MESSAGE FROM THE CHANCELLOR

The past four years have been filled with many successes for our institution. We embarked on a strategic plan designed to position the University of Tennessee Health Science Center as a national leader in targeted areas of excellence across our mission and throughout our campuses and colleges. Our accomplishments are the result of the collective efforts of our students, faculty, staff, administrators, alumni and community partners. Our success is also due to the strong support we have received from the University of Tennessee System Administration, Legislators and the Governor.

UTHSC is proud of its many accomplishments during this strategic planning cycle and we have highlighted a few in this publication including:

- We educated a record numbers of health care professionals who will positively impact the health of the citizens of Tennessee and beyond.
- Increases in enrollment numbers by 12% over the four-year period of the plan.
- UTHSC was named a Memphis top workplace for the fourth consecutive year by the Commercial Appeal based on morale, commitment to employee well-being, and advancement opportunities.
- The Plough Center for Sterile Drug Delivery Solutions was designated as a Center of Excellence in global medical product quality and pharmaceutical supply chain security by the Asia Pacific Economic Cooperation. Most recently, the Center won the 2018 Building Memphis Award for Best Renovation (Large Category) by the Memphis Business Journal.
- We completed major projects on campus, including the Translational Sciences Building and completion of our new simulation center, the Center for Healthcare Improvement and Patient Safety.
- The College of Dentistry expanded its reach across the state with new clinics in Nashville and Chattanooga. Clinics are now located in West Memphis, Union City, Jackson, Nashville, Chattanooga, Knoxville, and Bristol.
- The budget, clinical revenue and academic payments all grew to record levels during the four-year period.

As we embark on the implementation of a new strategic plan, UTHSC remains steadfast to its commitment to improve the health and well-being of Tennesseans and the global community by fostering an integrated, collaborative and inclusive mission of education, research, scientific discovery, clinical care and public service.

I look forward to sharing information on our accomplishments and plans for the next four years. The future is bright for the University of Tennessee Health Science Center.

Sincerely,

Steve J. Schwab, M.D.
The Teaching and Learning Center was founded as a result of the strategic planning process. The TLC hosts and organizes events designed for faculty and staff to share expertise and explore innovations in the pursuit of teaching excellence. It is faculty-centered and activity-based, committed to collaboration with and support of faculty to achieve their teaching and learning outcomes.

The College of Pharmacy ranks 17th among the nation’s doctor of pharmacy programs in U.S. News & World Report magazine’s America’s Best Graduate Schools. The College of Pharmacy has over 100 full- and part-time faculty members who are certified by the Board of Pharmaceutical Specialties.

The College of Nursing continues to respond to changing workforce needs in the area of Nursing. The BSN program was reinstated and began a twice a year admission process. Its graduates have had a 100% Board Pass rate over the last three years. The new RN First Assistant Program is the only one in Tennessee, and is designed to prepare nurses with the skills needed to provide evidence-based care to surgical patients before, during, and after surgical procedures.

The College of Nursing was recently ranked 23rd in the country for its Doctor of Nursing Practice program (DNP) in the 2019 Best Graduate Schools listing by U.S. News & World Report. The DNP program received the recognition among 552 nursing schools with master’s and doctoral programs that were surveyed. With seven program concentrations and two dual-degree concentrations, the College of Nursing’s DNP Program produces the largest number of advanced practice DNPs in the country. It was also the first program in the state of Tennessee to offer the Pediatric Acute Care Nurse Practitioner concentration.

In addition to the existing sites in Jackson, TN and Little Rock, AR, the College of Dentistry expanded their extramural clinic rotations to include Bristol, Union City, Chattanooga and Nashville, TN in their ongoing efforts to expand, develop and implement off-campus sites. The recent donation of two SUV vehicles from Delta Dental of Tennessee, allows students to carpool together when traveling back and forth from Memphis to Bristol for their clinical rotations.

Rachel Kay Stevens died suddenly, shortly after beginning her Occupational Therapy training at UTHSC. A new pediatric OT clinic opened in her memory. The Rachel Kay Stevens Therapy Center is the only pro bono pediatric clinic in the area that provides occupational therapy services to children and their families who are uninsured or underinsured. The clinic is managed and staffed primarily by OT students as volunteers, under the direct supervision of UTHSC faculty.

The Physician Assistant Program became a part of the College of Medicine in July 2016. The 2016 graduating class obtained an impressive 100% first-time PANCE pass rate. Students who have completed employment surveys during the first 6 months after graduating reported 91% are employed, with 73% working in either family medicine or internal medicine subspecialties with an average starting salary $88,000 annually.

