

DR. PETER BUCKLEY

CHANCELLOR'S REPORT

Initial Considerations by Our Chancellor

- UTHSC mission and operations
- Key partnerships
- Role of Chancellor
- First 100 Days
- Early observations
- Strategic opportunities



UTHSC by the Numbers

- 3,883 regular and temporary employees
- 3,237 enrollment
- 1,419 residents and fellows
- 1,436 degrees awarded
- 95% first-attempt board pass rate
- 95.4% graduation rate
(96% grad; 95% undergrad)



UTHSC Colleges and Rankings

- **Reaccredited for 10 years** by SACSCOC with 0 adverse findings or recommendations
- **Statewide presence, 6 colleges**
 - College of Pharmacy ranked #20 in *USNWR* for colleges of pharmacy
 - College of Medicine ranked #26 in *USNWR* for primary care
 - College of Nursing ranked #26 in *USNWR* among DNP programs
 - Doctor of Audiology program ranked #26 in *USNWR* among audiology programs

Overview of UTHSC Finances

- \$309 million in sponsored program expenditures
- \$308 million general operating budget
 - State appropriations, tuition, and other programs
- \$306 million in clinical revenue
- \$126.6 million in total research grant and contract awards
- Efforts to grow our philanthropic portfolio
 - \$11.8 million raised from 3,777 donors, to date in 2022
 - 22% increase in participation for Giving Day 2022
 - First-ever philanthropy training in June

Current Mission Statement

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.



Reinforcing Our Value to Tennesseans

- Tennessee's only public statewide, academic health system
- Largest educator of health care professionals
- Largest residency/fellowship programs
- Our faculty as clinicians are at major hospitals across Tennessee



UTHSC's Impressive Impact and Momentum

- \$4B contributed to Tennessee economy
- 32,000 jobs statewide supported by UTHSC and its affiliated organizations
- Over 1,436 degrees and 400+ specialty certificates awarded
- Robust financial portfolio
 - 1/3 clinical, 1/3 state, 1/3 research and other contracts/support
- \$306M in clinical revenue from partner practice plans
- \$126.6M in research awards – best year ever

Impressive Growth in Research Portfolio... More to Come

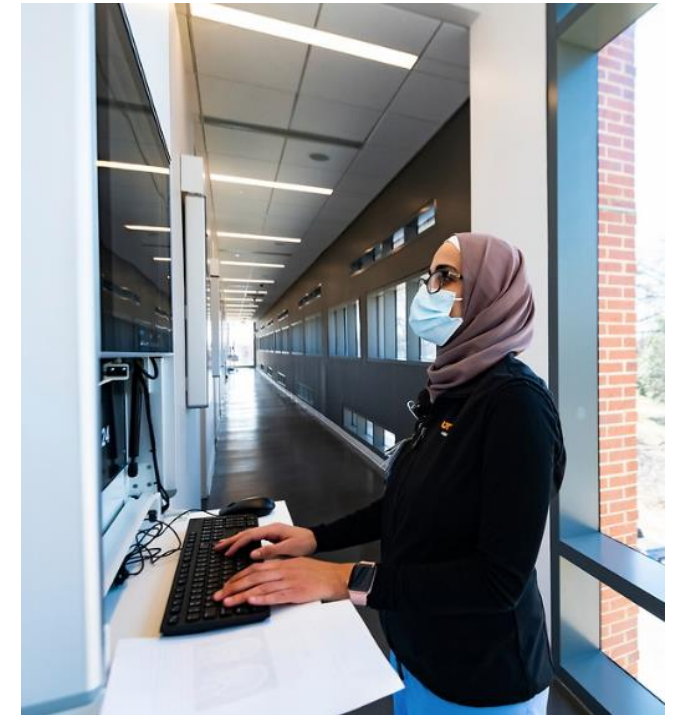
- College of Pharmacy is ranked #14 for annual NIH research funding
- College of Nursing is ranked #51
- College of Medicine is ranked #81
 - Department of Physiology #23
 - Department of Genetics ~mid-40's
 - Department of Anatomy ~mid-40's
- Major BSL 3 grants
- Growing innovations, biotech, medical devices portfolio

Great Places and Partners Across TN



Advancing Our Strategic Clinical Partnerships

- Taking stock of our clinical partnerships in Memphis and greater West Tennessee region
- Clinical partnerships are vital to our ability in collaboration
 - Provide patient care
 - Train tomorrow's clinical workforce
 - Conduct research aimed at improving the health of Tennesseans
- A national health care consultancy firm reviewing relevant prior and current information and will conduct interviews with a broad array of stakeholders and leaders
- Consultants will 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



