University of Tennessee College of Medicine Scorecard

College of Medicine Mission Statement and Scorecard Overview

The mission of the University of Tennessee College of Medicine is to *improve the health of Tennesseans and our society as a whole by providing an exceptional and nurturing environment for the education of students and physicians, by contributing to advances in medical science, and by providing health services of the highest quality.*

The primary campus for the College of Medicine is located in Memphis, but the College includes clinical campuses in Knoxville and Chattanooga. Overall, we are committed to monitoring our efforts toward this mission and using the results to continually strengthen our program. To that end, a series of metrics and targets were established to guide us toward completion of each of our fundamental goals:

- Medical Student Access and Success
- Research and Economic Development (related to our research enterprise)
- Clinical Care

The measures and targets presented below are dynamic in nature and likely to evolve. They reflect the collective priorities and commitment of the faculty and leadership across the College of Medicine. Of note however, although they reflect the priorities of the University of Tennessee College of Medicine, the ultimate responsibility for the identification and appropriation of resources, and the achievement of goals indicated below, rests with College of Medicine administration and the chancellor of the institution.

Goal 1: Medical Student Admissions and Success

1.1 ACCESS – Enrollment profiles will reflect our commitment to diversity.

1.1.1. Medical Student Admissions processes will facilitate diversity goals.
   1.1.1.1 Admission criteria will consider race, gender, prior military service, second career individuals and family demographics in addition to applicant’s academic credentials.
   1.1.1.2 Criteria for awarding scholarships will include race, gender, prior military service, second career individuals and family demographics in addition to applicant’s academic credentials.
   1.1.1.3 The proportion of under-represented students in each entering class will remain stable or increase annually with the goal of matching or exceeding the proportion of such students in the State of Tennessee by 2015.

1.1.2 Maintain funding for scholarships for students who are under-represented in the Health care professions.
   1.1.2.1 Funding of scholarships to support diversity initiatives will remain stable or increase annually.
1.1.3 Support for pipeline programs will remain stable or increase.  
1.1.3.1 Funding to support summer health career programs, such as Tennessee Pre-Professional Program will remain stable or increase annually.  
1.1.3.3 Number and diversity of participants in UTHSC-sponsored pipeline programs will remain stable or increase annually.

1.1.4 Hiring and retention of College of Medicine Faculty will emphasize inclusion with respect to diversity.  
1.1.4.1 The composition of the faculty in the College of Medicine with respect to diversity will meet or exceed that of other public academic health science centers in the Southeast region.

1.2. SUCCESS – Educate medical professionals prepared to address the health and well-being of the citizens of Tennessee and beyond.

1.2.1 Academic profiles of College of Medicine graduates will meet or exceed established targets.  
1.2.1.1 First time pass rates on USMLE licensure exams will meet or exceed regional or national rates annually, with the goal of an overall first time pass rate of 95% or greater.  
1.2.1.2 Academic success (as defined in 1.2.1.1) of under-represented students will be comparable to that of traditional students.  
1.2.1.3 The total number of medical degrees awarded will increase based on emerging health workforce needs of Tennessee, availability of sufficient resources, and accreditation requirements applicable to the College of Medicine.

1.2.2 Recognize and reward faculty educators.  
1.2.2.1 The number and types of recognition events and awards for excellence in medical education will remain stable or increase annually.

1.2.3 College of Medicine educational programs will align with the evolving Healthcare Environment.  
1.2.3.1 Total medical student enrollment, as well as the number of residencies and fellowships offered at all campuses, will remain stable or be adjusted annually based on the health workforce needs of Tennessee, availability of sufficient resources, and accreditation requirements applicable to College of Medicine programs.  
1.2.3.2 The number of interprofessional opportunities available to students will increase annually.  
1.2.3.3 By AY14-15, 90% of students in professional schools will participate in at least 2 interprofessional educational experiences prior to graduation.

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1 Programs specifically designed to motivate youth to consider pursuing health profession careers.
Goal 2: Research and Economic Development

2.1. RESEARCH – Conduct a program of scientific discovery and scholarship with the goal of promoting, achieving and maintaining human health.

