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
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
Dear Colleagues and 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 Dennis, a College of Medicine alumnus who works with Memphis Radiological PC, and Dr. Joni Wegner, a College of Dentistry alumnus 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 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 several member Campus Advisory Boards for each of the UT campuses, including UTHSC. We appreciate Judge Norris for his leadership and guidance. In his concluding remarks, Judge Norris praised our clinical faculty for outstanding advice and support during the COVID-19 pandemic. He also spoke passionately to us about the many qualities that make UTHSC such a special asset to Memphis and to the great state of Tennessee and he encouraged us to “spread the word, be a voice, and tell about our value to our communities. And yes, we will do just that going forward.”

Pride in our UTHSC Advisory Board: Planning for the future as Tennessee’s only fully integrated academic health system.

From the desk of Dr. Peter Bankole, Chancellor
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
  ▪ Tennessee came in #6
   • #2 for economy
   • #5 for cost of living
   • #42 for life, health, and inclusion
  ▪ Technology and innovation
  ▪ Business headliners
  ▪ Education
  ▪ Access to capital
  ▪ Cost of living

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<th>AMERICA’S TOP STATES FOR BUSINESS 2022</th>
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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 Systemwide 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

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<tr>
<td>Educate outstanding graduates who meet the needs of the state and its communities</td>
<td>Grow the research portfolio focusing on targeted areas</td>
<td>Create areas of clinical prominence while expanding outreach</td>
<td>Increase visibility and recognition of UTHSC contribution</td>
<td>Align UTHSC resources with areas of excellence</td>
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<tr>
<td>1</td>
<td>Expand and strengthen learner-based interprofessional educational experiences</td>
<td>Provide necessary infrastructure for research and scholarship</td>
<td>Develop targeted areas of centers of excellence</td>
<td>Broaden and bolster the branding and marketing strategy</td>
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<td>2</td>
<td>Cultivate and sustain effective educational models and technologies to enhance student learning and engagement</td>
<td>Enhance connections between researchers at various translational stages (T1 to T4)</td>
<td>Establish a culture of best practices</td>
<td>Increase awareness of UTHSC’s healthcare initiatives and contributions, from local to national and international audiences</td>
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<td>3</td>
<td>Foster student wellness and resilience to prepare them for success as health professionals</td>
<td>Create a collaborative research network across, disciplines, campuses, and industries</td>
<td>Strengthen program quality using performance metrics</td>
<td>Remove facilities to stimulate learning, scientific discovery, and research</td>
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<td>4</td>
<td>Prepare graduates to understand and address the social determinants of health in the communities we serve</td>
<td>Develop and implement research mentorship programs</td>
<td>Develop and implement community-based and statewide clinical and outreach programs</td>
<td>Engage stakeholders, including alumni, to be legislative advocates for UTHSC</td>
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<td>Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting healthcare landscape</td>
<td>Expand the scope and quality of integrated clinical practice</td>
<td>Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice</td>
<td>Optimize productivity and alignment of faculty, staff, students, and administration</td>
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<td>Recruit and retain faculty and staff through development, support, and mentorship</td>
<td>Offer special events and initiatives to promote health within the community</td>
<td>Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders</td>
<td>Develop leaders at all levels of the institution</td>
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<td>7</td>
<td>Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community</td>
<td>Expand and strengthen key community and other partnerships</td>
<td>Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC</td>
<td>Including staff, faculty, and administration</td>
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Revised 5/9/2018

Championing Inclusion, Diversity and Engagement
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

- **July – August 8:** Receive updated SWOTS/Strategic Plans from units
- **July – August:** Identify/Invite Members of Steering Committee and Task Forces
- **August 10:** Update UTHSC Advisory Board
- **September:** Task Force Orientation
- **September:** Strategic Planning Retreat
- **September:** Strategic Planning Town Hall
- **October – November:** Steering Committee and Task Forces Meet
- **November 9:** Update UTHSC Advisory Board
- **November – December:** Iterative Drafting of Strategic Plan, Mission, Vision, and Values
- **December:** Strategic Planning Debrief
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<th>Event Description</th>
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<tr>
<td>January</td>
<td>Update UTHSC Advisory Board</td>
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<td>January – March</td>
<td>Refine Strategic Plan, Key Themes, Goals, Objectives, Metrics, Mission, Vision, and Values</td>
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<td>March</td>
<td>Strategic Planning Town Hall</td>
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<td>April</td>
<td>Finalize Strategic Plan, Mission, Values, and Goals</td>
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<td>May</td>
<td>Approval from UTHSC Advisory Board</td>
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<tr>
<td>June</td>
<td>Approval from UT Board of Trustees</td>
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College Updates from the Deans
College of Dentistry

• 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

• 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

• 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
  ▪ 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

• 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

- 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

- 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.”