Impressive New Buildings and Renovations Statewide

- Impressive leadership by Dr. Ken Brown for the new and renovated buildings statewide
- \$45M Delta Dental of Tennessee
- 10-acre public-private housing venture
- \$39.7M Center for Healthcare Improvement and Patient Simulation (CHIPS)
- \$25.2M Cancer Research Building
- \$20M renovation and equipping of the Plough Center for Sterile Drug Delivery Solutions
- \$49M Translational Science Building
- Audiology and Speech Pathology renovation in Knoxville

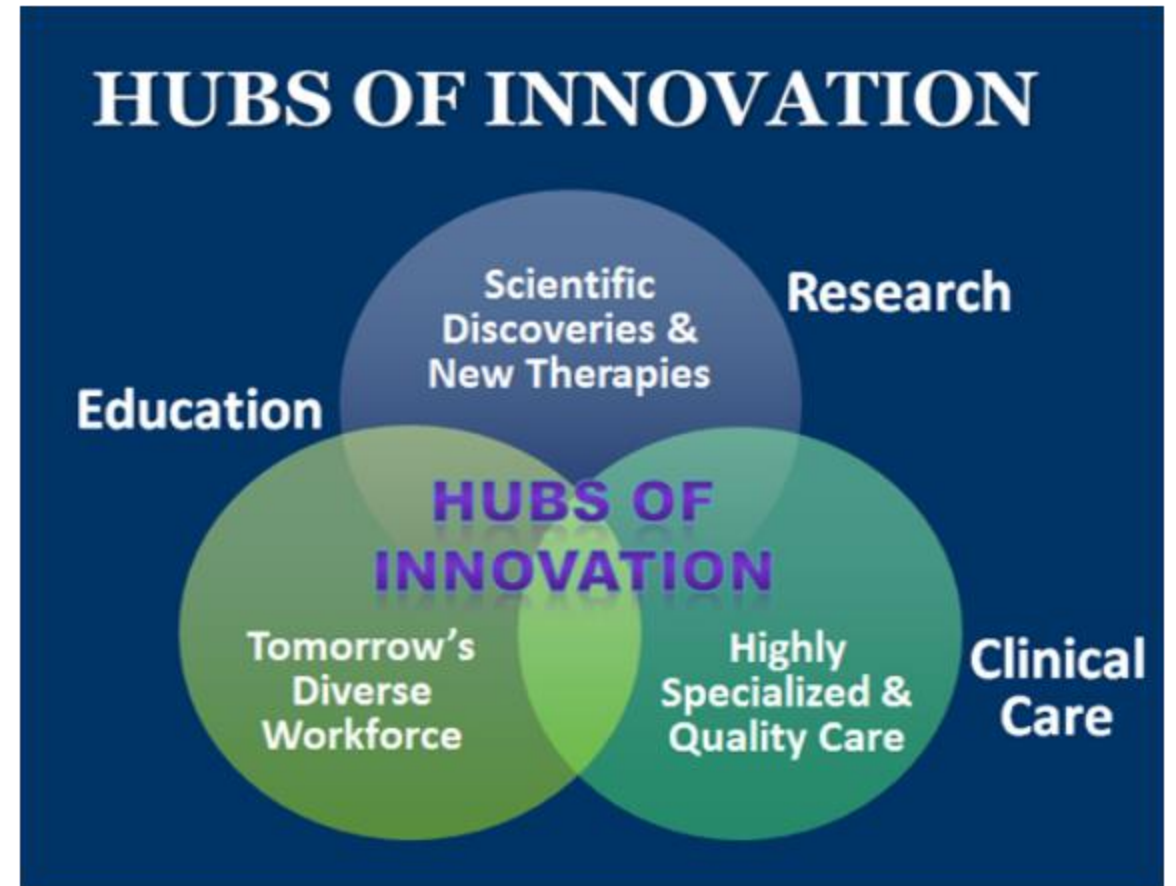


Delta Dental of TN Oral Health Complex – a Highlight of Your Tour Today!



