Priority A: Educating Outstanding Graduates Who Meet the Needs of the State and Its Communities

Academic, Faculty and Student Affairs

* Planned and Implemented processes for topic selection, proposal development and formation of committee structure for the QEP.

Development and Alumni Affairs

* Hired new front-line fundraisers so that all colleges have an assigned Development professional which raised over $30M of philanthropic support for UTHSC, exceeding a budget goal of $15.8M

Operations

* Marketing and Communications expanded and strengthened interprofessional training and executed the Grand Opening for Center for Healthcare Improvement and Patient Simulation (CHIPS) with a billboard campaign from January 2018 through June 2018.

Technology

* Worked in CHIPS on computer deployment and network simulator configuration. As well as new construction and updates in the SAC Student Computer Lab, Auditoriums, conference rooms and lecture halls.

College of Dentistry

* Worked with SASSI to improve student prep for NBDE I. As a result, the Class of 2020’s pass rate was 97.9% and an overall pass rate of 98.9%, exceeding the national pass rate of 89.4%.

College of Graduate Health Sciences

* Continued a more holistic applicant review by waiving the standardized test requirements and decreasing the requirements for admission of well-known applicants.

College of Health Professions

* Filled vacant senior leadership positions (Associate Dean for Academic and Faculty Affairs) to lead initiatives in new curriculum and programs for the college while reaching a top 20 national ranking in each department in the College of Health Profession by 2025.

College of Medicine

* Through a quality improvement initiative, the entire M1 curriculum underwent review, and a major revision of the M1 course “Molecular Basis of Normal Body Function” was initiated/completed. Quality improvement principles, as it relates to M1-M4 / MD curriculum, are continuously being used to advance and expand the curriculum.

College of Nursing

* Reviewed and redesigned targeted programs, ultimately finalizing a new 12 month accelerated BSN program (previously 17 months)- target admission Fall 2019.

College of Pharmacy

* First-time board pass rate was 96%, compared to 88% nationally and 6-year graduation rates are greater than 94%.

**Priority B: Grow the Research Portfolio**

Academic, Faculty & Student Affairs

* Two professional librarians were hired as the embedded librarians for the College of Nursing and College of Health Professions

Development and Alumni Affairs

* Developed the Research Philanthropy practice within the Development office and explored opportunities for corporate philanthropic support of research initiatives.

Operations

* The Plough Center 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. Our strong platform of innovative formulations has already established four collaborations within UTHSC research groups.

Research

* Established the Memphis Institute of Regenerative Medicine and created the Delta CTSA Consortium and the UTHSC Innovation lab for UTHSC startup companies. The Clinical Trials Network of Tennessee (CTN2) is also operational.

College of Dentistry

* Recruited and hired a new Dean for the CoD with extensive research capabilities and the ability to recruit faculty who can obtain external research funding.

College of Graduate Health Sciences

* Continued to run and support the Summer Research Scholars Program for undergraduates.

College of Health Professions

* Wrote and engaged faculty discussion and college approval for a strong, college Strategic Plan that emphases research growth in the college over the next 7 years.

College of Medicine

* College of Medicine faculty are in leadership positions and will be the primary users of the newly established State-Wide Clinical Trials Network.

College of Nursing

* Expanding research and scholarship by developing an Institute for Prematurity and Perinatal Research and hiring new research faculty, Randy Buddington, Reba Umberger RBL joint hire near completion, Sarah Rhoads and the first nursing post doc fellow.

College of Pharmacy

* Increased total NIH funding from ~$6.4 million in FY2016 to ~$8 million in federal FY2017 (October 1, 2016 – September 30, 2017). Ranked 20th in NIH funding of 140 schools.

**Priority C: Create areas of clinical prominence while expanding outreach**

Academic, Faculty & Student Affairs

* Best practices are being implemented in all modalities of simulation including SPs, manikin based, and task trainers.

Clinical Affairs

* Discussions were held on how each college might be involved in a cancer-focused initiative. This would involve clinical and educational practices working together.

Development and Alumni Affairs

* Conducted seven comprehensive corporate and foundation visits in the simulation building. All visits remain under cultivation for potential funding opportunities.

