



UF HEALTH SCIENCE CENTER
UPDATE

Presentation Outline

- Recognitions
- Mission update
- Internal and operational activities
- External and community engagement
 - “You never get a second chance to make a first impression”
 - Branding, Communications, and Media
 - Philanthropy
- Recruitment
- Strategic planning: opportunity and expectations
 - Update from VC and Chief Academic Officer, Cindy Russell, PhD
 - Feedback and discussion among UTHSC Advisory Board members
- College updates from the Deans
- Feedback and discussion

Award-Winning Faculty

Dr. Orpheus Triplett

2022 UT President's Award,
Optimistic and Visionary



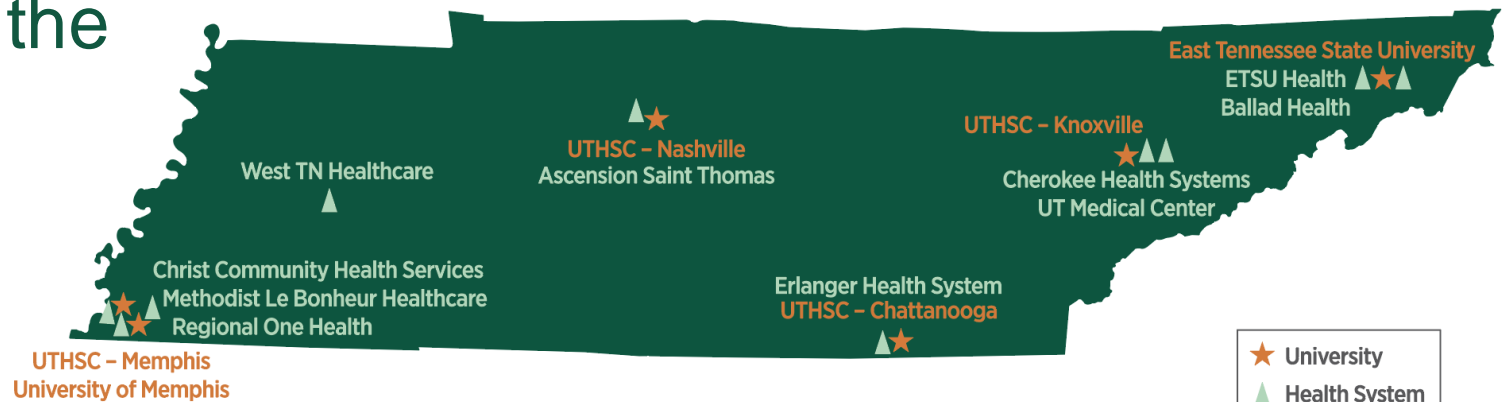
Progress on Multiple Fronts in our Educational Mission

- “Healthy Smiles” implementation
- Graduate Medical Education
 - Progress since last report
 - Upcoming accreditation visit
- New Pathologists’ Assistant program
 - Recently approved by THEC
 - Enrolling students for January 2023
- Joint UTHSC/UT Southern BSN
 - Under THEC consideration
- Student survey and revitalization as COVID-19 recedes



Advancing our Statewide Research Portfolio

- CTN2 realignment
- Tennessee Population Health Consortium
- Plough Center public-private pharmaceutical innovation
- New \$3.9M grant for the College of Nursing



TPH CONSORTIUM

Key partner health care delivery systems and universities

Our Faculty Attain National Prominence in Federal Research Funding

- Drs. Alex Dopico, Anna Bukiya
 - Toluene Cerebrovascular Actions
 - NIH-National Institute of Environmental Health Sciences
- Drs. Amber Smith, Morgan Craig
 - Immunologic Drivers of Influenza Severity
 - NIH-National Institute of Allergy and Infectious Diseases
- Drs. Francesca-Fang Liao, Wei Li
 - Novel Tau Clearance Mechanism
 - NIH-National Institute on Aging
- Dr. Viktor Chizhikov
 - Neuronal Scaling in the Developing Cerebellum
 - NIH-National Institute of Neurological Disorders and Stroke
- Dr. Ronald Laribee
 - Epigenetic Regulation
 - NIH-National Institute of General Medical Sciences
- Drs. Gabor Tigyi, Corinne E. Augelli-Szafran, Sue Chin Lee, Raul Martin Torress
 - Enhancers of Tumor Immunity
 - NIH-National Cancer Institute

