UNTHSC, communications and networking and support for life-long learning. The Texas Legislature and various regulatory and accrediting bodies hold UNTHSC accountable to meet standards of high quality education, research, and patient care.

P1.b(3) Suppliers, Partners and Collaborators

Suppliers, partners and collaborators of UNTHSC play important roles in supporting the educational programs and support services.

Figure O-1

UNTHSC Primary Partners and Their Roles

UMA – University Medical Associates provides support and professional staff for UNT Health
Area hospitals – clinical practice and education sites for UNTHSC clinical faculty and students
Preceptor Network – clinical practice and education sites for UNTHSC clinical faculty and students
Federal Medical Center – clinical practice and education sites for UNTHSC clinical faculty and students
Veterans Administration – clinical practice and education sites for UNTHSC clinical faculty and students
UNTHSC Foundation – assists UNTHSC in building a financial reserve base to support educational initiatives
Fort Worth City Public Health Department – provides practicum opportunities for public health students
Tarrant County Public Health – provides practicum opportunities for public health students
Tarrant County Medical Examiner – provides elective rotations for medical students

UNTHSC Purchasing and Central Services is responsible for obtaining materials, equipment, and services at the lowest cost and best value consistent with specified quality and delivery requirements as allowed by law. Purchases are made in accordance to Texas State Law (including the State Constitution, the State Appropriations Act, and the rules and regulations of the State Comptroller and the TBPC); applicable federal laws including IRS regulations; and the Policies and Procedures of the University. UNTHSC uses the Centralized Master Bidders List (CMBL), maintained by the Texas Procurement and Support Services (TPASS) as their bidders list.

It is the policy of the State of Texas to encourage the use of HUBs by state agencies and to assist agencies in the implementation of this policy through race, ethnic, and gender-neutral means. The purpose of this program is to promote full and equal business opportunities for businesses in state contracting in accordance with the goals specified in the State of Texas Disparity Study, Texas Administrative Code Section 111.11. UNTHSC is committed to achieving the State's goal of increasing contracting opportunities for HUBs.

P1.b(4) Partnering Relationships & Communication Mechanisms

UNTHSC conducts an annual institution-wide Student Life Survey and schools/programs conduct their own student and graduate surveys as well as course evaluations to prioritize and target improvements to student groups, academic processes and student services. The President, Deans and Chairs meet with individual students and student focus groups to obtain feedback and input for organizational improvements throughout the academic year.

Surveys, committees, forums and organizational relationships build and strengthen stakeholder relationships, and identify stakeholder requirements and areas of need, such as the development of the Forensic Genetics program in the medical school. UNTHSC seeks stakeholder input for its strategic planning processes and involved key community groups and neighboring organizations in the development of the Campus Master Plan, as committee members and through community forums.

P2.a(1) Competitive Position and Competitors

Competitive considerations essential to achieving the vision of a top ten health science center include: faculty; students; enrollment increases relative to other Texas health science centers; extramural research funding; state funding; to become the preeminent multispecialty medical practice in Tarrant County; and donations and gifts.

P2.a(2) Principle Success Factors

Through institutional and departmental strategy maps and metrics, UNTHSC tracks factors that allow it to remain competitive in its key mission-centric areas. Examples of principal success factors include: enrollment growth, mean student GPA, faculty growth, amount of funded research, patient satisfaction, state funding, and amount of donations and gifts.

P2.a(3) Sources of Comparative and Competitive Data

UNTHSC obtains comparative information from IPEDS and THECB as well as web sites of competitive institutions. In addition to independently accredited health science centers in Texas, UNTHSC has designated three out-of-state peers: New York Medical College, SUNY Health Science Center at Syracuse and University of Mississippi Medical Center. Additional comparative data comes from ASPH for public health, AACOM and NBOME for osteopathic medicine and PAEA for physician assistants. Comparative data is limited to public data and that which institutions are willing to share. As all UNTHSC programs are at the graduate level, standardized sources of benchmarking data do not exist as they do for community colleges and undergraduate programs.

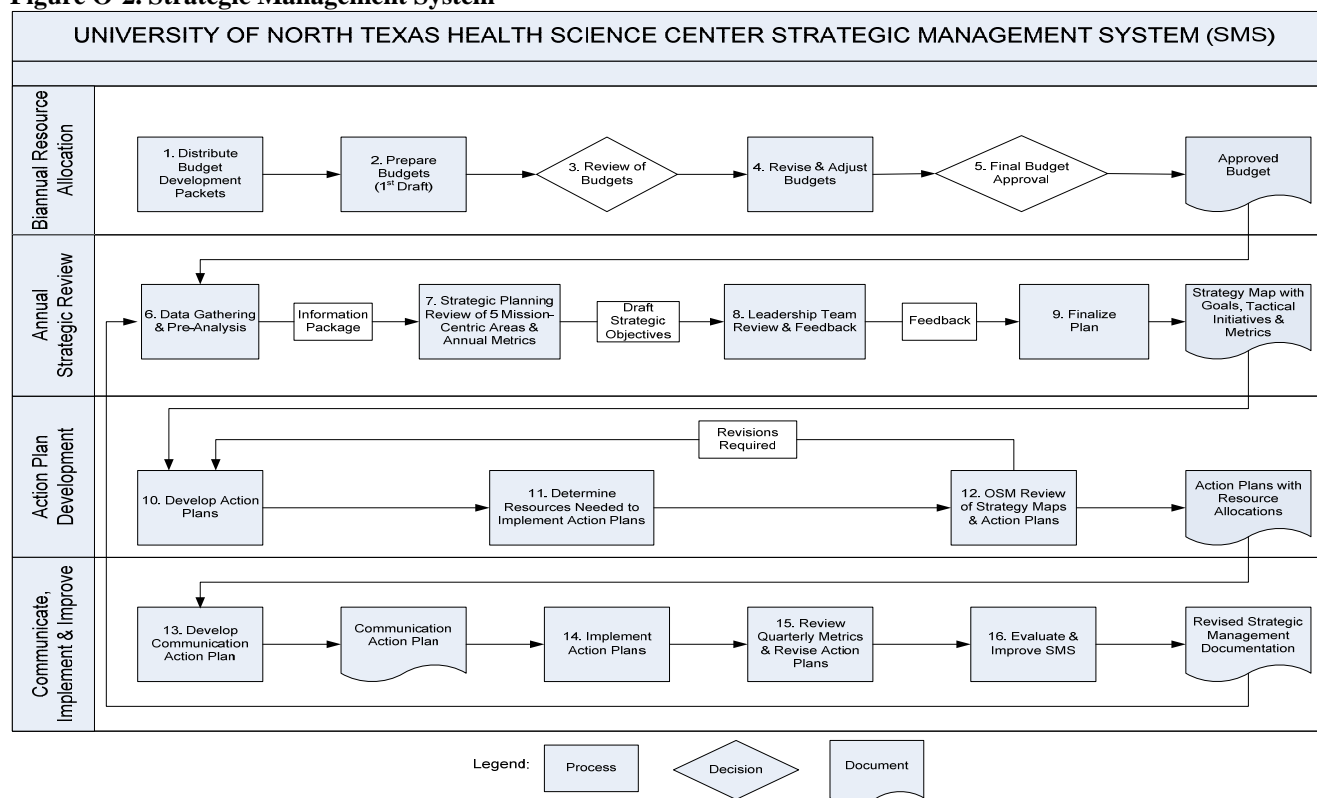
P2.b Strategic Challenges

UNTHSC seeks to become a top ten health science center, recognized for its academic, research and clinical care programs across disciplines. To maintain stability and achieve growth targets, UNTHSC must address five strategic challenges:

1. Establishing a culture of excellence to create a world-class top ten health science center. Through the implementation of Baldrige criteria linked with accreditation standards and the SMS, UNTHSC is working to develop a culture of continuous

improvement and accountability. UNTHSC seeks to promote existing faculty and staff and welcome new talent who embrace this culture of excellence. UNTHSC must also maintain existing facilities and execute its master plan for campus expansion to support planned growth. Relevant performance indicators include faculty, staff, student and alumni satisfaction, student enrollment, student retention and execution of the campus master plan.

2. Creating knowledge through scientific inquiry to improve our country's health. UNTHSC seeks to become a world class research center, recognized for timely, well-conducted, applied research aimed at preventing the preventable and easing suffering. Specific areas of excellence in research include Aging and Alzheimer's disease, physical and osteopathic manipulative medicine, health disparities, women's health, cancer, commercial use of fluorescence, and human identification and the DNA lab. Relevant performance indicators include dollar amount of funded research, number of publications and amount of funding per faculty FTE.
3. Engaging Fort Worth and Tarrant County to improve our community's health and economic welfare. With the development of the Primary Care Research Institute and Center for Community Health, UNTHSC seeks to be a leader in the integration of county-wide health delivery system linking research, medical and health education, and physician practice. Relevant performance indicators include patient, employer and partner satisfaction, improvement of community health status indicators, and community recognition.
4. Increasing resources to fund growth and expansion and competition for state revenues. In an era of decreasing public support for education and research, UNTHSC will have to seek additional external resources and increase its efficiencies while at the same time protecting program quality. Relevant performance indicators include annual state funding and private funds raised to support institutional initiatives.
5. Institutional sustainability in itself is a strategic challenge, as UNTHSC must maintain enrollment growth relative to other Texas health science centers to maintain stable state funding. Other external forces related to institutional stability include: the general characteristics and attitudes of "Generation Y" students; retention of faculty and staff in light of new schools of osteopathic medicine and public health; developing and maintaining a functional strategic management system; creating a transparent budget process; and keeping up with advances in distance education and educational technology.

Figure O-2. Strategic Management System


P2.c Performance Improvement System

Beginning with FY 2008, UNTHSC implemented a mission-based budgeting system as part of its overall Strategic Management System (Figure O-2). The annual planning process provides the framework and focus for continuous performance improvement. From the institutional level on down through schools, departments and individuals, the SMS process includes level-appropriate mission, vision, values, goals, and tactical initiatives with corresponding metrics. Progress on metrics is reviewed by the Executive Team on a quarterly basis. This regular cycle of program review and evaluation is supported by action plans designed to facilitate achieving tactical initiatives.

UNTHSC requires annual evaluation of faculty and staff. As part of the annual performance review, faculty and staff set performance goals and develop action plans to support the attainment of their individual goals.

Strategic Thinking Councils for each of the mission-centric areas (administration, academics, research, clinical care and community engagement) identify opportunities for improvement on an ongoing basis and establish performance improvement teams that use PDCA as a process for implementing improvements.

UNTHSC is implementing WEAVEonline, a web-based assessment management system, to provide a mechanism for documentation and tracking outcomes/objectives, measures and targets, results and performance

improvement plans. WEAVE stands for Write expected outcomes, Establish criteria for success, Assess performance, View assessment results and Effect improvements. WEAVE will provide an institutional standard for documenting assessment and quality improvement.

1.1 Senior Leadership

1.1a(1) UNTHSC developed organizational vision and values as part of a focused, institution-wide strategic planning process that included the participation of leadership, staff and students at all levels of the organization. The vision and values were drafted by a core planning group and were shared widely across campus to solicit feedback. Based on feedback, the current vision and values were refined by the Executive Team and presented to the Board of Regents for approval.

1.1a(2) UNTHSC leaders promote an organizational environment that fosters, requires, and results in legal and ethical behavior by personal adherence to legal and ethical standards. UNTHSC requires all faculty and staff to complete annual, online ethics training and encourages reporting of violations through the ethics hotline.

1.1a(3) The President develops annual performance plans for each member of the Executive Team that are based on accomplishment of the UNTHSC mission and goals. Each member of the Executive Team is held accountable for achievement of their own plan as well as that of other senior leaders. UNTHSC uses a mission-based budget process to align resources and strategy.

1.1b(1) UNTHSC uses several methods to keep the workforce knowledgeable about initiatives and accomplishments. The President leads open Town Hall meetings on a quarterly basis, directly following the Board of Regents meeting. Other leaders have mirrored the Town Hall meetings within their particular service lines. The Executive and Leadership Teams are tasked with taking the message to their constituents. The Marketing and Communications Department has been deliberately and significantly increased in the last eighteen months, resulting in new quarterly publications, a twice monthly Campus email publication, consistent branding across UNTHSC and the clinical practice, and a stronger presence in the community.

1.1b(2) UNTHSC has developed Strategic Thinking Councils (STCs) for each of the five areas on the strategy map: Administration, Academic Affairs, Research, Clinical Care, and Community Engagement. Each STC works both strategically and operationally, depending on the needs of the group, and is comprised of a diverse group of internal constituents. Each STC is charged with improving communication, identifying issues that affect attainment of goals, and determining how to position UNTHSC within the community to best benefit constituents. The activities of the STCs are linked to the strategy maps to ensure focus and completion of the institution's objectives.

1.2 Governance and Social Responsibilities

1.2(a) The Executive Team meets on a weekly basis to review operational and strategic issues. Members provide updates for their areas of responsibility and review

UNTHSC metrics on a quarterly basis. The budgeting process creates fiscal accountability and oversight. All accounts are certified and balanced through the responsible party and no accounts are allowed to fall into deficit. There is a separate Office of Grants and Contracts Management established to oversee the funding from external agencies.

