THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER™

TRANSFORMING
LIVES | COMMUNITIES | HEALTH CARE

The Five-Year Strategic Plan
2018-2019 through 2022-2023
FINAL

Approved by University of Tennessee Board of Trustees
June 22, 2018

To the University of Tennessee Board of Trustees:

The University of Tennessee Health Science Center embarked on a thorough strategic planning process in 2012. Outside consultants provided guidance in the development of the first Strategic Map which began in FY15 and concluded in FY18. As part of the planning, stakeholders across campus met to identify the critical strategic priorities as well as strategies to move the mission forward. We made progress on all of the priorities and at the conclusion of FY18, UTHSC has many successes to celebrate.

Planning for the new strategic plan began in 2017. The campus reviewed the current plan with the goal of improving the strategies and creating closer linkages to strategies and outcomes. The process involved standing committees across the campus rather than creating new working groups. This process can be replicated in the future and taps committees and working groups familiar with the mission of the institution.

A committee was formed to review the mission of the institution. The group considered the rich history of UTHSC and its long-standing commitment to improving the health of the citizens of Tennessee and beyond. New themes emerged including the recognitions that we should embrace the global community and our role in discoveries to impact health beyond the borders of Tennessee and the United States. The committee also wanted to recognize the need to create a diverse health care workforce as well as a campus that welcomes everyone. The resulting mission fine-tuned the previous mission and charts the course for a meaningful future for UTHSC.

The same group convened in the spring of 2018 to consider language that captured the vision and foundational values of UTHSC.

The report provides the details of the new strategic plan which will be in place from FY19 until FY23. We are confident the plan will guide the institution as we reach greater heights in the mission areas of education, research, clinical care, and service. We look forward to input from the UT Board of Trustees.

Sincerely,

Steve J. Schwab, Chancellor

WE TRANSFORM THROUGH:

OUR MISSION

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.

OUR VISION

Working together to transform lives and build healthy communities

AND OUR VALUES

Excellence	Health Equity
Caring	Integrity
Respect	Diversity
Knowledge	

THE STRATEGIC PRIORITIES OF THE PLAN

The University of Tennessee Health Science Center will:

- 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's contributions

- Align UTHSC resources with areas of excellence

The Plan includes four cross-cutting priorities that span the five main strategic priorities.

- Recruit and retain faculty and staff through development, support, and mentorship

- Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community

- Expand and strengthen key community and other partnerships

- Strengthen organizational effectiveness through a focus on a culture of excellence across UTHSC

STRATEGIC PRIORITY A

Educate outstanding graduates who meet the needs of the state and its communities

Strategies

- Expand and strengthen team-based Interprofessional educational experiences

- Cultivate and sustain effective educational models and technologies to enhance student learning and engagement

- Foster student wellness and resilience to prepare them for lives and careers as health professionals

- Prepare graduates to understand and address the social determinants of health in the communities we serve

- Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting health care landscape

Outcomes/Metrics

- Maintain stable enrollment (~3,200)

- Maintain number of degrees granted (~950)

- Maintain first time board pass rates at or above 95%

- Maintain graduate and professional graduation rates at or above 95%

STRATEGIC PRIORITY B

Grow the research portfolio focusing on targeted areas

Strategies

- Provide necessary infrastructure for research and scholarship

- Enhance connections between researchers at various translational stages (T0 to T4)

- Create a collaborative research network across, disciplines, colleges, campuses, universities, hospitals, and industry

- Develop and implement research mentorship programs

Outcomes/Metrics

- Increase research grant awards and expenditures by at least 6% per year

- Continue to provide at least six VCR Distinguished Lectures per year in T0 to T4 Translational Stages[1]

- Provide a minimum of ten Collaborative Research Network (CORNET) awards per year

- Hire at least five new faculty in targeted Areas of Excellence and Focus areas per year

- Create mentorship programs as part of the Delta Clinical Translational Science Award (CTSA) Consortium

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[1] T0 -T4 refers to the phases of translational research with T0 representing basic science research and T1-T4 representing translation of research to humans, patients, practice, and community, respectively.

