



HEALTH SCIENCE CENTER

Presentation Outline

- Recognitions
- Recruitment
- Health care consultation
- Accreditation and student feedback
- Campus Safety
- Return to work post-COVID
- Regaining our academic vitality
- Everywhere You Look, UTHSC Tour
- Investiture
- Strategic planning update
- College updates from the Deans
- Healthy Smiles Initiative
- Feedback and discussion

Award-Winning Faculty

Dr. Altha Stewart

2022 Pardes Humanitarian
Prize in Mental Health



College of Nursing



Dean Wendy Likes

- For the second year, BSN program is highest-ranked undergraduate nursing program in TN by *U.S. News & World Report*
- Baptist Memorial Health Care and Methodist Le Bonheur Healthcare cover in-state and regional tuition for eligible ABSN students who complete work agreements with the health systems
 - 25 ABSN students who graduated in August will go to work for Methodist as the first cohort under this agreement
 - 44 of 64 new ABSN students have signed work agreements – 68.8% of the cohort
- New student enrollment for fall comprises 198 students including 109 DNP, 87 BSN, and 2 PhD; 14 students are enrolled in certificate programs
- \$100,000 grant from Global Blood Therapeutics will allow expansion of the Sickle Cell Boot Camp for Nursing Excellence
 - Second boot camp being scheduled for April 2023
- CoN welcomes new Executive Associate Dean of Academic Affairs, Dr. Charleen McNeill

Recruitment – Active Searches

- College of Pharmacy Dean
- Vice Chancellor for Strategic Partnerships
- Vice Chancellor for Advancement
- UTHSC Governor's Chair (Computational Medicine)

Thank you to VC Love Collins for your service!

Health Care Consultation: Taking Stock and Recommendations on Our Vital Partnerships

- A national health care consultancy firm reviewed relevant prior and current information and conducted 50+ interviews with a broad array of highly engaged stakeholders and leaders to provide:
 - This external appraisal will enable our Thorough evaluation of current status of our clinical partnerships
 - Strategic recommendations for the future
- collective introspection and open dialogue together

Consultants Received and Reviewed Over 125 Documents

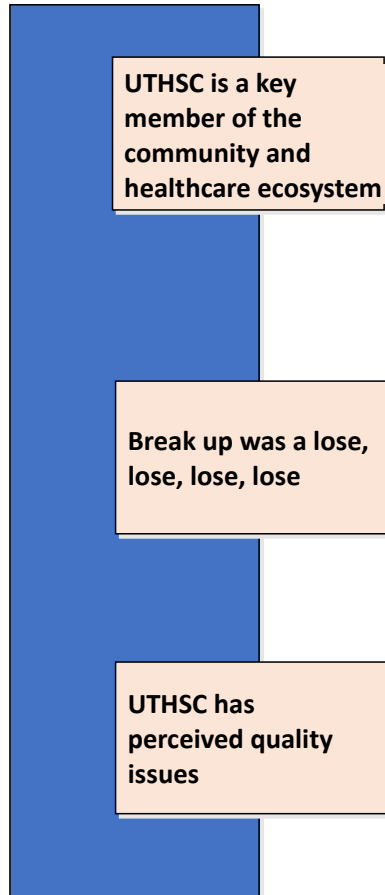
Data Request	Status
Current and recent past UTHSC hospital partnership agreements <ul style="list-style-type: none"> • Methodist Le Bonheur Healthcare • Baptist Memorial Hospital & Health Care Services • Regional One Health • Other affiliation agreements with physician practices and other hospital partners (awaiting other hospital) <ul style="list-style-type: none"> • Physician practices • VA • St. Francis • St. Jude 	<div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <input checked="" type="checkbox"/> <input type="checkbox"/> N/A </div> <div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <input checked="" type="checkbox"/> <input type="checkbox"/> N/A </div> <div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <input checked="" type="checkbox"/> <input type="checkbox"/> N/A </div> <div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <input type="checkbox"/> N/A </div>
Summary of number of GME and UME slots by hospital/physician practice clinical area (e.g. Surgery, OB/GYN, Internal Medicine, Emergency Department, etc)	<input checked="" type="checkbox"/>
Recent LCME and ACGME reaccreditation documents (emphasis on areas related to number and quality of trainee spots)	<input checked="" type="checkbox"/>
Documents related to UTHSC and Medical School mission, vision, values, and strategy	<input checked="" type="checkbox"/>
Physician practice and medical school governance documents	<input checked="" type="checkbox"/>
Other related data/information that may provide insights to assist with the engagement from UTHSC, Methodist, Le Bonheur, Baptist, Regional One, and others.	<input checked="" type="checkbox"/>