Pursuant to state statute, UNTHSC is a component of the UNT System that is governed by a Board of Regents, through a Chancellor. System Internal Audit conducts regular, scheduled audits of all areas and also conducts additional audits as requested. There are also audits through the State Comptroller's Office and federal agencies for student aid and other purposes.

1.1a(2) The President of the Health Science Center reports to the Board of Regents through the Chancellor. The President is evaluated on an annual basis through performance objectives that are tied to the strategy maps. Executive Team members have separate and identifiable job descriptions and performance objectives that are redefined annually. The accomplishment of their objectives is tracked through the quarterly metrics report and in regular meetings with the President.

1.2(b) UNTHSC seeks to exceed expectations of stakeholders with respect to legal and ethical behavior. UNTHSC values integrity and promotes ethical behavior in internal and external interactions.

The UNTHSC Compliance Office oversees the Compliance Council which includes clinical practice, research, human resources, student affairs, library, information technology, and safety office representatives. This council meets quarterly to assess compliance issues and provide a written risk assessment every two years. The Compliance Office maintains and promotes the ethics hotline for anonymous compliance reporting.

UNT Health Risk Management addresses billing compliance issues, credentialing of health care professionals, and medical risk management, including health care claims, litigation, and training.

1.2(c) UNTHSC partners with the local medical community to provide a broad spectrum of training experiences for its students. This includes agreements with area hospitals, medical centers in East Texas and Corpus Christi, and businesses to support a strong infrastructure for collaborative research.

UNTHSC supports community service by all faculty, employees, and students. Employees are encouraged to participate actively on community boards such as Healthy Tarrant County Collaboration, Tech DFW, Chamber of Commerce, Health Industry Council, Day Resource Center, and various local ISD and university boards. UNTHSC actively participates in the Hispanic Wellness

Fair and an annual student-run Health Fair in conjunction with the D.O. Dash. During the relief efforts of Hurricane Katrina, UNTHSC took the lead in maintaining a treatment station for the evacuees for almost two weeks at the Will Rogers Convention Center.

The Cowtown Marathon, D.O Dash, and Three Day Breast Cancer Walk are supported by UNTHSC. Students are encouraged to participate in service activities, including the Christian Medical Association's annual mission trip to Puebla, Mexico, and active tutoring programs with the Fort Worth ISD.

2.1 Strategy Development

2.1a UNTHSC's Strategic Management System (SMS) has four key process steps that are designed to accomplish: 1) development of a Strategy Map that will guide future direction and focus; 2) development of Action Plans to implement the strategy; 3) allocation of resources to support the strategy; and 4) communication, implementation, and improvement of the strategy. The initial SMS was developed over an 18 month period beginning in the early 2006 and further refined throughout the 2007 academic year. The overall framework for the strategic planning process reflects a broad collaborative approach which gathers information from external and internal stakeholders and identifies strategic issues that are communicated to faculty, staff, students, and other stakeholders and reassessed on an annual basis by the stakeholders.

The Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis serves as the main tool to identify strategic opportunities, strengths, and challenges. The SWOT analysis is conducted with stakeholders and the input from the SWOT is refined in forums representing stakeholders. In addition, surveys of market trends related to higher education and health science centers in particular along with surveys of faculty, staff and students are analyzed to determine internal and external factors impacting UNTHSC. The information from this process is analyzed by the five STCs that represent each mission-centric area. These STCs develop preliminary strengths/opportunity matches that are the basis for strategic goals and initiatives and are validated by stakeholders. This information is then presented to the President's Executive Team who has the responsibility to develop the Strategy Map that includes the mission, vision, values, goals, tactical initiatives, and metrics. The final step involves the approval of the Chancellor and the Board of Regents.

UNTHSC began a process in January 2008 to identify strategies for the next five years. Similar to the SMS, it includes a SWOT analysis for stakeholders to provide input. The STCs will use the SWOT information along with additional research to formulate key strategies and resource needs for each mission-centric area. These strategies will be reviewed by the Executive and

Leadership Teams and will form the basis of a long-term strategic plan that will be submitted to the Board of Regents for approval. Additional strategy development includes the Campus Master Plan, developed in 2007, that along with the Enrollment Growth Plan provides a framework for campus growth.

2.1b The 2008 Strategy Map has five mission-centric areas with the following goals:

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.

Academic Affairs - Create knowledge, scientists and healthcare professionals devoted to meeting the critical health needs of the state of Texas and the nation.

Research - To become the leading health science center devoted to collaborative and translational research focused on critical health needs of Texas and the nation.

Clinical Care - To become the preeminent multi-specialty medical practice in Tarrant County and the health care partner of choice in our communities.

Community Engagement - To create and maintain a partnership based environment in the internal, external and professional communities.

The tactical initiatives under each area are targeted to a one year time frame which is reflected in the performance metrics that correspond to each initiative. As the Strategy Map is being developed, UNTHSC regularly evaluates the strategic initiatives to deal with the strategic challenges identified during the SWOT analysis. The development of the Strategy Map represents a collaborative and iterative process that assures that the goals, initiatives, and performance metrics of UNTHSC are balanced with the requirements of the UNT System, stakeholders, and challenges and strengths.

2.2 Strategy Deployment

2.2a The strategic planning process is integrated with the annual budget process and resource allocation for the next academic year which assures that budget priorities match and support the Strategy Map. Action Plans are developed to carry out the initiatives under the five mission-centric areas. A linkage analysis is conducted to ensure that Action Plans are aligned and support the UNTHSC Strategy Map.

The Tactical Initiatives for each of the five mission-centric areas are:

Administration - Develop and implement mission-based budget, metrics and organizational structure; create a culture of excellence, performance improvement and accountability that values our heritage; develop and implement an aggressive strategy to increase government funding, create and implement a staff development program; develop long term strategic plan through 2015.

Academic Affairs - Develop capacity to expand existing academic programs and develop new educational

offerings in Pharmacy, Physical Therapy and Health Administration; strengthen the recruitment and retention of a diverse and highly qualified student body and faculty; establish a quality enhancement process that supports successful SACS reaffirmation and prepares graduates to achieve the highest levels of performance in their respective health professions; create and implement a faculty development program; create student-centric course catalog and syllabus.

Research – Promote and support interdisciplinary research, blending basic, clinical and public health investigation, with particular emphasis in the following areas of strength: Aging and Alzheimer’s Disease, Physical and Osteopathic Manipulative Medicine, Health Disparities, Women’s Health, and Cancer; assist investigators in securing extramural funding as well as disseminating knowledge in peer reviewed publications and national scientific meetings; strengthen each school’s capacity to support the research goals of UNTHSC.