The College of Graduate Health Sciences welcomed its inaugural class of eight students from Harbin Medical University in China for the UTHSC Summer Interns Program. The students were on campus for four weeks. The college began the program so that students and researchers, abroad and at UTHSC, could gain different perspectives in health care from their peers. UTHSC plans to have the opportunity available for students on campus to study abroad at Harbin Medical University.
The Office of Research created the Collaborative Research Network to provide UTHSC faculty with a new platform to create research partnerships across disciplines, Colleges, Universities and nations. The Collaborative Research Network (CORNET) was first awarded in 2016. Most recently, the Clinical CORNET awards program has been created. To date, the CORNET Awards have provided over $1.5 million in funding to support new collaborative research teams and their projects.

The CTN2, Clinical Trials Network of Tennessee, is a site management organization to enable UT faculty clinical researchers to design, solicit and conduct robust statewide clinical trials in order to increase access to new therapies for patient care, research opportunities and education, and to enable UTHSC to get credit for clinical trials conducted by its faculty. The Clinical Trials Governance Board (CTGB) was created to support and grow clinical research by promoting access to resources and opportunities for investigators and faculty throughout the UTHSC system.

Two new institutes have been established during the strategic planning cycle. The Institute for the Study of Host Pathogen Systems (ISHPS) will synergize infectious disease research among an interdisciplinary group of faculty. The Institute for Biomarker and Molecular Therapeutics (iBMt) is a research enterprise focused on developing new biomarkers and molecular level therapeutic modalities for chronic diseases such as, but not limited to, cancers, HIV/AIDS, stroke and cardiovascular disorders.

In October 2015, the Office of Research Development (ORD) was established to oversee the announcement and review of all intramural grants including Bridge Funding, New Grant awards and CORNET awards. ORD also provides targeted information to faculty on available grant opportunities through the Elsevier Pure system.

The Office of Scientific Writing was established and designed to assist research faculty, postdoctoral fellows and students in the writing of successful research grants and scientific manuscripts. The office supports the research faculty on UTHSC’s Memphis, Nashville, Chattanooga and Knoxville campuses. The Director of Scientific Writing provides investigators with editorial services, specific aims development and concise explanations, project descriptions and project narratives development, and educational resources and expertise for improving the clarity and cogency of manuscripts and grant applications.

A committee with broad faculty representation, developed an Allocation of Research Space Plan in 2016. Briefly, the committee crafted an open and transparent process that guides the assignment, solicitation and usage of space based on clear metrics. Key features are a rolling three-year average of extramural funding, the type and scope of faculty research, as well as location.

In 2017, UTHSC, in partnership with the University of Tennessee Research Foundation (UTRF), welcomed the first Entrepreneur-in-Residence (EIR). The EIR position is a shared resource between Memphis Bioworks Foundation and UTRF, and is designed to support innovative research teams and their entrepreneurial ventures in Memphis and throughout the state. Funding for the new EIR came from the i6 Challenge Award given by the U.S. Economic Development Administration through their Regional Innovation Strategies program to UTHSC in partnership with Memphis Bioworks Foundation and UTRF in 2016.
CLINICAL CARE

PRIORITY

• Develop Targeted Areas of Centers of Excellence
• Establish a Culture of Best Practices
• Strengthen Program Quality Using Performance Metrics
• Develop and Implement Community-Based and Statewide Clinical and Outreach Programs
• Implement Continuous and Seamless Data-Sharing

HIGHLIGHTS

The College of Medicine introduced the world’s most comprehensive Mobile Stroke Unit, capable of conducting and producing advanced quality imaging for stroke diagnosis and treatment. This is the first time CT capabilities of this magnitude have been available in a mobile setting, creating the ability to diagnose and launch treatment. The Mobile Stroke Unit will serve a community with a major stroke health problem. The stroke rate in Memphis is 37 percent higher than the national average.

The students in the College of Pharmacy have been providing flu shots to the campus community for the past 15 years. The annual Boo Flu immunization clinic is held in October and flu shots are provided to more than 1,914 employees. The students gain experience giving immunizations, a requirement for certification by the American Pharmacy Association Pharmacy Based Immunization Delivery Program.

