



**UF** HEALTH SCIENCE CENTER

# Presentation Outline

- Recognitions
- In Memoriam
- Recruitment
- McLean Engagement Survey Data
- College Updates from the Deans
- Strategic Planning Update  
Mission, Vision, and Values
- Development Update
- Tuition and Fees
- Feedback and Discussion

# Award-Winning Faculty

- **Dr. Claudette Shephard**  
Special recognition from, and Historian-elect of the Bluff City Medical Society
- **Dr. Nia Zalamea**  
SPARK Award winner honored for her work locally as a surgeon and educator, and globally to improve health care overseas
- **Dr. Burt Hayes, Dr. Michelle McAmis, and Dr. Catherine Womack**  
Baptist Medical Group providers who consistently delivered quality care and excellent experience in the clinic setting, scoring at the 90<sup>th</sup> percentile in FY22

# Award-Winning Advisory Board Members

- St. Jude Children's Research Hospital honors our UTHSC Advisory Board Chairman Dr. Phil Wenk  
CEO of the Year



# Memphis Business Journal's 2022 Health Care Heroes

Health Care Innovations:

Dr. Wei Li

Dr. Duane Miller

Dr. Chester Brown

Community Outreach:

Dr. Diana Dedmon

Dr. Cassandra Christiansen

Dr. Shirin Mazumder

Health Care Provider – Physician:

Dr. David Shibata

Dr. Sandy Arnold

Dr. William Warner, Jr.

Dr. Leonard Baidoo



# Award-Winning Students

- **Carl Oberfeitinger**  
D3 student placed 2<sup>nd</sup> overall  
in the St. Jude Marathon



- **Three Minute Thesis  
competition winners**

Winner:

**Lidya Gebreyesus**

Runner-up:

**Rachel Perkins**

People's Choice:

**Lidya Gebreyesus**



# OIED Impact Awards

- **Lee Weaver (ITS)**  
Thomas C. Lichterman  
Outstanding Employee Award
- **Debbie Jackson (HR)**  
Chancellor's Exempt Staff Award
- **Drahea Martin (CoD),  
Tiana Bridges (CoHP), and  
Brianna Hawkins (CoP)**  
Student Social Justice and  
Diversity Health Care Leadership  
Award
- **Janeane Anderson, PhD,  
MPH (CoN)**  
Diversity, Equity, and Inclusion  
Faculty Award



# Award-Winning Partners

- Our vital health care partners received local, state, and national recognitions for quality care
- Dr. Reginald Coopwood
  - Inducted in the Tennessee Health Care Hall of Fame



# Impressive Grants

- **Dr. Alex Dopico, Pharmacology, Addiction Science, and Toxicology**  
\$2.6M to study cerebrovascular dysfunction that could contribute to alcohol-induced blackouts
- **Dr. Jay Fowke, Epidemiology and Preventive Medicine**  
\$1.9M to study why Puerto Rican men have higher than expected prostate cancer mortality
- **Center on Developmental Disabilities**  
\$1.875M over 33 months from the Dept. of Children's Services in a competitive reapplication of our Shelby County Relative Caregiver Program
- **College of Nursing and St. Jude Children's Research Hospital**  
\$100k to expand education program for nurses who care for people with sickle cell disease

# Administrative Changes

- Tony Ferrara

Senior Vice Chancellor for Finance and Administration / Chief Financial Officer



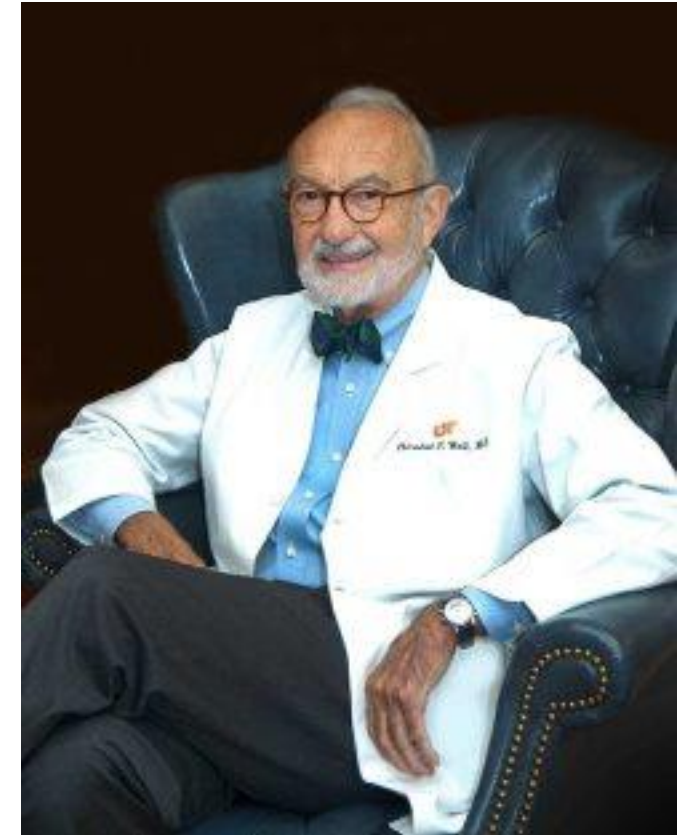
# Administrative Changes

- **Dr. Steve Goodman**  
Vice Chancellor for Research



# In Memoriam

Hershel “Pat” Wall, MD  
Chancellor Emeritus



# Recruitment – Active Searches

- College of Pharmacy Dean
- Vice Chancellor for Strategic Partnerships
- Vice Chancellor for Advancement
- Vice Chancellor for Research
- UTHSC Governor's Chair (Computational Medicine)

New Billboard Coming Soon...

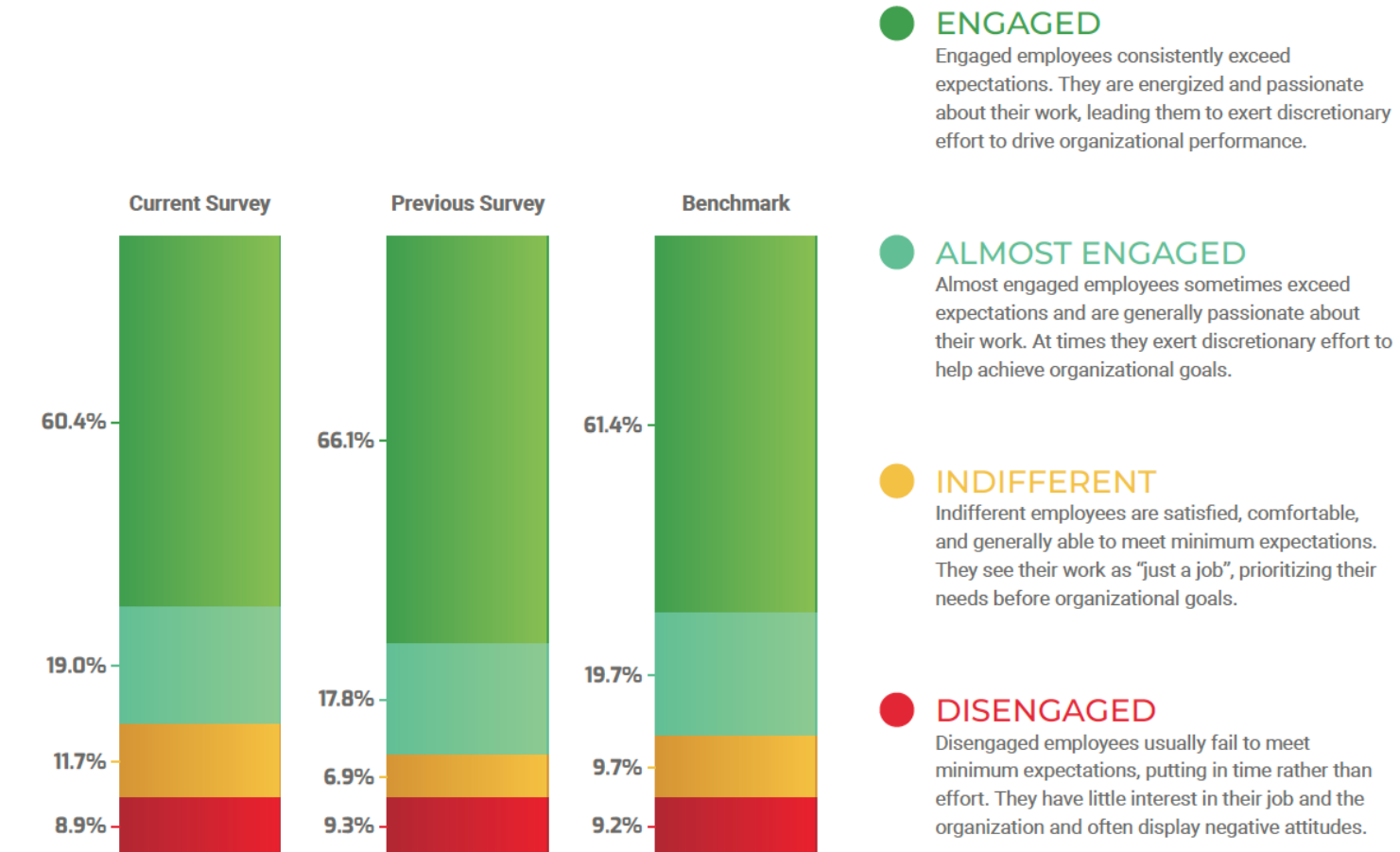
**Memphis is Our Home...  
Tennessee is Our Campus.**

