



# HEALTH SCIENCE CENTER

Advisory Board Meeting

January 12, 2024



# Special Presentation

# Our Cabinet Team



# Building Our Team: Across the State

Dr. Trey Eubanks



President, Le Bonheur  
Professor, Department  
of Surgery

Dr. Keith Grey



President, UTMCK  
Associate Professor,  
Department of Surgery

Dr. Robert M. Craft



Dean,  
College of Medicine  
Knoxville

Dr. James Haynes



Dean,  
College of Medicine  
Chattanooga

Dr. Brian Wilcox



Associate Dean,  
Clinical Affairs and GME,  
College of Medicine  
Nashville

# Inaugural Chief Wellness Officer – Jessi Gold Joins Us February 1

- The University of Tennessee System first ever position supported through the UT Health Science Center
- Reporting to Paul Wesolowski, Vice Chancellor for Strategic Partnerships
- Remarkably talented psychiatrist with impeccable credentials – Yale, Stamford, Washington University



# Ongoing and Upcoming Recruitments

- Vice Chancellor for Research
- Dean, College of Dentistry
- Executive Dean, College of Medicine (post LCME)

# Building Our Team in 2024: Expand and Broaden the University Council

- Regional campuses leadership
- Employee Relations Committee and Exempt Staff Council leadership
- Faculty Senate leadership
- Student Government Association Executive Council
- Other executive leaders

# Building Our Team in 2024: Clarity, Structure, and Order for Meetings

- Executive Leadership Team (ELT)
- Leadership Council (LC): Vice Chancellors and Deans
- Chancellor's Cabinet (CC)
- University Council (UC)
- Clarity, structure, and order in meetings
  - Sequence
  - Function
  - Flow
- Decision making, dialogue, and communication
- Transparency and cohesion
  - Flow within individual units



# 15 Leadership Observations For Our Aspirational Culture

1. Create urgency and momentum for future endeavors
2. Build on our community engagement activities to foster strong community presence and ownership at all levels of leadership
3. Emphasize and prioritize philanthropy
4. Emphasize the importance of accreditation and sufficiently prioritize such at all levels
5. Move away from siloed approaches to more collaborative style of management
6. Collectively finding "the sweet spot" between functional independence, interdependence, and centralization
7. Renewed focus on communication and transparency

# 15 Leadership Observations For Our Aspirational Culture

8. Communicating – and “living out” – our statewide presence with integrated synergistic UTHSC campuses
9. Improved decision making enabled by strategic and effective leadership meetings
10. Development of an inclusive and holistic budget process
11. Addressing salary in the context of career advancement
12. Optimizing our approaches to faculty and staff recruitment and to student enrollment
13. Implement a strategic approach to space utilization and capital investments
14. Well documented and efficient business processes
15. “Better doesn’t happen without change”



**UT** HEALTH SCIENCE CENTER

# Strategic Plan

2023 - 2028

THE UNIVERSITY OF TENNESSEE  
HEALTH SCIENCE CENTER

# Our Vision (Healthy Tennesseans. Thriving Communities.) vs Our Reality

- Tennessee is ranked 3<sup>rd</sup> to last healthiest state
- Highest opioid use
- 3<sup>rd</sup> highest smoking (18.56)
- 5<sup>th</sup> highest obese adults (38.9%)
- 5<sup>th</sup> highest cancer mortality
- 5<sup>th</sup> highest heart disease mortality
- 6<sup>th</sup> highest diabetes and elevated cholesterol prevalence
- 6<sup>th</sup> highest in hypertension and COPD rates
- 6<sup>th</sup> shortest life expectancy

*Forbes, 2024*

# Strategic Plan Developed in 2023, Implement in 2024 – 2028

- Powerful four-word vision
- Convergence of statewide presence and performance
- “Perspiration” (e.g. accreditation) and “inspiration” (e.g. new partnership)
- Several early wins
- Leadership is supporting implementation and progress
- Unit level operational strategic plans to be developed/implemented in unison
- Communication and refinement
  - College presentation by pillars

