

**THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER
ADVISORY BOARD**



Meeting Materials

February 14, 2019

UTHSC ADVISORY BOARD MEETING

February 14, 2019	305 Student Alumni Center
Thursday	800 Madison Avenue
1:00 PM CST	Memphis, TN

AGENDA

1. Call to Order and Roll Call
2. Welcome and Introductions
3. Adoption of Bylaws of the UTHSC Advisory Board – Roll-Call Vote
 - a. Conflict of Interest Reporting – Information
4. Introduction of the SGAEC President as the Student Member of the Advisory Board
5. Election of the Chair of the Advisory Board – Roll-Call Vote
6. Election of the Secretary of the Advisory Board on the Chancellor’s Recommendation – Roll-Call Vote
7. State of the Health Science Center Orientation – Information Item
8. Setting Future Meeting Dates – Roll-Call Vote
9. Potential Agenda Items for Future Meetings – Discussion Item
10. Adjournment

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AGENDA ITEM SUMMARY

Item #2: Welcome and Introductions
Type: Information
Presenter: Steve J. Schwab, MD

Attached is a listing of Advisory Board members and Chancellor Schwab's leadership staff.

**Members of the
 UTHSC Advisory Board
 As of January 1, 2019**

Director Type	Name	Expiration
Gubernatorial Appointment	Natalie Tate, PharmD, MBA	06.30.2022
	Lynn Massingale, MD	06.30.2021
	Honorable Mark Norris	06.30.2021
	Michael Ugwueke, PhD	06.30.2022
	Phillip Wenk, DDS	06.30.2020
Faculty Senate Elected	Terrance Cooper, PhD	06.30.2020
Student Rep.	Anna E. Evans	06.30.2019
Staff	Steve J. Schwab, MD	Chancellor
	Kennard D. Brown, JD, MPA, PhD	Executive Vice Chancellor / Chief Operating Officer
	Anthony A. Ferrara, CPA, MAS <i>Secretary of the Board</i>	Vice Chancellor / Chief Financial Officer
	Lori S. Gonzalez, PhD	Vice Chancellor for Academic, Faculty, & Student Affairs
	Scott E. Strome, MD	Vice Chancellor for Clinical Affairs / Kaplan Executive Dean, College of Medicine
	Steven R. Goodman, PhD	Vice Chancellor for Research
	Love Collins, III	Vice Chancellor for Development and Alumni Affairs
	James C. (Jay) Ragain, Jr., DDS, MS, PhD	Dean, College of Dentistry
	Donald B. Thomason, PhD	Dean, College of Graduate Health Sciences
	Stephen Always, PhD	Dean, College of Health Professions
	Wendy Likes, PhD, DNSc	Dean, College of Nursing
	Marie Chisholm-Burns, PharmD, MPH, MBA	Dean, College of Pharmacy

UTHSC ADVISORY BOARD MEETING

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AGENDA ITEM SUMMARY

Item #3: Approval of Advisory Board Bylaws

Type: Action

Presenter: Steve J. Schwab, MD

By statute, the Advisory Board shall adopt bylaws to govern its meetings, subject to approval by the Board of Trustees. Attached are recommended Bylaws for the HSC Advisory Board.

NOTE REVISION to Section 3.2 regarding the appointment of the student member of the Advisory Board.

MOTION: I recommend approval of the attached Bylaws.

**BYLAWS
OF
THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER
ADVISORY BOARD**



Adopted February 14, 2019

**BYLAWS OF
THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER
ADVISORY BOARD**

**Article I
Name and Purpose**

Section 1.1 This advisory board has been established pursuant to Tennessee Code Annotated §§ 49-9-501 through -503 and shall be known as The University of Tennessee Health Science Center Advisory Board, hereinafter referred to in these Bylaws as “Advisory Board”).

Section 1.2 The purpose of the Advisory Board shall be to carry out the responsibilities outlined in Section 2.1 of these Bylaws.

**Article II
Responsibilities**

Section 2.1 Pursuant to Tennessee Code Annotated § 49-9-503(a), the Advisory Board shall have the following responsibilities:

- (a) Submit a recommendation regarding the proposed operating budget, including tuition and fees, for the campus in accordance with the process established by the University of Tennessee (“University”) Board of Trustees (“Board of Trustees”) pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(N);
- (b) Submit a recommendation regarding the strategic plan for the campus in accordance with the process established by the Board of Trustees pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(O);
- (c) Advise the Chancellor regarding operations and budget, campus master plan, campus life, academic programs, policies, and other matters related to the campus and as may be requested by the Chancellor from time to time;
- (d) Under the leadership of the Chancellor, seek to promote the overall advancement of the campus and The University of Tennessee System;
- (e) Advise the Board of Trustees or the President on matters related to the campus or the system as may be requested by the President or the Board of Trustees from time to time; and
- (f) Comply with the Tennessee Open Meetings Act, Tennessee Code Annotated § 8-44-101 *et seq.* except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 2.2 As provided by Tennessee Code Annotated § 49-9-503(b), the responsibilities of, and any actions taken by, the Advisory Board shall not conflict with or inhibit the authority of the Board of Trustees.

Section 2.3 Each member shall conduct any efforts on behalf of the Advisory Board within the scope of the responsibilities provided in Section 2.1 of these Bylaws and in compliance with applicable University policies.

Article III Membership

Section 3.1 Membership on the Advisory Board is governed by the provisions of Tennessee Code Annotated § 49-9-501. The following sections represent a summary of some of the key statutory provisions.

Section 3.2 Number of Members and Appointing Authority. The Advisory Board shall consist of five (5) members appointed by the Governor, one (1) faculty member appointed by the campus Faculty Senate, and one (1) student elected as the President of the Student Government Association Executive Committee. The Chancellor shall ensure that each new member receives a copy of these Bylaws and is notified of the expectations and responsibilities of membership.

Section 3.3 Term of Members Appointed by the Governor. The terms of the initial members appointed by the Governor shall be two (2), three (3), and four (4) years, as designated by the Governor, beginning on the date of appointment and ending on June 30 of the last year of the designated term. For all subsequent appointments by the Governor, the term shall be four (4) years from July 1 through June 30. All members appointed by the Governor must be confirmed by joint resolution of both houses of the Tennessee General Assembly; provided that if the General Assembly is not in session when an appointment is made, the members shall serve for the appointed term unless the appointment is not confirmed within ninety (90) calendar days after the General Assembly next convenes in regular session. Members may not serve more than two (2) consecutive terms but may be reappointed after four (4) years have elapsed since the last date of service on the Advisory Board.

Section 3.4 Term of the Faculty Member. The term of the initial faculty member shall begin on the date of the initial meeting of the Advisory Board and end on June 30 of the next year. For all subsequent faculty member appointments, the term shall be two (2) years beginning July 1 and ending June 30.

Section 3.5 Term of the Student Member. The term of the initial student member shall begin on the date of appointment by the Advisory Board and end on June 30 of the same year. For all subsequent student member appointments, the term shall be one (1) year beginning July 1 and ending June 30.

