



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Strategic Plan

2023 - 2028



THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER

Healthy Tennesseans. Thriving Communities.

INTRODUCTION

Message from the Chancellor

Strategic planning can be a daunting task. Typically, the process is time consuming and the resultant document can be long, sometimes difficult to understand, and often replete with issues that are not easily actionable. Moreover, it is hard to strike the right balance between being inspirational and being pragmatic, and a plan that is tilted in either direction can be too lofty or operational. Please bear these considerations in mind as you read through this thoughtful and dynamic planning document and decide for yourself as to whether we got it right here - I enthusiastically believe that we did! Accordingly, we are most grateful to the steering committee, ably led by Dr. Cindy Russell, and the many colleagues among our students, staff, faculty, and community members who generously gave their time and thoughts.

Collectively, we defined our new vision, incorporated the BE ONE UT values - while also adding further context for the health sciences - and through a meticulous process, we have arrived at a plan that is both inspirational and pragmatic. Foundational activities are intermingled with stretch goals and novel approaches. The plan is both realistic and progressive. It will guide us, and get us, to where we need to go over the next five years. Finally, it is often said that how you go about doing a task is as important as the task itself. In this regard, I am very proud of our colleagues and friends who diligently ensured that this strategic planning process was broad and inclusive, reflective of our many constituents and communities across the great State of Tennessee. Not only will this process stand us in good stead as we implement this plan, we have also built new institutional capacity and competencies that will enable future planning - and that is priceless!

With great admiration and gratitude
to our many participants,



Peter Buckley, MD
Chancellor



*Chancellor Peter Buckley,
UTHSC Strategic Planning Town Hall
September 2022*

THE PROCESS

Developing Our Strategy

The timeline for a broad review of the University of Tennessee Health Science Center's 2023 - 2028 strategic plan aligned with the arrival of the institution's 11th Chancellor, Dr. Peter Buckley, to our campus in February 2022. Our strategic planning process was designed to build capacity across our institution, provide an opportunity for broad engagement and input, and engage internal and external communities and partners. In furtherance of building institutional capacity, we made a deliberate decision to manage this process without engaging an external consultant group.

The 18-month planning process consisted of six phases:

Phase 1: Environmental Assessment
(January - September 2022)

Phase 2: Mission, Vision, and Values
(July - October 2022)

Phase 3: Goals, Strategy, and Metric Development
(September - December 2022)

Phase 4: Review and Integration for Draft Plan
(December 2022 - March 2023)

Phase 5: Engagement for Broad Review and Comments
(February - April 2023)

Phase 6: Finalize Plan, Obtain Approvals, Prepare for Launch
(May - June 2023)

More than 700 faculty, staff, students, alumni, and community members participated in the planning process through participation on one of 10 workgroups that met several times during fall 2022 or on the Steering Committee, as well as in one or more of the sessions designed to elicit feedback about the developing plan or through completing online surveys. Throughout, we have benefited from the high-level oversight of the UTHSC Advisory Board.

This strategic plan establishes UTHSC's commitment to the goals of:

- Strengthening partnerships to engage communities
- Promoting quality interprofessional education
- Growing research, innovation, and entrepreneurship
- Expanding quality care across Tennessee
- Creating an environment of success for all

Each of the plan's five pillars are supported by five cross-cutting and foundational priority areas:

- Campus Culture and Work Environment
- Communications
- Data and Data Governance
- Diversity, Equity, Inclusion
- Philanthropy

Core operational elements are purposefully combined with robust strategies to ensure the plan's success.

Relationship to UT System and College Planning

The UTHSC Strategic Plan is anchored in the realities of being Tennessee's only statewide public academic health science center with our home in Memphis and the state as our campus. Our mission, vision, and values cross the three Grand Divisions of the state, with each of our pillars and goals reinforcing our vision: Healthy Tennesseans. Thriving Communities.