Operations

* Develop Targeted Areas of Centers of Excellence with the Mobile Stroke Unit received first-of-its-kind accreditation from the Intersocietal Accreditation Commission (IAC).

College of Dentistry

* Recruited and hired a director for the Nashville Advanced Education in General Dentistry (AEGD) program and begin to enroll students.

College of Graduate Health Sciences

* Revised the Certificate in Clinical Research to better address the needs of the participants.

College of Health Professions

* Obtained grant finding for Rachel K. Stevens pro bono Occupational Therapy clinic.

College of Medicine

* The UTHSC Mobile Stroke Unit received the first-of-its kind accreditation from the Intersocietal Accreditation Commission for ensuring patient safety, radiation safety, a commitment to quality, and dedication to continuous improvement in stroke.

College of Nursing

* Strengthened and made academic clinical partnerships visible and on-boarded 25 ULPS APRNS onto College of Nursing Faculty.

College of Pharmacy

* Expanded number and types of clinical training sites in Memphis, Knoxville and Nashville.

**Priority D: Increase Visibility and Recognition of UTHSC Contribution**

Academic, Faculty and Student Affairs

* QEP Portal is researched, assembled, organized and published by librarians.

Development and Alumni Affairs

* Developed a plan which increases the number of annual alumni and friend outreach events by 32 annually.

Operations

* Collaborated with outside agencies to extend the Margaret Hyde Building for active shooter training for MPD, Shelby County Sheriffs, Memphis Fire, Southwest Community College, Bartlett PD and US Marshalls Service.

College of Dentistry

* Continue efforts to revamp the College of Dentistry web-page presence with an emphasis on clinical care offerings.

College of Graduate Health Sciences

* Populated an institutional repository designed for student and postdoc research documents (dissertations, theses, presentations) that has had nearly over 23,000 downloads.

College of Health Professions

* Work with the Development Office to identify new potential external partners, resulted in identifying stakeholders and revamping the external college council to include nationally recognized leaders.

College of Medicine

* Worked to achieve recognition at the national and state level in clinical excellence. In 2018 Le Bonheur named was 17th in nation and had 8 Nationally Ranked Specialties in US News & World Report, UTMC was named #2 high performing in Tennessee in US News & World Report and UT Methodist – named #3 in high performing in Tennessee in US News & World Report.

College of Nursing

* Developed and RFP for marketing firm completed and begin work with Designsensory July 2018.
* Increased Social Media presence, developed snapchat filters and added signature-line links to social media.
* Second annual Nightingala was very successful resulting in over 250 guests, including the city and county mayors.

College of Pharmacy

* Launched a very aggressive College recruitment campaign including tuition reduction for candidates within 200-mile radius of the 3 COP campuses.

**Priority E: Align UTHSC Resources with Areas of Excellence**

Academic, Faculty and Student Affairs

* Worked with simulation center in Knoxville to improve professional development. This included UTHSC program staff developing and present a workshop to Knoxville faculty and staff on debriefing.

Development and Alumni Affairs

* Conducted recurring meetings with Deans and the Vice Chancellor Research to affirm Development program alignment with college and organizational priorities.

Finance

* Conducted a review of all departments reporting to Procurement Services. Departments include Procurement, Accounts Payable, Surplus, and General Stores. As a result of this review the following changes were made: Refocused the entire organization on customer service, instituted a planned reduction in General Stores’ staff count, revised the organization chart, and discontinued non-cost-effective services. In FY19, additional reviews will be conducted to find further efficiencies.

Operations

* Additional training and safety tools were given to officers, resulting in an 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

College of Dentistry

* Streamline the process of accepting new patients into the pre-doctoral clinic program. Reduce the number of steps and visits before treatment is rendered.

College of Graduate Health Sciences

* Created a certificate program in Healthcare Quality Improvement under the Institute for Health Outcomes and Policy.

College of Health Professionals

* Within the office of the Associate Dean for Research and Graduate Studies identify a mechanism for pre and post award grant support that will liaison with the Vice Chancellor for Research’s office for grant support.
* Also, filled the position of Associate Dean for Research and Graduate Studies who will help to link faculty with current UTHSC research resources.

College of Medicine

* Recruited leaders in transplant and sickle cell disease to grow clinical, research, and education in select areas where resources exist.