Article IV Conflict of Interests

Section 4.1 General Conflict of Interests. Members shall not use the authority, title, prestige, or other attribute of the office to acquire benefit or gain for themselves or for any relative. Nor shall members use the authority, title, prestige, or other attribute of the office to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters. Members shall not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect the member's independence of judgment in performing official duties; however, this shall not be construed to prohibit acceptance of benefits from the University provided to all members by virtue of the office or provided in connection with donations to the University.

Section 4.2 Financial Conflict of Interests. It shall be the duty of each member of the Advisory Board to avoid any financial conflict of interests as defined in this Section 4.2. Tuition and fee payments, scholarships and other financial aid awards, and donations do not constitute a financial conflict of interests. Salary, a stipend, and other compensation for services paid by the University to the faculty member and student member of the Advisory Board do not constitute a financial conflict of interests.

Section 4.2(a) Direct Interest. A financial conflict of interests exists when a member has a direct interest in a contract with the University. "Direct interest" means a contract with the member personally or with any business in which the member is the sole proprietor, a partner, or the person having the controlling interest. The interests of a member's spouse and dependent children or stepchildren shall be treated as the member's interest for the purpose of determining whether the member has a direct interest. "Controlling interest" means the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

Section 4.2(b) Indirect Interest. A financial conflict of interests also exists when a member has an indirect interest in a contract with the University unless the member has disclosed his or her interest in accordance with Section 4.2(c). "Indirect interest" means a contract in which the member has an interest that is not a "direct interest" as defined in Section 4.2(a). The interests of a member's

spouse and dependent children or stepchildren shall be treated as the member's interest for the purpose of determining whether the member has an indirect interest.

Section 4.2(c) Attempt to Influence a University Contract. A member shall not attempt to influence any person who is involved in making or administering a contract with the University if the member would derive a direct benefit from the contract. Nor shall a member solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University.

Section 4.2(d) Disclosure of Financial Interests. Initial members of the Advisory Board shall file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board shall file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in this Section 4.2 shall provide written notice to the Chancellor within seven (7) calendar days.

Section 4.2(e) Addressing Financial Conflicts of Interest. The Chancellor shall review all disclosures of financial interests filed by members with the Chair of the Advisory Board. It shall be the responsibility of the Chancellor to take necessary or appropriate steps to address any potential or actual financial conflict of interests of any member.

Article V Officers

Section 5.1 Chair. The presiding officer of the Advisory Board shall be the Chair, who shall be elected by the Advisory Board. The term of the initial Chair shall begin on the date of election and end on June 30 of the following year. Thereafter, the term of the Chair shall begin on July 1 and end on June 30 of the second succeeding year. The Chair may not be elected to more than three (3) consecutive terms except upon the affirmative roll-call vote of a majority of the total membership. The Chair shall preside at all meetings of the Advisory Board; shall be responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board; and shall be the spokesperson for the Advisory Board. If the Chair knows in advance that he or she will not be able to attend a meeting, the Chair shall appoint a Chair *pro tem* to preside over the meeting. In the unexpected absence of the Chair, the Chancellor shall preside over the meeting until the Advisory Board acts to appoint a Chair *pro tem*.

Section 5.2 Secretary. On the recommendation of the Chancellor, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; prepare and maintain minutes of Advisory Board meetings; maintain a current set of the Bylaws and a record of all Bylaw amendments; and maintain all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

Article VI Operating Budget

Section 6.1 Financial support for the work of the Advisory Board shall be provided exclusively from the campus operating budget through established budgetary procedures. The Advisory Board's receipts and expenses shall be budgeted and accounted for in separate accounts. The accounts shall be specifically identifiable in the detail of the operating budget.

Article VII Meetings

Section 7.1 Regular Meetings. In accordance with Tennessee Code Annotated § 49-5-502(a), the Advisory Board shall hold at least three (3) regular meetings each year on a day or days determined by the Advisory Board from year to year.

Section 7.2 Special Meetings. Special meetings of the Advisory Board may be called by the Chair or the Chancellor when deemed necessary.

Section 7.3 Location of Meetings. Regular and special meetings of the Advisory Board may be held at any location in Shelby County.

Section 7.4 Notice of Meetings. Notice of meetings may be delivered to members by postal mail, courier, electronic mail, or facsimile transmission. As required by Tennessee Code Annotated § 8-44-103(a) and (b), adequate public notice shall be given of all regular and special meetings.

Section 7.5 Meetings Open to the Public. In compliance with Tennessee Code Annotated § 49-9-503(a)(6), meetings of the Advisory Board shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 7.6 Agenda. An agenda for every meeting of the Advisory Board shall be prepared by the Chancellor in consultation with the Chair and with the assistance

of the Secretary. The agenda shall list in outline form each item to be considered at the meeting. When feasible, a copy of the agenda shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the members before the meeting date. Items not appearing on the agenda of a regular meeting may be considered only upon an affirmative roll-call vote of a majority of the total voting membership of the Board. Items not stated in the call of a special meeting may not be considered at the meeting.

Section 7.7 Manner of Voting. In accordance with the Tennessee Open Meetings Act, all votes by the Advisory Board shall be by public voice vote, public ballot, or public roll-call vote, and proxy votes are not allowed. A public roll-call vote shall be required on the following: (1) all motions related to adoption, amendment, repeal, or suspension of these Bylaws in whole or in part; and (2) on any other motion if a voting Board member present at the meeting requests a roll-call vote before a vote is taken or demands a roll-call vote before the Chair announces the result of a vote.

Section 7.8 Participation in Meetings by Electronic or Telephonic Means. The Chair, after consultation with the Chancellor, may allow members to participate in a meeting by any means of electronic or telephonic communication, subject to the following requirements of the Tennessee Open Meetings Act:

- (1) A quorum of four (4) members must be physically present at the location specified in the public notice as the location of the meeting.
- (2) The meeting must be audible to the public at the location specified in the public notice of the meeting.
- (3) All members must be able to hear and speak to each other during the meeting.
- (4) Any member participating by telephonic or electronic means must identify the persons present at the location from which the member is participating.
- (5) Before the meeting, any member who will not be physically present at the meeting location specified in the public notice shall be provided with documents to be discussed at the meeting with substantially the same content as the documents presented at the meeting.
- (6) All votes shall be taken by roll call.

Article VIII Quorum

Section 8.1 Four (4) members shall constitute a quorum empowered to transact any business of the Advisory Board.

Section 8.2 The action of a majority of the quorum of members present at any meeting shall be the action of the Advisory Board, except as otherwise provided in these Bylaws.

Article IX Committees

Section 9.1 The Chair is authorized to appoint such committees and committee chairs as the Chair may deem necessary from time to time.

Article X Rules of Procedure

Section 10.1 Questions of procedure and organization not specifically addressed in these Bylaws shall be governed by rules contained in the most current edition of *Robert's Rules of Order Newly Revised* to the extent applicable and consistent with these Bylaws and any special rules of order, standing rules, or policies adopted by the Advisory Board.

Article XI Adoption, Amendment, and Repeal of Bylaws

Section 11.1 These Bylaws shall be adopted by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board and shall be provisionally effective until subsequent review and approval by the Board of Trustees.