Internal and Operational Activities

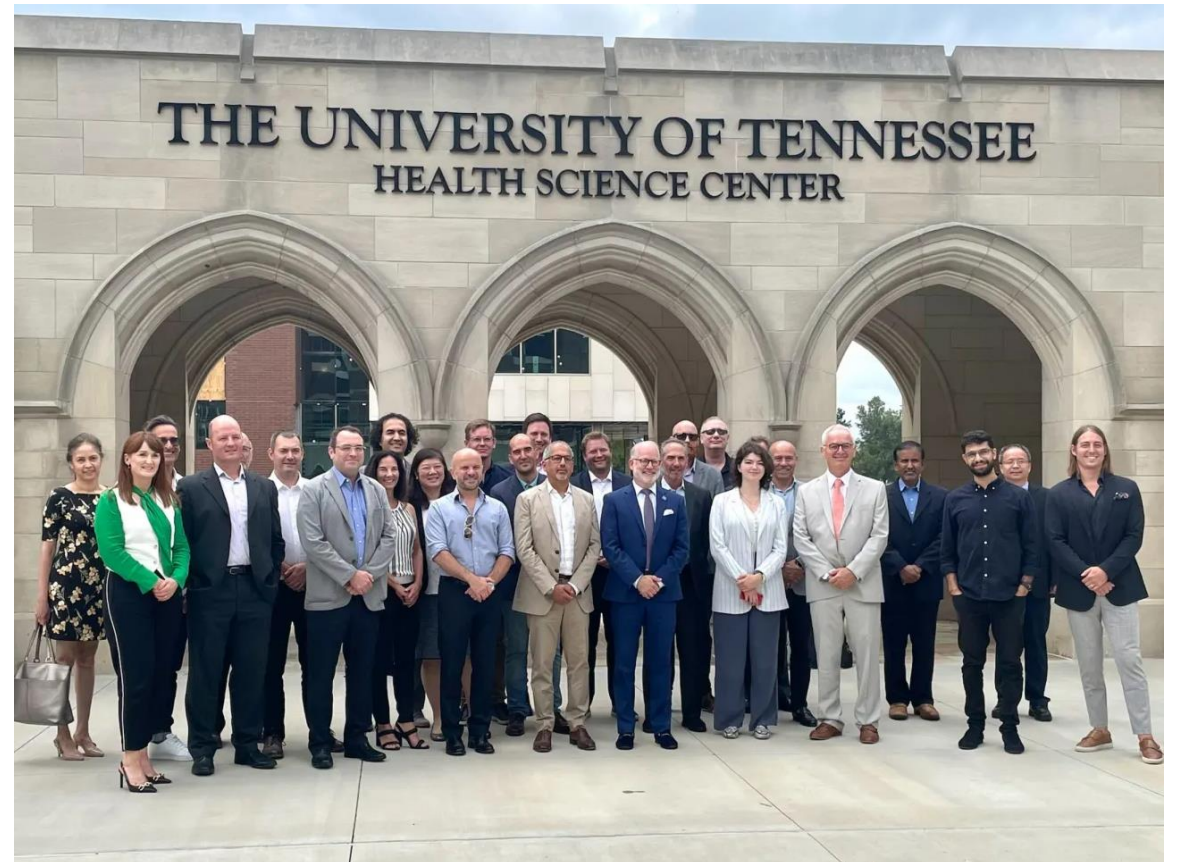
- Governance – shared governance, operations, processes, team cohesion
 - Reviewing and responding to feedback from Employee Engagement, Student Experience, and COACHE surveys
- Leadership retreat at AutoZone
- UTHSC Advisory Board and UT BOT approval of budget
 - Capital support
 - 4% salary increase
 - \$17.00 minimum hourly rate
- Professional interactions