# Early Wins

## Pillar 1: Engaging Communities

- Exploring partnering with West Tennessee Health (WTH) in Jackson for joint recruitment of otolaryngology services provider
- Exploring expanding GME residency opportunities at WTH for internal medicine and OB/GYN
- Meeting with Mercy Regional Health System to explore starting a residency program
- Developing a Dentistry location in Savannah
- Increasing percentage of students participating in >20 hours of community service hours annually: 36% in 2022, 39% in 2023

# Early Wins

## Pillar 2: Educational Excellence

- Fully embracing access and engagement
- Chief Wellness Officer hired jointly by UTHSC with UT System for focus on student and employee mental health and wellness
- Multi-year non-tenure track faculty appointments
- Accreditation updates in Notes from the Cabinet
- Establishment of Council of Academic Program Leaders

# Early Wins

## Pillar 3: Expanding Research

- Actively recruiting our next Vice Chancellor of Research
- Negotiating for increase in indirect costs with federal government
- Increasing transparency of finances and budget with relation to CTN2, CTSA, financial supplements for additional duties, and distribution of indirect costs
- Initiating regular statewide research meetings
- ORII



# Early Wins

## Pillar 4: Advancing Health

- Supporting Shelby County mental health jail facility
- Partnering with the VA to expand GI service to the community at the UCH surgery center
- Partnering with the VA to expand dental service at the new dental school building
- Partnering with the county on additional expansions of health hubs and other community events where UTHSC provide health screenings and consultations

# Early Wins

## Pillar 5: Developing Talent

- Philanthropy consultation completed
- Philanthropy on the rise
- Marketing and branding focus in 2024 – launch of purposeful “UT Health Science Center”
- Performance indicator: Staff engagement survey response to question "*Taking everything into account, I like working at the University of Tennessee.*" 2022 baseline: 80%. 2028 target: 85%. 2023 report: 81%.
- Performance Indicator: Student experience survey response to question "*I believe that I matter and belong at UT.*" 2022 baseline: 3.59. 2028 target: 4.0. 2023 report: 3.97

# Post-Approval Activities

October 2023 Retreat



# Post-Approval Activities

- Agenda item at all campus meetings
- Colleges and campus units working on their strategic or operational plans
- Pillar Champions meeting monthly and accountable for work with their pillars
- Task forces and workgroups developed (building capacity across campus, infusing the plan into all we do)
- Monitoring performance indicators

# Recognizing Opportunities

- New leaders offer new and refined perspectives
- Build focused strategic and operational plans for:
  - Enrollment
  - Research
  - Clinical care and public service
- Use those plans to drive the financial, capital planning, and philanthropic strategy
- All focused on gaining prominence as a state-wide academic health sciences institution that serves the State of Tennessee

# Philanthropy: Groundwork for Future Success

- \$29.7 Million prior year with stretch goals
- Increased employee giving
- Friend raising across Tennessee
- External consultation with feedback in March 2024
- Outreach to foundations
- Tied to statewide branding and strategic communications

# 2023 Giving Day Campaign Overview

- Goal: 1,100 gifts in 24 hours
- Outcome: 1,067 gifts
- \$635,674
- 1,353 donors
- 359 new donors

RECORD TYPE	TOTAL DONORS
Alumnus - Graduate	577
Friend	353
Faculty/Staff	233
Student Contributor	124
Corporation	14
Former UT Employee	11
Parent	10
UT Retiree	9
Alumni Affiliate	8
Public Charity	6
Vet Medicine - Grateful Client	2
Family Foundation	2
Alumnus - Non-Graduate	1
Community Foundation	1
Estate of (Alum)	1
Other Organization	1

# Goals for Giving Day 2024\*

Category	Target # of Donors	Stretch # of Donors
Campus Wide	200	220
Dentistry	130	143
Graduate Health	50	55
Health Professions	150	165
Medicine	200	220
Nursing	120	132
Pharmacy	150	165
	1,000	1,100

\* We are counting donors this year, not gifts, due to UTFI's switch to GiveCampus online giving platform