Section 10.2 The Advisory Board may change these Bylaws by amendment, by adoption of one or more new Bylaws, or by repeal of one or more existing Bylaws at any regular or special meeting by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board; provided that a copy of the amendments or new Bylaws to be offered or notation of the Bylaws to be repealed shall be furnished to each member in writing at least seven (7) days in advance of the meeting; and provided further that any change to the Bylaws shall not be effective until approved by the Board of Trustees.

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AGENDA ITEM SUMMARY

Item 3.a.: Conflict of Interest Disclosure Requirement

Type: Information

Presenter: Anthony A. Ferrara

As indicated in Article IV of the Advisory Board Bylaws, member of the Advisory Board is required to complete a *Disclosure of Financial Interests* form within 30 calendar days of the initial meeting of the Advisory Board. The form is attached and is due back to the HSC no later than March 16, 2019.

To aid in the completion of this form, listings of active contracts between the University and each Board member / Board members' organization will be provided.

THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER ADVISORY BOARD

DISCLOSURE OF FINANCIAL INTERESTS

INSTRUCTIONS: This form must be used to disclose all financial interests required to be disclosed under *Article IV - Conflict of Interests of the Bylaws of The University of Tennessee Health Science Center Advisory Board*. Initial members of the Advisory Board must file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board must file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in Article IV of the Bylaws must provide written notice to the Chancellor within seven (7) calendar days. Please use the blank pages at the end of this form if additional space is needed.

1. **NAME OF ADVISORY BOARD MEMBER:**

2. **DATE OF DISCLOSURE:**

3. **DIRECT INTERESTS:** List all direct interests you have in any contract with the University. “Direct interest” is defined as a contract with you personally or with any business in which you are the sole proprietor, a partner, or the person having the controlling interest. The interests of your spouse and dependent children or stepchildren must be treated as your interest for the purpose of this disclosure. “Controlling interest” is defined as the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

4. **INDIRECT INTERESTS:** List all indirect interests you have in any contract with the University. "Indirect interest" is defined as a contract in which you have an interest that is not a "direct interest." The interests of your spouse and dependent children or stepchildren must be treated as your interest for the purpose of this disclosure.
5. **ADDITIONAL INFORMATION:** Provide any additional information you wish to disclose.
6. **CERTIFICATION:**
- I certify that I have read *Article IV - Conflict of Interests of the Bylaws of The University of Tennessee Health Science Center Advisory Board*.
 - I certify that to the best of my knowledge and at the present time, neither I, my spouse, nor any dependent child or stepchild has a financial conflict of interests as defined in Article IV of the Bylaws.
 - I certify that I will not use my authority, title, prestige, or other attribute of this office to acquire benefit or gain for myself or for any relative or to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters.
 - I certify that I will not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect my independence of judgment in performing official duties.
 - I certify that I will not attempt to influence any person who is involved in making or administering a contract with the University if I would derive a direct benefit from the contract.
 - I certify that I will not solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University.
 - I certify that the information disclosed herein is true and accurate to the best of my knowledge.

Signature of Advisory Board Member

UTHSC ADVISORY BOARD MEETING

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AGENDA ITEM SUMMARY

Item #4: Introduction of the Initial Student Member of the Advisory Board on the Chancellor's Recommendation

Type: Information

Presenter: Steve J. Schwab, MD

By the Bylaws of the Advisory Board, the President of the Student Government Association Executive Committee will serve as the student member of the Advisory. Ms. Anna E. Evans, a 2020 candidate for the Doctor of Physical Therapy, is the sitting President. Her resume is attached.

Anna Easterling Evans

Education:

Doctor of Physical Therapy

University of Tennessee Health Science Center, Memphis, Tennessee

Projected May 2020

Bachelor of Science in Kinesiology, Clinical Exercise Physiology

Mississippi State University, Starkville, Mississippi

December 2016

Overall GPA: 4.00/4.00

Work Experience:

Physical Therapy Technician and Front Office Specialist, Drayer Physical Therapy

August 2016-May 2017

Internships:

University Ministry Intern, First Baptist Church, Starkville, Mississippi

January 2016-December 2016

- Coordinated events and service opportunities for university students
- Assisted university minister with planning and leading church and community outreach
- Discussed topics on international missions and prayer needs at weekly Bible study gathering

Project Management Intern, Choose to Invest, Nairobi, Kenya

January 2015-August 2015

- Developed Bible curriculum to be taught in Kenyan schools
- Strategized and conducted ten-week internship in Kenya for American college students
- Tracked and recorded weekly budget

Honors:

President, UTHSC Student Government Association Executive Council

June 2018-present

Vice President, UTHSC Doctor of Physical Therapy Class of 2020

August 2017-present

Recipient, College of Health Professions Chancellor Diversity Scholarship

August 2017-present

President, Exercise Science Honor Society

August 2015-July 2016

Vice President of Community Service, National Society of Collegiate Scholars

August 2014-July 2016

Mississippi State Shackouls Honors College

August 2012-December 2016

President's Scholar

August 2012-December 2016

Activities and Skills:

UTHSC Gross Anatomy Teacher's Assistant

Projected February 2019

UTHSC Kinesiology Teacher's Assistant

Projected February 2019

UTHSC QEP Steering Committee

September 2018-present

UTHSC Fitness Center Committee

September 2018-present

Undergraduate Physiology Teacher's Assistant

January 2016-May 2016

Undergraduate Anatomy Teacher's Assistant

Fall 2015, Fall 2016

Mississippi State Montgomery Leadership Program

January 2014-May 2015

Undergraduate Research in Biomechanics

August-December 2014

Student Involvement Coordinator, Baptist Student Union

January 2014-December 2014

Clinical Experience and Community Service:

Regional One Health, Trauma ICU

200 hours

Muthaiga Pediatrics, Nairobi, Kenya

70 hours

Cure International Hospital Physical Therapy, Kijabe, Kenya

40 hours

Rolling Hills Developmental Center, Starkville, MS

21 hours

Physiotherapy Associates, Memphis, TN

20 hours

Methodist University Hospital, Memphis, TN

20 hours

Vicker's Personal Care Home, Starkville, MS

20 hours

Results Physical Therapy, Memphis, TN

16 hours

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AGENDA ITEM SUMMARY

Item #6: Approval of the Secretary of the Advisory Board

Type: Action

Presenter: Steve J. Schwab, MD

By statute and Bylaws, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary of the HSC Advisory Board at the recommendation of the Chancellor. Mr. Anthony A. Ferrara has served as the Health Science Centers' Vice Chancellor and Chief Financial Officer since September 2005.

MOTION: I recommend Mr. Anthony A. Ferrara be elected as Secretary of the HSC Advisory Board.

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AGENDA ITEM SUMMARY

Item #7: State of the Health Science Center
Type: Information
Presenter: Steve J. Schwab, MD



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

2017 – 2018
STATE OF THE UNIVERSITY

Steve J. Schwab, MD
Chancellor



UTHSC Defined

• **Six Doctoral Health Care Colleges**

Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing, Pharmacy

• **Four Full Clinical Campuses**

- **Memphis:** Le Bonheur, Methodist University, Regional One, Memphis VA
- **Chattanooga:** Erlanger
- **Knoxville:** UT Medical Center
- **Nashville:** St. Thomas

• **One Mission: Advancing the Health of Tennessee**

Education, Research, Clinical Care, Service



Major Locations

- Memphis**

Main campus; 6 colleges



- Chattanooga**

College of Medicine/Dentistry



- Knoxville**

Colleges of Medicine, Pharmacy, Dentistry and Health Professions (ASP)



- Nashville**

College of Medicine, Pharmacy, and Dentistry St. Thomas Health



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.