Orienting to Statewide and Memphis Ecosystems



“You never get a second chance to make a first impression”

- Internal
- External meetings
- Engagement with Memphis Chamber of Commerce
- New to Memphis Tomorrow
- Statewide engagements
- Gearing up for legislative season



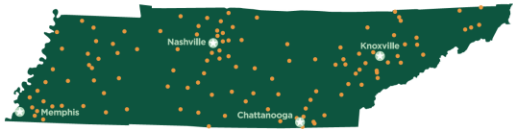
Engaging Our Communities – Partnering within Memphis and Throughout TN

- Hosted Irish Ambassador and 20 Memphis business leaders
- Hosted British health care delegation of 30 visitors
- New collaborations in East Tennessee



Health Care Consultation: Taking Stock and Recommendations on our Vital Partnerships

- A national health care consultancy firm reviewed relevant prior and current information and conducted 50+ interviews with a broad array of highly engaged stakeholders and leaders to provide:
 - Thorough evaluation of current status of our clinical partnerships
 - Strategic recommendations for the future
- This external appraisal will enable our collective introspection and open dialogue together
- Key recommendations
 - Don't be exclusive
 - Create new administrative leadership role at Vice Chancellor level dedicated to partnerships
 - Seek strategic realignments through reframing of mutually beneficial future opportunities
 - CEOs/Chancellor feedback and dialogue in progress

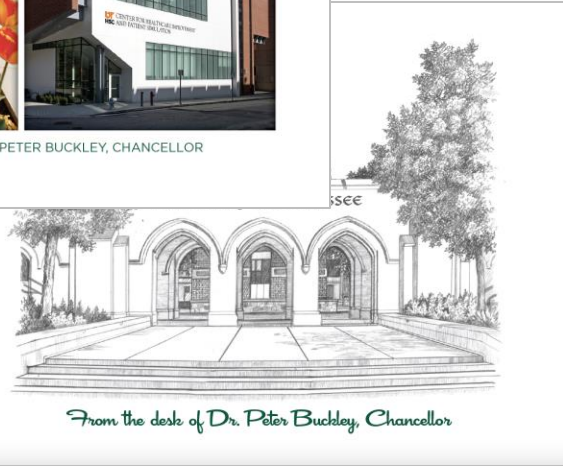


MEMPHIS IS OUR HOME ... TENNESSEE IS OUR CAMPUS.

UT HEALTH SCIENCE CENTER.



FROM THE DESK OF DR. PETER BUCKLEY, CHANCELLOR

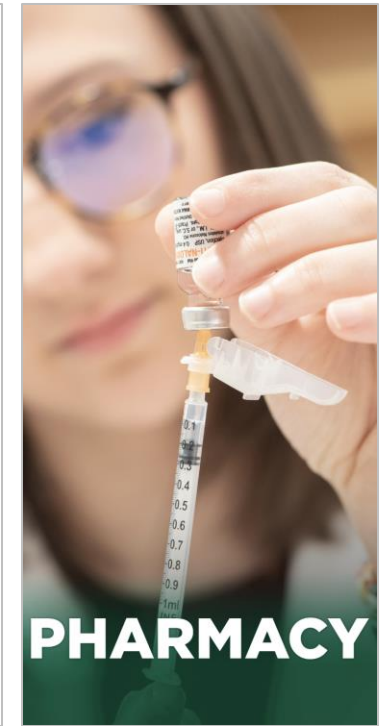


From the desk of Dr. Peter Buckley, Chancellor



HEALTH
SCIENCE
CENTER

uthsc.edu



Pride in our UTHSC Advisory Board: Planning for the future as Tennessee's only public, statewide, academic health system.