Clinical Care – Develop capacity to become Tarrant County’s leading provider of clinical services, including the development of centers of excellence in: Aging and Alzheimer’s, Musculoskeletal and Osteopathic Manipulative Medicine, and Women’s Health; optimize patient access through a centralized call center and simplified appointment scheduling process; complete Phase 2 of the Electronic Medical Record implementation; show continuous improvement in patient satisfaction as compared to baseline survey data; develop a comprehensive professional development program for UNT Health staff members.

Community Engagement - Focus external awareness and emotional connection efforts on an integrated positioning campaign utilizing new messages shown effective through 2007 research; develop and implement strategic engagement activities such as tours, breakfast series, and community health initiatives/collaborations to focus on impacting key influencers; create capacity and relationships to fund endowed chairs, capital improvement, and student scholarships through utilization of prospect management system and moves management process.

The metrics and Action Plans for UNTHSC and major academic and non-academic units are reviewed each quarter to monitor performance. The UNTHSC Strategy Map and metrics are shared across the institution via presentations, internal publications, web site, and the Quality Wall. Unit level metrics are discussed quarterly within each department.

3.1 Student Stakeholder, and Market Knowledge

3.1a(1) UNTHSC offers graduate and professional degree programs in Osteopathic Medicine, Physician Assistant Studies, Biomedical Sciences, and Public Health. The continuing need for these programs in the local service area is the single most important determinant for the relevance of these programs for the markets served by the institution. Prospective students are recruited from a

diverse range of undergraduate institutions with a history of producing quality graduates with baccalaureate degrees. Additionally, MCAT, GRE, GMAT, LSAT, and PCAT scores as well as personal interviews are utilized in the admissions processes to determine the highest quality applicants for admission to the various programs. The admissions committees for each school consider non-cognitive factors such as service and related work experience during the selection process.

Additional stakeholders are identified by a variety of administrative offices. These stakeholders include: community leaders in health care and business, government officials, community organizations and non-profit groups, community physicians, public health entities, pharmaceutical companies, alumni, and other financial contributors. Interactions with these and other stakeholders help determine the continuing relevance of the academic offerings provided by the institution.

3.1a(2) UNTHSC utilizes a variety of methodologies to collect information from students and stakeholders. In the spring of 2007, a comprehensive student survey was initiated to collect satisfaction data from students related to academic programs and support service functions of the institution. The results of this instrument were analyzed and themes developed for each academic school or program. The UNTHSC President then met with student representatives from each school and program to review the findings and inform them of the action plans associated with the findings and the key institutional representative responsible for each action item.

The Division of Student Affairs also conducts a series of focus groups each year to stay abreast of current trends and issues relating to the student populations on campus. The items discussed during these sessions are utilized along with the results of the student satisfaction survey to determine the strategy map goals and action plans for the year. The focus groups also offer insight into the progress toward goals identified on the various office strategy maps.

The TCOM Office of Academic Affairs hosts academic focus groups with faculty and students during the course of the academic year. The suggestions and feedback provided result in action plans that often are implemented at the point of notification. The medical curriculum maintains the flexibility to adapt to changes if perceived to be of value to the educational outcomes identified on the school’s strategy map.

The GSBS Office of Admissions and Services meets regularly with elected student representatives to gain feedback on academic and student life issues. In addition, the dean regularly counsels students on an individual basis. Suggestions and feedback provided result in action plans that are often implemented at the point of notification. The curriculum maintains the flexibility to

adapt to changes if perceived to be of value to the educational outcomes identified on the school's strategy map.

PAS students are quantitatively and qualitatively polled regarding the quality of instruction and delivery after completion of every course. The information is electronically collected, tabulated, and delivered to faculty.

The SPH coordinates a number of activities to obtain feedback from stakeholders— prospective students, current students, alumni, internship supervisors, and employers. The school's Office of Student and Academic Services (OSAS) analyzes data each semester from the Graduating Students Surveys that are completed. This survey asks about aspects of the academic experience from the admissions and orientation process, library resources, and administrative processes to the practice experience, courses, academic advising and faculty. Data gathered in these surveys are used to make improvements in the school.

Additionally, the SPH has hosted focus group meetings with students, alumni and employers. An employer survey was disseminated in Spring 2007 and a follow-up survey is scheduled for Spring 2008. In 2005, the SPH Alumni Society conducted the first formal alumni survey. The goal of the survey was to: 1) locate alumni and 2) assess alumni needs, specifically in regard to support after graduation and networking opportunities. Most recently, OSAS partnered with a group of students in the school's Survey Methodology course to identify curriculum needs of part-time students and various educational delivery options. Results from this survey were discussed at the school's faculty/staff retreat and incorporated into the school's academic affairs action plans for 2008.

Candidates that interview for the PAS or DO programs are provided an exit survey at the conclusion of their interview. The data collected are utilized to determine the quality of the experience and potential areas for improvement.

Additional information is collected through on-line mini-surveys that target specific issues related to specific stakeholders.

3.2 Student Stakeholder Relationships and Satisfaction

3.2a(1) UNTHSC has developed a family culture on campus. Students and stakeholders have been invited to participate in discussions that frame the daily operations as well as the Master Plan of the institution. Students are polled to submit questions for regularly scheduled round table discussions with the deans. Additionally, community members were sent information regarding the master plan of the health science center and invited to a series of community events to discuss any questions or concerns regarding the initial plans. Based on the student and

community feedback, the Master Plan was adjusted to best serve the interest of the institution and our stakeholders.

3.2a(2) Student and stakeholder complaints and feedback are solicited by a variety of faculty, staff, and administrators. The issues are reviewed, investigated, and discussed at town hall meetings, leadership forums, faculty senate meetings, and executive staff meetings. Additionally, the institution utilizes a third party contract with an ethics hot line for student and stakeholder complaints. If an issue relates to compliance with any state or federal regulations, the institutional compliance committee will review the complaint and conduct an investigation. Other complaints are handled through human resource services (employees) or Student Affairs (students).

3.2b(1) The primary tool utilized to determine student satisfaction is an annual student satisfaction survey distributed each spring. Additional feedback from stakeholders is collected during the quarterly town hall meetings.

3.2b(2) UNTHSC follows up with students and stakeholders through meetings scheduled to discuss the action plans related to the student satisfaction survey. Additionally, a variety of publications are utilized to communicate with the students and stakeholders. The Daily News is an electronic publication released daily. This publication provides an avenue for communicating campus events, activities, and progress toward goals. The Campus Connection and Health and Science Quarterly are publications targeted to specific stakeholders.

4.1 Measurement, Analysis and Improvement of Organizational Performance

4.1a(1) As part of its annual strategy map development, UNTHSC identifies metrics that indicate progress in the five mission-centric areas. Key institutional metrics are selected by the Executive Team, with input from the campus community. Data are collected on a quarterly basis and reviewed by Department Chairs and unit managers, Deans, Vice-Presidents, and the Executive Team relative to annual performance targets.