UTHSC STRATEGIC MAP: 2018-19 TO 2022-23

	A	B	C	D	E
	Educate outstanding graduates who meet the needs of the state and its communities	Grow the research portfolio focusing on targeted areas	Create areas of clinical prominence while expanding outreach	Increase visibility and recognition of UTHSC contribution	Align UTHSC resources with areas of excellence
1	Expand and strengthen team-based interprofessional educational experiences	Provide necessary infrastructure for research and scholarship	Develop targeted areas of centers of excellence	Broaden and bolster the branding and marketing strategy	Address prioritized needs/deficits requiring additional resources
2	Cultivate and sustain effective educational models and technologies to enhance student learning and engagement	Enhance connections between researchers at various translational stages (T0 to T4)	Establish a culture of best practices	Increase awareness of UTHSC's health care initiatives and contributions, from local to national and international audiences	Increase program collaboration across UT
3	Foster student wellness and resilience to prepare them for lives and careers as health professionals	Create a collaborative research network across disciplines, colleges, campuses, universities, hospitals, and industry	Strengthen program quality using performance metrics	Renovate facilities to stimulate learning, scientific discovery, and research	Allocate space based on need across UTHSC
4	Prepare graduates to understand and address the social determinants of health in the communities they serve	Develop and implement research mentorship programs	Develop and implement community-based and statewide clinical and outreach programs	Engage stakeholders, including alumni, to be legislative advocates for UTHSC	Re-engineer clinical and core services to increase effectiveness and efficiency
5	Prepare graduates as life-long learners, collaborative leaders and advocates to improve the shifting health care landscape		Expand the scope and quality of integrated clinical practice	Promote UTHSC as a positive and necessary entity in health care, education, research, and clinical practice	Optimize productivity and alignment of faculty, staff, students, and administration
6	Recruit and retain faculty and staff through development, support, and mentorship			Offer special events and initiative to promote health within the community	Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders
7	Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community				Develop leaders at all levels of the institution
F	Expand and strengthen key community and other partnerships				
G	Increase strategic integration across UTHSC				
H	Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration				

Revised 1.30.18



UTHSC Goal

- **Become a Top Quartile Academic Health Science Center**

- **Metrics**

- Education
- Clinical Care
- Research



CAMPUS CHANGE

CAMPUS CHANGE



Distinctions – Le Bonheur Enters Top 20



CAMPUS CHANGE



UTHSC – Top Workplace 4th Consecutive Year



CAMPUS CHANGE



Pharmacy Advances Further Up Top 20



CAMPUS CHANGE



Nursing Cracks Top 25



FINANCES

FINANCES



UTHSC Finances

- **Largest-Ever Annual Budget with 501c3 Practices**

- **Clinical revenue at record levels**
~ \$424M
- **> \$256M in sponsored programs (non-clinical grants/contracts)**
Largest in UT System
- **Philanthropy – \$10.5M**
Special services – \$45M
- **State appropriation now above 2007 levels**
UTHSC's best ever at \$150M;
Tuition at \$89M

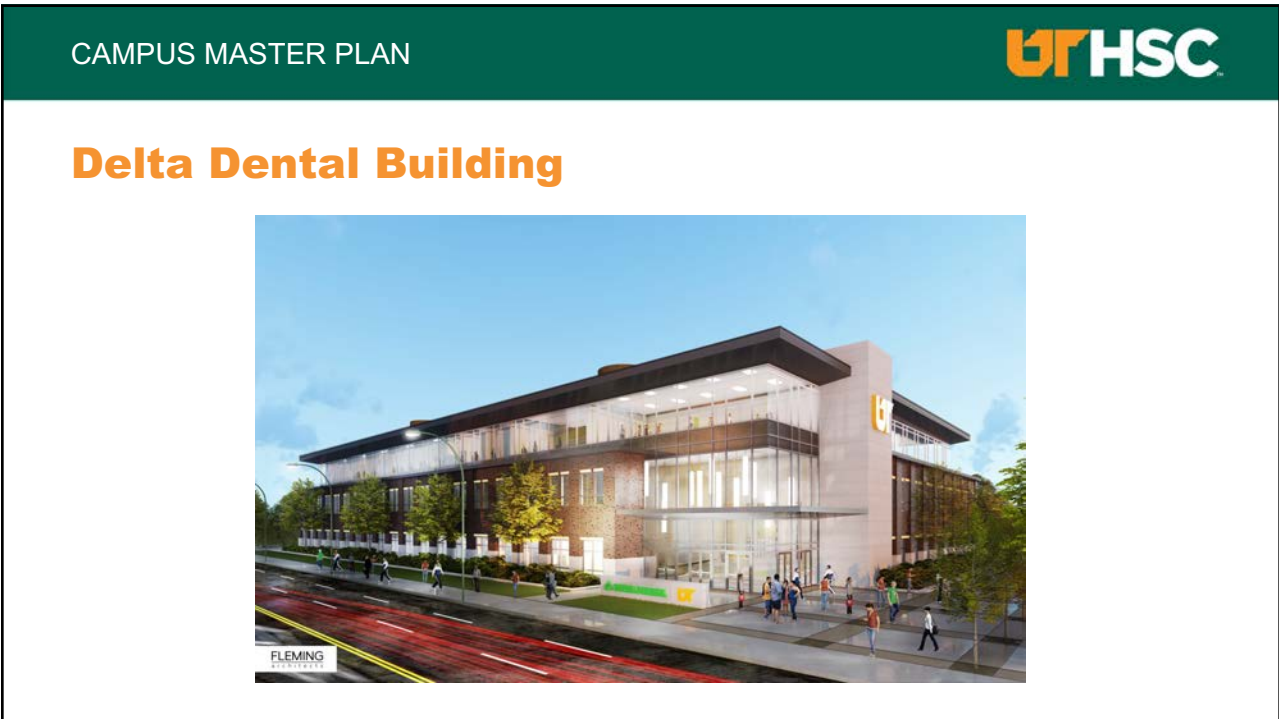
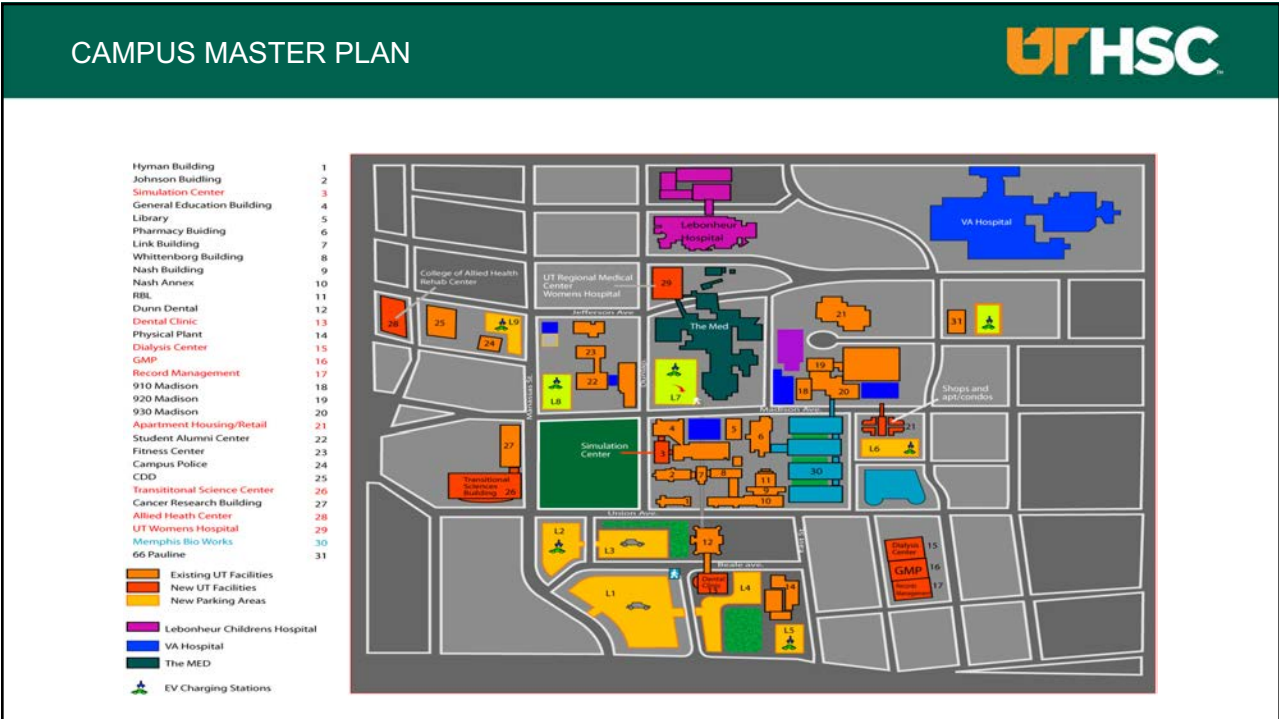
- **Total: \$975M**