888 Training Sites Across Tennessee

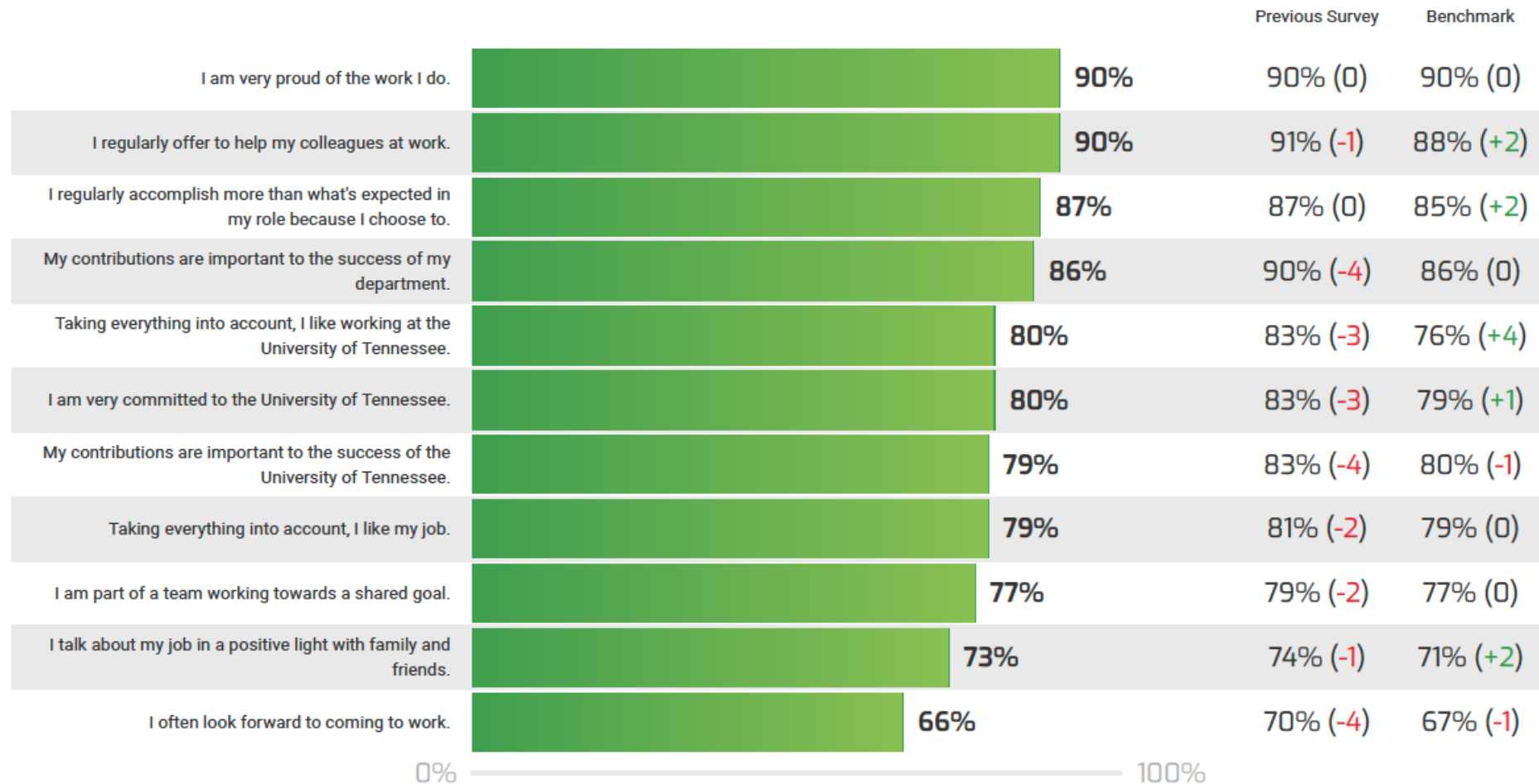


HEALTH  
SCIENCE  
CENTER.