Dear Colleagues-Friends,

Last week in Memphis, we held our first in-person UTHSC Advisory Board meeting since 2019. It was great to see our Advisory Board members together and we welcomed two fantastic new members – Dr. Randall Davis, a College of Medicine alum who works with Memphis Radiological P.C., and Dr. Josh Wayman, a College of Dentistry alum who owns and is the sole practitioner at RiverSprings Dental in Kingston Springs.

We kicked off the meeting with an appreciation plaque for U.S. District Judge Mark Norris to recognize him for his three years of outstanding service on the UTHSC Advisory Board. Judge Norris was also instrumental in the creation of the UTHSC Advisory Board, as he co-sponsored the [UT FOCUS Act](#), which included the creation of seven member Campus Advisory Boards for each of the UT campuses, including UTHSC. We appreciate Judge Norris for his leadership and guidance. In his compelling remarks, Judge Norris praised our clinical leaders for outstanding advice and support during the COVID-19 pandemic. He also spoke passionately to us about the many qualities that makes UTHSC such a special asset to Memphis and to the great State of Tennessee and he encouraged us to "spread the word, far and wide" about our value to our communities... And yes, we will do just that going forward!



Training Tennessee's Health Care Providers

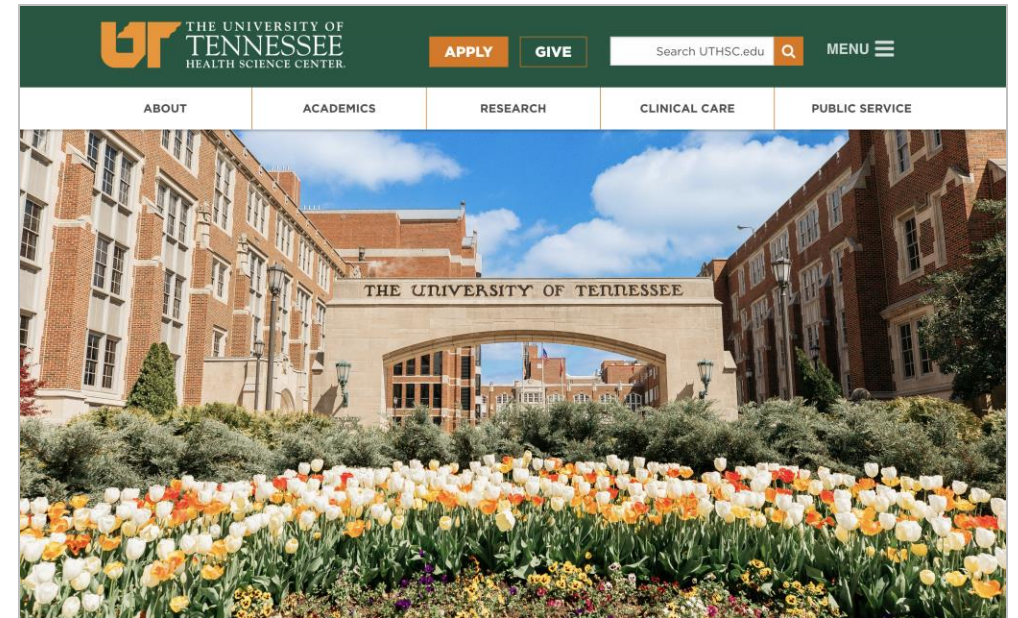
Awarding a record 1000+ degrees this spring!

UT HEALTH SCIENCE CENTER.