Financial performance is reviewed by account holders and the Offices of Institutional Budgets and Finance to ensure availability and proper expenditure of funds.

Each school also collects data on organizational processes and student performance. TCOM has a comprehensive set of student performance data. Performance on every examination question is reviewed by the course instructor, Assistant Dean, Associate Dean and Phase Director and compared to performance in previous years to assess the validity of each question. TCOM also tracks each student's performance on every question, and students that are failing any quiz are reviewed for potential early

intervention. Each student's exam performance is contained in a comprehensive, individualized student academic database and reviewed by the course director, Phase Director, Assistant Dean and Associate Dean. Student performance on national certification examinations is reviewed on an individual and class basis, and class averages on certification exams, residency selection, and specialty mix are compared to national means. TCOM performance data is reviewed on a weekly basis at a phase directors meeting and monthly at curriculum committee meetings.

The PAS program collects and tracks program performance data related to number of program applications; minority interest and enrollment in the program; applicant and enrolled student characteristics (e.g., GPAs, number of hours, types of degrees); student performance on exams and satisfaction with courses delivered; number of enrolled students and faculty-student ratios; frequency of student remediation, deceleration, and attrition; graduate performance on national qualifying exams, and graduate employment characteristics. The data is reviewed annually (or more frequently in some cases) by administration and discussed by faculty at monthly and quarterly meetings, including an annual off-site program planning session where decisions are made regarding admission requirements, class size, course changes, program management, and administrative policies.

The GSBS employs several milestones to insure that the highest quality of student is graduated. An integrated core curriculum is in place to provide students with a background of basic sciences such as biochemistry, molecular cell biology, pharmacology, physiology, microbiology and immunology. These courses are taken in the first year of study to prepare for upper level, major-specific courses. All students pursuing bench research are assigned a university member who insures that the policies and procedures of the institution are closely followed and serves as a quality control measure. In addition, all doctoral students must successfully complete a two-part process to advance to candidacy. This process includes an oral qualifying examination and grant writing exercise to insure that students are prepared to design and conduct dissertation research. Finally, each student pursuing bench research writes, presents and defends a thesis or dissertation suitable for publishing in a peer-reviewed academic journal. Student progress is monitored through the use of an online portfolio.

SPH has identified a variety of measures to ensure student performance, including pre- and post-test assessment of public health competencies, classroom performance, field practice experience, master's comprehensive exam, master's thesis or professional report/capstone, successful completion of doctoral prerequisites, core courses, qualifying exam and practice experience. In addition, SPH tracks student administrative progress, e.g. submission of a degree plan, notification of unsatisfactory

progress, etc. The SPH curriculum committee reviews policies and procedures and adjustments are made to improve student progress.

4.1b(1) Ongoing organizational performance review of metrics and financial information is conducted on a quarterly basis by Department Chairs and unit managers, Deans, Vice-Presidents, and the Executive Team.

4.1b(2) Each member of the Executive Team is responsible for providing metrics data on his/her areas of focus. Based on this quarterly organizational performance review, the Executive Team may charge specific units or teams, such as the STCs, with addressing the findings and developing action plans to improve performance. These units or teams may form Process Improvement Committees to assist in developing and implementing performance improvement plans. The STCs and the Executive Team check progress on any improvements made.

4.2 Management of Information Technology and Knowledge

4.2a(1) Ensuring the availability of key information and organizational knowledge is central to UNTHSC's success. Information is shared via email, websites, electronic campus publications, and by phone. Data and information are made available to faculty, staff, students and stakeholders through a data intranet infrastructure, available on UNTHSC's LAN and through a wireless network, which allows access to web sites, applications, and portals. UNTHSC utilizes EIS to manage its human resources, financial (accounting, budget and payroll), contributor relations, and student (admissions, student financials, and student records) information. The EIS suite is hosted and supported by the UNT System. UNTHSC's Information Technology Services also develops and deploys web sites and database driven applications based on identified needs. Access to these key information technology resources requires authorization and establishment of a UNTHSC account with specified user rights.

4.2a(2) Current technology hardware and software (with backups) is implemented to maintain a reliable system that supports institution requirements. UNTHSC adheres to State and industry standards in regard to security of our information technology infrastructure. Limiting access to data and functions to those authorized by management, firewalls, intrusion detection, and the monitoring and logging of violations help to ensure the security of hardware and software. Web delivery, help desks, online help, training, testing, and user feedback help to ensure user friendliness.

4.2b(1) UNTHSC has a series of policies, procedures, and protocols that enable its information management system to function effectively. Hardware and software systems are designed and implemented to prevent unauthorized

individuals from changing data. Application field edits assist in assuring correct formats. Every database has an “owner” who is responsible for data accuracy. Hardware duplication and backups are also deployed to maintain integrity and reliability. UNTHSC has a comprehensive disaster recovery plan with a backup rotation schedule and weekly offsite storage of backups. Hardware and software systems are designed to meet user requirements for timely refreshment of data from other databases, datamarts, etc. The timeliness of manually entered data is the responsibility of the application or business process owner. Individuals attempting to access the UNTHSC network are identified and authorized prior to access. UNTHSC users are assigned a log-in name and create a password, which must be changed every 120 days. Termination dates for user accounts are set based on the type of account established, and accounts are eliminated when users are no longer affiliated with UNTHSC. Individuals who are denied access cannot reach HSC secure or confidential data.

4.2b(2) The collection and transfer of staff knowledge is accomplished through use of varied communication means, maintenance of historical data, process documentation, operational handbooks, “lessons learned” sessions, peer review sessions, and inter-department cross training. The transfer of relevant knowledge from and to students and stakeholders occurs primarily through email and web-based information sources, such as the Courses websites. WebCT distance learning software and iTunes University are two additional methods that have recently been initiated for communicating with students and stakeholders.

5.1 Staff Involvement

5.1a. UNTHSC recognizes that its employees are essential to organizational success. To that end, formal structures and processes including traditional Human Resource functions such as Performance Management, Compensation, and Staff Development have been implemented to engage, manage and develop its workforce.

The staff Performance Management process encompasses a number of key components including the formulation of an accurate position description, establishment of specific individual annual goals/initiatives/tasks, and the completion of their annual performance evaluations. Staff and managers agree upon goals/initiatives/tasks to be accomplished in support of the department’s initiatives, which in turn must be in line with the division’s and ultimately contribute to the accomplishment of the institution’s goals and mission. Faculty participate in the development of their annual goals in concert with the department chair. The staff/faculty evaluation and reward processes help to move the institution toward accomplishment of its mission.