How We Meet Our Mission as Tennessee's Public Academic Health Science Center

- Drive innovation
 - Latest treatments and cures
- Place to be when the worst happens
- Provide complex care
 - Best doctors and equipment
- Where it comes together
 - Intersection of patient care, learning, and discovery



UT's Values Propel UTHSC's Mission

- **Bold and Impactful**
- **Embrace Diversity**
- **Optimistic and Visionary**
- **Nimble and Innovative**
- **Excel in All We Do**
- **United and Connected**
- **Transparent and Trusted**



Be One UT: United and Connected

“None of us is as smart as all of us.” – Ken Blanchard

- We need each other and we need to support each other
- Our mission is too important to be distracted or unsupported

Employee Experience Breakdown



DETRACTORS
Answered 0-6



of Respondents
100 | 14.9%

PASSIVES
Answered 7-8

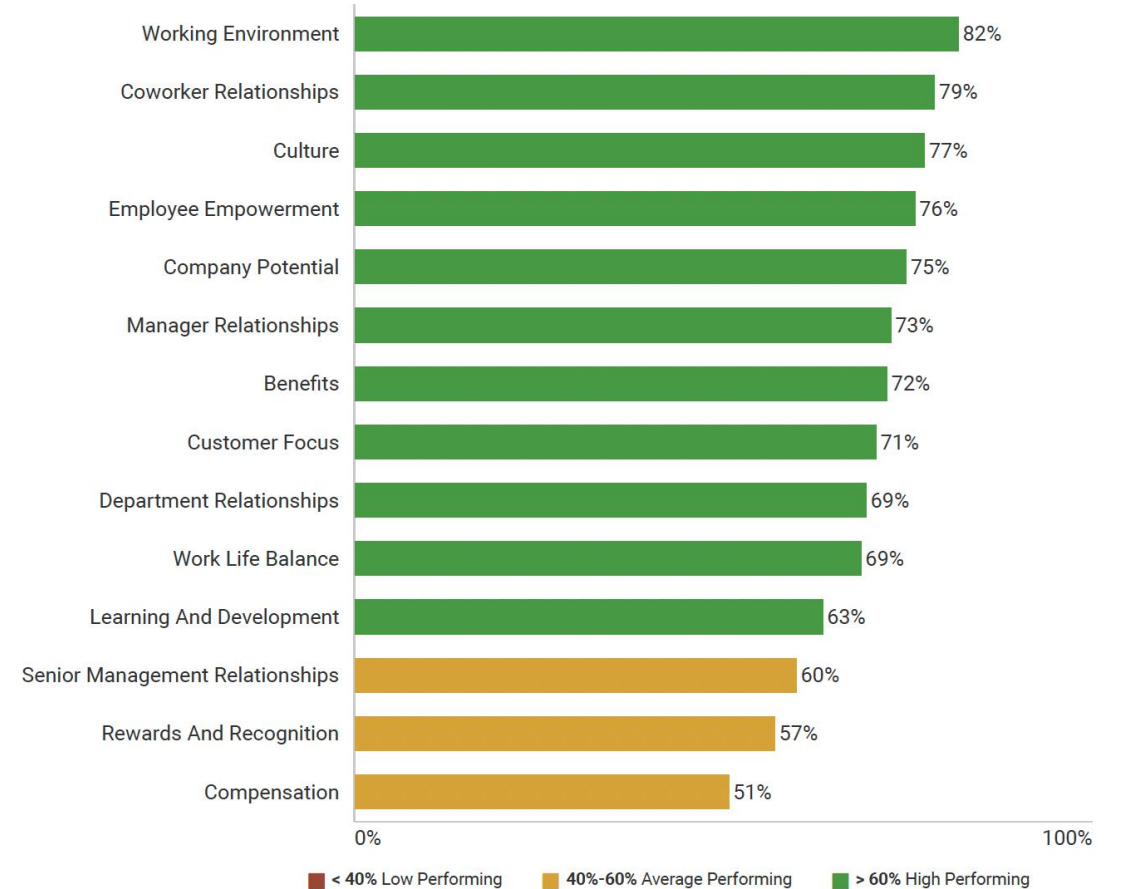


of Respondents
207 | 30.9%

SUPPORTERS
Answered 9-10



of Respondents
362 | 54.1%



Student Survey

- UT System solicited student feedback
- We are reviewing feedback for overall opportunities
- This feedback will feed into the strategic planning process

Comparisons of Student Experience Survey Results Over Time: UTHSC and UT System

Student Experiences Item	Spring 2022		Spring 2021		Fall 2020	
	UTHSC	UT System	UTHSC	UT System	UTHSC	UT System
I would recommend UT as a great place to study.(4)	3.64	3.89	3.62	4.19	3.84	3.62
I believe that I matter and belong at UT.	3.53	3.63	3.27	3.79	3.81	3.46
UT offers the resources I need to succeed. (2)	3.8	3.93	3.49	3.94	3.74	3.33
I am accessing the resources or support I need. (3)	3.72	3.74	3.49	3.69	3.62	3.28
I have adjusted well to hybrid/online learning.	N/A	N/A	3.55	3.32	3.42	2.82
I believe UT listens to its students.(1)	3.44	3.59	3.1	3.67	N/A	N/A
Number of Respondents	569		171	2200	692	8000
Percent Participation	18%		5%	5%	22%	15%
UTHSC Enrollment (each fall)	3237		3188		3188	