# McLean Engagement Survey Data – Overall Engagement Results

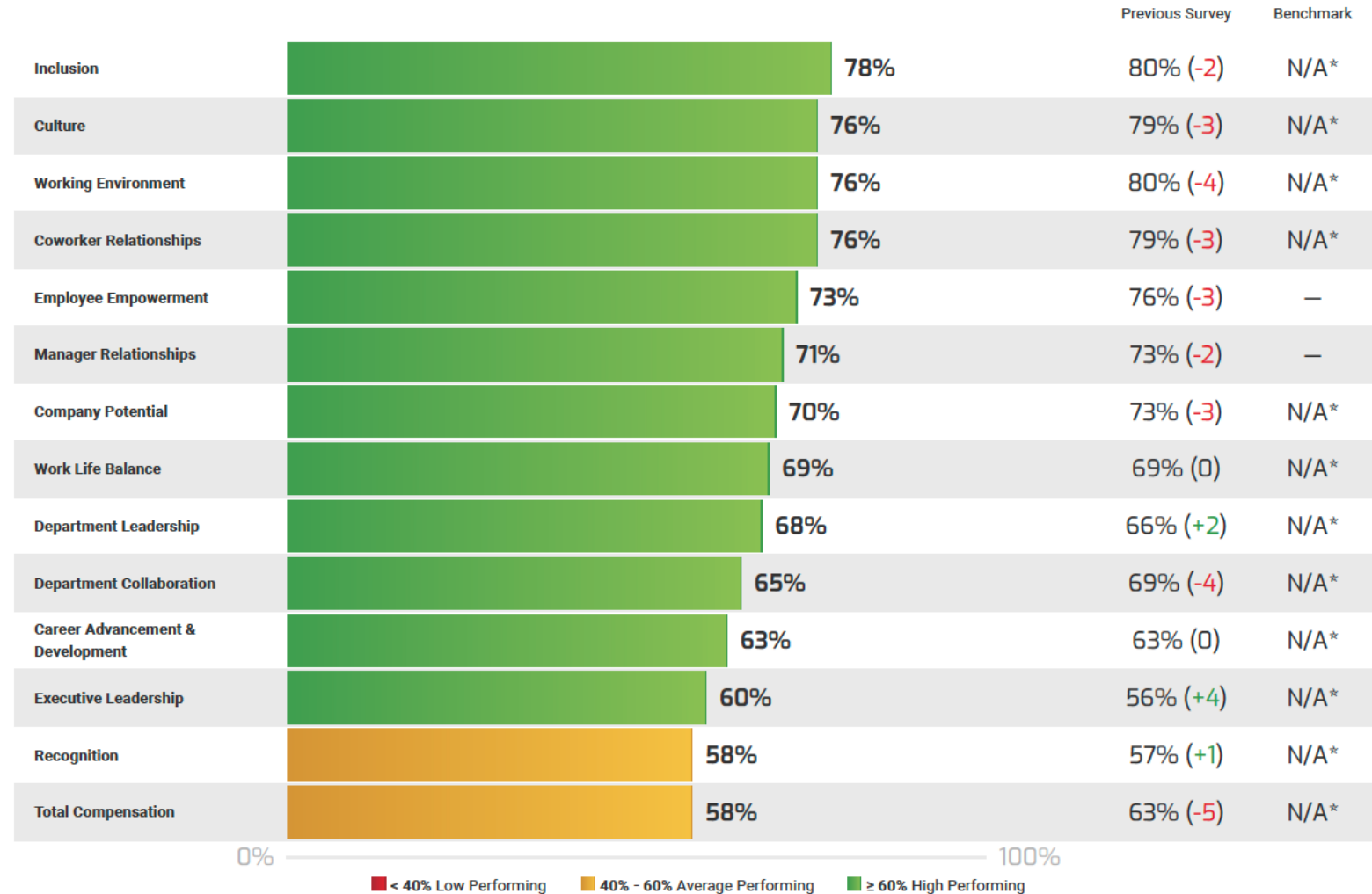


# Engagement Measure Question Scores

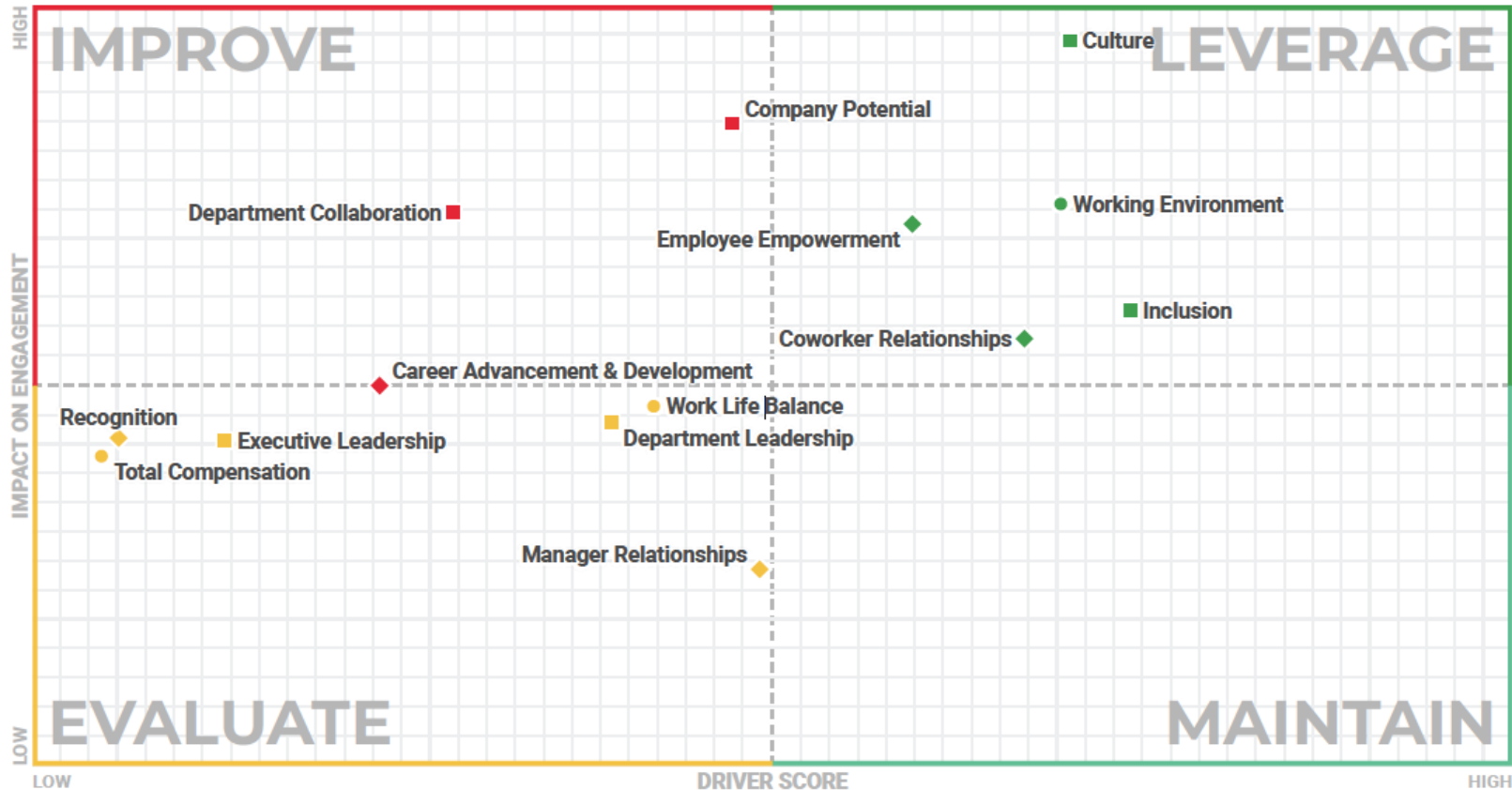




# Driver Results



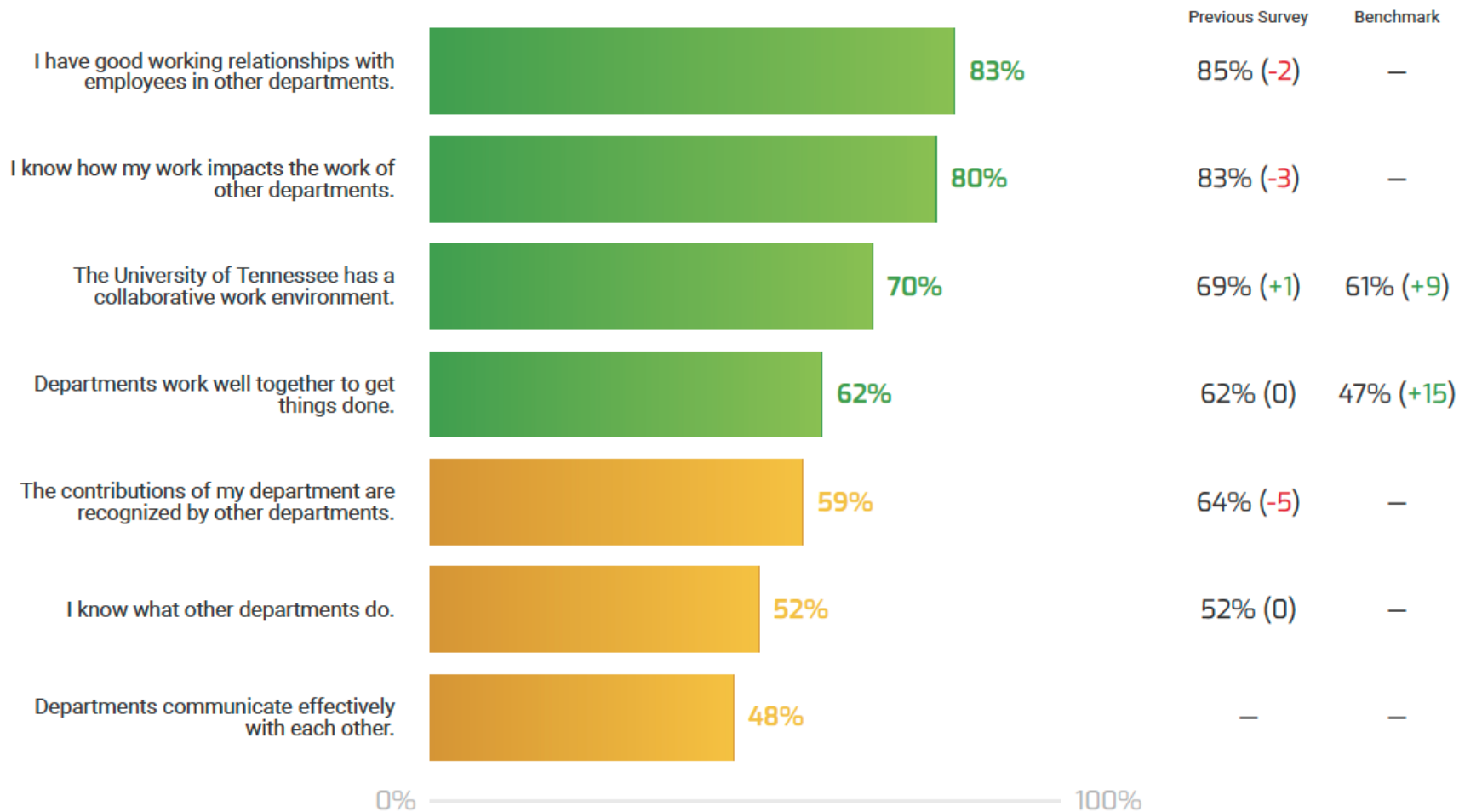
# Priority Matrix



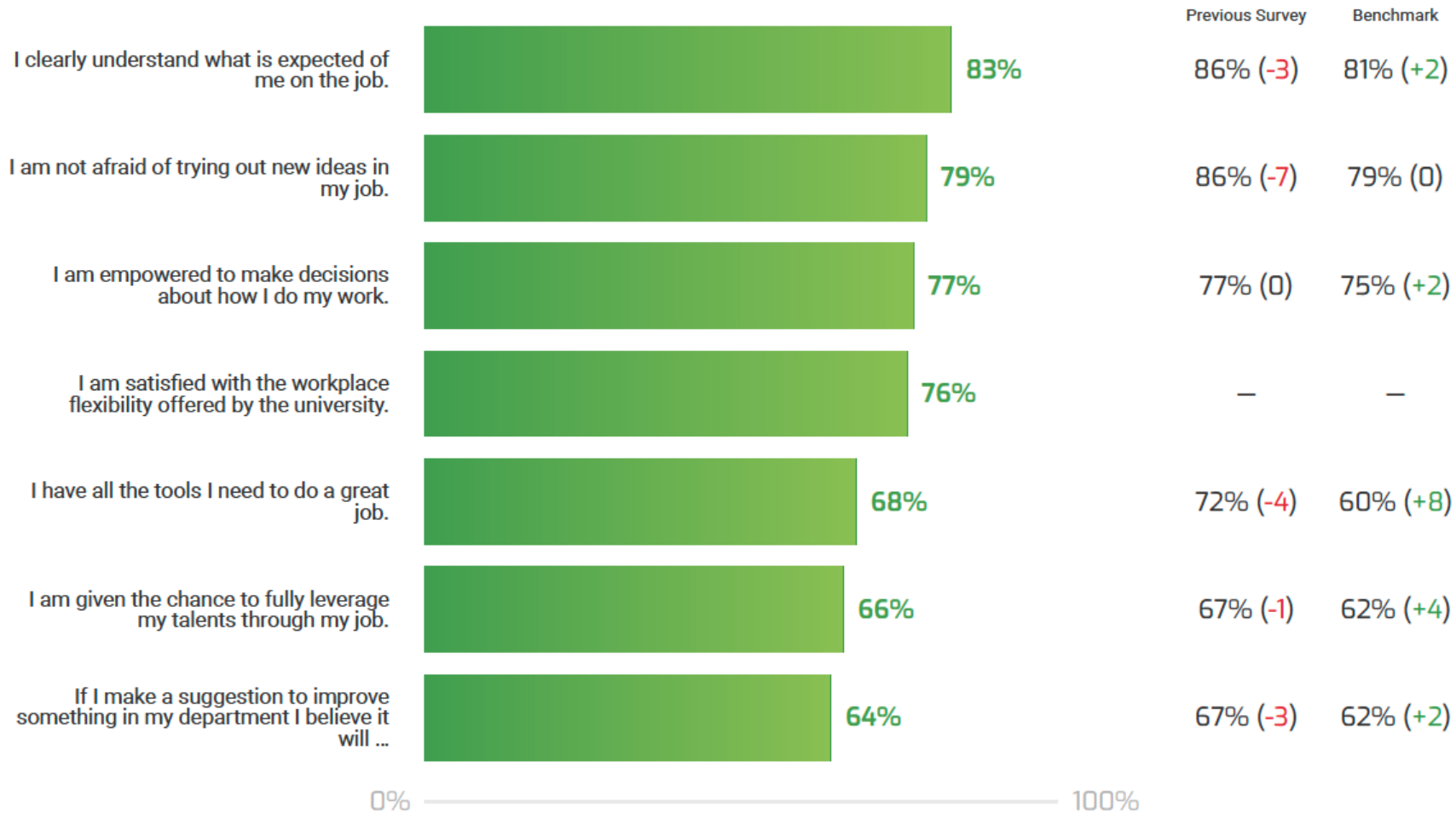
Previous Survey Improve Drivers

- ◆ Career Advancement & Development
- Department Collaboration
- Work Life Balance
- ◆ Job Driver
- Organizational Driver
- Retention Driver

