

STRATEGIC ROAD MAP

2014-2020



OUR VALUES

RESPECT

- ▶ We promote and support diversity, inclusion and equity
- ▶ We value our colleagues and ourselves as the College's most valuable assets
- ▶ We earn the loyalty of those we serve through our commitment

INTEGRITY

- ▶ Honesty, ethics and openness guide our interactions
- ▶ We encourage transparent analysis of our policies, process, procedures and decisions
- ▶ We are accountable for our actions

INNOVATION

- ▶ We lead through vision and creativity
- ▶ We foster a healthy culture of change
- ▶ We turn vision into action

TEAMWORK

- ▶ We form mutually beneficial partnerships to achieve results
- ▶ We look past ourselves to focus on the impact of our actions
- ▶ We recognize all who contribute to our work

EXCELLENCE

- ▶ We focus on quality and value
- ▶ We commit to continuous quality improvement for outstanding outcomes
- ▶ We are effective and efficient

FROM THE PRESIDENT

Through applying scientific insights, the people of Baylor College of Medicine have:

- Pioneered new avenues of research
- Saved lives
- Enhanced quality of life for the people of Houston and the world
- Trained healthcare professionals and researchers to carry on their legacy

Based in our shared history, our natural pathway to leadership lies in seeking new approaches to applying the knowledge we create to our patients' bedsides, our trainees' learning experience and our global community.

Our seven-year strategic roadmap provides the blueprint for leveraging Baylor's collaborative environments and historic leadership in research to form a new paradigm for integrated health sciences universities.

Thanks to our legacy, our resources, our community and, most of all, our people, Baylor is ideally positioned to set the standard by which all health science universities will be measured in the coming years.

Our strategic plan, as presented here, is not a new direction for Baylor. Rather it is an evolution of our current seven-year plan. The result of applying the knowledge we have gained in the process of implementation to shape our continuous course of action.

The collective efforts of the people of Baylor in the laboratory, the classroom, the clinic, the hospital and the boardroom are a massive force for positive change.

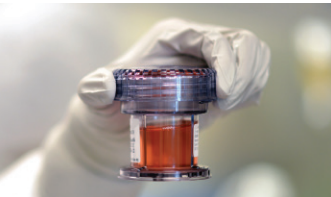
This plan is the roadmap we will follow to prepare our students to lead change in healthcare and research, to innovate in biomedical research, to provide our patients the highest quality and value of care, and to direct our passion for service for the greatest benefit of humanity.

I look forward to continuing the journey of building Baylor's legacy with all of you.



INSTITUTIONAL GOALS

D · I · R · E · C · T · S



DISCOVER

the fundamentals of human disease and health



INVEST

in the human and technological resources necessary for innovation



REACH

the community locally, nationally, and globally



EDUCATE

generations of life-long learners dedicated to excellence in biomedical research, patient care, and education