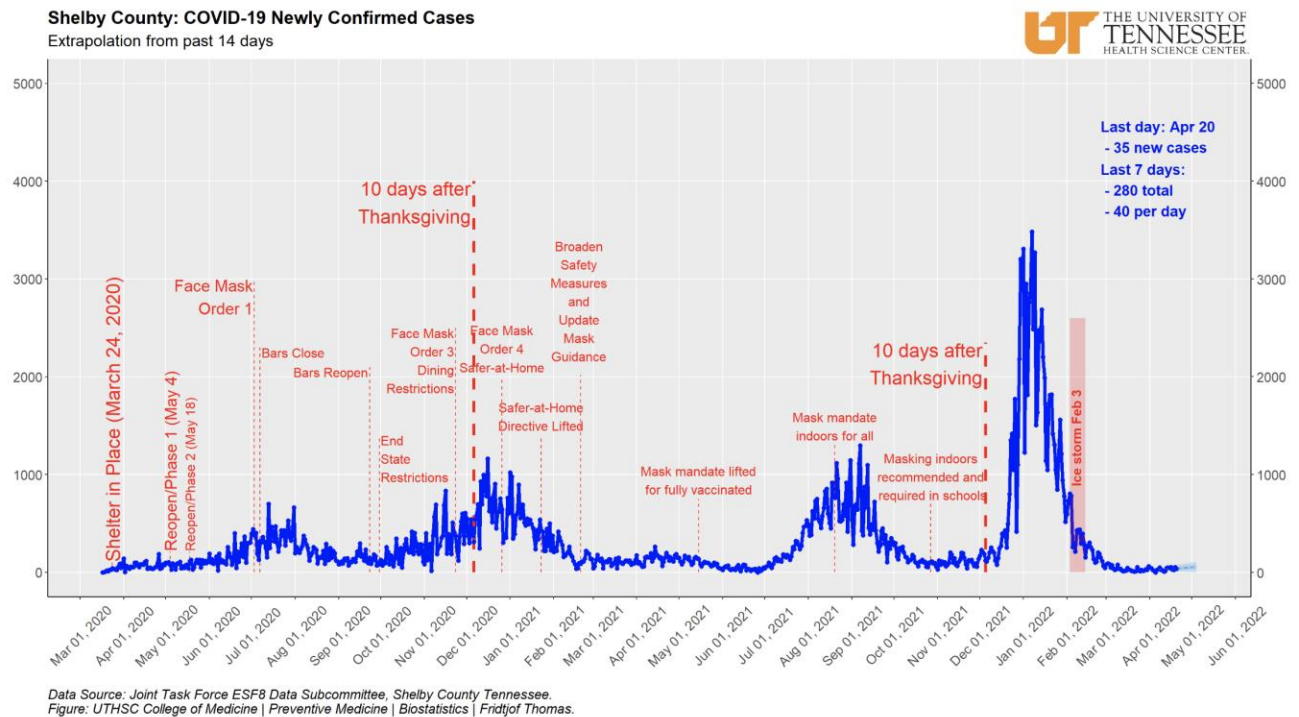
Current wording of items:

- (1) I believe my campus listens to an responds to student needs.
- (2) I agree that my campus offers the resources and/or support needed for my success as a student.
- (3) I am currently accessing the resources and/or support I need to be successful.
- (4) I would recommend my campus to a friend/family member as a great place to study.

Rating scale was 1 to 5 Likert scale where 1=strongly disagree and 5=strongly agree.

From Pandemic to Endemic

- Decline in infections – followed by smaller hospitalizations rise
 - 57.7% of U.S. population has contracted COVID-19
 - 66.7% of U.S. population is fully vaccinated; 30.6% boosted
 - 54.5% of Tennessee population is fully vaccinated
 - Yet over 994,000 deaths and 81.4 million Americans infected since January 2020
- Adjusting to ‘endemic status’
 - Gatherings (with or without masks)
 - Travel
 - Hybrid work-life balance
 - Resilient, but tired



We Have Great Support from Tennessee's Leadership and Unprecedented State Budget

- Great support this year for higher ed, benefitting UT and UTHSC
- \$53M partnership between TN Dept. of Health and UTHSC to improve rural access to dental care
- \$10M recurring funds to TennCare to address TN's residency shortage
- \$3.9M recurring in new operating funding for UTHSC
- 4% salary pool for employees