Financial Summary

- Most Revenue in UTHSC History
- Strong “Go Forward” Position



CAMPUS MASTER PLAN



Quadrangle Re-Build



Center for Healthcare Improvement and Patient Simulation (CHIPS)



Methodist University Hospital

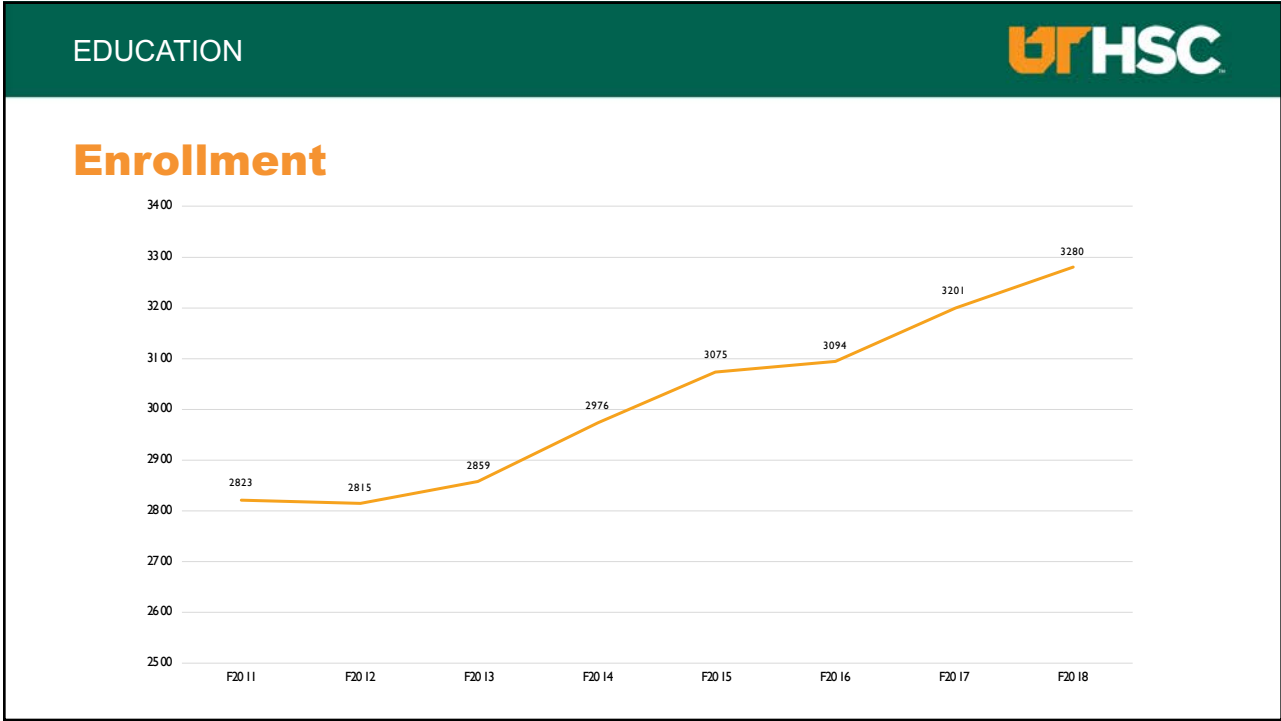


Campus Master Plan Status