2.1.1 College of Medicine faculty members will engage in scholarly activities.
   2.1.1.1 Number of discipline-related publications with UTHSC affiliation will increase annually.

2.1.2 Faculty members will pursue and secure federal research funds that support the research mission of the institution.
   2.1.2.1 Number of proposals submitted to federal funding agencies will increase by 5% to 10% annually.
   2.1.2.2 Number of awards and overall level of NIH funding will remain equal to, or greater than the average at other comparable public health science centers with similar levels of NIH funding in FY 13 with a goal of exceeding these peers by an average of 5 to 10% annually.
   2.1.2.3 Level of funding from other (non-NIH) federal agencies will remain stable or increase annually.

2.1.3 College of Medicine faculty members will pursue and secure research funds from non-federal sources that support the research mission of the institution.
   2.1.3.1 Number of proposals submitted to non-federal funding agencies will increase annually by 5 to 10%.
   2.1.3.2 Number of awards and overall level of funding from non-federal sources will increase annually.

2.1.4 Medical students, medical residents and medical fellows will have opportunities to engage in biomedical research.
   2.1.4.1 Support for NIH sponsored Medical Student Research Fellowship Program will continue.
   2.1.4.2 Support for Department based Initiatives for stimulating research will increase annually-e.g. Pediatrics Research Day.

2.2. ECONOMIC DEVELOPMENT [RESEARCH] – Faculty in the College of Medicine will contribute to the economic development of the state and region through research efforts.

2.2.1 Translate scientific discoveries into patents, licenses and start-up companies.
   2.2.1.1 The number of licenses per $100M in research and sponsored programs for UTHSC will be at or above the median number of licenses (per $100M in research and sponsored programs) of peer institutions.
   2.2.1.2 The number of start-up companies established per $100M in research and sponsored

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2 Comparable institutions to be identified by the members of the UTHSC Research Council and based in part on the size of the institution, ownership of a hospital, and breadth of academic programs and disciplines.
3 Based on the previously identified (i.e., for 2.1.2) comparable institutions.
programs for UTHSC will be at or above the median number of start-up companies affiliated with peer institutions.

2.2.1.3 The number of College of Medicine faculty who participate in either UT Research Foundation seed grant initiatives or the Technology Transfer Accelerator\(^4\) program will increase annually.

**Goal 3: Clinical Care**

3.1. **CLINICAL CARE – College of Medicine Faculty, fellows, residents and medical students will contribute to the improvement and maintenance of the health of citizens in Tennessee and the region.**

3.1.1 **Expand the volume of care provided to citizens of Tennessee and the region.**
- 3.1.1.1 Total volume of care provided in university governed practices (as measured by Relative Value Units or comparable metrics for each practice) will increase annually.
- 3.1.1.2 Gross revenue of university governed practices will increase annually.
- 3.1.1.3 Total uncompensated and under-compensated care provided by university governed practices will be adjusted annually based on the needs of the community and available resources in the College of Medicine.

3.1.2 **Expand the statewide impact of the College of Medicine through collaborations with health-related entities and programs.**
- 3.1.2.1 Number of clinical care and clinical instruction sites state-wide will remain stable or increase annually.
- 3.1.2.2 Number of joint ventures between College of Medicine core hospitals and faculty practices established to meet the mission of the institution will increase by 4 by FY17.
- 3.1.2.3 Number of accredited (where appropriate) residencies and/or fellowships will increase annually, as resources allow.

3.1.3 **Support existing and emerging nationally recognized Clinical Centers of Excellence that address identified health issues.**
- 3.1.3.1 Number of clinical centers of excellence that achieve national ranking or recognition (according to the ratings of Best Hospitals and Clinical Programs provided by U. S. News and World Report) will increase by 3 by FY17.
- 3.1.3.2 A minimum of two UTHSC-College of Medicine-associated hospitals will achieve national ranking annually in the ratings of best Hospitals and Clinical Programs from U. S. News and World Report.

\(^4\) A faculty development program sponsored by the UT Research Foundation designed to facilitate faculty translating research efforts into commercialization opportunities.