Branding, Communications, and Media

- Increased brand identity and communications
 - Updated utility pole banners in production
 - New *Chancellor's Column* email
 - Updated UTHSC website
 - New billboard
 - New statewide messaging
 - New greeting cards
- 1457 media mentions of UTHSC for January – June 2022
 - Total potential audience: 1,760,375,245
 - Estimated publicity value: \$15,808,634



Laying Down the Foundation to Build our Philanthropy

- 20% increase on UTHSC Giving Day
- Training and upcoming retreat
 - Development team
 - Deans will join for half day
 - Strategic directions
 - First-time donor panel
- Chancellor's Column email to employees emphasizing a focus on philanthropy



Recruitment

- Beginning to consider how best to improve our recruitment processes and materials
- College of Pharmacy Dean search in progress
- Launching new Vice Chancellor for Partnerships search
- Other academic and staff searches in play



Strategic Planning is Now “in the Works”

- Expectation from Advisory Board
 - Current plan winding down
 - Important governance and administration
- Opportunity for broad engagement and input
- Capacity building
- Provide a clear and transparent road map for internal and external communities and partners

High-Level Considerations as We Begin Strategic Planning

- Migration in/out of Tennessee in 2021
 - As a state, Tennessee is growing with an excess of in-migration and attracting more talent... an enviable context for faculty recruitment
 - 62% in-migration vs 38% out-migration
 - Reasons why people are moving to Tennessee:
 - 32% for job
 - 29% for proximity to family
 - 22% for retirement
 - 17% for lifestyle
 - 13% for lower cost of living
 - 7% for health

Reasons Why Strategic Planning Fails and Gets 'Left on the Shelf'

- Lack of compelling vision
- Too diffuse and in multiple directions
- Each is distinct and measurable
- Not tied to financial realities
- Top down and without buy in
- WIIFM
- Process is too long, complicated, and drawn out
- Ownership going forward
- Lack of implementation



High-Level Considerations as We Begin Strategic Planning

- America's Top States for Business 2022

- CNBC scoring of all 50 states
- 88 metrics
- 10 broad categories
 - Workforce
 - Infrastructure
 - Cost of doing business
 - Economy
 - Life, health, and inclusion
 - Technology and innovation
 - Business headliners
 - Education
 - Access to capital
 - Cost of living
- Tennessee came in #6
 - #2 for economy
 - #5 for cost of living
 - #42 for life, health, and inclusion

AMERICA'S TOP STATES FOR BUSINESS 2022

OVERALL RANK ↓	STATE ↓	WORKFORCE ↓	INFRA-STRUCTURE ↓	COST OF DOING BUSINESS ↓	ECONOMY ↓
1	North Carolina	12	17	26	1
2	Washington	4	29	33	3
3	Virginia	11	9	25	20
4	Colorado	1	16	36	11
5	Texas	2	14	12	8
6	Tennessee	15	8	8	2

Strategic Planning

Reconsider Our Mission, Vision, 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.