Taking our overall direction from the UT Systemwide Strategic Plan (2021 - 25), this strategic plan reflects our institution's overall distinctive mission, environment, and stakeholder needs. Considering our institution's current realities and changes, some of the performance indicators and, in some cases, the strategies will be refined during the plan's first year of implementation. In its current state, the plan provides overall direction for UTHSC's colleges and administrative units as they refine their strategic plans and appropriately align their plans with the institution's plan.

OUR FOUNDATION

Mission, Vision, and Values

MISSION

Transforming lives through collaborative and inclusive education, research/scholarship, clinical care, and public service.

VISION

Healthy Tennesseans.
Thriving Communities.

VALUES

- B** Bold and impactful
- E** Embrace diversity
- O** Optimistic and visionary
- N** Nimble and innovative
- E** Excel in all we do
- U** United and connected
- T** Transparent and trusted
- H** Health focused
- S** Science driven
- C** Caring and professional





PILLAR #1

Engaging Communities

Strengthening partnerships to engage communities.

GOAL

UTHSC will expand mutually beneficial partnerships to promote thriving communities and address health and health-related needs across Tennessee.

PERFORMANCE INDICATORS

- ✓ Percent of students participating in at least 20 hours of community engagement activities annually
Baseline: 35%
2028 Target: 65%
- ✓ Number of community engagement hours completed annually by regular faculty and staff
Baseline: 3860
2028 Target: 8000
- ✓ Number of UTHSC resources (i.e., experts and services, as listed in directory) available to communities
Baseline: New initiative
2028 Target: Increase number of experts in directory so that communities are aware of UTHSC resources
- ✓ Number of collaborations with Tennessee agencies and health institutes
Baseline: 2
2028 Target: 5
- ✓ Number of corporate or foundation partnerships supporting community engagement
Baseline: New initiative
2028 Target: 3

OBJECTIVE 1

Build mutually beneficial community-academic partnerships.

STRATEGY 1.1.1

Evaluate engagements with communities across Tennessee to ensure alignment of UTHSC effort with Tennessee's health-related priorities, the University of Tennessee's Grand Challenges, and community-identified needs.

STRATEGY 1.1.2

Establish and/or increase collaborations with state departments and agencies to benefit the health of Tennessee's citizens.

STRATEGY 1.1.3

Build corporate and foundation partnerships to specifically support UTHSC-directed public service and community engagement programs.

STRATEGY 1.1.4

Collaborate with UT Institute of Agriculture (Extension Service) and UT Public Service Institute to extend our reach to Tennessee communities.



PILLAR #1

Engaging Communities

Strengthening partnerships to engage communities.

Continued.

OBJECTIVE 2

Institutionalize community engagement at UTHSC.

STRATEGY 1.2.1

Adopt and operationalize an institution-wide definition of community engagement.

STRATEGY 1.2.2

Develop and implement a marketing and communications plan to increase awareness of UTHSC's services and resources in Tennessee communities.

STRATEGY 1.2.3

Strategically expand community-academic partnerships and activities across Tennessee.

STRATEGY 1.2.4

Support each college (or program) in developing a sustainable community engagement strategy.

OBJECTIVE 3

Advance health and health-related resources in Tennessee communities.

STRATEGY 1.3.1

Increase faculty, staff, student, and resident involvement in public service and community engagement to expand UTHSC's footprint.

STRATEGY 1.3.2

Identify faculty and staff across UTHSC who have expertise in community engagement and can assist colleges/programs in developing strategies, programs, and activities.

STRATEGY 1.3.3

Increase alumni participation in UTHSC-sponsored public service and community engagement activities.

STRATEGY 1.3.4

Recognize faculty, staff, students, and residents who engage in public service and community engagement activities.



PILLAR #2

Educational Excellence

Promoting quality interprofessional education.

GOAL

UTHSC will provide quality educational experiences that are engaging, innovative, and interprofessional to highly qualified student cohorts which broadly represent Tennessee.