UNTHSC has separate compensation programs designed for three distinct groups: faculty, administrators and staff. The faculty and the administration compensation programs are market-based while the staff compensation program uses a point factor analysis and is tied to the market using a salary regression line.

To better understand staff engagement and the workforce environment, UNTHSC contracted with UT Austin to conduct an annual Faculty/Staff Satisfaction Survey. The first survey was completed in January 2008. The survey captures the entire campus community and consists of five workplace dimensions and 20 constructs. The constructs are designed to profile organizational areas of strength and concern so that interventions are targeted appropriately and strategically. The results of this survey will guide future improvement efforts. In 2007, UNTHSC used the Denison Organizational Culture Survey to measure beliefs and assumptions – with a numerical rating in four key areas of performance: adaptability, involvement, consistency and mission. The results compare UNTHSC to other organizations, including schools, government agencies, and healthcare organizations. As a result of the survey, UNTHSC has identified focus areas of adaptability and involvement.

5.1(b) Historically, employee learning and development was a decentralized function. Supervisors worked with their staff to identify the specific learning and development needs to meet established measurable metrics. As of September, 2007, a structured Staff Development and Training team is in place to focus on centralizing and standardizing aspects of current development processes. A needs assessment and institutional survey are being conducted to identify training and development needs. Strategic resources have been allocated for the creation of a centralized Web-based training link to access existing training resources and reference material pertaining to HR and Supervisor learning and development. SkillSoft, a learning system, will be utilized to offer both self-paced Computer Based Training (CBT) and classroom instruction, focusing on areas identified by employees, such as customer service and leadership attributes. A quarterly supervisor training series including management skills and leadership attributes will be implemented with the intent to focus on succession planning and development of employee skills to meet institutional metrics. UNTHSC also offers bi-weekly New Hire Orientation, Intranet based training for ethics and compliance, clinical On-the-Job training, and information systems training.

The newly created UNTHSC Leadership Institute focuses on teaching strategy and leadership skills required for all managers, and integrating the operational skills required for navigating UNTHSC systems. The program curriculum takes place over a twelve month period and includes all members of the Executive and Leadership Teams.

5.2 Environment

5.2a. UNTHSC's commitment to high performance work begins with job creation. Front-line managers and supervisors develop and submit staff Position Description forms, detailing the duties and responsibilities of a position. The comprehensive position description serves multiple purposes including assigning an appropriate pay classification, determining the recruitment standards for the position, establishing performance expectations and creating a template to rate the performance of the job's incumbent. During the recruitment process hiring managers use the job description to evaluate the capabilities of potential candidates. Within 45 days of a hire or job change, the supervisor is required to review the job description with the employee to clarify expectations. The job description is also used to set performance goals for the upcoming evaluation period. Employee progress toward meeting established goals is measured during the performance evaluation cycle and linked to compensation through the pay-for-performance program. The program is designed to make employees with a higher evaluation score eligible for a higher percentage salary bonus. With the awareness that pay is only one factor that affects employee satisfaction, UNTHSC offers other employee recognition programs such as the President's Best Practice Awards, annual employee service awards, and individual recognition activities.

Each department evaluates their staffing needs on an annual basis to formulate their budget request for the next year. New staffing requests are evaluated using the department's annual strategic plan and current resources. Existing non-faculty positions are reviewed on a three year basis. The classification review determines if the current job content is reflective of the official duties, responsibilities, required competencies and compensation.

An exit interview survey designed to measure the satisfaction level in several key employment areas such as supervision, communication, and work load is given to separating employees. HRS forwards individual exit interview data to the department for review. Quality Management compiles and summarizes the general trends which are sent to the employee's former department head to help the department understand workplace factors that influence staff capabilities and their staffing capacity. HRS reviews employee turnover data to monitor general turnover trends.

5.2b. Six units provide leadership and services in support of health, safety and security in the workplace: Safety Office, Campus Police, Quality Management, Student & Employee Health, Facilities Management and HRS. Most units have a safety coordinator to manage safety. The institution has recommending and policy-making committees for general safety, bio-safety, radiation safety, and patient safety issues. National, state, and local laws, regulations and standards are reviewed and policies and procedures are updated accordingly. Safety and security

training takes place at new employee orientation, within the employee's department, and via online self-paced instruction. Refresher training is given at required intervals. Safety tracking, evaluation, and inspection methodologies vary from automated weekly reviews to on site inspections conducted less frequently.

The organization is subject to inspection by a variety of governmental authorities, including Texas Department of State Health Services, Texas Department of Licensing and Regulation, Texas Department of Environmental Quality, and the Texas State Office of Risk Management. Other third parties such as insurance loss prevention services and program accreditors review health, safety and security.

UNTHSC supports a culturally diverse environment that advocates mutual respect. Institutional policies define employee rights and benefits, and workplace behavioral expectations. Managers and supervisors are responsible for administering the policies in a consistent and impartial manner.

Major UNTHSC employee benefits/services include group insurance programs, leave programs, continuing education courses, longevity and hazardous duty pay, prepaid legal service, employee focused committees (Health Promotion and Employee Benefits and Action Committee) and flu shots.

6.1 Work Systems Design

6.1a(1) The core competencies of UNTHSC match the five mission-centric areas: 1) administration, 2) academic affairs, 3) research, 4) clinical care, and 5) community engagement. During the annual strategic review, these core competencies are assessed to ensure that they are meeting the needs of UNTHSC students, patients, faculty, staff, stakeholders and donors/ supporters.

6.1a(2) UNTHSC designs its work systems around the five mission-centric areas. UNTHSC uses the annual strategic review and its PDCA processes, through process improvement teams and WEAVE, to design and improve the work systems that execute its core competencies. The institutionalization of WEAVE as an assessment tool will provide a standard format for programs to use in reviewing work systems in both academic and non-academic areas.

6.1b(1) and b(2) UNTHSC's work processes and work process requirements are outlined in Figure 6.1-1 along with key outcome measures.