College of Pharmacy

* Continuing the senior class gift program (84% of the Class of 2017 gave more than $2900).

**Priority F: Expand and Strengthen Key Community and Other Partnerships**

Academic, Faculty and Student Affairs

* OED continued to promote diversity and inclusion through recognition of the various commemorative months that connected UTHSC with campus resources and the Memphis/Shelby County community resources.
* Assisted with planning first UTHSC JED Campus Team Meeting. Coordinated planning for first JED Campus Visit.

Development and Alumni Affairs

* The Alumni Affairs office has maintained close contact with all UTHSC alumni organizations and leaders.

Finance

* Began conversations with peers at other governmental agencies in an effort to work collaboratively in the effort to increase minority, women, and small business participation in procurement opportunities. Previously this effort was not attempted in a documented strategic manner. Agencies contacted include City of Memphis, Memphis Shelby County Airport Authority, Memphis Light Gas and Water, and Shelby County Schools. During FY19, we will continue to grow these alliances by sharing vendor information, sharing upcoming solicitation information, and partnering with peers to host Disadvantage Business events.

Operations

* Facilitate aquatics programs expansion and strengthen key community and other partnerships via access to facility and departmental programming.

College of Graduate Health Sciences

* Supported Lunch-n-Learn sessions for trainees with local and regional leaders for discussion of cross-disciplinary topics.

College of Health Professions

* Obtained grant funding for Rachel K Stevens pro bono clinic and faculty participation in school career fairs.

College of Medicine

* COM faculty and leaders were instrumental in New Wellness & Stress Clinic to bring health care to Oakhaven Church.

College of Nursing

* Under Center for Community Partnerships and Nursing Innovation, College of Nursing completed a 1-year Public Health Residency in collaboration with the Shelby County Health Department and completed a 1-year leadership series for St. Francis. College of Nursing was asked to extend another year on both projects.

College of Pharmacy

* Enhanced relationships with St. Thomas Health, Trevecca University and Vanderbilt University via College of Pharmacy educational programs.

**Cross Cutting Priority 6: Recruit and retain faculty, staff and students through development, support and mentorship**

Academic, Faculty and Student Affairs

* Increased offerings for faculty by 34.7%.

Development and Alumni Affairs

* Donors have been placed with students at numerous events such as the College of Dentistry Scholarship luncheon, Dr. Alvin Crawford Scholarship luncheon - College of Medicine.

Finance

* Implemented training sessions for the purpose of fostering the professional and personal growth of staff members. The training includes: open discussion sessions during staff meetings, viewing of webinars from the National Institute of Government Procurement Professionals (NIGP) library, and TED Talks videos. During FY19 these initiatives will be continued, and staff members will have the opportunity to participate in the Annual UT Procurement Meeting held in Nashville, TN and to participate in the 2018 NIGP Annual Conference which will also be held in Nashville TN.

Operations

* 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.

College of Dentistry

* A new Dean for the College of Dentistry with the requisite research experience has been hired, to start on August 1, 2018.

College of Graduate Health Sciences

* Sponsored career development activities for trainees.

College of Health Professions

* Established mentoring team for Assistant Professors on tenure tracks

College of Medicine

* UTHSC’s COM Samuel Dagogo-Jack, MD, and Trevor Sweatman, PhD, were winners of the 2018 University of Tennessee President’s Awards. The awards are the UT System’s highest honor for faculty and staff.

College of Nursing

* Joint position with ULPS (Director of Advanced Practice Services) developed to be a liaison for the ULPS APRNs.

College of Pharmacy

* Continued direct admissions program; 24 direct admissions students entered the College in Fall 2017. Overall 87 direct admissions students currently in the Pharm.D. program in all four classes.

**Cross Cutting Priority 7: Continue to Increase Diversity**

Academic, Faculty and Student Affairs

* OED launched the diversity certificate program in September 2017 while also continuing to charge search committees and review applicant pools. HSC Academic Administrators attended an OED class titled "Best Practices for Recruiting Diverse Faculty and Staff" in June 2017 in collaboration with Faculty Affairs and GME medical residents and fellows attended a course on "Diverse Human Moments in Organizations" in June 2017.