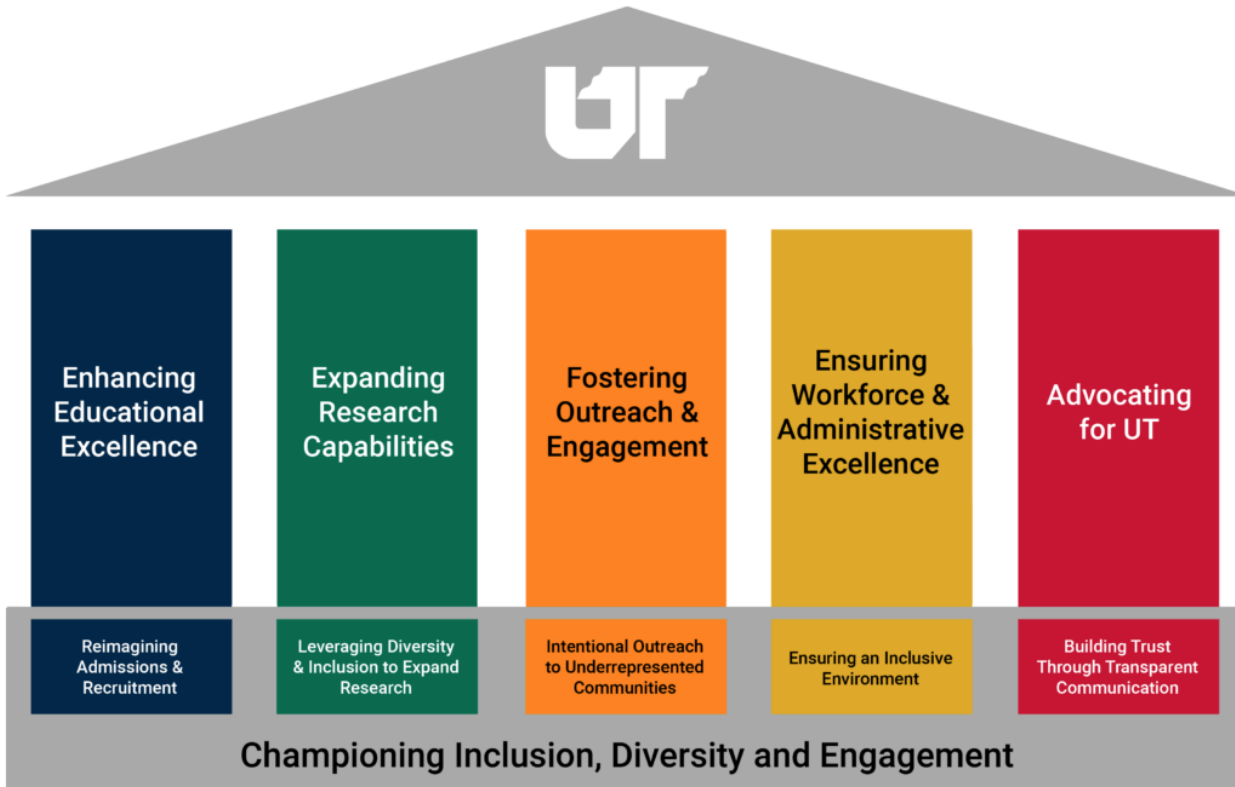
- **Vision**

Working together to transform lives and build healthy communities.

- **Values**

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

UT System wide Strategic Plan 2021 – 2025



UTHSC Strategic Map 2018 – 2023

The mission of the University of Tennessee Health Science Center is to 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.

UTHSC STRATEGIC MAP: FY 2018-2019 TO FY 2022-23

	A	B	C	D	E
	Educate outstanding graduates who meet the needs of the state and its communities	Grow the research portfolio focusing on targeted areas	Create areas of clinical prominence while expanding outreach	Increase visibility and recognition of UTHSC contribution	Align UTHSC resources with areas of excellence
1	Expand and strengthen team-based Interprofessional educational experiences	Provide necessary infrastructure for research and scholarship	Develop targeted areas of centers of excellence	Broaden and bolster the branding and marketing strategy	Address prioritized needs/ deficits requiring additional resources
2	Cultivate and sustain effective educational models and technologies to enhance student learning and engagement	Enhance connections between researchers at various translational stages (T0 to T4)	Establish a culture of best practices	Increase awareness of UTHSC's healthcare initiatives and contributions, from local to national and international audiences	Increase collaboration across UT
3	Foster student wellness and resilience to prepare them for lives and careers as health professionals	Create a collaborative research network across, disciplines, colleges, campuses, universities, hospitals and industry	Strengthen program quality using performance metrics	Renovate facilities to stimulate learning, scientific discovery, and research	Allocate space based on need across UTHSC
4	Prepare graduates to understand and address the social determinants of health in the communities we serve	Develop and implement research mentorship programs	Develop and implement community-based and statewide clinical and outreach programs	Engage stakeholders, including alumni, to be legislative advocates for UTHSC	Re-engineer clinical and core services to increase effectiveness and efficiency
5	Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting healthcare landscape		Expand the scope and quality of integrated clinical practice	Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice	Optimize productivity and alignment of faculty, staff, students, and administration
6	Recruit and retain faculty and staff through development, support, and mentorship			Offer special events and initiative to promote health within the community	Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders
7	Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community.				Develop leaders at all levels of the institution
F	Expand and strengthen key community and other partnerships				
G	Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration				