6.2a The Enterprise Information System (EIS) supports the daily management of fiscal, administrative, human resources, student, and alumni functions. The UNTHSC EIS is part of the larger UNT System EIS. GDLHSL uses the Innovative Interfaces Millennium integrated library system to manage its print and online collections,

Figure 6.1-1

Key Work Processes by Core Competency	Key Requirements	Key Measures
Administration Human resources Budget and finance Safety & regulatory compliance Facility maintenance	Workforce training and development Workforce fulfillment Sustained resources Sound financial management Sanitary and safe environment Disaster preparedness Certifications maintained Equipment readily available Low operating cost Cleanliness	Faculty/staff retention Faculty/staff satisfaction Denison Organizational Culture Survey Compliance rating for safety & certifications Capital maintenance project budgets Custodial service standards
Academic Affairs Educate students Provide educational support services (Library, ITS, Academic Affairs, Admissions, Biomedical Communications)	Adequately trained students Adequate and accessible support services	Student retention Licensure exam pass rate Graduate employment Student satisfaction Enrollment growth
Research Secure extramural funding Conduct research Provide research support services Disseminate research results	Grant and fund obtainment Quality research Sound and ethical research practices Publishable research outcomes	Total research award funding % compliance with human subjects protection training # of published peer-reviewed articles
Clinical Care Schedule patients Treat patients Develop partnerships with hospitals	Access to care when needed Quality treatment, Patient satisfaction Linkages with inpatient providers	Days to next third new avail appt Patient satisfaction
Community Engagement Build relationships with stakeholders Seek and obtain external funding	Coordinated marketing, communications and community engagement	# of donors Amount of donations

that includes the online catalog, circulation, acquisitions, and serials. The library uses the Pharos printer/copier management software and Serials Solutions products to provide access to its electronic resources. UNT Health uses the Siemens Medical Systems "Signature" practice management system for patient scheduling and accounting functions. This system is integrated with the NextGen electronic medical record which is currently being implemented throughout the practice and which will be fully operational at all locations in 2009. The Courses Website and WebCT Vista support learning processes for students. Online student evaluations and course evaluations are managed by Academic Information Services.

With the implementation of WEAVEonline, UNTHSC will be able to better manage its work processes on an ongoing basis to ensure that they meet design requirements. With its PDCA-type process, WEAVE supports the development of action plans designed to integrate performance improvement with program outcomes and objectives.

7.1 Student Learning Outcomes

Figure 7.1-1

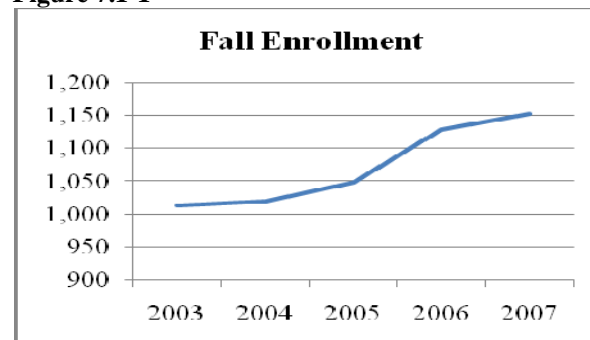


Figure 7.1-2

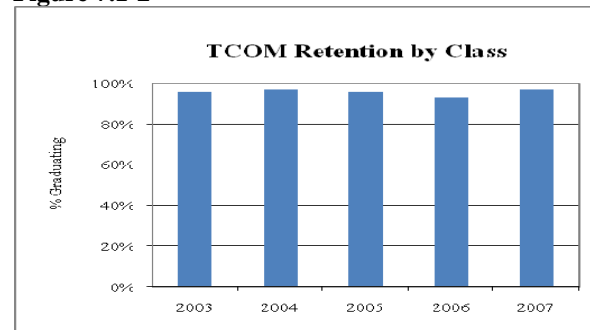


Figure 7.1-3

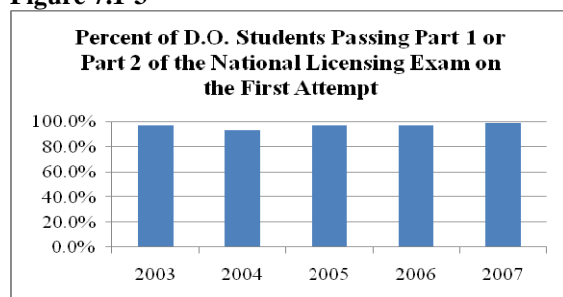


Figure 7.1-4

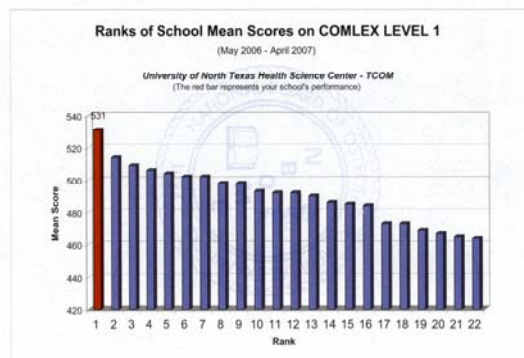


Figure 7.1-5

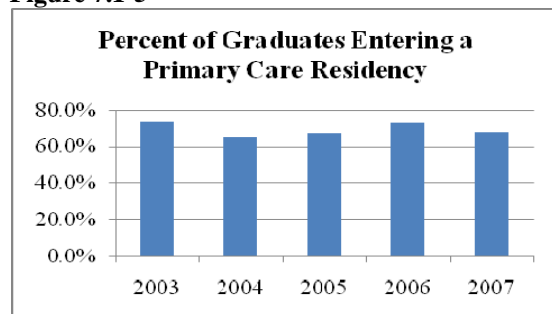


Figure 7.1-6

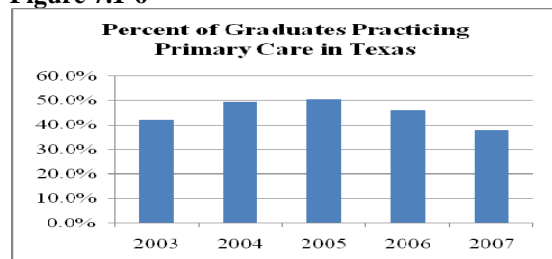


Figure 7.1-7

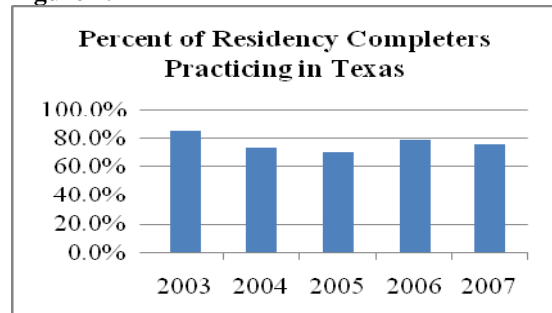
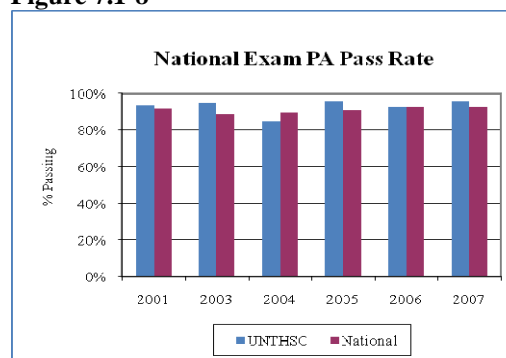