PERFORMANCE INDICATORS

- ✓ Percent of programs accredited and in good standing (or positive external peer review, if no accrediting body)
 - Baseline:** 100%
 - 2028 Target:** 100%
- ✓ Total student enrollment
 - Baseline:** 3142
 - 2028 Target:** 3250
- ✓ Graduation rate within 150 percent of nominal time (undergraduate programs)
 - Baseline:** 84.6%
 - 2028 Target:** 90%
- ✓ Graduation rate within 150 percent of nominal time (graduate and professional programs)
 - Baseline:** 94.2%
 - 2028 Target:** 95%
- ✓ Percent of didactic courses with active learning techniques
 - Baseline:** 35%
 - 2028 Target:** 60%

OBJECTIVE 1

Recruit, retain, and graduate highly qualified cohorts that are broadly representative of the state of Tennessee.

STRATEGY 2.1.1

Develop and implement a framework for collaboration between Admissions; Student Success; Office of Inclusion, Equity, and Diversity; and Communications and Marketing to support all academic programs as they recruit and enroll a more diverse student body.

STRATEGY 2.1.2

Develop a comprehensive plan for student support that meets the needs of all students, including first generation and under-represented students.

STRATEGY 2.1.3

Collaborate with the state of Tennessee and health care professional organizations to develop a comprehensive statewide plan to meet emerging clinical workforce needs, and, where appropriate, launch new and expand existing academic programs.

STRATEGY 2.1.4

Develop and coordinate pipeline recruitment programs across Tennessee to enhance enrollments for all academic programs.



PILLAR #2

Educational Excellence

Promoting quality interprofessional education.

Continued.

OBJECTIVE 2

Deliver engaging academic and clinical experiences that promote an interprofessional health care workforce empowered to care for a diverse population.

STRATEGY 2.2.1

Create a Center for Interprofessional Education (IPE) to coordinate curriculum and professional development opportunities that will facilitate collaborative team-based practice and academic instruction in business and leadership acumen.

STRATEGY 2.2.2

Create a strategic plan and business model for the Center for Healthcare Improvement and Patient Simulation (CHIPS) that considers its unique value proposition for UTHSC's academic programs and other strategic partners and stakeholders.

STRATEGY 2.2.3

Expand affiliation agreements with regional health care partners to support quality clinical training and provide diverse experiences and interprofessional learning opportunities for students and residents.

STRATEGY 2.2.4

Promote and support innovation in teaching, assessment, curriculum development, and instructional design within and across academic programs.

OBJECTIVE 3

Ensure quality and relevance of all academic programs.

STRATEGY 2.3.1

Initiate an Educational Excellence program director and academic department chair group to provide a forum for training and education, exchange of information around common accreditation issues, review of a standard set of training needs for accredited academic programs, and regular review of accreditation standards, with a focus on continuous process improvement.

STRATEGY 2.3.2

Develop and implement a plan for coordinating the creation of innovative and inclusive academic learning environments in both proposed new buildings and in renovations of existing buildings.

STRATEGY 2.3.3

Create consistent strategies and frameworks for the development of faculty as educators and the assessment of teaching.

STRATEGY 2.3.4

To ensure continuous quality improvement, maintain institutional and programmatic accreditation with all programs in good standing; conduct periodic external review of programs without disciplinary accreditation.



PILLAR #3

Expanding Research

Growing research, innovation, and entrepreneurship.

GOAL

UTHSC will enhance collaborative statewide efforts in research, scholarship, innovation, and entrepreneurship, focusing on identified priority areas.

PERFORMANCE INDICATORS

- ✓ Amount (total \$) of NIH programmatic grants (i.e., T-, P-, and U- awards)
 - Baseline: 5 (\$9,300,000)
 - 2028 Target: 10 (\$20,000,000)
- ✓ Tech transfer revenue
 - Baseline: \$845,000
 - 2028 Target: \$1,100,000
- ✓ Number of investigators with active funding who leave UTHSC
 - Baseline: average 6/year
 - 2028 Target: average 3/year
- ✓ Average number of days to negotiate domestic contracts
 - Baseline: 53 days
 - 2028 Target: 45 days
- ✓ Number of statewide collaborations (subawards to and from entities in Tennessee)
 - Baseline: In - 45, Out - 32
 - 2028 Target: In - 50, Out - 40

OBJECTIVE 1

Strategically evaluate the research portfolio and determine research and scholarship priorities.