# Branding: Statewide Presence and Co-Branding

- Emphasis on “UT” and “Health Science Center” instead of “HSC”
- Promotion of new vision
- Updated email signature
- Updated PowerPoint templates
- Updated stationery package
- New mission, vision, and values posters



# College Updates from the Deans



# College of Dentistry



Dean Jay Ragain

- Groundbreaking for remodeling the new dental clinic training site in Kingsport – January 17
  - Construction estimated to begin January 18
  - Goal to have floss cutting by July 2024 with fourth year dental student rotations to begin in August
- Moving forward with transferring the affiliation of the General Practice Residency located at the UT Medical Center in Knoxville from the Graduate School of Medicine to the College of Dentistry
  - Incoming residents in July 2024 will be first College of Dentistry cohort
- Pursuing a clinic rotation opportunity in Savannah, TN
  - Benefactor has offered to buy the land and build a clinic with an attached living area
  - In December, productive meetings were held with Lifespan Health, Hardin County Mayor, and Hardin County Medical Center

# CoD: Strategic Plan Update



Dean Jay Ragain

- **Pillars 1 (Engaging Communities) and 4 (Advancing Health)**
  - Established new off-site clinical rotations in Knoxville and Crossville
  - Expansion plans on-going for clinical rotation sites in Kingsport and Savannah
  - Possible collaboration with Memphis VA Hospital
  - 31,000 patient visits by DDS '23 at Memphis clinics and 2,900 at Union City Clinic
- **Pillar 2 (Educational Excellence)**
  - 130 students in the incoming class of 2028 (pending CODA approval)
  - College of Dentistry Moving Forward Committee Pipeline program initiatives
- **Pillar 3 (Expanding Research)**
  - New Associate Dean for Research hired in 2023
  - Identify existing and emerging target area/focus for research
- **Pillar 5 (Developing Talent)**
  - Continue to hire new faculty
  - OneUTHSC CoD Task Force created to assess and improve CoD climate
  - CoD COACHE Task Force to address areas identified in 2022 survey

**95% patient satisfaction  
in 2023**

**100% pass rate on Integrated  
National Board Dental Exam  
(Class of 2023)**

**\$325,000 grant for clinical  
trials of a salivary diagnostic  
test for oral CA (Dr. Owosho)**

**87% faculty satisfaction  
(2023 internal survey)**

# College of Graduate Health Sciences



Dean Don Thomason

- Awarded \$47k for 8 projects in the 2<sup>nd</sup> round of independent research project funding; one project is already in the IP disclosure/patent evaluation process
- Three-Minute Thesis competition held December 1; winner goes to the Council of Southern Graduate Schools regional competition in Greenville, SC on March 14
- Internship Recognition and Industry Luncheon held December 7 to increase awareness of student internship opportunities
- Postdoc Research Showcase held December 19; Dr. Paul Rhyne (Microbiology '96) from the Bill and Melinda Gates Foundation Research Institute was the keynote speaker
- Established a pathway program with Elizabeth City State University and developing a program with UT Martin and UT Southern



# CoGHS: Strategic Plan Update



Dean Don Thomason

- **Pillar 1 (Engaging Communities)**
  - 1.1.3 Corporate and foundation partnerships for workforce development
  - 1.2.2 Increase awareness of UTHSC by including community representatives in CoGHS activities
  - 1.3.3 Increase alumni participation in community engagement activities through volunteerism and sponsorship
- **Pillar 2 (Educational Excellence)**
  - 2.1.3 Launch new and expand existing programs by expanding clinical certificate programs and formalizing dual-degree programs
  - 2.1.4 Develop and coordinate pipeline programs
  - 2.3.4 Conduct external periodic program reviews
- **Pillar 3 (Expanding Research)**
  - 3.2.4 Increase support for new grant submissions by providing F-award bootcamps
  - 3.3.1 Encourage research and scholarship across colleges and institutions with interdisciplinary programs and partnership agreements
  - 3.3.4 Develop entrepreneurial activities and advance business acumen by placing the entrepreneurship course leadership under UTRF personnel
- **Pillar 4 (Advancing Health)**
  - 4.3.2 Expand rural health tracks/experiences through research done by students in Health Outcomes and Policy, Epidemiology, Dental Sciences, and Speech and Hearing Science
- **Pillar 5 (Developing Talent)**
  - 5.1.1 Secure gifts to support research, scholarships, etc.
  - 5.1.2 Elevate UTHSC's reputation and brand – world-wide pipelines and social media campaigns
  - 5.2.4 Retention of current employees by providing career development activities