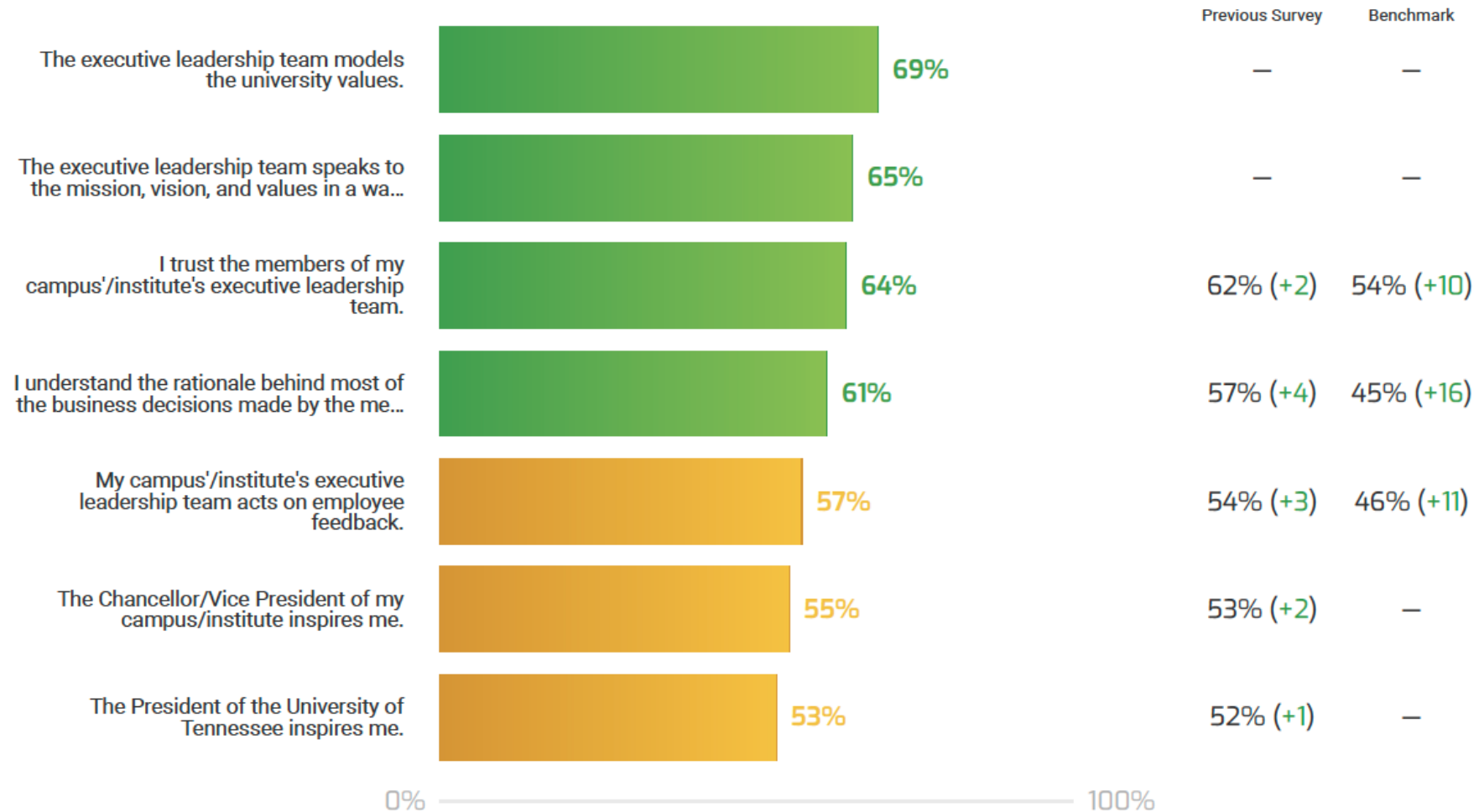
# Driver: Department Collaboration



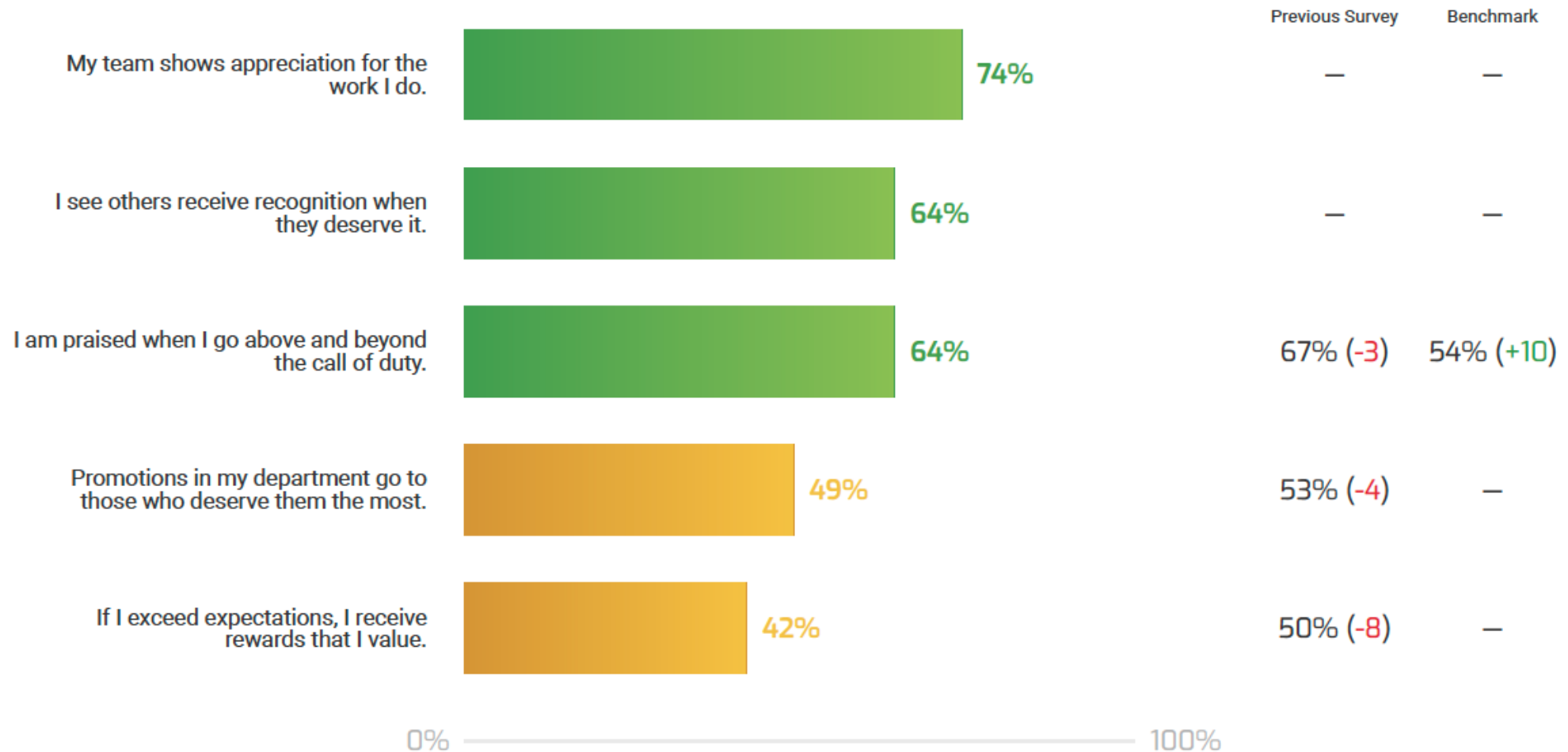
# Driver: Employee Empowerment



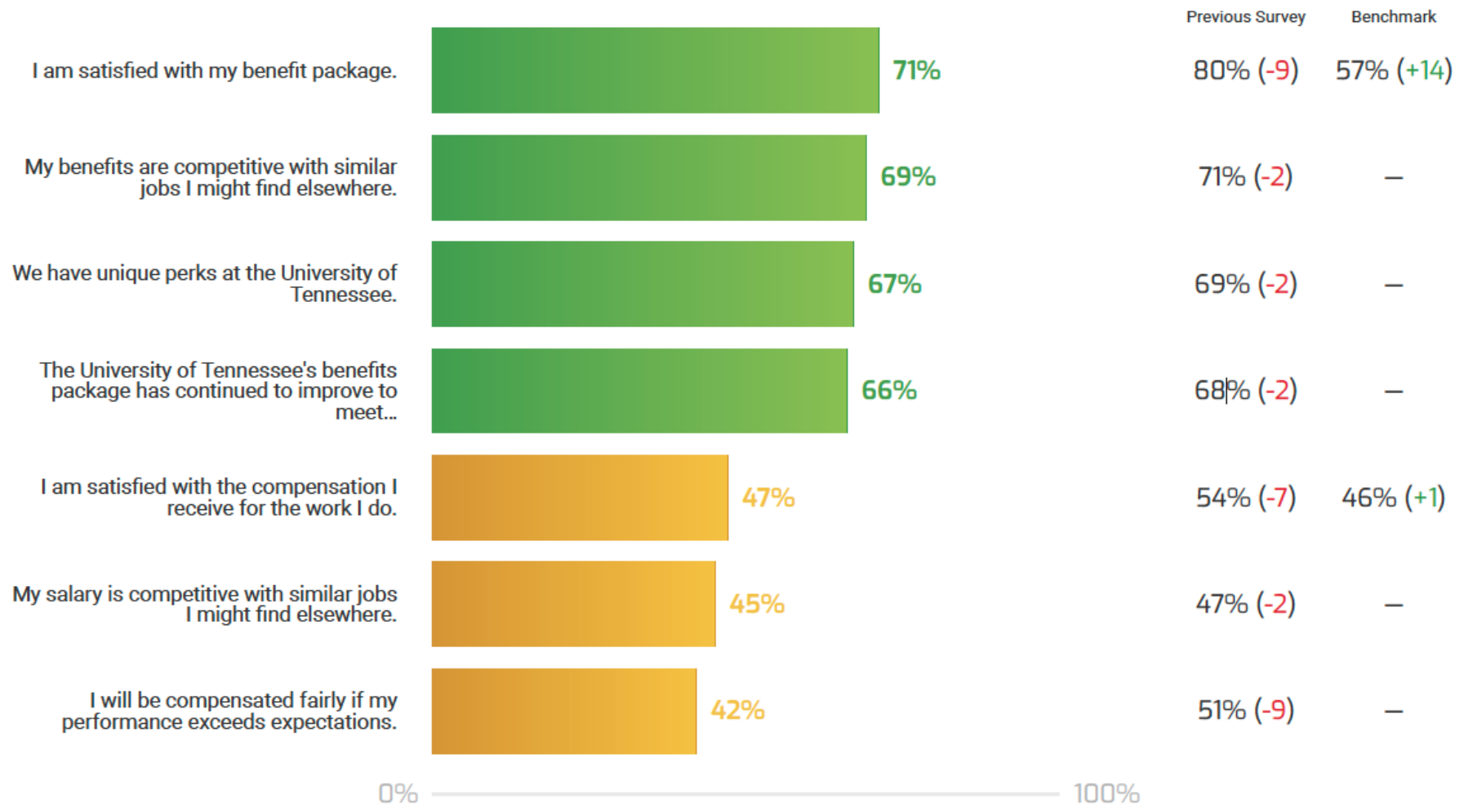
# Driver: Executive Leadership



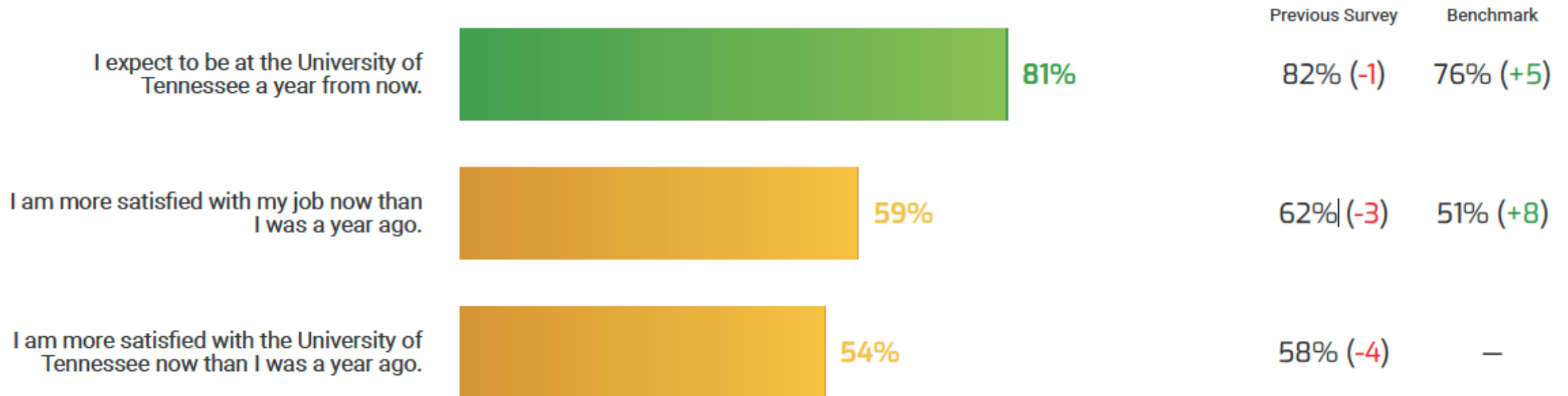
# Driver: Recognition



# Driver: Total Compensation



# Driver: Trending Questions





# MEMPHIS IN THE HEADLINES

*The New York Times*

*In Memphis, Renewed Attention  
on Violence After Shooting  
Rampage*

*The Atlantic*

THE MURDERS IN MEMPHIS  
AREN'T STOPPING



**Eliza Fletcher and Memphis Target  
abductions highlight violent crime in  
city: 'Outpouring of public concern'**



**Memphis attacks bring calls for  
tougher prison sentences. Experts  
say it won't prevent crime**



**Selling Memphis: When your  
city's  
in the spotlight for the wrong**

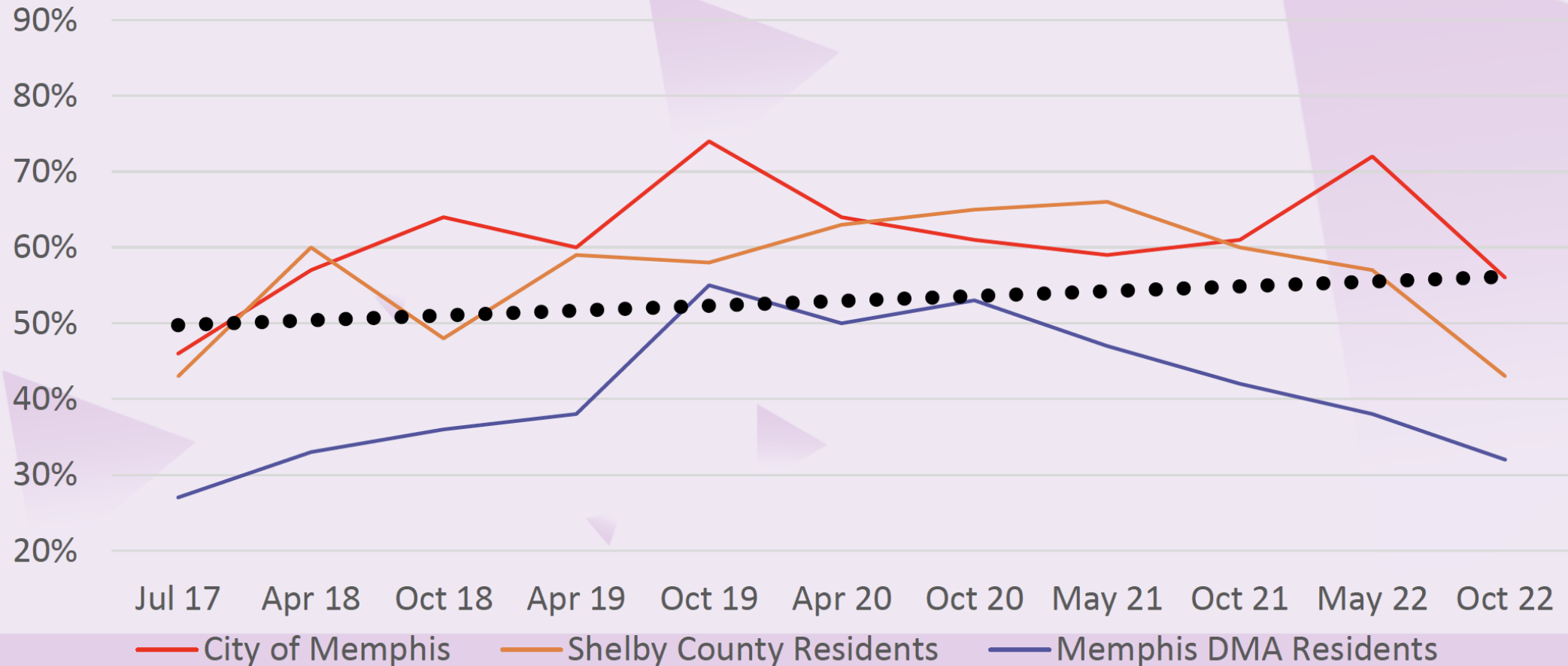
# #SoulLivesHere

Memphis is the undisputed epicenter of “soul.” More than music or food, it is the contemporary manifestation of heart, collaboration, innovation and positive change.

We are leaning into “soul” as part of our healing even in our darkest moments. It is the intrinsic truth of our community. Within days we created a deployed a creative on social content campaign to elevate stories of “soul.”

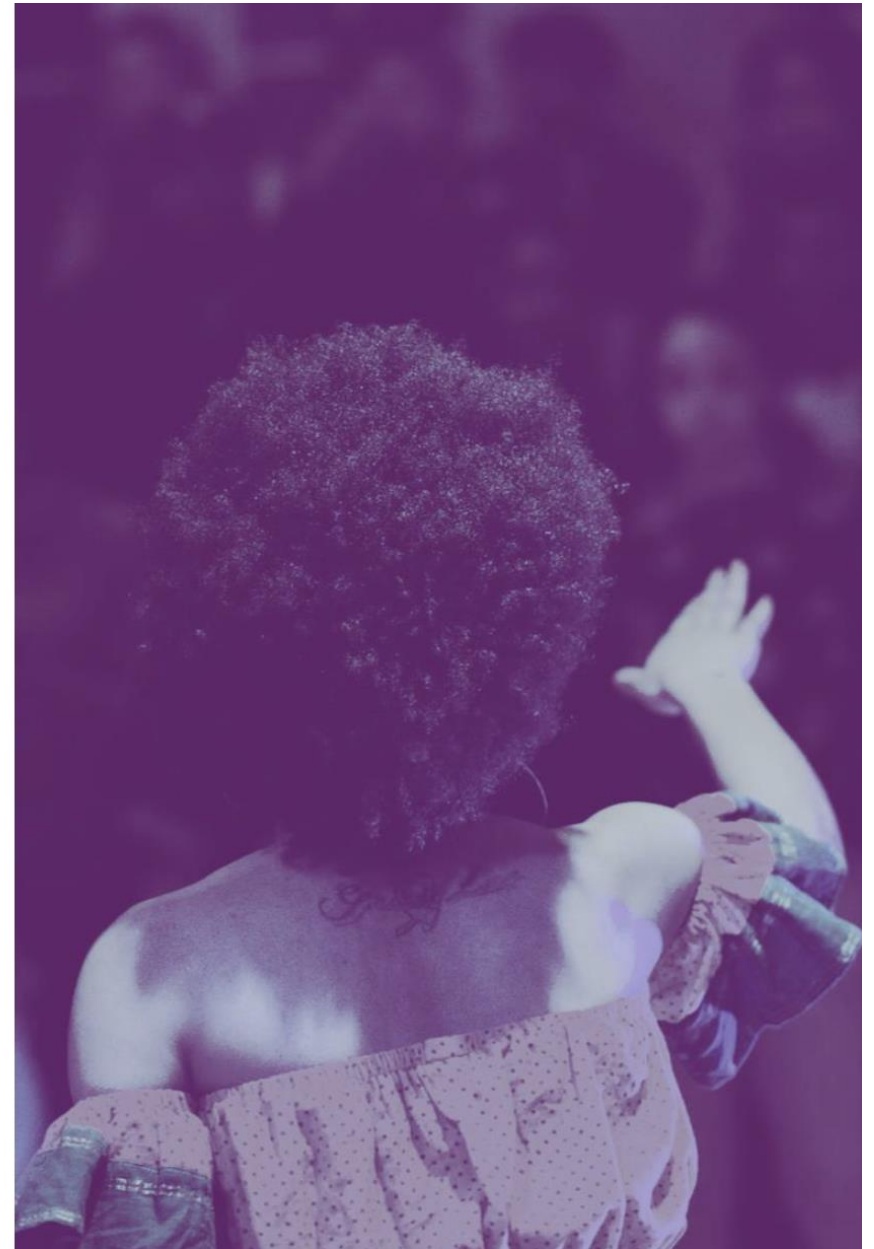


# MEMPHIS IS OR IS BECOMING A GREAT PLACE TO LIVE AND WORK



# MEMPHIS RISING

- ✓ Conde Nast Traveler names Memphis as the **ONLY US city** on its list of “23 Best Places for 2023.”
- ✓ Named as one of only **Four Cities for Starter Homes** by TheStreet.com.