Revised 5/9/2018

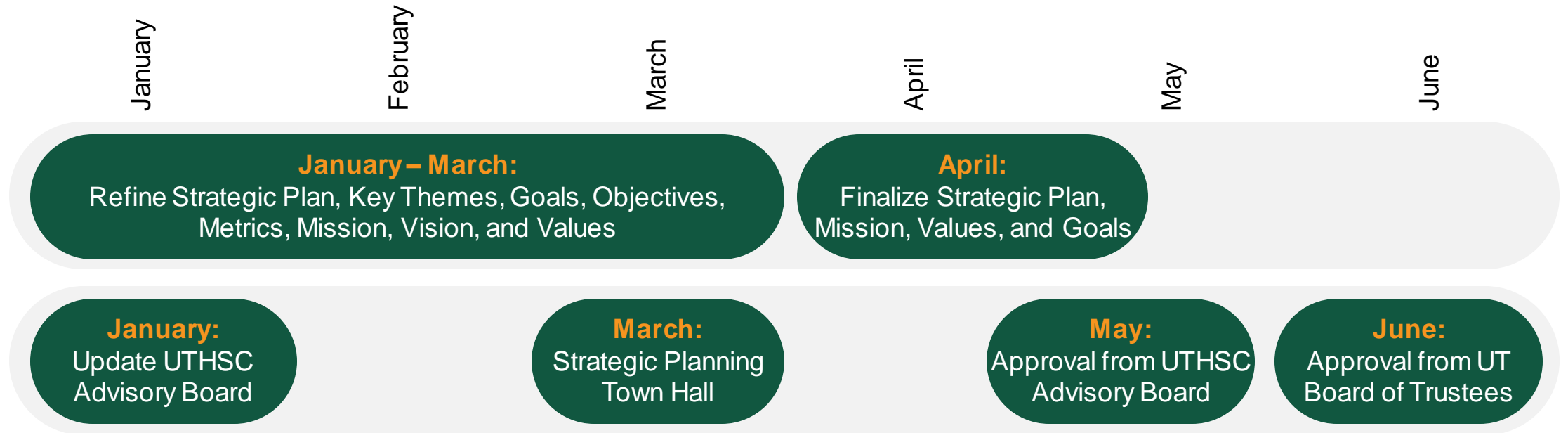
Task Forces, Working Groups, and Tactical Teams

- Mission, Vision, and Values
- Education and Accreditation
- Research and Innovation/Entrepreneurship
- Clinical Care and Engagement
- Philanthropy
- Communications
- Work Environment/
Campus Culture
- Recruitment
- Data and Decision Support

Timeline: July – December 2022



Timeline: January – June 2023



College Updates from the Deans



College of Dentistry



Dean Jay Ragain

- Update on “Healthy Smiles” initiative (\$53M over 5 years)
 - Incremental increase in class size to 130 dental students (from 110), 48-50 dental hygiene students (from 35)
 - Market analysis of current faculty salaries
 - Development of a major D3-D4 clinical training site in Kingsport
 - Consortium forming with UTHSC, ETSU, Ballad Health, and Kingsport Chamber
- Update on two additional D4 rotation sites
 - Crossville (Dept. of Health Clinic), CODA approved, trial run Fall 2022
 - Knoxville (Interfaith Clinic), affiliation agreement in process
- Update on the Delta Dental of Tennessee Building (2023)
- Update on the EFDA Program in East TN on the UTK campus

College of Graduate Health Sciences



Dean Don Thomason

- **Memphis Shelby County Schools Student Summer Workshop**
 - High school students
 - Biotech labs (gene transfer, DNA fingerprinting, gene editing)
 - Grad student/postdoc instructors
 - Continued involvement throughout the school year
- **Teacher Biotech Workshop**
 - Collaboration of UTHSC, St. Jude, MCSC
 - Introduction to lab exercises
 - Expansion to Jackson-Madison County Schools
- **Summer Research Scholars (SRS) Program**
 - Undergraduates doing research for 8 weeks
 - Underrepresented groups in biomedical sciences
 - Grad student/postdoc session leaders
 - SRS participant-led symposium