Volunteer Your Voice Summer Camp in Knoxville, a one-week camp for children ages 8 to 15 with speech, language and hearing impairments makes learning fun. The program gives the participants a traditional camp experience, while helping them work on their speech and language skills. It is developed by College of Health Profession’s Department of Audiology and Speech Pathology.

In 2015, the College of Dentistry, the oldest school of dentistry in the south, opened two dental clinics to serve the working poor in communities at either end of the state – Union City in western Tennessee and Bristol at the far eastern edge of the state. Other clinics exist in Memphis, Jackson and Chattanooga.

UTHSC’s Center for Addiction Science was recognized recently as the first Center of Excellence in Addiction Medicine by The Addiction Medicine Foundation. The Center for Addiction Science was founded to address the untreated addiction epidemic, not only in Memphis, but across the country. The Center for Health in Justice Involved Youth is based on the belief that exposure to trauma and violence in childhood starts a cycle that can lead young people to crime and eventual incarceration. The Center provides information about adverse childhood experiences (known as ACEs), including violence, trauma, household dysfunction and abuse, which may alter a young person’s emotional responses and set the stage for future antisocial behavior. The goal of the center is to raise awareness for better mental health services in the community for young people and their families, and to coordinate delivery of those services to ensure the community’s youth have a chance to succeed. Center faculty and staff worked with the Shelby County Juvenile Court to establish an assessment center to help diagnose and treat mental health issues of young people who come before the court.

Two new Faculty Affiliated Practice Groups were added during one strategic planning cycle. UT-Regional One Physicians was formed in 2014 and University Clinical Health in 2016.
• Increase Awareness of UTHSC Community Contributions
• Align Messaging of and Enlist Advocacy by Partners/Alumni
• Strengthen Legislative Interaction
• Implement Strategies to Demonstrate Health Impact

The bright orange UT icon was added to new exterior signage at Methodist University Hospital, and the hospital will be referred to as Methodist UT Hospital in recognition of the successful and growing partnership between UTHSC and the Methodist Le Bonheur Healthcare system. Methodist UT Hospital is a core teaching hospital for UTHSC.

The Plough Center for Sterile Drug Delivery Systems, a $16 million, state-of-the-art facility for manufacturing drugs will train pharmaceutical students while at the same time developing small-batch compounds for testing in clinical trials and producing “orphan” drugs that target rare diseases but aren’t profitable to Big Pharma companies. Two recent accomplishments include: being named Best Renovation (Large Category) by the Memphis Business Journal in its 2018 Building Memphis Awards and designated as a Center of Excellence in global medical product quality and pharmaceutical supply chain security by the Asia Pacific Economic Cooperation (APEC), an international forum supporting economic growth in the Asia-Pacific region.

Methodist Le Bonheur Healthcare (MLH) and UTHSC announced a $40 million gift, the largest single donation in the healthcare system’s nearly 100-year history. The anonymous gift will be used to transform the current Methodist University Hospital Transplant Institute (a partnership between MLH and UTHSC) from a leading transplant program, to a world-class research program and a progressive healing environment for patients and families alike.

The annual Back-to-School Family Affair serves more than 1,000 children from all over the Mid-South, with free health screenings, physical exams, immunizations, dental, vision and blood pressure screenings. UTHSC has participated in the event for more than 20 years, and two years ago, began doing a school supply drive several weeks before the event on campus to equip students for the new school year. Among the services provided, physical exams are conducted by the College of Nursing and dental screenings were performed by the College of Dentistry.

Student members of Kappa Psi, a pharmaceutical fraternity, in the College of Pharmacy made a little girl’s dreams come by providing a wish for a 5-year-old through Make-A-Wish Mid-South. The child, who is from Mexico, loves the movie “Frozen” and wished to go to Disney World. Thanks to Kappa Psi, she and her parents were presented with a trip to Disney World. But first, she was the guest of honor at a Disney-themed party. Students dressed in Disney character costumes provided by Make-A-Wish and lined a blue walkway to greet her.

The College of Health Profession’s Physical Therapy department hosted GoBabyGo! Memphis, bringing mobility to children with special needs through custom-modified toy cars. The PT department provided off-the-shelf toy cars that have been custom modified for a group of children, ages 13 months to 4 years old, who otherwise might not be able to use them. Push buttons were added for those who can’t operate switches, support structures were designed for those who can’t sit up, and voice- or head-controls to help those who lack hand mobility.