Development and Alumni Affairs

* The department has taken advantage of many opportunities to increase diversity at the management and non-management levels. The first ever College of Medicine African American Graduate Reunion was planned for 2019.

Finance

* Launched the Disadvantaged Business Enterprise Initiative. Initial accomplishments included assisting multiple vendors in the acquisition of their DBE Certification from the State of Tennessee’s Governor’s Office, obtaining DBE lists from other agencies: Memphis Shelby County Airport Authority and the City of Memphis, and hosting the Memphis Medical District Collaborative’s quarterly meeting. During FY19 Procurement will host a seminar for DBEs to provide education on HSC processes, requirements, and HSC procurement opportunities.

Operations

* UTHSC Campus Recreation fosters diversity offering specialty programming (women and free weights) and opening aquatics programming registration to the community.

College of Graduate Health Sciences

* Initiated a CRM to the application portal to improve recruitment and yield.

College of Health Professions

* Have recruited two of three faculty from underrepresented populations for the college.

College of Medicine

* Aggressively recruit women and minorities in faculty and staff key positions.

College of Pharmacy

* Entering class in Fall 2017 was 37% underrepresented groups which was an increase from 29% in the entering class of 2016.

**Cross Cutting Strategy G: Increase strategic integration across UTHSC**

Academic, Faculty and Student Affairs

* Teaching & Learning Center moved into new space with state-of-the-art technology for faculty training and use.

Clinical Affairs

* Meetings and discussions have continued with goal of better integration and cross-college support of each other’s clinical activities.

Development and Alumni Affairs

* Multi-functional and cross-functional teams have been developed to improve participation in an increased number of campus-wide initiatives.

Finance

* The Payroll Office used spreadsheets for bulk employee changes instead of paper forms. This saved the departments time from manually filling out forms and routing them via campus mail for multiple approvals.
* Conducted investigations/reviews at various Vice Chancellor/College areas to identify and remedy UT policy violations. Examples included unauthorized signatures on contracts and purchasing violations. Also investigated alleged HIPAA Privacy violations by UTHSC Providers subject to medical billing compliance rules.

Operations

* 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. 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.

College of Graduate Health Sciences

* Supported the development of a new Rehabilitation Science track in the Biomedical Sciences PhD program to help with the integration of College of Health Professions programs

College of Health Professions

* Wrote and adopted new Strategic Plan that emphasizes research while expanding educational and clinical outreaches for the college.

**Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration**

Academic, Faculty and Student Affairs

* Aligning simulation program procedures and operations with best practices; Initiating policies and procedures related to administration and operations of the simulation program.

Development and Alumni Affairs

* A three-day conference was held for the entire staff with a focus on visitation, mission, core values and metrics for the previous, current and subsequent fiscal years.

Finance

* Increased Procurement’s focus on cost savings, established a turnaround time of 48 hours for travel reimbursements (4385 reimbursements processed in FY17, 5021 processed FY18), and provided departmental level training to multiple departments on the HSC campus. These and other actions were taken to increase efficiency and provide more value to the HSC campus and UT as a whole. In FY19, established cost savings goals will be targeted, and training offerings will be expanded.
* Provides a more efficient tracking of contracts through the review and approval process. Eliminates the paper flow process by enabling the departments to upload contracts electronically for review. Provides for electronic and email approvals. Provides electronic notifications to the contract requestor of the execution and upcoming expiration of the contracts. Obtains more detailed invoicing documentation for accounts receivable billing. Will integrate with UTHSC’s A/R system being developed in IRIS.
* In the Accounting & Budget (A&B) area, we have begun work on automating many of our reports to reduce time needed to produce the reports. This has been aided by a new employee who deals specifically with developing reports. We are attempting to do this in order to give the campus community better information faster.

Technology

* Continuing Process Improvement (CPI) Initiative and developed the Training Methodology for the Continuous Process Improvement (CPI) Pilot in ITS.

College of Graduate Health Sciences

* Revised the student annual progress report to provide more fine-grained feedback and monitoring of student progress.

College of Health Professions

* Began recruitment of research faculty to improve national ranking by enhancing productivity in research and scholarship.

College of Pharmacy

* Engage senior College leaders in training opportunities that are internal and external to UTHSC offerings.