STRATEGY 3.1.1

Employ a transparent, collaborative, cross-college, statewide process to coalesce around 3 to 4 key areas of research focus that leverage existing strengths.

STRATEGY 3.1.2

Recruit and onboard a Vice Chancellor for Research in alignment with the identified key areas of research.

STRATEGY 3.1.3

Critically evaluate the Office of Research's administrative processes, functional units, and existing institutes and centers to better support the key research focus areas.



PILLAR #3

Expanding Research

Growing research, innovation, and entrepreneurship.

Continued.

OBJECTIVE 2

Develop and support the UTHSC research ecosystem.

STRATEGY 3.2.1

Optimize the research infrastructure including research cores and recurring funding streams to support core labs.

STRATEGY 3.2.2

Establish transparent distribution of indirect costs to the Vice Chancellor of Research and Deans.

STRATEGY 3.2.3

Use competitive packages to recruit and retain established investigators.

STRATEGY 3.2.4

Increase support for new grant submissions (pre-award), particularly programmatic applications such as T-, P-, and U- awards.

OBJECTIVE 3

Create a collaborative statewide presence in scholarship, innovation, and entrepreneurship.

STRATEGY 3.3.1

Develop and/or amend policies to encourage research and scholarly endeavors that cross colleges and institutions (for example, with the University of Memphis, other UT institutions, Oak Ridge National Laboratory, and the biotechnology community).

STRATEGY 3.3.2

Leverage local (e.g., Regional Biocontainment Lab) and statewide assets (e.g., Oak Ridge Research Institute) and structures to build and reinforce multisite collaboration.

STRATEGY 3.3.3

Obtain grant and other funding opportunities that support local, statewide, and regional clinical research networks, institutes, and consortia.

STRATEGY 3.3.4

Partner with other institutions (e.g., Haslam College of Business at UTK) to support and develop faculty members in entrepreneurial activities and advancing business acumen.



PILLAR #4

Advancing Health

Expanding quality care across Tennessee.

GOAL

UTHSC will advance the health of Tennesseans by pursuing strategic health care alliances to provide quality care, especially in medically underserved communities.

PERFORMANCE INDICATORS

- ✓ Percent of students completing at least one clinical experience in a rural or underserved urban area of Tennessee
Baseline: 25%
2028 Target: 50%
- ✓ Number of UTHSC clinical care sites in Tennessee
Baseline: 888
2028 Target: 920
- ✓ Number of Tennessee counties served by UTHSC clinical care sites
Baseline: 67
2028 Target: 75
- ✓ Number of UTHSC academic programs with a rural health track or concentration
Baseline: 4
2028 Target: 15
- ✓ Delivery of mental health consultation services to UT institutions
Baseline: 0
2028 Target: 4

OBJECTIVE 1

Create an Office of Strategic Partnerships.

STRATEGY 4.1.1

Conduct a statewide review of partnerships and identify opportunities for expansion.

STRATEGY 4.1.2

Build relationships with hospitals, clinics, pharmacies, and other health care provider organizations.

STRATEGY 4.1.3

Engage with Blue Oval City and the West Tennessee Healthcare System to identify areas of opportunity.

STRATEGY 4.1.4

Design and implement a mental health consultation service to support other UT institutions and reflect BE ONE UT and BE ONE UTHSC values.



PILLAR #4

Advancing Health

Expanding quality care across Tennessee.

Continued.

OBJECTIVE 2

Develop and implement a comprehensive, strategic framework for targeted, mutually beneficial, and vital health care partnerships.

