Strategic Planning Report –2017-2018 Unit: COO

Administrative Lead: Dr. Kennard Brown

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| **Strategic Priority** | **Initiative** | **Accomplishments** |
| Strategic Priority A:  Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities | **Campus Recreation**  Facilitate continued life-long fitness initiatives for graduates  **Facilities**  CHIPS, Crowe, Mooney, Nash and Nash Annex  **Plough Center**  Plough Center has been conducting “Comprehensive Pharmaceutical Aseptic Hands-on Training” every quarter to teach cleanroom behaviors, regulatory expectations for sterile parenteral drug development, and how to succeed a regulatory audit.  **Marketing and Communications**  Expand and Strengthen Interprofessional Training | **Campus Recreation:** Alumni memberships facilitate continued life-long fitness initiatives for graduates  **Facilities:** Began Renovation and Completed Construction  **Plough Center:** Have trained several college of pharmacy students, pharmaceutical company quality compliance personnel, US-FDA personnel, participants from Australia and Japan. Our training program is very unique, and it is highly acclaimed globally. We are the only organization use the actual cleanroom to hands-on train participant all critical techniques of sterile drug manufacturing. We also provide lectures from invited highly decorated subject matter experts in conjunction with hands-n practical training.  **Marketing and Communications:** Grand Opening for Center for Healthcare Improvement and Patient Simulation (CHIPS) in May 2018. A billboard promoting CHIPS was placed at Dunlap/Manassas ran January 2018 through present (June 2018) |
| Strategic Priority B:  Grow the Research Portfolio Focusing on Targeted Areas | **Facilities:** GMP  **Plough Center:** We expanded our discovery platform for novel formulation during 2017-18 under the code name “Nanospace”. One of the key objectives behind the development of “Nanospace” novel formulations is to overcome the practical difficulty to develop sterile parenteral formulation of lipophilic molecules with solubility of the lead compounds less than 100 microgram aqueous solubility | **Facilities:** Completed Construction  **Plough Center:** Our strong platform of innovative formulations has already established four collaborations within UTHSC research groups helping them with delayed and extended release ophthalmic and nasal formulations. Plough Center has already developed sterile nanosuspensions for injection, nanoemulsions and liposome encapsulated formulations for discovery group. |
| Strategic Priority C:  Create Areas of Clinical Prominence While Expanding Outreach | **Facilities:** Dunn  **Marketing and Communications:** Develop Targeted Areas of Centers of Excellence | **Facilities: Began design for addition**  Marketing and Communications: Mobile Stroke Unit received first-of-its-kind accreditation from the Intersocietal Accreditation Commission (IAC) |
| Strategic Priority D:  Increase Visibility & Recognition of UTHSC Contribution | **Campus Recreation:** Increase visibility and recognition of UTHSC contribution via fitness center membership and programming  **Campus Police:** Collaboration with outside agencies  **Plough Center:** The new sterile manufacturing facility is Dr. Kennard Brown’s vision. With the newly added facility and its capabilities to handle client project with adaptability and flexibility and at the same time with least human interventions attracted several pharmaceutical companies. We already have 31 confidentiality disclosure agreement in place and companies are waiting for its formal opening. 5 companies have serious negotiations with long term projections.  **Marketing and Communication:**   1. Implement Expanded Marketing/Branding Strategy for UTHSC 2. Increase Awareness of UTHSC Community Contributions 3. Align Messaging of and Enlist Advocacy by Partners/Alumni 4. Strengthen Legislative Interaction 5. Expand Awareness of UTHSC as a Statewide Enterprise | **Campus Recreation:** Community memberships, UTHSC affiliate memberships, aquatics programs and outdoor recreation off-campus activities increase the visibility of UTHSC contribution.  **Campus Police:** Extended the Margaret Hyde Building for active shooter training for MPD, Shelby County Sheriffs, Memphis Fire, Southwest Community College,  Bartlett PD and US Marshalls Service  **Plough Center:** The new cGMP Facility is recognized by Memphis Business Journal for its best construction in large construction category during 2017 with TV and publication coverage.  **Marketing and Communication:**   * Updated Branding Guidelines for UTHSC * Create/hire new web team within the Office of Communications and Marketing to migrate old web pages to newer (2016) style so entire website is consistent in design, 54 websites (some of which have multiple departments, such as Pharmacy and Finance) were migrated in FY17-18 (14 not live yet) * Impact awareness banners on utility poles around campus increased from 55 poles to 90 poles to match expanding footprint of campus * Promote several community events that are impacted by UTHSC faculty, staff, students, and alumni * Redesign all 6 college alumni magazines * FY17-18 Economic Impact Report was created * Dr. David Stern appointed to new Tennessee Commission on Pain and Addiction Medicine Education established by Gov. Haslam to address the state’s opioid epidemic * Dr. Altha Stewart receives Memphis Business Journal’s 2017 Health Care Hero Award for Health Care Provider (Physician) * UTHSC associate professor and director of the Center for Health in Justice Involved Youth, Dr. Altha Stewart, becomes first African American president of the American Psychiatric Association * Dr. Ken Brown recognized by Common Table Health Alliance as its 2018 Visionary Leadership Award for his efforts to improve not only the university, but health and health care in the city, state, and beyond. * Dr. Ken Brown receives Memphis Business Journal’s 2017 Health Care Hero Award for Administrative Excellence * All UTHSC social media channels grew in followers during FY17-18:   - Facebook: 7,858 to 8,820  - Instagram: 1,000 to 1,677  - Twitter: 3,311 to 3,793  - LinkedIn: 12,498 to 14,204 |
| Strategic Priority E:  Align UTHSC Resources with Areas of Excellence | **Campus Police:** Additional training and safety tools for officers | **Campus Police:** 85 % of all staff are Crisis trained. We have purchased and placed in the field less lethal armor for crisis call. We have purchased and deployed in the field patrol rifles for three certified officers in the event of an active shooter. We hosted an FBI Leadership Class on campus where three of our officers were in attendance |
| Strategic Priority F:  Expand & Strengthen Key Community & Other Partnerships | **Campus Recreation:** Facilitate expansion & strengthen key community & other partnerships via access to facility and programming  **Campus Police:** Held the first Annual Pedal Pushing with Police Event  **Plough Center:** Plough Center has already taken initiative under the leadership of Dr. Kennard Brown for restructuring its existence as a non- profit 501c3 business entity under UTRF  **Marketing and Communications:** Prioritize Existing and Potential Partnerships | **Campus Recreation:** Community memberships, UTHSC affiliate memberships, aquatics programs expand & strengthens key community & other partnerships via access to the facility and departmental programming  **Campus Police:** Held the campus and community 15-mile bike ride that had over 60 people to participate  **Plough Center:** Earlier corporate negotiations are underway. Preliminary draft Bylaws and a strategic business plan outline is already in place. Infrastructure discussions and corporate policies planning are in progress.  **Marketing and Communications:** UTHSC is a Founding Funder for Explore Bike Share, collaborate with Memphis Medical District Collaborative to publicize events, Collaborate with University Clinical Health to promote UTHSC/UCH specialties (i.e. Hamilton Eye Institute’s Laser Center, Plastic Surgery, Dermatology) and partnerships (i.e. University Health Services) |
| Cross Cutting Priority 6:  Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship | **Campus Recreation:** Facilitate support for recruitment and retention    **Campus Police: Increase Staff**  **HR:**  Develop an employment brand and strategy to support recruitment and retention, continue to develop managers and supervisors through development activities (training, coaching and counseling), integrate employee engagement survey results and develop, and maintain, positive relationships between employees and the University through initiatives and policies to ensure fairness and respect. | **Campus Recreation:** UTHSC Campus Recreation bolsters recruitment and retention through continued emphasis on contemporary programming initiatives and continued  improvement to fitness center  **Campus Police:** Because of the working relationship with outside agencies, I4 trained and seasoned police officers from Memphis Police and Tunica County Sheriff were hired  **HR:** Employment brand and strategy have been developed and will be maintained with this report for review as needed. A list of sourcing options that include diversity, veteran and those with disabilities was emailed to all UTHSC hiring officials for use in posting for developing diverse applicant pools. The team is monitoring the time to fill and requiring hiring officials to provide regular updates with posted positions.  The HR team along with leadership in every college and division reviewed the survey results and implemented changes or ideas to strengthen culture. Including staff development programming, employee relations activities, leadership changes, financial investments in infrastructure and correcting minor confusion with policy and procedure.  Training provided to supervisors included 6 sessions between January 2018 and June 2018. Sessions included the following topics: Policy Overview; Legal Strategies for Managers; What Would You Do? (scenario-based session); Technology Tools for Supervisors; The Progressive Disciplinary Process; and Advanced Goal Setting for Supervisors.  Using HR Acuity, the employee relations database, we have been able to track our communication and interaction with the various constituents on campus. This database has also assisted with the follow-up on issues that need to be addressed by various offices and helps maintain files and data pertaining to the resolution. We have the following data that supports this effort:  Letters of Expectation – 32 (2016); 38 (2017); 13 (2018)  Written or Final Warnings – 30 (2016); 36 (2017); 19 (2018)  Pre-termination Meetings – 24 (2016); 8 (2017); 6 (2018)  Terminations (violations of policy) – 9 (2016); 7 (2017); 2  (2018) |