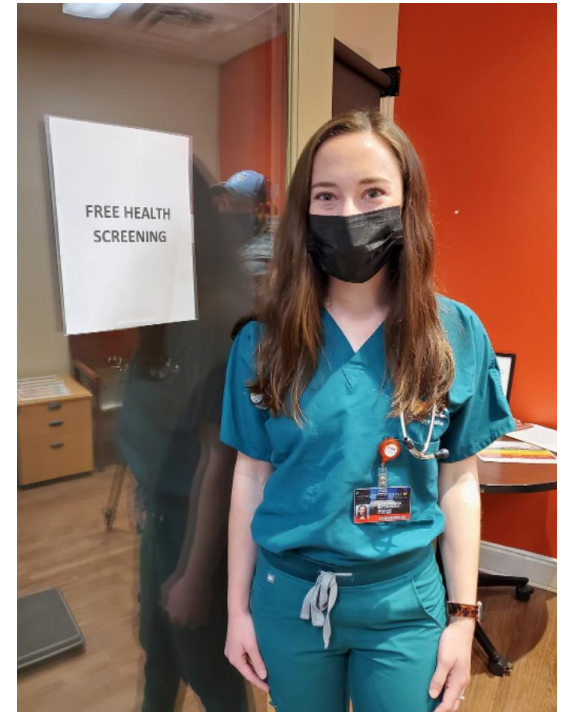
Our Trainees Are Valued... Our Mission is Noble

- In 2021, 20% of the top 50 jobs in *U.S. News & World Report's* “100 Best Jobs” were in health care
- 70% retention rate of UTHSC health professions
- UTHSC’s impressive pipeline and trainee commitments to diversity, equity, and inclusion



Tennessee Really Needs Our Trainees

- Huge demand for dentists, especially in rural regions
 - Nationally: 60 dentists per 100,000
 - TN: 50 per 100,000
 - Appalachia: 4 per 100,000
- Huge demand for nurses
 - Expectations of 12% growth by 2018
 - Shortages and “travelers” expenses severe for TN hospitals
- Physician workforce portfolio is mixed
 - #29 overall in per capita MDs
 - Below national average IMG rate at 17% of workforce
 - 66% MD retention post UME-GME, ranked at #27 nationally



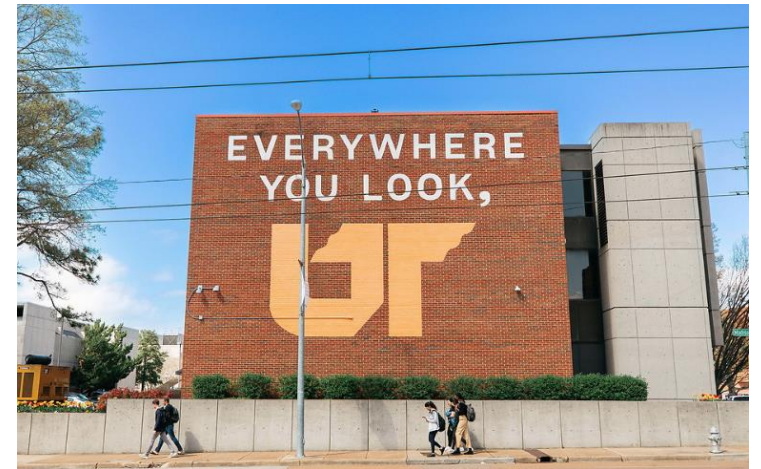
Today Show Features Nursing Graduates Providing Health Care in Rural Tennessee



https://www.today.com/video/how-a-mother-daughter-nursing-duo-cares-for-their-rural-community-139427397518?playlist=mmlsnnnd_todayarchivesfriday

Pride in Our Graduates

- In-person ceremonies in Memphis (May 9-10) and Knoxville (May 18)
- 844 proud and highly accomplished graduates
- Immense joy in celebrating their successes and enormous potential for improving the human condition
- Beautiful events, including poignant posthumous recognition by College of Nursing
- Our newest graduates join UT family of over 422,000 alumni across TN, USA, and the world



Responsibilities as UTHSC Chancellor

- Serves as a member of UT System leadership, reporting to University president, and as chief academic and administrative officer
- Demonstrates commitment to UTHSC's mission by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service
- Grow extramural federal, state, philanthropic, and industry support for research and academic programs
- Work with clinical partners to build collaborative and high-quality clinical practice and training programs to advance interprofessional practice, educational and research programs
- Ambassador, advocate, and champion for UTHSC

