



A new academic year at UTSW

Sept. 8, 2026

To the UT Southwestern Community:

With Labor Day behind us and the new academic year underway, I write to welcome those who are new to UT Southwestern. Whether you have joined us as a student, trainee, faculty, or staff member, you are part of a community that is guided by our values of excellence, innovation, teamwork, and compassion. Together, we are committed to improving health through education, discovery, and healing.

[My message to the campus sent in late May](#) highlighted many of the advances achieved during the past academic year and the momentum they have created. In this message, I want to share several priorities for this new year.

Later this month, we will begin updating our rolling **Six-Year Strategic Plan**. As that framework takes shape this fall, we will also initiate, in parallel, a refresh of the **Health System Clinical Strategic Plan**. These updates will draw on perspectives from across our institution to ensure that we direct our efforts and resources in optimal alignment with all dimensions of our mission.

As we start this next phase of planning, we continue to move forward on priorities from the previous planning cycle, including the **Office of Campus Life**, announced this past spring. Together with our follow-through on April's **Values in Practice employee engagement survey**, they underscore our commitment to creating an environment where every member of the UTSW community feels supported, engaged, and able to do their best work.

We will also work to implement recommendations from the **Commission on Conflicts of Interest**. The recommendations, finalized over the summer, will be shared with the campus later this month. They will guide changes to our policies and processes, strengthening our ability to ensure that we carry out our mission with the highest integrity and maintain the trust and support of key stakeholders.

This year, we will advance the long-term investments already in progress that will improve the health of our region. The **New Pediatric Campus**, being developed in partnership with Children's Health, will soon reach a major milestone with the topping out of Moody Children's Hospital at the end of the month. Planning also continues for a **new academic building** on South Campus for the growing O'Donnell School of Public Health and the School of Health Professions. Additionally, construction is progressing on our **Radiation Oncology facility** in Fort Worth, set to open in 2028. Since I wrote in May, we have begun caring for patients in the **Texas Behavioral Health Center**. Together, these projects broaden the ways we care for, educate, train, and serve communities across North Texas.

In January, the **Texas Legislature** will convene for its 90th regular session and fulfill its constitutional obligation to formulate a budget for the next biennium. State investment through legislative appropriations plays an essential role in funding our education and research missions. As the Legislature undertakes this responsibility, we will engage closely with members to document UTSW's contributions to Texas and its citizens.

Finally, I know there is considerable interest in **UT Southwestern's financial outlook**. We will continue to prioritize quality, access, productivity, reliability, and responsible use of resources while closely monitoring changes in federal research funding and clinical reimbursement. Although it will take some weeks to finalize our FY26 financial performance, preliminary results suggest we have met and exceeded our 2% margin goal, thanks to the dedication of the entire UT Southwestern community. We have once again set a 2% margin target for FY27. Reaching that goal will require continued discipline and all of us working together as expenses rise and revenue sources remain under pressure.

I plan to provide additional updates during my **first campus briefing** of the academic year tomorrow, **Wednesday, Sept. 9**. Thank you to those of you who submitted questions in advance. Please watch for a link to that address at 9 a.m.

I am grateful to each of you for helping make UT Southwestern such an extraordinary place and for your dedication to the patients, learners, colleagues, and communities we serve. I look forward to all we will accomplish together in the year ahead.

Daniel K. Podolsky, M.D.
President
UT Southwestern Medical Center