Families in the Mid-South benefited from more than 21,000 meals thanks to the funds donated by faculty, staff and students during the annual Campus Food Drive held every year around the holiday season. In addition, a total of more than 1,500 pounds of food were donated during the one-month collection period.
The University received independent accreditation from the Southern Association of Colleges and Schools Commission on Colleges in 2015. This resulted in the separation of UTHSC from UT-Knoxville. The review resulted in full-accreditation with no monitoring. The next review is scheduled for April 2020. Once that review is completed, the cycle will include reviews every ten years with five-year interim reporting.

The University started a health initiative to provide primary care onsite. The goal is to ensure the health and well-being of faculty and staff. Two groups of employees, facilities workers and administrative professionals, were offered free biometric screenings and follow-up consultations. Approximately 50 to 75 percent of the employees in those groups took advantage of the offer. A similar program was started in the College of Dentistry to provide free dental screenings to facilities and administrative employees.

The campus received the designation as a “VETS Campus” which recognizes UTHSC’s work to help military veterans transition from military service to higher education. The University seeks to make health care education more accessible to qualified students who have served their country. UTHSC was the first in the statewide University of Tennessee System to be named a VETS Campus.

Campus Recreation created the Healthy Living Program, a 12-week program that provides structure, expert tips, and encouragement in a group setting. The program targets employees who seek to adopt healthier habits. Since its inception, it has helped 51 participants who have lost a total of 99 inches. Participants meet to discuss topics of nutrition, fitness and exercise one night a week.

The Office of Finance developed a budgeting process which requires requests to be tied to the strategic plan and specific priorities. This ensures investment in initiatives that support the overarching goal to advance the health of Tennesseans.
In an effort to advance the practice of nursing and improve community health, the College of Nursing launched a new Center for Community Partnerships and Nursing Innovation. The Center is designed to develop sustainable partnerships with clinical, research and service institutions in the Mid-South to advance health care, foster innovative nursing strategies, reduce health disparities, and improve patient outcomes.

The College of Dentistry provides free dental services to elementary and middle school students on National Give Kids a Smile Day. In 2017, a total of 893 dental procedures worth $17,954 were performed during the service event, one of many ways UTHSC annually works to improve health in the community. The Dentistry students also joined the Mid-South Mission of Mercy for a two-day free dental clinic offering services to the underserved in Memphis and the Mid-South in February 2017. More than 1,856 registered volunteers treated 2,154 patients and provided $1,166,091 of free dental procedures to the community.

UTHSC hosted a white coat ceremony for high school students from across the Mid-South. The ceremony is the conclusion of a six-month program called Determined to be a Doctor Someday (DD5). The initiative is the creation of local dentist and UTHSC College of Dentistry alumna with the goal of stimulating and encouraging minority and under-represented students to pursue careers in health care. With the help of the American Dental Association and continuous support of UTHSC, the program provides mentors for participants and facilitates identification of the necessary resources to achieve their goals of becoming health care professionals.

UTHSC hosted the fourth Livel! Memphis Breast Cancer Summit, presented by the Memphis Breast Cancer Consortium (MBCC). The annual event was conceived to educate African-American women about breast cancer and to encourage preventive measures to promote early detection, which often leads to a cure. UTHSC works in collaboration with community groups that also seek to battle breast cancer in the African-American community. UTHSC served as the host and lead sponsor in 2015, and has been joined in the sponsoring role each following year by Baptist Cancer Center and West Cancer Center.

UTHSC has formed a partnership with Birmingham’s Southern Research to advance promising research that could lead to new drugs to address unmet medical needs. The program links the drug discovery and development expertise of Southern Research with UTHSC’s research network, which spans four campuses and has been involved in sponsored programs valued at $240.5 million in 2016. The Health Informatics and Information Management Program at UTHSC partnered with Girls Inc. of Memphis this summer to teach information technology skills to teenage girls. The girls, ages 13 and 14 years old, are part of the Eureka! program, a five-year STEM program at Girl’s Inc., and a year-round program with an intensive summer session that exposes girls to careers in science, technology, engineering and math. The girls were taught the basics of website design.