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| Cross Cutting Priority 7: Continue to Increase Diversity | **Campus Recreation:** Facilitate increased diversity via programming and usage | **Campus Recreation:** UTHSC Campus Recreation fosters diversity offering specialty programming (women and free weights) and opening aquatics programming registration to  the community.  **Marketing and Communication:** New photographers within Communications and Marketing, and freelancers, are tasked with capturing photos that reflect a diverse population and Several Operations staff members participated in the first two cohorts of the Diversity Certificate Program, offered by the Office of Equity and Diversity |
| Cross Cutting Priority G:  Increase Strategic Integration Across UTHSC | **Campus Recreation:** Responding to evolving needs of students, faculty and staff with facility renovations such as the Seresco mechanical unit for managing the pool water and air quality and total renovation and expansion of the  exercise floor.  **Plough Center:** Through Plough Center discovery formulation portfolio, starting from 2017 we significantly increased strategic integration of science discovery team interaction and collaboration between departments and between UTHSC and St. Jude discovery research teams. | **Campus Recreation:** Seresco unit installed with resulting high-quality water and air on the pool deck. Exercise area renovations and expansion are under way.  **Plough Center:** With the addition of Director of Plough Center, Facility Engineering Manager and the Sterile Manufacturing Manager we have brought in a cumulative 60 plus year pharmaceutical experience to handle, train and mentor the team for sterile manufacturing. Plough Center prospects are extremely bright and promising for UTHSC campus |
| Cross Cutting Priority H:  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration | **Campus Recreation:** Facilitate strengthening of organizational effectiveness and adaptability via a focus of culture of excellence across the institution via implementation of Campus recreation programming and support to campus community.  **Campus Police: Training and accreditation**  **Plough Center:** The organizational structure of Plough Center is revised through new hiring to fulfill new facility job functions. Plough Center has recruited key personnel as its Facility & Engineering Manager who has over 20 years of FDA regulated industry experience. Another sterile manufacturing expert with over 15 years of pharmaceutical experience is expected to join Plough Center September 2018 as Manufacturing Manager.  **HR:** Provide ongoing training on the Employment tools and initiate a post hire survey for all new hires to monitor onboarding and new hire retention and provide information related Employee Relations matters and make it easily accessible to the campus. | **Campus Recreation:** UTHSC Campus Recreation supports strengthening of organizational effectiveness and adaptability via a focus of culture of excellence across the institution via implementation of Campus Recreation programming and support to campus community. By ensuring that staff, faculty and administration have access to a diverse range of fitness and wellness, intramural, aquatics and outdoor recreation programming, UTHSC Campus Recreation fosters the aforementioned attributes by facilitating physical/mental  well-being and self-care.  **Campus Police:** Multiple members have been to an array of training, ranging from leadership to investigations. These classes and levels of training will have a positive impact on maintaining a culture and spirit of excellence.  **Plough Center:** With the addition of Director of Plough Center, Facility Engineering Manager and the Sterile Manufacturing Manager we have brought in a cumulative 60 plus year pharmaceutical experience to handle, train and mentor the team for sterile manufacturing. Plough Center prospects are extremely bright and promising for UTHSC campus  **Marketing and Communication:** Implement smoke-free campus and Top Places to Work winner for 5th year in a row  **HR:** Employment training for hiring managers and employees include search procedures, interviewing skills, developing effective interviewing questions, Taleo overview, I-9 Training and minors on campus training.  Emailed 166 post-hire surveys, 51 returned, Corrective actions completed, 4  A leadership forum was developed to allow employees time with administrators to discuss key issues and have them addressed.  2015 – Held 4 forums at UTHSC Memphis Campus  2016 – Held 4 forums across the state  2017 – Held 3 forums at UTHSC Memphis Campus |