- On Track
- Best In-Class Facilities Being Developed



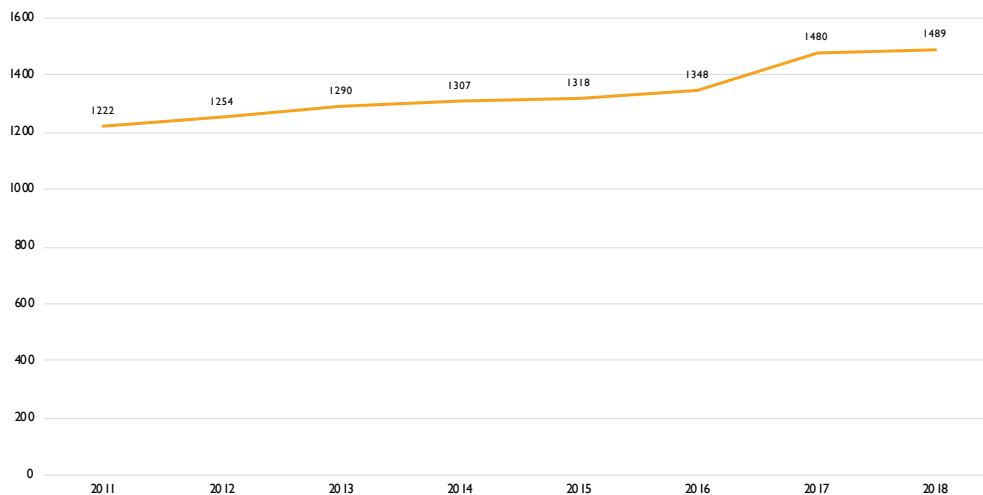
EDUCATION



EDUCATION



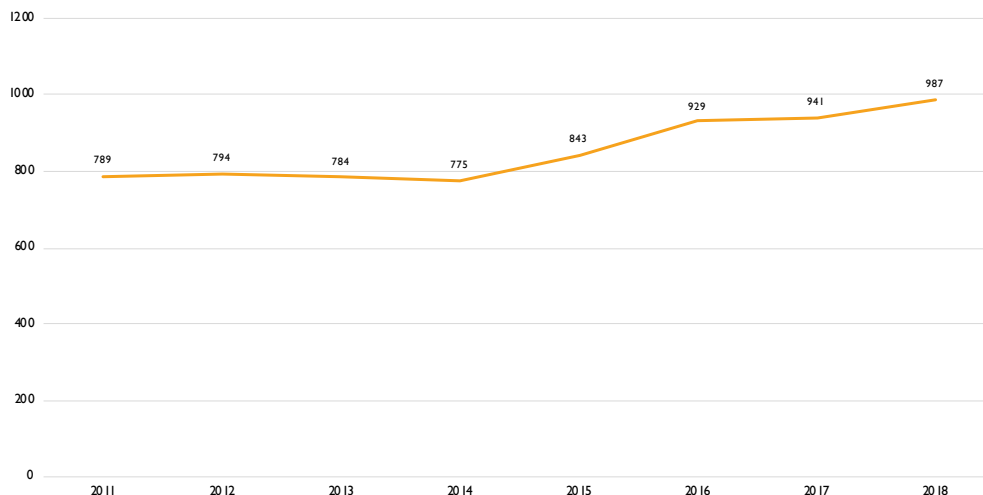
Residents, Fellows, Post Docs

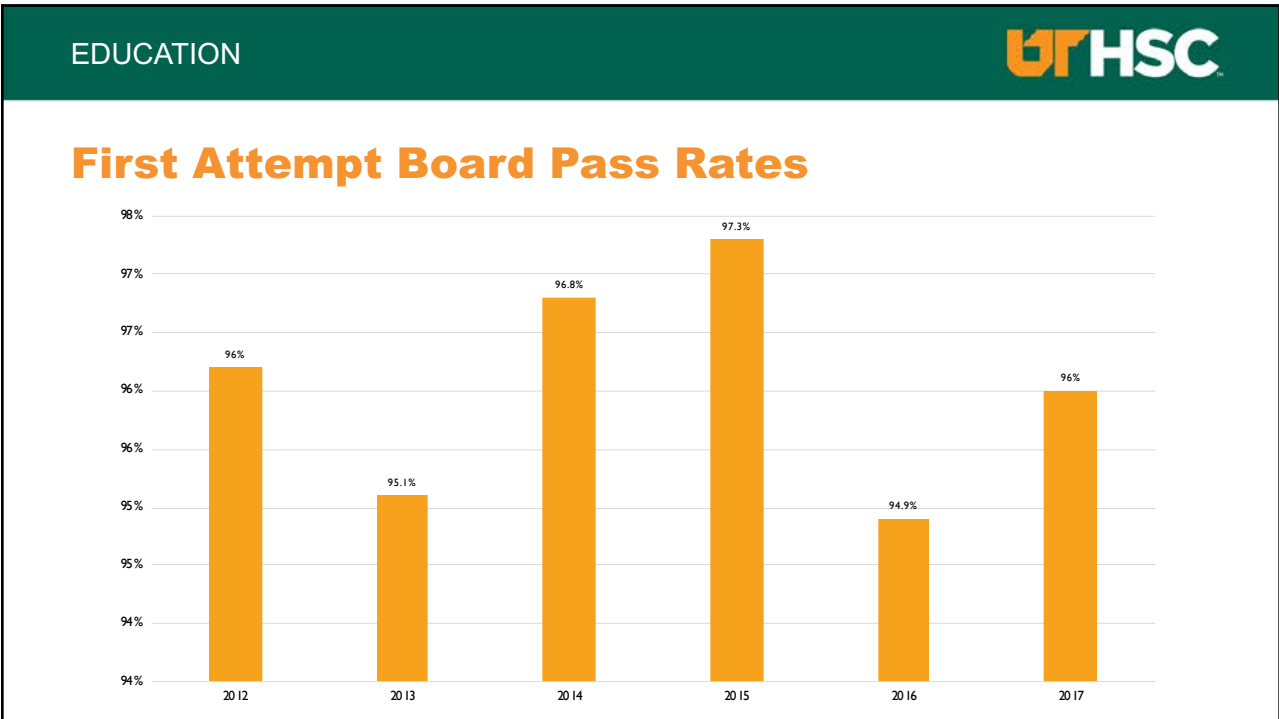
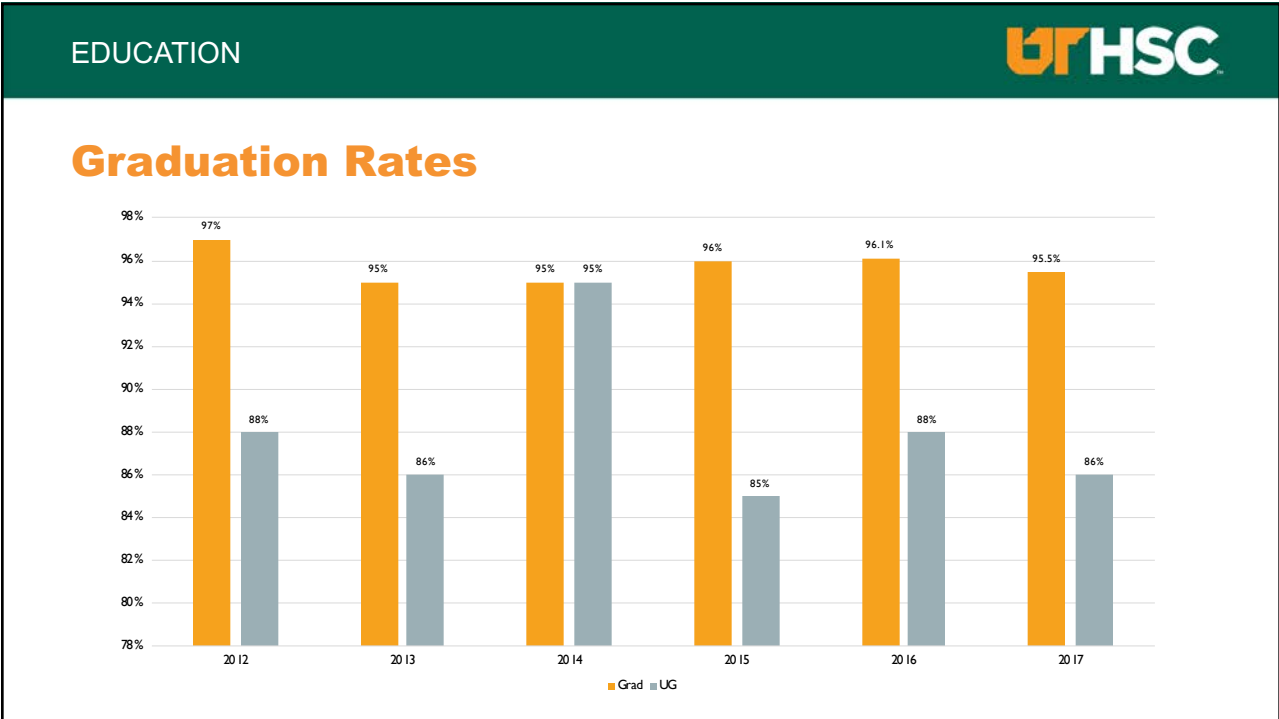