UTHSC’s Boling Center for Developmental Disabilities and LeMoyne-Owen College are partnering on a project aimed at getting more minority students interested in studying developmental disabilities. The partnership is funded by grant through the U.S. Department of Health and Human Services’ Administration for Community Living. With the project, the Boling Center and LeMoyne-Owen hope to generate more African-American interest, develop more opportunities for people with disabilities, promote cultural competence in the disability field, and enhance the skills of faculty to deliver timely and culturally competent training and services to the students they serve.
DIVERSITY

HIGHLIGHTS
The Office of Equity and Diversity (OED) increased communication to the campus regarding diversity initiatives. The OED’s Diversity Matters newsletter was refreshed and distributed monthly via email. An inclusion listserv was created with a focus on ways to value, respect, and support students, postdocs, medical residents/fellows, staff and faculty across UTHSC. Information shared through the listserv allows equal access to opportunities and resources offered or facilitated by OED. It also provides the opportunity to hear from the UTHSC community about ideas, perspectives and experiences that supports institutional mission successes with diversity and inclusion.

The College of Pharmacy was the only pharmacy in the country to receive the 2017 Health Professions Higher Education in Excellence in Diversity Award from INSIGHT into Diversity magazine. More than 140 institutions applied for the honor which recognizes health science schools that demonstrate an outstanding commitment to diversity and inclusion. Only 23 schools received the recognition.

The Tennessee Institutes for Pre-Professionals (TIP) continues to inspire students to pursue careers in healthcare. TIP prepares Tennessee’s underrepresented college students in professional academic healthcare programs through exposure to clinical shadowing opportunities, personal and professional development, standardized entrance exam preparation, as well as clinical simulations.

Identifying the next generation of dentists is important to a College of Dentistry alumna and the Determined to Be a Doctor Someday (DDS) Symposium was born. The annual program, targeting minority students, involves guest speaker, hands-on activities, breakout sessions and panel discussions. Scholarships are linked to the program.

The College of Medicine Chapter for the Student National Medical Association (SNMA) hosted the Dream Big Conference which targeted middle and high school students. The conference was designed to sharpen their social, cultural and professional skills. The SNMA, the oldest and largest independent student organization focusing on the concerns of back medical students in the United States, fosters growth and development in the community, especially in underserved areas.

The Diversity and Inclusion Committee was formed to serve an advisory roll to the Chancellor regarding how the campus can better leverage diversity and inclusion as an advantage in pursuing an integrated program of education, research, clinical care and public service.

Students at UTHSC and the other UT institutions participated in The Student Experience Survey Which was designed to assess the climate on campus. We were pleased that 37% of our students responded to the survey and 87% rated the climate of the overall campus as “very comfortable” or “comfortable. Eighty-two percent of Students rated the climate in the academic department and 83% rated the climate in the classroom as very comfortable” or “comfortable. Results will be used to add to our knowledge base of how students feel about the campus climate and the resources available.
Strengthen Organizational Effectiveness and Adaptability Through a Focus on a Culture of Excellence Across UTHSC

**STRATEGIC MAP: 2014 – 2018**

Position UTHSC as a National Leader in Targeted Areas of Excellence Across Missions, Campuses, and Colleges

**A** Increase Visibility

**B** Align UTHSC Resources with Areas of Excellence

**C** Grow the Research and Recognition of Clinical Prominence Across Expanding Outcomes

**D** Develop Targeted Areas of Centers of Excellence

**E** Increase Program Collaboration Across the UT System

**F** Provide Necessary Facilities, Infrastructure, and Core Support for Research and Scholarship

**G** Increase Awareness of UTHSC Community Contributions

**H** Expand and Strengthen Interprofessional Training

**STRATEGIC MAP: 2018-2019 TO 2021-23**

Address prioritized needs/deficits requiring additional resources

**A** Strengthen Program Quality Using Performance Metrics

**B** Develop Program to Link Clinical and Basic Science Researchers

**C** Provide necessary infrastructure for research and scholarship

**D** Renovate facilities to stimulate learning, scientific discovery, and research

**E** Cultivate and sustain effective educational models and learning and engagement

**F** Develop and implement community-based and statewide clinical and outreach programs

**G** Increase awareness of UTHSC’s healthcare initiatives and contributions, from local to national and international audiences

**H** Develop and implement research mentorship programs

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.

**UTRSC STRATEGIC PLAN 2018-2019 TO 2021-23**

**A** Expand and strengthen key community and other partnerships

**B** Strengthen program quality using performance metrics

**C** Improve visibility and recognition of UTHSC contributions

**D** Develop and implement research mentorship programs

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

**F** Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice

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

**H** Prepare graduates as lifetime learners, collaborative leaders, and advocates to improve the shifting healthcare landscape

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

**J** Offer special events and initiative to promote health within the community

**K** Develop and implement community-based and statewide programs

**L** Expand and strengthen key community and other partnerships

**M** Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC
Statewide Reach

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