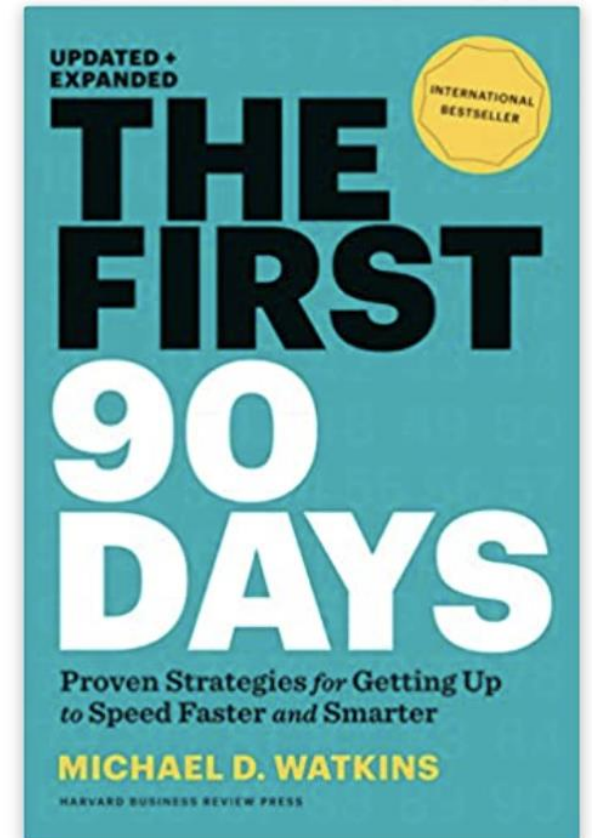
First 100 Days: "You never get a second chance to make a first impression."

- **Stage I: Countdown**

- Introduced leadership style, values, presence (including media)
- Assemble and review key documents
- Engage

- **Stage II: First 100 Days**

- Listening and learning
- Identify issues and early wins
- Stakeholder meetings and friend-raising
- Understand key issues, concerns, risks



First 100 Days: "You never get a second chance to make a first impression."

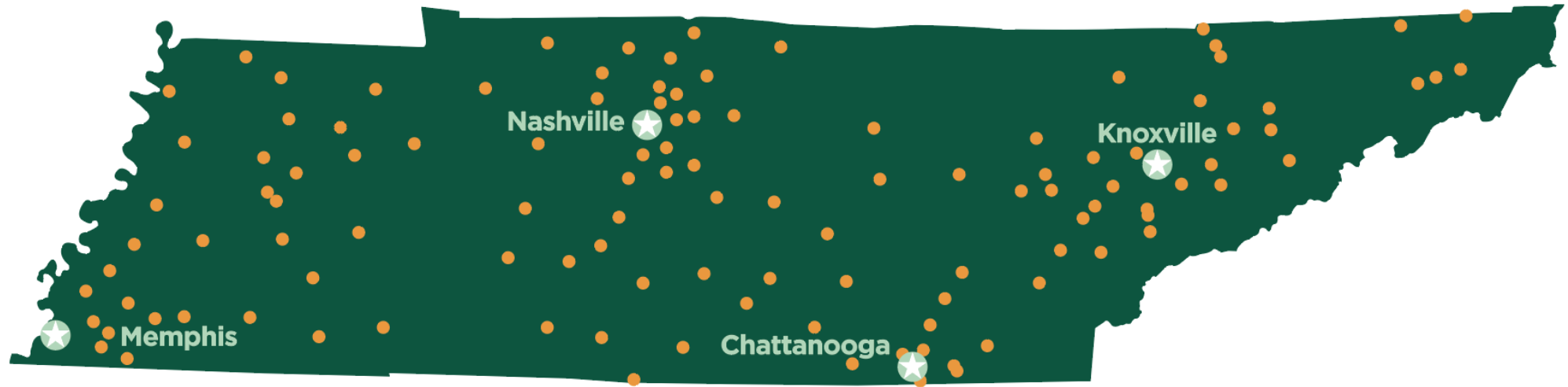
- Stage III: Remainder of Year 1
 - Consolidate team relationships
 - Consolidate community relationships
 - Communications and marketing
 - Strategic planning
 - More to follow



Early Observations... New Discoveries Daily

- **Many Strengths**
 - Committed and impressive leadership at all levels
 - Committed communities across Tennessee
 - Strong research momentum and infrastructure
 - Supportive environment
 - Commitment to a better future for Tennessee
- **Insufficient team cohesion**
 - Let's come out of the pandemic TOGETHER!
- **Accreditation focus**
- **Branding**
- **Philanthropy**

880+ Training Sites Across Tennessee in 119 cities!



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

UT HEALTH SCIENCE CENTER.