EDUCATION



Degrees Awarded





Education Performance

- Strong Ongoing Performance
- Robust Statewide Growth
- Top Quartile Performance



CLINICAL CARE

UTHSC 501c3 Practices—Strategy of Alignment

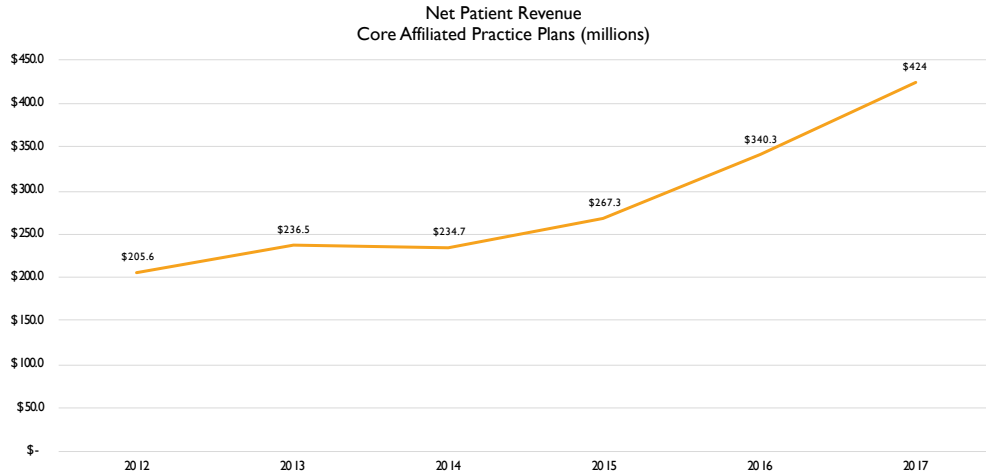
- **UT Medical Group** 1974 – 2015
- **UT Le Bonheur Pediatric Specialists** 2011
- **UT West Cancer Clinic** 2012
- **UT Methodist Physicians** 2013
- **UT Regional One Physicians** 2014
- **University Clinical Health (UTMG)** 2016
- **UT Methodist Pathology** 2018
- **UT Erlanger** In development
- **UT Surgical Associates (Chatt)**
- **UT Jackson Family Medicine** In development

Clinical Rankings

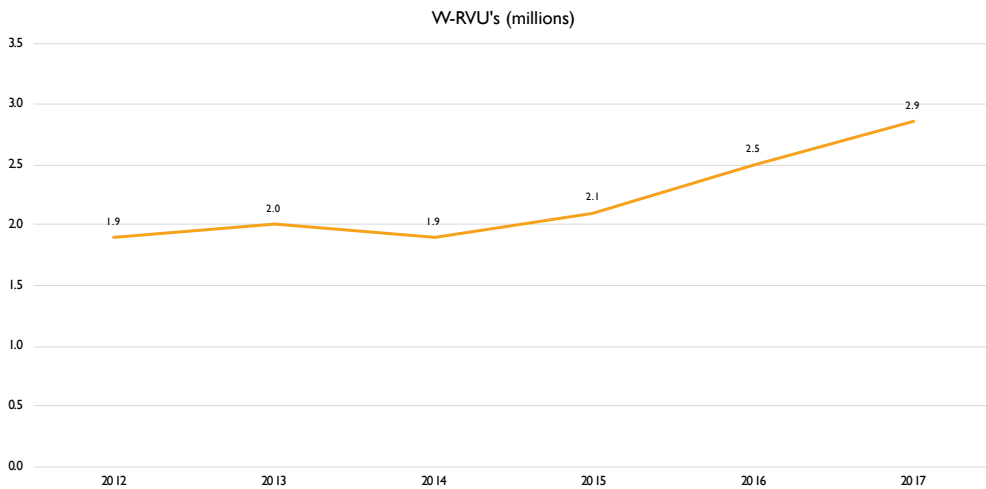
- **U.S. News and World Report**
- **UT Medical Center, Knoxville**
- **Methodist UT Hospital, Memphis**

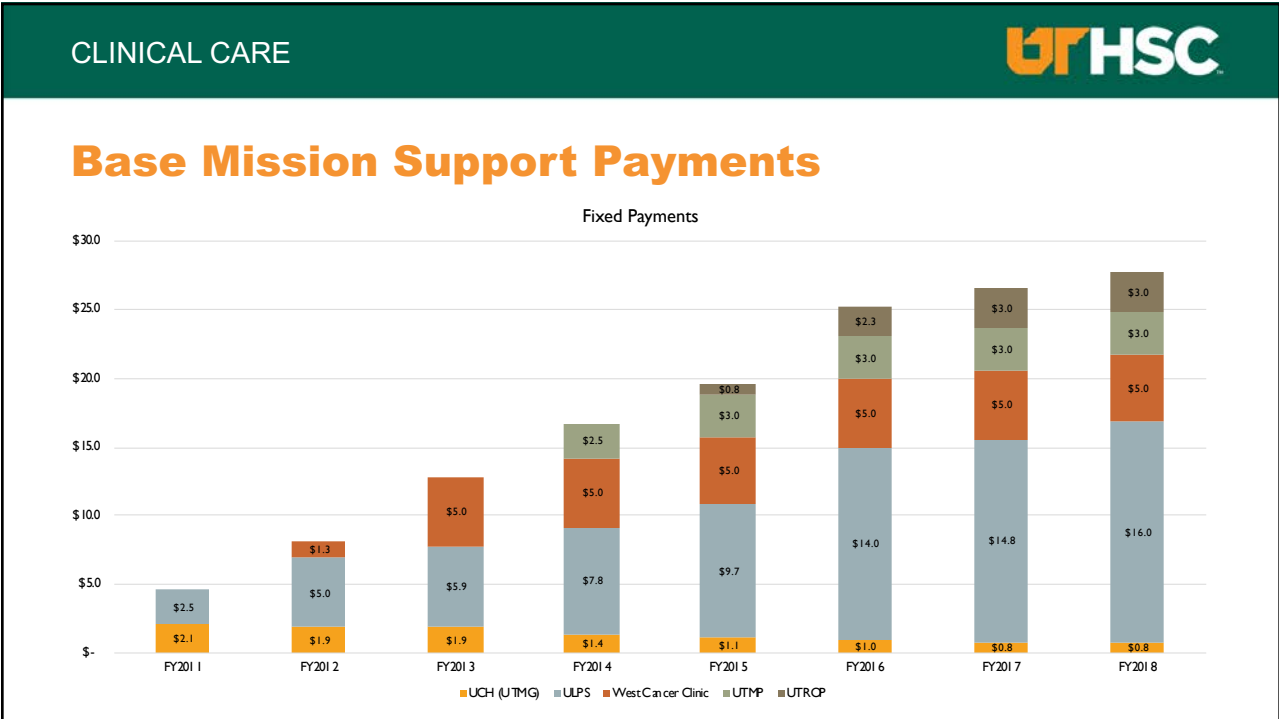


Core Affiliated Practice Plan Activity



W-RVU's Affiliated Practice Plans





CLINICAL CARE 

Clinical Performance

- Ongoing Strong Growth
- Developing National Program Recognition
- Top Quartile Performance