STRATEGIC PRIORITY C

Create areas of clinical prominence while expanding outreach

Strategies

- Develop centers of excellence in targeted areas

- Establish a culture of best practice

- Strengthen program quality using performance metrics

- Develop and implement community and statewide clinical and outreach programs

- Expand the scope and quality of integrated clinical practice

Outcomes/Metrics

- Increase RVUs[2] overall by 10% each year

- Increase the number of practice groups by 10% over 5 years and increase the geographic coverage of the practice groups throughout the state

- Ensure at least 25% of new clinical hires each year are in areas of prominence, including Cancer, Cardio-Vascular, Transplantation, Neuroscience, and Children's Health

[2] RVU refers to relative value units., a measure used for reimbursement for physician services.

STRATEGIC PRIORITY D

Increase visibility and recognition of UTHSC contribution

Strategies

- Broaden and bolster the branding and marketing strategy

- Increase awareness of UTHSC's health care initiatives and contributions, from local to national and international audiences

- Renovate facilities to stimulate learning

- Be legislative advocates for UTHSC

- Promote UTHSC as a positive, equitable and necessary entity in health care, education, research, and clinical practice

Outcomes/Metrics

- Increase the number of media placements including print, social media, television, etc. highlighting UTHSC by 5% each year

- Increase the number of local health initiatives, including health fairs, screening, etc. by two per year

STRATEGIC PRIORITY E

Align UTHSC resources with areas of excellence

Strategies

- Address prioritized needs/deficits requiring additional resources

- Increase collaboration across UT

- Allocate space based on need across UTHSC

- Re-engineer clinical and core services to increase effectiveness and efficiency

- Optimize productivity and alignment of faculty, staff, students and administration

- Build and sustain a philanthropic culture across UTHSC, alumni and external stakeholders

- Develop leaders of all levels of the institution

Outcomes/Metrics

- Provide a minimum of ten Collaborative Research Network (CORNET) awards per year

- Continue implementation of the UTHSC Campus Master Plan

- Continue participation in the UT Leadership Institute and the proposed UT Leadership Academy (when approved)

- Increase philanthropic receipts by 15% annually over the previous five-year rolling average.

CROSS-CUTTING PRIORITY F

Recruit and retain faculty and staff through development, support and mentoring

Outcomes/Metrics

- Successful nomination of employees to the UT Leadership Institute and to the newly proposed UT Leadership Academy

- Increase participation and the number of events in the Women's Resource Group by 2% each year

- Develop and implement internal faculty leadership programs including chair onboarding and sustained chair training

- Create mentorship programs as part of the Delta Clinical Translational Science Award (CTSA) Consortium

- Increase the number of staff training programs by 2% per year

CROSS-CUTTING PRIORITY G

Foster and sustain a diverse and inclusive culture where we respect
and engage all members of the UTHSC community

Outcomes/Metrics

- Increase participation in programming sponsored by the Office of Equity and Diversity by 2% each year

- Fully implement the Quality Enhancement Plan focused on the Social Determinants of Health

- Increase the number of standardized patient encounters that involve diverse populations by 2% each year

- Recruit and retain a diverse student body and faculty to mirror the diversity within Tennessee

- Develop and implement strategies for targeted recruitment of faculty

- Continue to implement holistic admission strategies

CROSS-CUTTING PRIORITY H

Expand and strengthen key community and other partnerships

Outcomes/Metrics

- Maintain the number of clinical practice groups co-managed with partners

- Increase research with partners through Clinical Trials Network 2 (CTN2)

- Increase the number of local health initiatives in partnership with community organizations by six per year

- Continue participation by cabinet and dean level administrators on local, regional, and national boards

CROSS-CUTTING PRIORITY I

Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC

Outcomes/Metrics

- Deploy technological solutions to increase information security, efficiency and increase robustness of reporting (DM-Activity Insight, OnBase, others as needed)

- Apply Lean 6 strategies across the campus