Initial Considerations on Opportunities

- Diversify and increase the clinical workforce, trained by UTHSC and partners, to meet the health care needs of Tennessee
 - Dental student opportunities
 - Resident physician opportunities statewide
- Increase philanthropy and UTHSC strategic outreach statewide
 - Grow scholarship portfolio in all 6 colleges
 - Build a robust endowed chairs portfolio to attract “the brightest and best” to UTHSC
 - Support basic science and clinical research
 - Support the momentum of enhancements to campus facilities
 - Training June 2022

Initial Considerations on Opportunities

- Engage in opportunities for collaboration at UTHSC
 - With UT campuses for pipeline development
 - With UT campuses for transdisciplinary research (e.g. ORNL)
 - New programs and joint recruitments
 - With the University of Memphis (excellent meeting with new president)
 - With our communities at large
 - Alumni gatherings
 - Memphis Chamber of Commerce
 - Memphis Tomorrow
 - UTHSC/UT Southern BSN program
 - Fall visits statewide in planning

Initial Considerations on Opportunities

- Advance clinical partnerships strategically and statewide
- Converge on research strategies and fund, accordingly, including pilot funds to stimulate broader collaborations
- Fully embrace Memphis Medical District Collaborative and evolving biomedical science communities statewide
- “Live out” BE ONE UT values and make UTHSC the best place to come to work – and stay – for ALL employees
- Be prepared – and be leaders – in the “brave new world” of higher education and health care after COVID-19

Questions?



Crowe Building

Hyman Building

Johnson Building

Link Building

Mooney Building

Nash Building (via Crowe)

College Updates from the Deans



College of Pharmacy

- Top 20 ranking in U.S. News & World Report among colleges of pharmacy
- One college – 3 campuses (Memphis, Nashville, Knoxville)
- #14 in NIH funding among 140+ U.S. colleges of pharmacy
- Several dual degree and certificate programs
- 3-year accelerated pathway and 4-year pathway
- BS Pharmaceutical Science



Dean Marie
Chisholm-Burns

College of Pharmacy

- Challenges

- Decrease in applicant pool

- To be a preeminent college of pharmacy through excellence in education, discovery, and service

- Opportunities

- Innovative practices
- Unique degree pathways
- Discovery driven



Dean Marie
Chisholm-Burns

College of Nursing



Dean Wendy Likes

- **Overview**

- Accelerated and traditional BSN options
- DNP program: 8 concentrations and 3 dual concentrations
- PhD in Nursing and dual DNP-PhD through College of Graduate Health Sciences
- 7 certificate programs
- Center for Community and Global Partnerships
- Margaret Newman Center for Nursing Theory
- Regional Telehealth Training Center

- **Diversity**

- BSN program: 46% non-white enrollment in 2021
- DNP program: 33% non-white enrollment in 2021
- Faculty: 67% white, 31% black or African-American, 2% Asian
- Black/African-American faculty represent more than 3 times the national average of 8.7%

College of Nursing: Points of Pride



Dean Wendy Likes

- National League for Nursing Center for Excellence™ for Enhancing Student Learning and Professional Development, 2021-2025
- DNP program ranked 27th in the nation by *U.S. News & World Report*. *Top 10% in the U.S.*
- BSN program ranked 43 by *U.S. News & World Report* – highest ranking of any TN College of Nursing on the list
- Top NIH-funded College of Nursing in Tennessee
- The only Registered Nurse First Assistant program in Tennessee
- A Center for Community and Global Partnerships that is improving health care locally and internationally
- The only public nurse-midwifery program in Tennessee
- \$1.5 million HRSA grant for Sexual Assault Nurse Examiner Training
- \$2.79 million HRSA grant for improved healthcare for maternal and obstetrical services in the Delta
- 97.1% three-year average pass rate for BSN students on NCLEX-RN
- 96.3% initial board certification rate for all DNP concentrations combined
- First College of Nursing and first PhD program in Tennessee
- First Doctor of Nursing Practice program in the state – second in the U.S.