CREATE

the learning health delivery system of the future



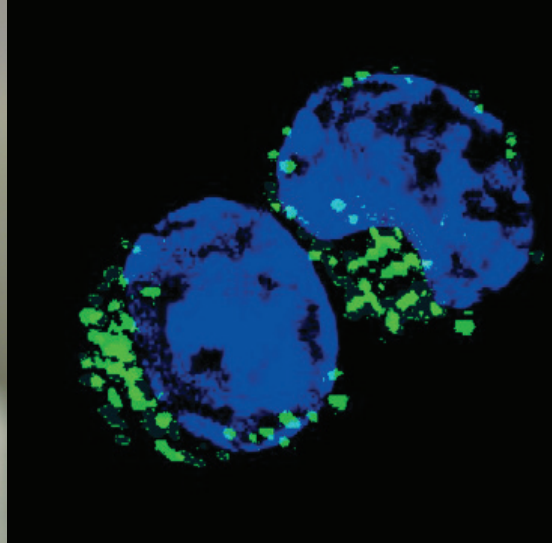
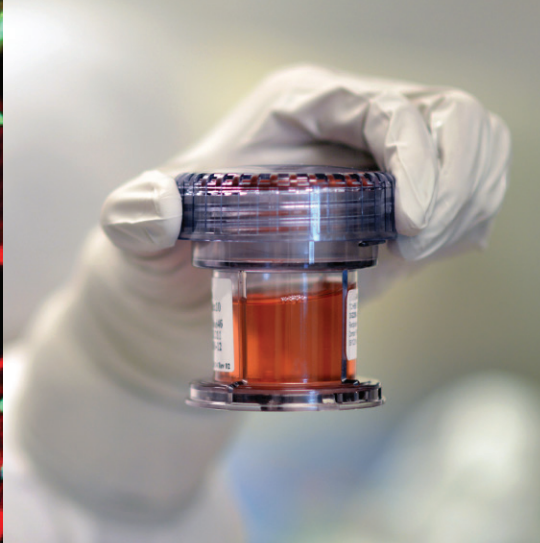
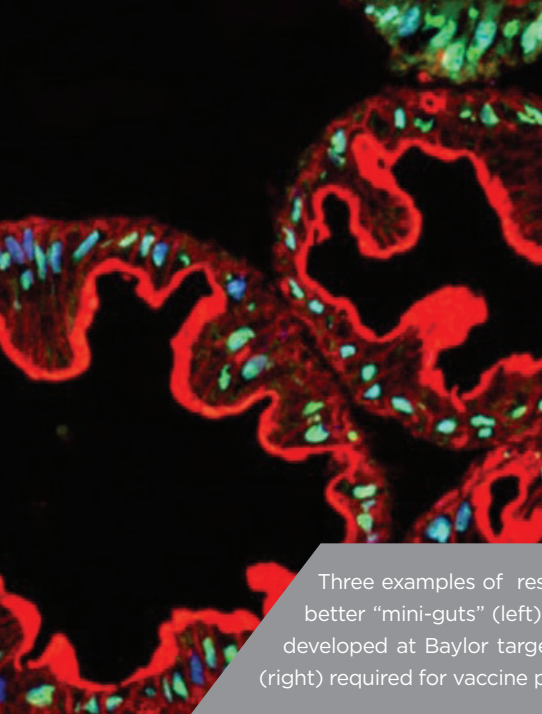
TRANSLATE

our discoveries into new diagnostics, treatments, and cures



SUSTAIN

an operationally excellent and fiscally stable platform



Three examples of research at Baylor that focus on human health and disease: A \$5.1 million grant from NIH to engineer better “mini-guts” (left) will allow the study of the effects of pathogens that cannot infect animals. T-cell therapy (center) developed at Baylor targets cancer cells without harming healthy cells. Recent work at Baylor identified a cellular process (right) required for vaccine protection.

DISCOVER

the fundamentals of human disease and health

OBJECTIVE 1

Foster innovation by integrating clinical research into key strategic clinical areas across the College and in collaboration with our affiliates

OBJECTIVE 2

Advance the development and implementation of new technologies through the Global Innovation Center

OBJECTIVE 3

Grow research funding with a focus on innovative and translational science

OBJECTIVE 4

Prioritize the key areas of discovery to develop centers of excellence across the institution in partnership with our affiliates and partners

OBJECTIVE 5

Develop a bedside-to-bench approach to discovery utilizing a multidisciplinary operational model engaging all mission areas

OBJECTIVE 6

Discover novel treatments and cures utilizing basic and translational research outcomes to develop new approaches to care



New recruits we have invested in over the last year include established leaders in their field like Dr. David Sugarbaker (left), Dr. Alicia Monroe, Provost (center) new Dean of the School of Medicine, as well as rising stars like new McNair Scholar, Dr. Erez Aiden (right).

INVEST

in the human and technological resources necessary for innovation

OBJECTIVE 1

Advance the institutional mission and faculty development through investing, recruiting, training and retaining intellectual capital

OBJECTIVE 2

Develop a robust internal business intelligence platform to allow timely review of key performance indicators for planning and decision making

OBJECTIVE 3

Invest in core technology and the centralization of business operations to promote efficiency and effectiveness

OBJECTIVE 4

Develop future leaders through professional training and development of core competencies and skills

OBJECTIVE 5

Create a clinical data warehouse for use by researchers developing new studies, clinical trials, or programs

OBJECTIVE 6

Support population health management, focused clinical programs and implementation science across the College and in collaboration with our affiliates through the development of a robust data analytics platform



Baylor's innovative approaches to reaching our community include working with families to ensure the home is a safe environment (left), improving science education with our partners like the DeBakey High School for Health Professions (center), and bringing care where it is needed most through programs like the Baylor International Pediatric AIDS Initiative at Texas Children's Hospital (right).