# College of Health Professions



Dean Stephen Alway

- Self-study for the Physical Therapy reaccreditation Doctor of Physical Therapy degree will be submitted to the accrediting body in January 2024
  - Anticipated campus visit from the site team late in the spring semester
- Recruitment interviews for Physical Therapy were completed and letters of acceptance sent
- A letter of offer has been extended to a faculty candidate to support the teaching and research mission of the new Pathologist's Assistant Program as it increases the incoming student cohort for January 2024
- During FY2023, the CoHP faculty submitted **47 grant applications requesting over \$18.4 million** in research dollars
  - This productivity compares with 16 grants and contracts that were awarded to CoHP faculty as PI totaling \$2.4 million, a 13% increase from FY2022
- The calendar year was capped by a \$2.4 million grant that was awarded to Drs. Ilsa Schwarz, Jillian McCarthy, and Erinn Finke from the Department of Audiology and Speech Pathology for their grant, "Project-PAL Preparing Academic Leaders to Teach, Conduct Research, and Engage in Professional Services to Improve Language and Literacy Outcomes for Children with High Need Communication Disorders"
  - Faculty extramural grant support and peer-reviewed publications for 2023 have broken the previous years' records for our scholarship in our college

# CoHP: Strategic Plan Update



Dean Stephen Alway

- 5 groups were formed to align with the UTHSC Strategic Plan. Each workgroup balanced representation of faculty and staff across all pillars:
  - CoHP Advancing Health Pillar Workgroup Membership
  - CoHP Educational Excellence Pillar Workgroup
  - CoHP Expanding Research Pillar Workgroup
  - CoHP Engaging Communities Pillar Workgroup
  - CoHP Developing Talent Pillar Workgroup
- Process
  - Each committee was charged by the Dean
  - Each group has met 3-4 times
    - Identified 1 goal/pillar
    - Identified 3 objectives
    - Identified 3 strategies
    - Identified 3-5 metrics for each goal
    - These all need to align with the UTHSC Strategic Plan
- Progress
  - CoHP's Strategic Plan drafts are progressing with each of the workgroups having near complete drafts (anticipate by the end of January)
  - Drafts will be assembled into a singular document and reviewed and approved by the Dean's Council (chairs, associate deans, faculty representation, staff representation)
  - The draft will be sent to the CoHP Faculty Organization for review and discussion by March 1
  - We anticipate a college review of the combined document and approval by late spring



# College of Medicine



Interim Dean  
G. Nicholas Verne

- **Events**

- Golden Graduate Alumni Homecoming – October 25-26, 2023
- Alumni cocktail reception – November 30, 2023
- Board of Visitors meeting – February 9, 2024

- **New Chairs**

- Dr. Hae Won Shin, UTHSC Semmes Murphey Professor of Excellence in Neurology and Chair of Neurology at UTHSC College of Medicine – January 2, 2024

- **Community Engagement**

- ShelbyCares Ribbon Cutting – November 9, 2023

- **Awards**

- Dr. Mukta Panda was awarded the 2023-2024 American College of Physicians Award for Outstanding Contributions to Improving Well-Being and Professional Fulfillment in Internal Medicine

# CoM: Strategic Plan Update



Interim Dean  
G. Nicholas Verne

- **Pillar 2 (Educational Excellence)**

- Undergraduate Medical Education

- LCME-Limited Site Visit (virtual) – October 16-17, 2023; Final decision – March 2024
- Military Match – December 13, 2023
  - Erin Dolvin, Naval Medical Center; Justin Lopez, Madigan Army Medical Center; and Samuel Scroggs, Naval Base – San Diego, California
- Match Day – March 15, 2024 at the Botanic Gardens