College of Medicine

- Global themes
 - Equity, diversity, and inclusion
 - Promotion of women in medicine
- Clinical practice
 - Vital partnerships at each campus across Tennessee
 - Taking stock of all of our relationships with clinical partners
- Ranked #26 in *U.S. News & World Report* for primary care



Executive Dean and
VC Scott Strome

College of Medicine Overview



Executive Dean and
VC Scott Strome

- **Education**
 - LCME
 - ACGME
 - 3-year curriculum
 - Student debt
- **Research**
 - New CoM Research Strategic Plan
 - Near doubling of research funding since 2018
 - Platform technologies – 100,000 genome project
- **Community Engagement**
 - Community Farm
 - UTHSC Health Hub

College of Health Professions



Dean Stephen Alway

• Memphis

- Diagnostic and Health Sciences
 - BS Medical Laboratory Science
 - MS Cytopathology Practice
 - MS Medical Laboratory Sciences
 - MS Clinical Laboratory Science
 - MS Health Informatics and Information Management
 - MS Pathologist's Assistant (2023)
- Occupational Therapy
 - MOT, Master of Occupational Therapy – 42nd nationally ranked
- Physical Therapy
 - DPT, Doctor of Physical Therapy – 49th nationally ranked
- Regenerative and Rehabilitation Sciences
 - PhD, Integrative Biomedical Sciences – Rehabilitation Science

• Clinics

- Rachel K. Stevens Therapy Center
- UT Therapists

• Knoxville

• Audiology and Speech Pathology

- BS Audiology and Speech Pathology
- MS Speech Pathology – 39th nationally ranked
- AuD, Doctor of Audiology – 26th nationally ranked
- PhD Speech and Hearing Science

• Clinics

- Hearing and Balance Services
- Speech, Language, and Swallowing
- Pediatric Language Clinic

College of Health Professions Overview



Dean Stephen Alway

- Steady enrollment
- Steady graduation
- Phase 1 of UT Conference Center renovation – completed 2021
- New program – MS Pathologist's Assistant
- General Education Building renovations – PT and OT
- Accreditations Coming Up
 - ASP 2022
 - HIIM 2022
 - MOT 2023
 - DPT 2023

College of Graduate Health Sciences



Dean Don Thomason

- Research training arm of UTHSC
- 384 students enrolled in:
 - 13 PhD and Masters programs
 - Integrated Biomedical Sciences (PhD)
 - Biomedical Engineering (PhD and MS, joint with University of Memphis)
 - Dental Sciences (MDS specialties)
 - Epidemiology (MS)
 - Health Outcomes and Policy Research (PhD and MS)
 - Laboratory Research and Management (MS)
 - Nursing Science (PhD)
 - Pharmaceutical Sciences (PhD and MS)
 - Pharmacology (MS, 1 year post-bac program)
 - Speech and Hearing Science (PhD)
 - 2 certificate programs
 - Clinical Investigation
 - Healthcare Quality Improvement
 - ~ 110 Postdoctoral Scholars
 - Career development activities
 - Training documentation

College of Graduate Health Sciences Initiatives



Dean Don Thomason

- STEM education in K-12 schools
 - Assist STEM educators
 - Provide hands-on laboratory exercises
 - Our trainees as role models (rock stars)
- Summer biomedical research immersion for undergraduates, particularly for those who are underrepresented in biomedical research
- Alumni engagement through trainee career development
 - Angel-Elevated (entrepreneurial "elevator" pitch)
 - 3-Minute Thesis competition (convincing your grandmother that what you are researching is important in three minutes with one slide)
 - Career Insights series (varied pathways our alumni have taken)
 - Interdisciplinary Student Team Projects (develop "soft skills")

College of Dentistry



Dean Jay Ragain

- Doctor of Dental Surgery degree (4 years)
- Bachelor of Science in Dental Hygiene degree ("2 Plus 2 Program")
- Combined certificate and Master of Dental Science (MDS) degree programs
 - Orthodontics (3 years)
 - Periodontology (3 years)
 - Prosthodontics (3 years)
 - Forensic Dentistry, UTMC, Knoxville, TN (2 years)
- Certificate programs with optional Master of Dental Science degree
 - Endodontics (2 years; with MDS degree one additional year)
 - Pediatric Dentistry (2 years; with MDS degree one additional year)
- Certificate program
 - Oral and Maxillofacial Surgery (four years)
- Advanced Education in General Dentistry program (1 year)
 - Matthew Walker Clinic, Nashville
 - Dunn Dental Building, Memphis – opened July 2021

College of Dentistry Initiatives



Dean Jay Ragain

- TN Department of Health "Healthy Smiles Initiative – Improving Access to Dental Care"
 - UTHSC College of Dentistry – \$53M over 5 years
 - Increase number of AEGD program sites across TN (Jackson, Knoxville, and Kingsport)
 - Incremental increase in dental class size to 130 students
 - Develop a D3-D4 clinical training site in Kingsport
- Develop two additional D4 rotations in Crossville (Department of Health Clinic) and Knoxville (Interfaith Clinic)
- Opening of the Delta Dental of Tennessee Building (2023)
- Offering the EFDA program in East Tennessee on the UTK campus