STRATEGY 4.2.1

Evaluate the potential of creating a health authority to serve as an academic medical center in Memphis through the Regional One Health partnership.

STRATEGY 4.2.2

Considering the needs and perspectives of all colleges with clinical faculty, evaluate the benefits and costs, including non-financial benefits and costs, to strengthen current clinical partnerships and seek independent practice plan growth opportunities.

STRATEGY 4.2.3

Develop and implement a strategic oversight and communications plan to advance the academic partnership practices that support UTHSC clinicians.

OBJECTIVE 3

Increase services to rural and urban underserved communities in Tennessee.

STRATEGY 4.3.1

Identify opportunities for increased student and resident involvement, including identification of new clinical sites, in rural and urban underserved areas of Tennessee.

STRATEGY 4.3.2

Expand rural health tracks/experiences to all applicable academic programs and implement recruitment strategies.

STRATEGY 4.3.3

Collaborate with other public institutions, existing health care providers, and government agencies, including the UT Institute of Agriculture's Extension Service, to leverage services to medically underserved areas of Tennessee.

STRATEGY 4.3.4

Incorporate principles of social determinants of health and interprofessional education into student clinical experiences where appropriate.



PILLAR #5

Developing Talent

Creating an environment of success for all.

GOAL

UTHSC will support the well-being and success of all faculty, staff, and students by providing resources and fostering an environment that promotes our values.

PERFORMANCE INDICATORS

- ✓ Rate of employee turnover (annual)
 - Baseline:** 13%
 - 2028 Target:** 11%
- ✓ Faculty overall institution satisfaction rating (COACHE, 1-5 scale)
 - Baseline:** 3.84
 - 2028 Target:** 4.00
- ✓ Staff overall institution satisfaction rating (McLean, % agree)
 - Baseline:** 80%
 - 2028 Target:** 85%
- ✓ Students feel a sense of mattering and belonging (Student Experience Survey, 1 – 5 scale)
 - Baseline:** 3.59
 - 2028 Target:** 4.00
- ✓ Number of data dashboards and searchable databases developed and implemented
 - Baseline:** 1
 - 2028 Target:** 5
- ✓ Number of public/media appearances by UTHSC experts
 - Baseline:** New initiative
 - 2028 Target:** Increase public/media appearances by UTHSC experts

OBJECTIVE 1

Strengthen support of UTHSC’s mission and priorities.

STRATEGY 5.1.1

Secure gifts to support research, scholarships, consortia, centers of excellence, endowed chairs, and other UTHSC priorities.

STRATEGY 5.1.2

Elevate UTHSC’s reputation and brand recognition.

STRATEGY 5.1.3

Position UTHSC’s health care and research professionals as experts in public appearances and in the media.

STRATEGY 5.1.4

Seek new revenue sources to diversify funding.



PILLAR #5

Developing Talent

Creating an environment of success for all.

Continued.

OBJECTIVE 2

Increase employee and student recruitment, engagement, and retention.

STRATEGY 5.2.1

Implement best practices in faculty and staff recruitment.

STRATEGY 5.2.2

Develop training specifically designed to enhance leadership and business acumen through emulating and modeling the UT leadership institutes.

STRATEGY 5.2.3

Establish programming and resources that promote the mental, physical, and emotional well-being of all members of the UTHSC community.

STRATEGY 5.2.4

Increase the retention of current employees (faculty and staff).

OBJECTIVE 3

Establish and maintain a comprehensive data management framework to leverage existing data, find new sources of data, and maximize the value of data across UTHSC.

STRATEGY 5.3.1

Create and maintain an educational data analytics center of excellence.

STRATEGY 5.3.2

Develop, implement, and maintain data dashboards for senior leadership.

STRATEGY 5.3.3

Develop, implement, and maintain modern data query and sharing capabilities.

STRATEGY 5.3.4

Develop searchable databases to provide internal and external audiences with information about UTHSC's research, clinical care, and public service efforts.