- ✓ Forbes ranks Memphis companies as ‘**America’s Best Employers**’
- ✓ Memphis among **10 best industrial real estate markets** in country according to CBRE.
- ✓ “Elvis might get you there, but the soul of Memphis will make you stay” according to GQ.com.
- ✓ Named the **Best City for Black-owned businesses**.
- ✓ In a study by the Chronicle of Philanthropy, Memphis ranked as the **most generous metropolitan area** in the United States
- ✓ Memphis was named the **number one city for growth of women in business** according to HowMuch.net.
- ✓ Bloomberg names Memphis as the **#1 American City for accelerating job growth**.



# College Updates from the Deans



# College of Dentistry



Dean Jay Ragain

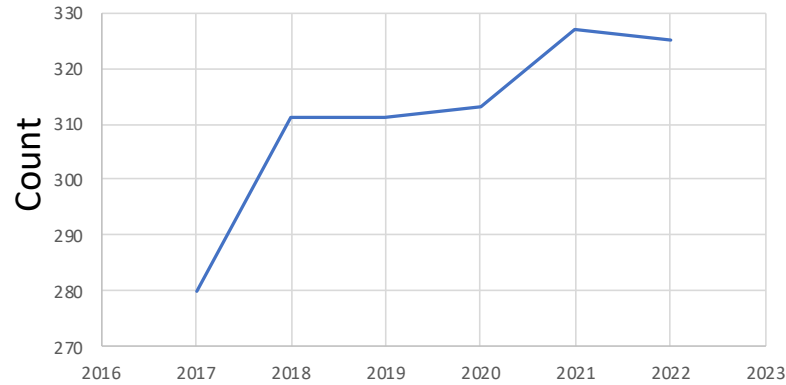
- Update on the “Health Smiles Initiative”
  - 5-year incremental increase in dental class size to 130 (dental), 48-50 (dental hygiene)
    - Awaiting CODA approval to increase the D1 class size from 110 to 120 and DH1 class size from 35 to 48 next year
  - Completed market analysis of current faculty salaries; most faculty received a raise
  - Development of a major D3-D4 clinical training site in Kingsport
    - Finalizing the plans for remodeling the clinic
  - Hired an Administrative Project Manager for the HIS
- Update on the two additional D4 rotation sites
  - Crossville (Dept. of Health Clinic): Three trial rotations planned for spring
  - Knoxville (Interfaith Health Clinic): Affiliation agreement completed; awaiting CODA approval; approved for support from the UTMC General Practice Residency
- Update on the Delta Dental of Tennessee Building (2023)