REACH

the community locally, nationally and globally

OBJECTIVE 1

Expand and build upon our existing community relationships to facilitate lifelong care of the populations we serve

OBJECTIVE 2

Improve patient, faculty and student satisfaction by enhancing the services we provide to our internal and external stakeholders

OBJECTIVE 3

Expand our missions nationally and globally through the CHI and Miraca partnership and our affiliate relationships

OBJECTIVE 4

Meet the needs of the community through a culture of service that spans across all mission areas

OBJECTIVE 5

Unify and coordinate all mission areas with centralized internal and external communication resources and channels

OBJECTIVE 6

Enhance access to quality healthcare by reducing cultural and geographic barriers for our patients



New facilities like the Simulation Center (left) and new programs like the Master of Science in Orthotics and Prosthetics (center) are preparing our students to be leaders in healthcare and science. Programs like Meet the Professors (right) are providing new avenues for faculty development.

EDUCATE

generations of life-long learners dedicated to excellence in biomedical research, patient care and education

OBJECTIVE 1

Expand our educational footprint by leveraging opportunities with stakeholders throughout the College, at our affiliates and across Harris County and Texas

OBJECTIVE 2

Provide comprehensive student support and career development services to prepare students and postdocs for leadership roles in life beyond their educational training

OBJECTIVE 3

Integrate the learning continuum for a seamless transition from K-12 through professional degrees and beyond

OBJECTIVE 4

Foster translational science by providing cross-training and cross-educational opportunities between scientists and clinicians

OBJECTIVE 5

Provide professional development for our faculty to deliver redesigned curriculum for 21st century learners

OBJECTIVE 6

Extend our CME expertise and provide better access to practitioners locally, regionally and globally

OBJECTIVE 7

Optimize our simulation training program and re-design our curriculum to focus on competencies and skills to allow residents, students, and postdocs the opportunity for enhanced training



In partnership with Catholic Health Initiatives at Baylor St. Luke's Medical Center and with our affiliates throughout the Texas Medical Center and beyond its borders, Baylor is creating a new model for high-quality, high-value care delivery for all of our patients.

CREATE

the learning health delivery system of the future

OBJECTIVE 1

Create a learning health system that is focused on continuous quality improvement and outcomes assessment

OBJECTIVE 2

Integrate technology into our medical practices (e.g., personal health devices, wearable technologies, telemedicine, etc.) to enhance the patient experience with personalized care

OBJECTIVE 3

Modernize the core academic practice in conjunction with our affiliates to be customer-centric and value-based with a focus on the triple aim of cost, experience, and quality for Baylor College of Medicine patients

OBJECTIVE 4

Create a strong physician network to improve access between primary care providers and specialists

OBJECTIVE 5

Leverage the alumni network for feedback and real-world experience to generate opportunities for clinical, research, and education advancement for our students and faculty



Recent examples of Baylor's increasing partnerships include licensing research to Acer Therapeutics Inc. to develop the first pharmaceutical therapy for Maple Syrup Urine Disease, a joint venture between Baylor and Miraca Life Sciences for shared ownership and governance of our clinical genetics diagnostic laboratories, and a licensing agreement with Bioseed Ventures LLC for a potential treatment for gout and hyperuricemia.

TRANSLATE

our discoveries into new diagnostics, treatments and cures

OBJECTIVE 1

Translate best practices and newly discovered therapeutics to the bedside through a data-supported structure

OBJECTIVE 2

Support efficient time-to-market for commercialization of discoveries through the development of resources in the innovation center

OBJECTIVE 3

Enhance the institution's investment pipeline and structure to allow for more commercial opportunities

OBJECTIVE 4

Engage faculty through formal training programs around translational science to increase awareness of the commercialization process



Our shared success depends upon every one of us in every role at the College thinking about every decision in terms of how it will help us fulfill our mission, actualize our values, and make our vision a reality.

SUSTAIN

an operationally excellent and fiscally stable platform

OBJECTIVE 1

Advance the mission on a local, national and global level through identification of new revenue streams

OBJECTIVE 2

Create a decision support structure to facilitate lean management and prioritize initiatives through the use of real-time operational data

OBJECTIVE 3

Create a value-based organization that focuses on operational efficiency to provide high-quality services and products to our constituents

OBJECTIVE 4

Provide better service to customers through process enhancement and centralization of key administrative services

OBJECTIVE 5

Create a culture of shared responsibility and collaboration in achieving institutional goals by aligning the institutional strategic plan throughout all missions, units, and schools

OBJECTIVE 6

Maximize our current and future funding by focusing on grant management and resource alignment for our research mission



MISSION

Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service locally and globally.



VISION

Improving health through science, scholarship and innovation.

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Baylor
College of
Medicine®