RESEARCH

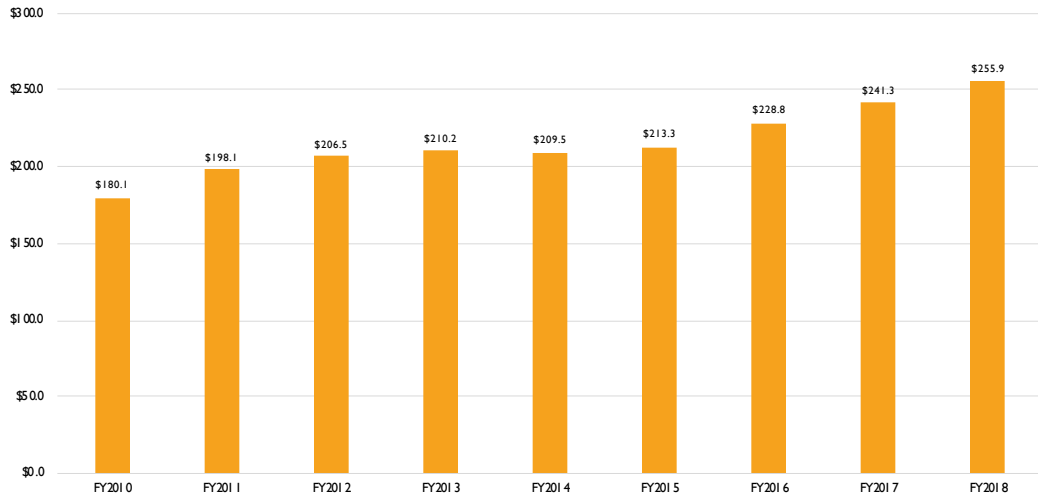
RESEARCH



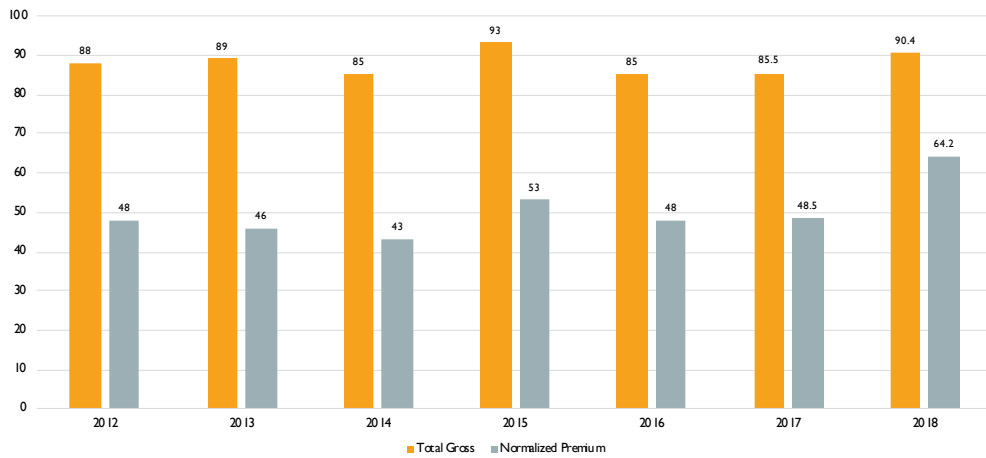
Research Strategy

- **Campus Strategic Research Plan**
- **Build/Renovate Facilities**
- **Develop the Investable Capital**
 - Clinical academic payments
 - Memphis Research Consortium
 - Other one-time capital
- **Invest In and Recruit the Faculty**

Sponsored Program Expenditures



Total Gross and Normalized Premium Research Awards



Research Growth

- **Maintain What Works**

- Research incentive program
- Bridge funding program
- New award – near-funded support program
- ?? Cornet Awards

- **Improve Infrastructure**

- Grants administration
Pre-award and post-award combined in Office of Research
- Make it steadily easier to submit and maintain grants

Research Growth

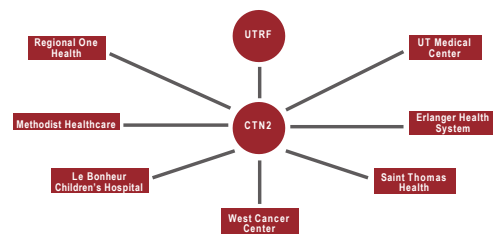
- **Grow Clinical Trials**

- **Capture credit for research UTHSC does**
Faculty perform over \$20M (est) in clinical trials annually for hospital and private foundations with no credit to UTHSC
- **Increase clinical trials on all campus locations**
- **Bind all 4 campuses together**



Clinical Trials Network of Tennessee (CTN2)

- **501c3**
 - Organized as a subsidiary of UTRF
- **Governed by Board of Directors**
 - Representative from each participating hospital
 - UTHSC Chancellor or designee
 - UTRF President or designee
 - Qualified expert nominated by UTHSC Chancellor and appointed by UTRF



Clinical Translational Science

- **CTSA Award Submitted as Multi-University Delta Consortium**
 - UTHSC, Tulane, Ole Miss
 - Focus on problems of Mississippi Delta, Endemic Poor Health
 - UTHSC Directors
 - Karen Johnson, MD
 - Michelle Martin, PhD

Memphis Institute of Regenerative Medicine

Joint Project with:

- **Local Academic Partners**
 - UTHSC
 - University of Memphis
 - St. Jude
- **Industry**
 - Revotek International
 - Plough Center: 3D printing of blood vessels for clinical use
 - Medtronic
- **Global Partners**
 - Joint faculty with Sichuan University in Chengdu
 - Dr. James Kang

Plough Center and Regional Biocontainment Lab



Research: Marathon, Not a Sprint

- Committed (with UTK) to Becoming a Top-Rated Research University
- Time
- Effort
- Money



SUMMARY

2017 – 2018 Summary

- **Education**

- **Performing at National Caliber Level**
Still need improvement

- **Clinical**

- **Performing at National Caliber Level**
Still need improvement

- **Research**

- **Executing the Plan**
Turning the Corner

UTHSC ADVISORY BOARD MEETING

February 14, 2019	305 Student Alumni Center
Thursday	800 Madison Avenue
1:00 PM CST	Memphis, TN

AGENDA ITEM SUMMARY

Item #8: 2019 Meeting Dates

Type: Action

Presenter: Anthony A. Ferrara

The following are the proposed 2019 meeting dates for the HSC Advisory Board:

- May 20, 2019 1:00 PM CST TBD
- September 20, 2019 1:00 PM CST TBD

MOTION: I recommend approval of the dates for 2019 meetings.