# College of Graduate Health Sciences

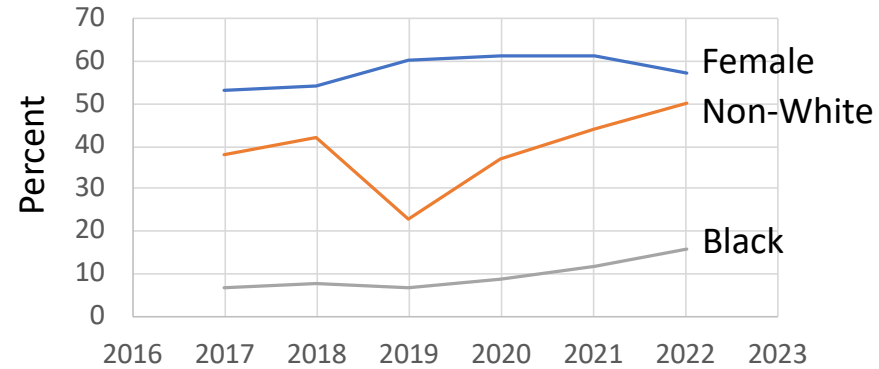


Dean Don Thomason

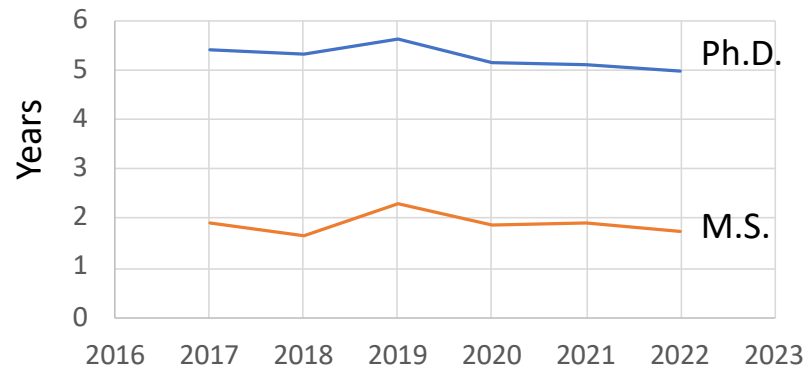
### CGHS Enrollment



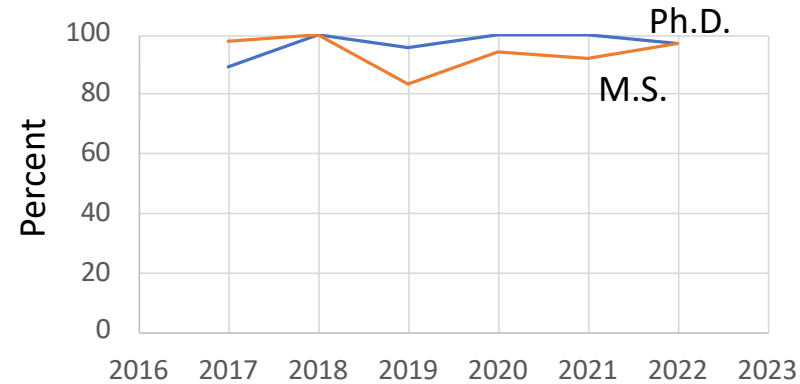
### CGHS Demographic Trends



### CGHS Average Time-to-Degree



### CGHS Percent On-Time Completion

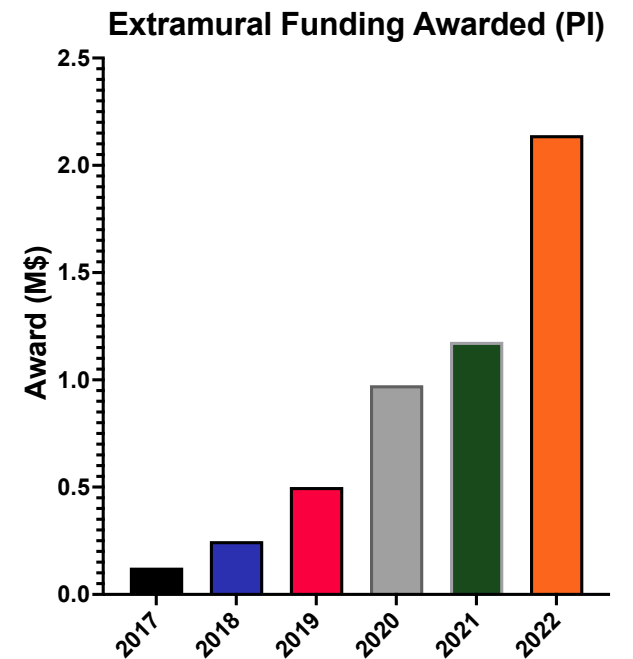


# College of Health Professions



Dean Stephen Alway

- Graduation of Master of Clinical Laboratory Science, Health Informatics and Information Management students in December
- 2 new classes started in January
  - Inaugural Pathologist's Assistant (MS) class
  - Incoming Occupational Therapy (MS) class
- Phase 2 architecture plans for UT Conference Center renovations for Audiology and Speech Pathology – projected completion 2023-24
- James Carson, PhD, FACSM, Senior Associate Dean for Research and Graduate Studies, has been named the Exec. Director for the TN Institute of Regenerative Medicine
- Extramural grant support for FY22 as college PI: \$2.15M





# College of Medicine



Dean Scott Strome

- **Clinical**

- Offer extended for a new chair of the Dept. of Anesthesiology
- Finalist candidates for the chair of the Dept. of Pathology visiting January/February
- Finalist candidates for the chair of the Neurobiology and the Neuroscience Institute visiting January/February

- **Education**

- Site visit for the ARC PA
- Creation of new statewide SAD position for Education
- ACGME granted UTHSC CoM-Chattanooga Continued Accreditation with Commendation for its demonstrated substantial compliance with the ACGME's Institutional Requirements and no citations

- **Around the State**

- Knoxville leadership team visit to UTHSC CoM Memphis to delineate collaborative research strategy
- Appointed Robert Craft, MD as the Interim Dean of the Knoxville campus

- **Mini-Highlight: Culinary Medicine**

## Culinary Medicine at UTHSC today

- **M4 elective (DOME) (pilot 2018-19): Student driven**
- **M2 elective (2019 fall semester) in SAC Kitchen**
- **M4 2-week elective (prerequisite M2) 2022 winter**
- **UTHSC College of Medicine Residents expanded to Peds & OBGyn – 2022**
- **Capacity less than demand (lottery/waiting list)**



THE UNIVERSITY OF TENNESSEE  
HEALTH SCIENCE CENTER



THE UNIVERSITY OF TENNESSEE

# College of Nursing



Dean Wendy Likes

- Welcomed approximately 70 new BSN students this January
- Received a Collaboration Award from the Rural Health Association of TN honoring faculty outreach efforts to overcome vaccine hesitancy among senior citizens in 6 rural counties
- Dr. Crystal Walker received a \$129,779 grant to launch an interdisciplinary PrEP Bootcamp for Health Care Professional Learners, including nursing, medical, and pharmacy students in 2023 and 2024
- Dr. Dwayne Accardo, who leads the DNP in Nurse Anesthesiology, was inducted as a Fellow of the American Association of Nurse Anesthesiology
- University Distinguished Professor Emeritus Michael Carter, DNSc, DNP, FAAN, FNP/GNP-BC has achieved status of Fellow in the American College of Nurse Practitioners
- All BSN Program courses have now been certified, meaning they comply with the quality standards jointly developed by the Online Learning Consortium and the State University of New York