College of Health Professions



Dean Stephen Alway

- **New college funding**
 - \$1,100,000 over 5 years for Audiology and Speech Pathology (ASP)
 - \$721,908 for 3 years for ASP's UT-Pediatric Language Clinic
 - NIH funding to study muscle protein turnover in disuse recovery
- **Faculty highlights**
 - Dr. Charissee Madlock-Brown – NIH RECOVER grant for long-term COVID effects
 - Dr. Anne Zachry – 2nd edition of parenting book, "Retro Baby"
 - Carlos Clardy and Kyle Huffman – completed Geriatric Certified Specialist examination from the ABPTS
- **New scholarship**
 - James Thelin Scholarship – endowment established and funded for hearing and speech
 - William Frye Scholarship – endowment established and funded for interdisciplinary student research
- **Clinical and community outreach**
 - Volunteer Your Voice Camp for 30 children with communication disorders; first camp since COVID
 - Readiness Workshops provided to 200 kindergarten parents and teachers in underserved areas
- **College's 50th anniversary on November 18**

College of Nursing



Dean Wendy Likes

- HRSA Grants:
 - \$3.9 million STEP Up grant funded
 - \$1.5 million SANE grant trains 20 nurses
- Sickle Cell Boot Camp pilot completed
- ABSN Scholars Program: MLH and Baptist
- UT Southern joint TBSN program

College of Pharmacy



Interim Dean
Bradley Boucher

- ACPE accreditation visit scheduled for October 18-21
 - Accreditation occurs every eight years
- Rise in CoP NIH ranking from #14 to #12 nationally among U.S colleges and schools of pharmacy
- First cohort within the new CoP 3-year PharmD ImPACT program performing very well
- Ongoing recruitment of new CoP Dean
 - Former Dean Marie Chisholm-Burns began new position at the Oregon Health and Sciences University on July 1
 - Bradley A. Boucher, PharmD, serving as Interim Dean since June 1

College of Medicine



Dean Scott Strome

- **Clinical**

- Supporting and participating in the roll out of the clinical strategy based on the OW report
- Onboarding multiple new clinical leaders/faculty

- **Education**

- Accreditation, accreditation, accreditation...

- **Research**

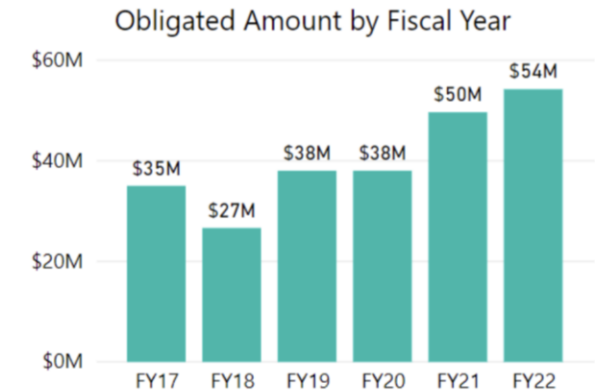
- Initiated search for the new chair of the Department of Neuroscience
- Doubled federal research dollars since 2018

- **Community Outreach**

- Developing a plan with Shelby Co. government for expanding number of UTHSC Health Hubs
- Planning for summer planting at our community farm in Frayser

- **Around the State**

- Appointed Dr. James Haynes as Dean of the Chattanooga campus
- Congratulations to Dr. Paul Hauptman – appointed as Dean of the University of Nevada, Reno SOM



Recap of Update from Chancellor, VC of AFSA, and Deans

- Lots happening
- Recognitions and national prominence for UTHSC
- Mission update
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Comments from Chairman Wenk



UTHSC Advisory Board Discussion



Questions?



“Thank you for this remarkable opportunity to serve **UTHSC** and the great state of **Tennessee**.”