Figure 7.1-8



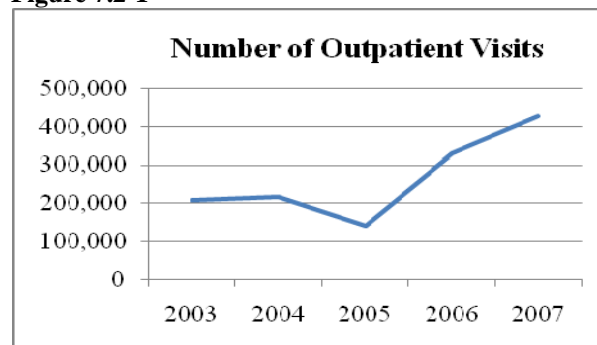
7.2 Student- and Stakeholder-Focused Outcomes

In March of 2007, students participated in a Comprehensive Student Life Survey. The responses to “How satisfied are you that the education you are receiving at UNTHSC is preparing you to accomplish your goals?” are below:

Program	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
TCOM-DO	25%	49%	14%	8%	4%
TCOM-MPAS	40%	60%	0%	0%	0%
GSBS-MS	26%	39%	19%	10%	6%
GSBS-PhD	20%	54%	17%	7%	2%
SPH-MPH	19%	45%	23%	13%	0%
SPH-DrPH	24%	47%	24%	6%	0%
TCOM/GSBS-DO/MS	60%	33%	7%	0%	0%

Based on the AMGA Patient Satisfaction Report, UNT Health was in the 40th percentile for patients reporting satisfaction with the visit overall in the December 2006 survey. UNT Health improved to the 45th percentile in the June 2007 survey. Forty-three percent of UNT Health departments had fewer than 14 days to their next third new appointment.

Figure 7.2-1



7.3 Budgetary, Financial, and Market Outcomes

UNTHSC had unrestricted net assets of \$77,644,112 at the end of FY 2007, \$61,600,375 at the close of FY 2006, and \$49,706,725 in FY 2005. The UNT System bond rating is A1 from Moody's and AA- from Fitch. Legislative appropriations were \$48,461,018 in FY 2007, \$48,443,713 in FY 2006, and \$39,542,001 in FY 2005.

Figure 7.3-1

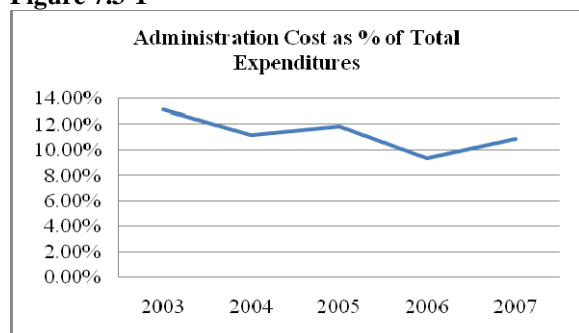
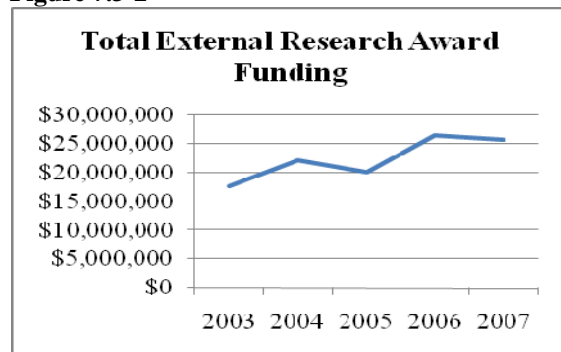


Figure 7.3-2



UNTHSC faculty had 172 peer-reviewed publications in 2006 and 169 in 2007.

Figure 7.3-3



In FY 2007, UNTHSC had 240 alumni contributors and 777 employee contributors.

7.4 Staff-Focused Outcomes

UNTHSC conducted a Faculty and Staff Satisfaction survey using the Survey of Organizational Excellence administered by UT Austin; results will be available in March 2008. In January 2007, UNTHSC conducted the Denison Organizational Culture Survey and results are shown in Figure 7.4-1.

Figure 7.4-1

University of North Texas Health Science Center

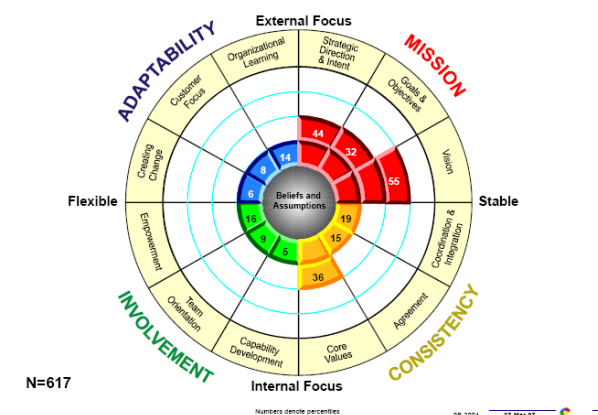
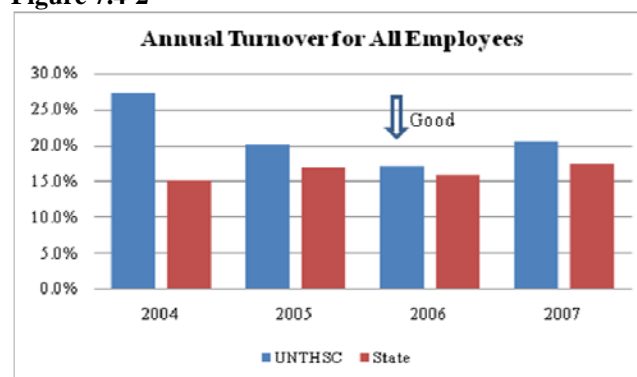
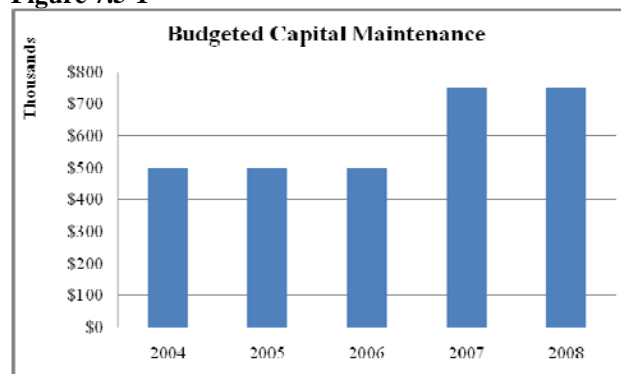


Figure 7.4-2



7.5 Process Effectiveness Results

Figure 7.5-1



7.6 Leadership Outcomes

Figure 7.6-1