# College of Pharmacy

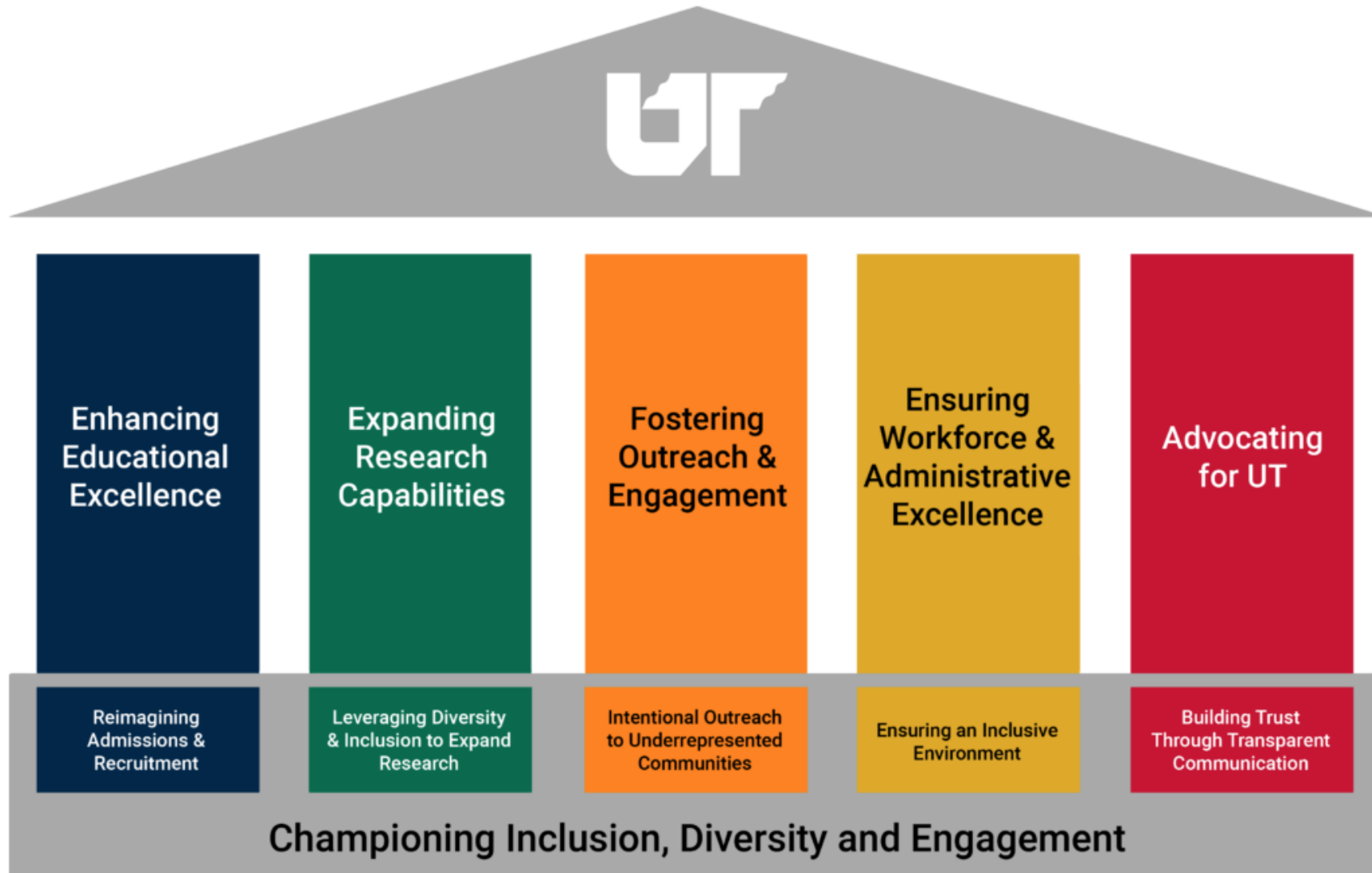


Interim Dean  
Bradley Boucher

- Two finalist candidates interviewed for CEO Dean position in late 2022; second visit by one of the finalists in January 2023
- Drs. Wei Li (Professor of Pharmaceutical Sciences) and Duane Miller (CoP Professor Emeritus) named among 2022 Health Care Heroes by the Memphis Business Journal, December 2022
- Two winners at the OIED Impact Awards in December 2022:
  - Brianna Hawkins (P-4 in the PharmD/MBA program) named one of the three winners of the 2022 UTHSC Student Social Justice and Diversity Health Care Leadership Award
  - Lee Weaver (Senior IT Technologist based in CoP) received the 2022 Thomas C. Lichterman Outstanding Employee Award
- CoP student pharmacists finished as runner-up in highly competitive ACCP Clinical Pharmacy Challenge in San Francisco, October 2022
- Extremely well attended live UTHSC CoP alumni reception at the ASHP Midyear Clinical Meeting in December 2022

Strategic Planning Update  
and  
Approval of Proposed Mission,  
Vision, and Values

# UT System Strategic Pillars 2021 – 2025



**UF HEALTH SCIENCE CENTER. STRATEGIC PILLARS**

4 pillars ▶

PILLAR #1  
**Education and Accreditation**

PILLAR #2  
**Research, Innovation, and Entrepreneurship**

PILLAR #3  
**Clinical Care and Partnerships**

PILLAR #4  
**Public Service and Community Engagement**

5 cross-cutting areas ▶

Campus Culture and Work Environment

Communications

Data and Data Governance

Diversity, Equity, and Inclusion

Philanthropy

Strong foundation ▶

**Mission, Vision, and Values**

# Timeline of Phases in the Process

Phase 1: Environmental Assessment	January – September 2022	
Phase II: Mission, Vision, Values	July – October 2022	
Phase III: Work Groups: Goals	September – October 2022	
Phase IVa: Work Groups: Strategy and Metric Development	October – December 2022	
<b>Phase IVb: Systematic Review across Work Group Products</b>	<b>December 2022 – February 2023</b>	
Phase V: Draft Plan and Implementation and Operating Plan	February – March 2023	
Phase VI: Broad Review and Comments	March 2023	
Phase VII: Finalize Plan	March – April 2023	
Phase VIII: Presentation for Approval	Advisory Board	May 2023
	Board of Trustees	June 2023

# Timeline of Meetings in the Process

2022

2023

	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Mission, Vision, Values Work Group					X									
Work Group Meetings						X	X	X						
Strategic Plan Session with Co-Chairs					X									
Strategic Plan Town Hall					X						X			
Steering Committee Meeting										X				
Health Science Center Advisory Board	X			X			X		X				X	
UT Board of Trustees														X



# Reconsider Our Current Mission, Vision, and Values

- **Mission**

Improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.

- **Vision**

Working together to transform lives and build healthy communities.

- **Values**

- Excellence
- Caring
- Respect
- Health Equity
- Integrity
- Diversity
- Knowledge

# Consider Our Proposed Mission, Vision, and Values

- **Mission**

Transforming lives through collaborative and inclusive education, research/scholarship, clinical care, and public service.

- **Vision**

Healthy Tennesseans.  
Thriving Communities.

- **Values**



**B** Bold and impactful



**E** Embrace diversity



**O** Optimistic and visionary



**N** Nimble and innovative



**E** Excel in all we do



**U** United and connected



**T** Transparent and trusted



**H** Health focused



**S** Science driven

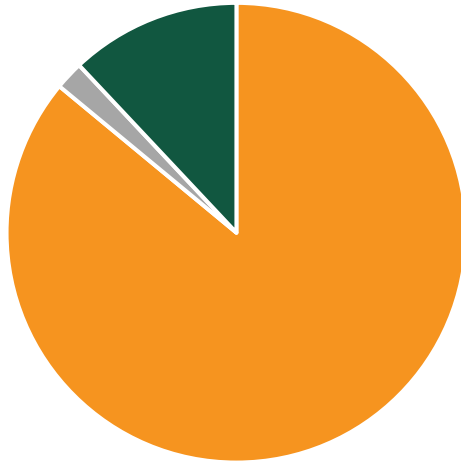


**C** Caring and professional

# Campus Feedback

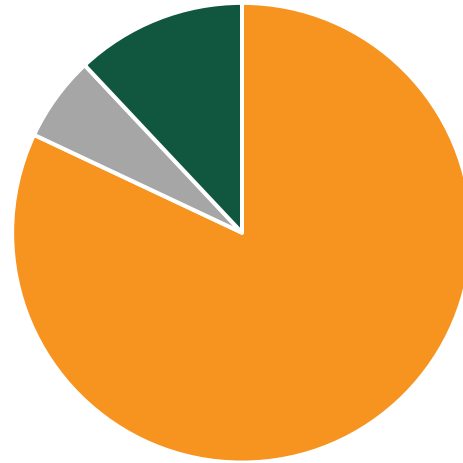
- Mission

- 86% like
- 12% dislike
- 2% indifferent



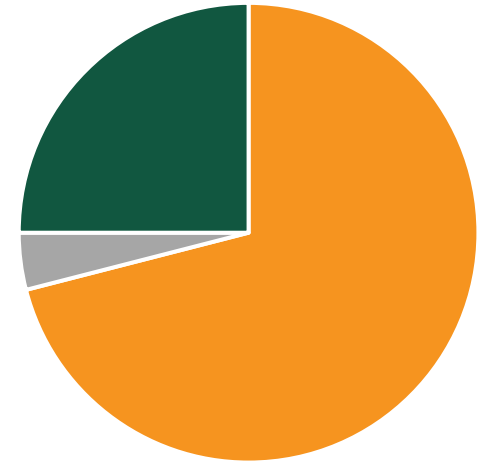
- Vision

- 82% like/love
- 12% dislike
- 6% indifferent



- Values

- 71% like
- 25% dislike
- 4% indifferent

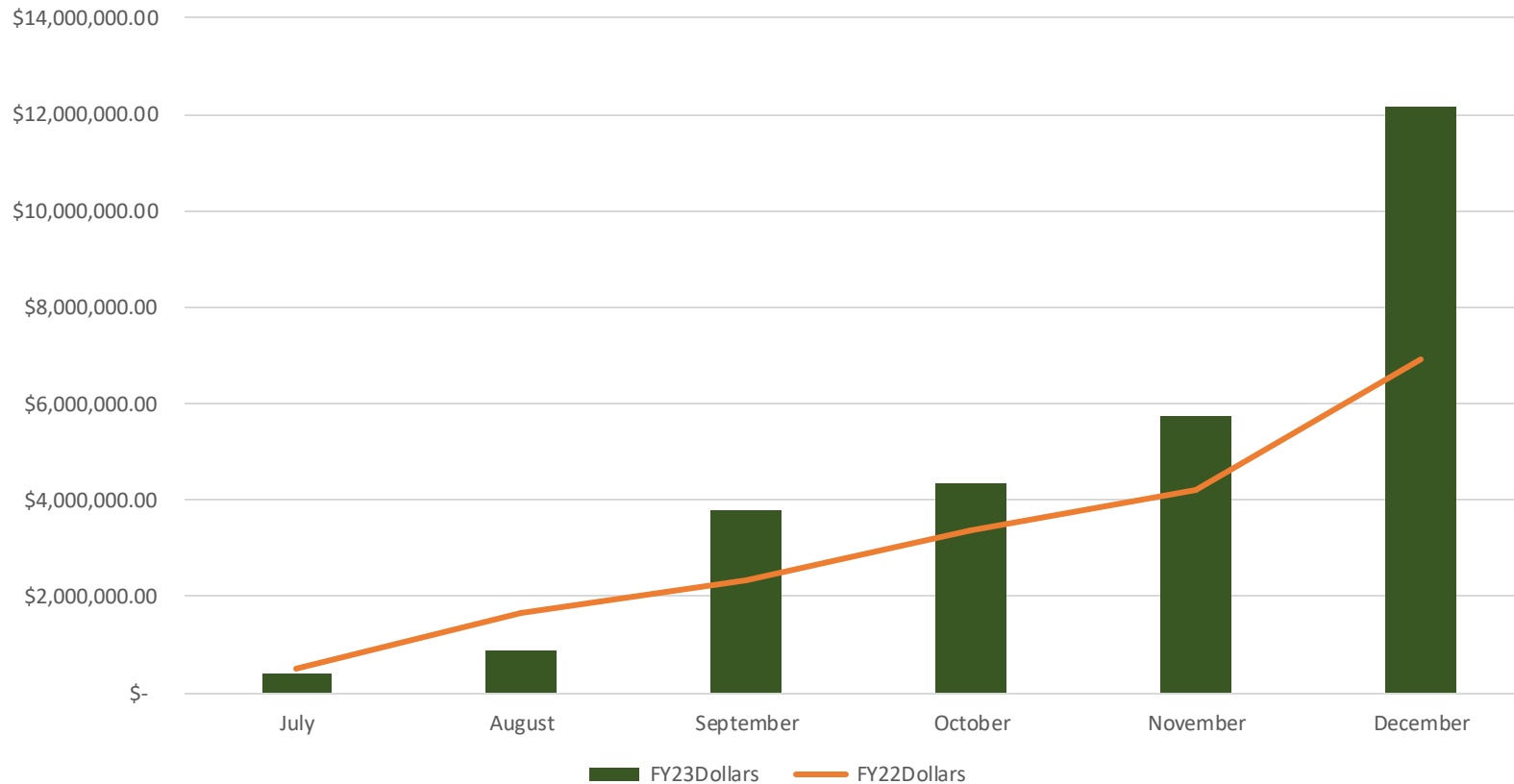


Questions?