- Graduate Medical Education

- GME Global Conference – February 22-23, 2024

- Physician Assistant Program

- ARC-PA accredited through March 2027
- PA Program and Medical Student Graduation – December 11, 2023
- Welcomed new student class – January 2, 2024

# College of Nursing



Dean Wendy Likes

- **CoN grant submissions are up 100% over the previous year**
  - CoN received a four-year, \$4 million HRSA grant to increase the number and diversity of Nurse-Midwives in the Delta
  - CoN also received a \$1.5 million 3-year HRSA grant to increase simulation in nursing education
  - The U.S. Department of Agriculture awarded a \$364,502 grant to the college for an expansion of sickle cell education for frontline health care providers
- **BSN program is now fully deployed with six simultaneous cohorts of students: 2 in the ABSN and 4 in the TBSN**
- **Between 2020 and 2023, total college enrollment grew by 27.6%**
- **For fall 2023, the college had 198 new students, including 92 DNP, 64 ABSN, 28 TBSN, and 14 certificates**

# CoN: Strategic Plan Update



Dean Wendy Likes

- Pillar 1: Strengthen Student Recruitment, Retention, and Outcomes
- Pillar 2: Grow and Strengthen Research
- Pillar 3: Advancing Healthier Communities
- Pillar 4: Leverage, Develop, and Recognize Talent
- Cross-Cutting Concepts
  - Communications and Marketing
  - Diversity, Equity, Inclusivity, and Belonging
  - Philanthropy
  - Innovation and Technology

# College of Pharmacy



Dean Reginald Frye

- Faculty and staff news:

- Faculty members Drs. Chasity Shelton and Andrea Franks were named Distinguished Fellows in the Pharmacy Academy at the National Academies of Practice (NAP)
- Professor Emeritus Bradley Boucher received the Paul F. Parker Medal for Distinguished Service to the Profession of Pharmacy in November 2023 at the annual American College of Clinical Pharmacy meeting
- UTMC/UTHSC College of Pharmacy Residency named TPA Health-Systems Pharmacy Residency Program of the Year
- Dr. Junling Wang, Vice-Chair of Research and Professor in Clinical Pharmacy and Translational Science, was awarded a five-year, \$1.54M NIH grant

- Student news:

- American Society of Health-System Pharmacist Mid-Year Meeting in December
  - More than 220 alumni and students attended our college reception
  - 13 students presented research posters
  - 95 P4 students registered for the residency match program
- P2 student Jahlyn Hayes was awarded one of five 2023 CVS Health Minority Scholarships from the American Association of Colleges of Pharmacy (AACP)
- P3 student Diego Benavides was selected as one of 20 students in AACP inaugural Aspiring Academics class

# CoP: Strategic Plan Update



Dean Reginald Frye

- **Pillar 1 (Engaging Communities)**
  - CoP students organized the 10<sup>th</sup> annual “Race for the Summitt 5K” in Knoxville to benefit the Pat Summitt Foundation, which funds research on Alzheimer’s
  - CoP student chapter of the American Pharmacists Association Academy of Student Pharmacists (APhA-ASP) Annual Mid-Year Regional Meeting won two regional awards – Operation Immunization and Operation Substance Use Disorder
- **Pillar 2 (Educational Excellence)**
  - Initiating curriculum revision with goal to substantially increase active learning
  - Exploring partnerships in Chattanooga to enhance clinical training opportunities
- **Pillar 3 (Expanding Research)**
  - College ranked #6 in NIH Funding
  - Faculty currently working on P-award application
- **Pillar 4 (Advancing Health)**
  - CoP has a Rural Health Certificate program for pharmacy students
  - Exploring opportunities to expand rural health experiences
- **Pillar 5 (Developing Talent)**
  - CoP staff team building exercises, Pharm-Tastic Recognition Award

# Feedback and Discussion

# State of the University



February 16

10:00 am