# Advancement Update

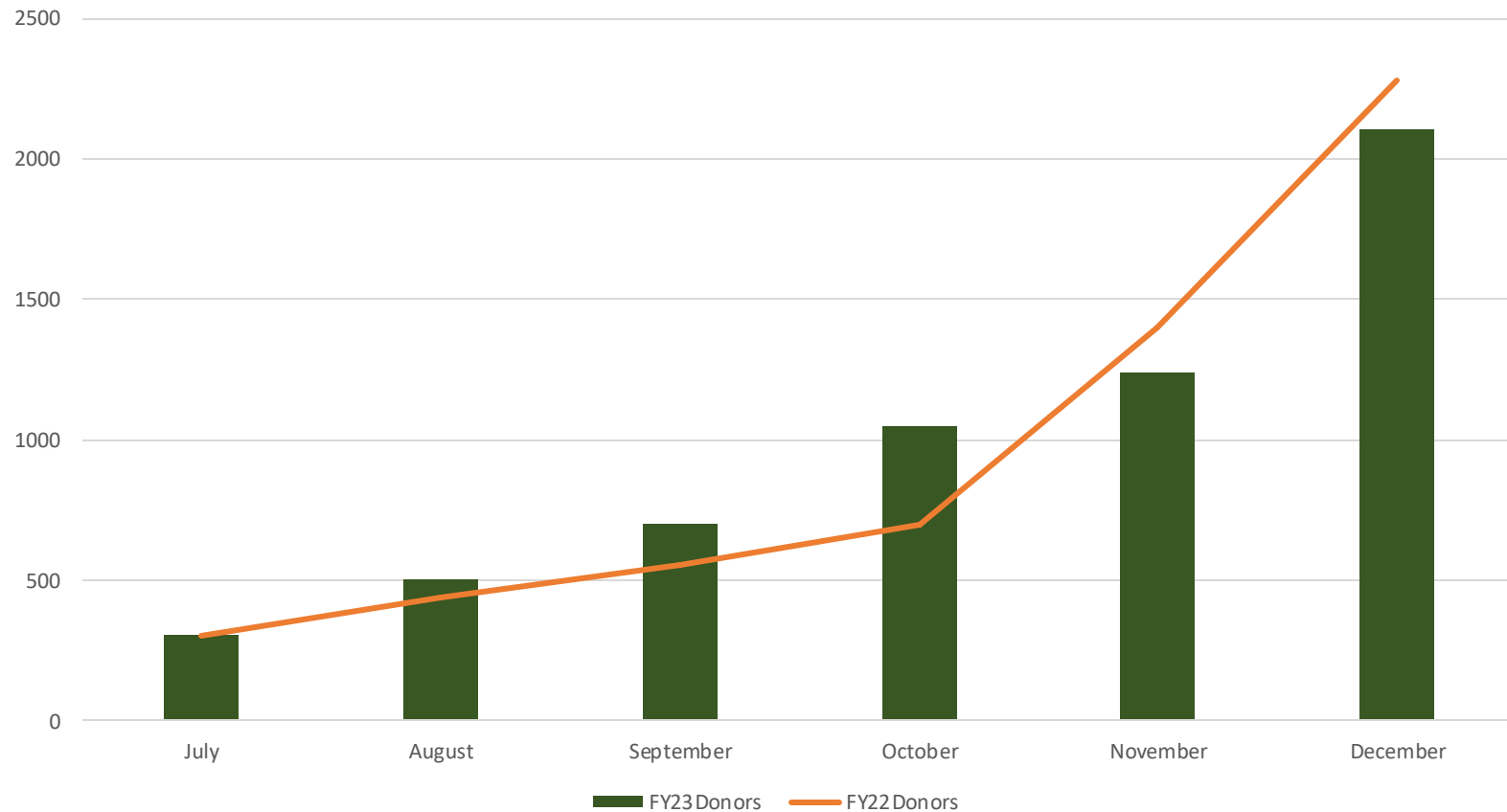
# UTHSC Total Dollars Raised

UTHSC TOTAL DOLLARS RAISED  
YEAR TO DATE COMPARISON  
July 1 - December 31



# UTHSC Total Donors

UTHSC TOTAL DONORS  
YEAR TO DATE COMPARISON  
July 1 - December 31



# FYTD Comparison Report

## FYTD Comparison Report

January 2, 2023

School	2 FYTD Ago Fundraising Total	Previous FYTD Fundraising Total	Current FYTD Fundraising Total	2 FYTD Ago Cash Receipts Total	Previous FYTD Cash Receipts Total	Current FYTD Cash Receipts Total	2 FYTD Ago Donors Total	Previous FYTD Donors Total	Current FYTD Donors Total
▲ HSC-College of Graduate Health Sciences	\$17,815	\$55,175	\$11,994	\$16,625	\$54,095	\$12,329	57	65	62
HSC-College of Medicine	\$7,669,352	\$5,079,169	\$5,320,774	\$6,063,785	\$5,482,237	\$8,438,258	1,697	1,453	1,152
Other Campus Gifts	\$57,037	\$257,245	\$171,373	\$69,698	\$261,544	\$218,907	177	123	127
UTHSC College of Dentistry	\$1,267,501	\$1,559,650	\$5,413,987	\$1,034,603	\$1,296,524	\$659,928	477	482	279
UTHSC College of Health Professions	\$289,617	\$149,343	\$619,954	\$49,521	\$132,523	\$215,959	267	200	223
UTHSC College of Nursing	\$183,349	\$233,913	\$255,819	\$194,332	\$250,905	\$139,761	286	236	249
UTHSC College of Pharmacy	\$249,015	\$254,749	\$344,874	\$265,385	\$214,861	\$320,017	444	313	285
<b>Total</b>	<b>\$9,733,686</b>	<b>\$7,589,243</b>	<b>\$12,138,776</b>	<b>\$7,693,949</b>	<b>\$7,692,690</b>	<b>\$10,005,159</b>	<b>3,287</b>	<b>2,763</b>	<b>2,297</b>



# Looking to the Future

- Search for new Vice Chancellor of Advancement
- Changing the culture of UTHSC to include philanthropy
- Family Campaign
- UTHSC Giving Day
- UTHSC Advisory Board philanthropic participation

# FY 2024 Tuition Proposal

# General Tuition

- General Tuition

- The Health Science Center proposes a general tuition rate increase of 0% for all programs. Campus leadership prefers to maintain a 0% increase with the anticipation of incremental operating fund support from the State as recommended by the Tennessee Higher Education Commission.
- Pending the level of operating support included in the Governor's proposed budget (to be presented in early February), the Chancellor and Senior Vice Chancellor will review the options with the Chair of the Advisory Board and, if necessary, present an alternative plan at the May meeting with the full budget.

# Regional Tuition Rates

- The regional tuition approach has been very successful for the HSC in attracting high quality out of state students. Several factors have resulted in requests from the colleges to expand the boundaries of the program from 50 miles to 250 miles:
  - The College of Dentistry as part of the State's Healthy Smiles Initiative is trying to attract more Dental Hygiene students.
  - The College of Nursing continues to work to increase the number of nursing graduates to meet the regional demand for bachelor trained nurses.
  - The College of Health Professions is trying to maintain and increase enrollment in all programs, particularly Physical Therapy.
  - The College of Graduate Health Sciences is trying to expand the MS in Pharmacology program.

# FY 2024 Tuition Proposal

The Chancellor recommends the approval of the proposed tuition rates and expansion of the regional tuition boundaries to the UT System President.

# Health Science Center

## FY 2023-24 Annual Tuition and Fees Tuition

	FY 2022-23	FY 2023-24	CHANGE	
			Amount	Percent
<b>IN-STATE</b>				
<b>Graduate Health Sciences</b>	\$ 10,894	\$ 10,894	\$ -	0.0%
MS Pharmacology	16,712	16,712	0	0.0%
<b>Medicine</b>				
Doctor of Medicine	34,566	34,566	0	0.0%
Physician Assistant	22,924	22,924	0	0.0%
MS Forensic Dentistry	13,500	13,500	0	0.0%
<b>Dentistry</b>				
General DDS	30,388	30,388	0	0.0%
Transitional DDS	73,028	73,028	0	0.0%
Dental Hygiene Bachelor of Science	9,988	9,988		
<b>Pharmacy</b>				
	22,370	22,370	0	0.0%
<b>Nursing</b>				
Bachelors	12,705	12,705		
Graduate	18,698	18,698	0	0.0%
<b>Health Professions</b>				
<u>Bachelor of Science</u>				
Medical Technology	7,990	7,990	0	0.0%
Audiology & Speech Pathology *	----	----	----	----
Masters in Cytopathology Practice	9,900	9,900	0	0.0%
DPT / MOT	13,814	13,814	0	0.0%
Dr. Audiology / MS Speech Path	18,820	18,820	0	0.0%
MS Clin Lab Sci	10,068	10,068	0	0.0%

	FY 2022-23	FY 2023-24	CHANGE	
			Amount	Percent
<b>OUT-OF-STATE</b>				
<b>Graduate Health Sciences</b>	\$ 16,542	\$ 16,542	\$ -	0.0%
MS Pharmacology	25,140	25,140	0	0.0%
<b>Medicine</b>				
Doctor of Medicine	51,850	51,850	0	0.0%
Physician Assistant	38,962	38,962	0	0.0%
MS Forensic Dentistry	18,500	18,500	0	0.0%
<b>Dentistry</b>				
General DDS	69,148	69,148	0	0.0%
Transitional DDS	73,028	73,028	0	0.0%
Dental Hygiene Bachelor of Science	19,976	19,976	0	0.0%
<b>Pharmacy</b>	27,374	27,374	0	0.0%
<b>Nursing</b>				
Bachelors	36,930	36,930		0.0%
Graduate	43,538	43,538	0	0.0%
<b>Health Professions</b>				
<u>Bachelor of Science</u>				
Medical Technology	12,000	12,000	0	0.0%
Audiology & Speech Pathology *	----	----	----	----
Masters in Cytopathology Practice	14,400	14,400	0	0.0%
DPT / MOT	31,796	31,796	0	0.0%
Dr. Audiology / MS Speech Path	43,396	43,396	0	0.0%
MS Clin Lab Sci	14,400	14,400	0	0.0%

\* **Bachelor of Audiology & Speech Pathology**

*This is a joint degree with UTK where UTHSC will teach the 4th year of the Bachelor's program but charge the UTK tuition rate.*

**University Fees are set by the Board of Trustees and are subject to change at any regular or called meeting of the Board.**

# Comments from Chairman Wenk





# UTHSC Advisory Board Discussion



Questions?



Crowe Building

Hyman Building

Johnson Building

Link Building

Mooney Building

Nash Building (via Crowe)