Consultants Held 50+ Key Stakeholder Interviews and 20+ Second Interviews

<p>❖ UTHSC (17)</p> <ul style="list-style-type: none">☑ Peter Buckley*☑ Kennard Brown*☑ Scott Strome*☑ Jon McCullers*☑ G. Nicholas Verne*☑ Shannon Tacker*☑ Jackie Cotton (Administrative Contact)*☑ Jimmie Mancell☑ Natascha Thompson☑ Chris Collins (ECG)☑ David Shibata*☑ Wendy Likes*☑ Tony Ferrara*☑ Sally Badoud*☑ James Eason☑ Steve Goodman*☑ Michael Whitt*☑ John Jeffries (UTHSC Cardiology/Methodist)☑ Joseph Landsman	<p>❖ Regional One Health (4)</p> <ul style="list-style-type: none">☑ Reginald Coopwood*☑ Martin Croce☑ Randy Sites☑ Tish Towns*
<p>❖ Methodist Le Bonheur Healthcare (4)</p> <ul style="list-style-type: none">☑ Michael Ugwueke*☑ Monica Wharton*☑ Kathleen Forbes*☑ Michael Wiggins	<p>❖ Other Hospital Partners (11)</p> <ul style="list-style-type: none">☑ VA Hospital Leadership – Chief of Staff, Tom Ferguson*☑ VA Hospital Leadership – Hospital Dir., James Vaughn☑ St. Francis Hospital Leadership – Chris Cosby☑ St. Francis Hospital Leadership – David Schwartz☑ St. Jude Leadership – James R. Downing☑ W. Tennessee Health Leadership Team – James Ross + 5
<p>❖ Baptist Memorial Hospital & Health Care Services (2)</p> <ul style="list-style-type: none">☑ Jason Little☑ Paul DePriest*	<p>❖ Physician Practice Leaders from: (6)</p> <ul style="list-style-type: none">☑ West Clinic (2) Graves and Somer☑ Campbell Clinic – Daniel Shumate☑ Semmes Murphy Clinic – Andrei Alexandrov☐ Stern Cardiology☑ Gastro One☑ MRPC Radiology Group <p>❖ Political/Community Leaders: (7)</p> <ul style="list-style-type: none">☑ Phil Wenk☑ Gary Shorb☑ Bill Rhodes☑ Meri Armor☑ Randall Davis☑ Bill Evans☑ Steve Wilson (United Healthcare)

<i>Legend</i>	
☑	Complete
+	Scheduled

Key Takeaways



Input from Interviews

- ∅ UTHSC is a long-standing and key member of the Memphis community and statewide healthcare ecosystem
 - ∅ UTHSC has helped train 70% of physicians in the State of Tennessee and significant numbers of nurses, pharmacists, dentists and other health care professionals
 - ∅ There is a desire to support UTHSC towards greater success but requires mitigation of several strategic, organizational and interpersonal challenges
 - ∅ UTHSC has a great and beautiful campus to support community connectivity, research, education and other activities
-
- ∅ Both UTHSC and Methodist suffered market loss due to the separation
 - ∅ Physicians negatively impacted with several leaving the market making future recruitment more challenging. GME programs were/are at risk.
 - ∅ Patients will not have the same access to care they once did
 - ∅ The larger Memphis community suffered on access and quality
 - ∅ Community leaders view breakup as damaging to the Memphis community and has damaged UTHSC reputation in market
-
- ∅ LCME and ACGME accreditation challenges is well know by partners and community leaders damaging UTHSC reputation and influence
 - ∅ UTHSC is 100% of faculty at ROH yet quality scores challenged
 - ∅ Healthcare providers in the market do not view UTHSC as top quality
 - ∅ UTHSC plans do not have needed strategy and accountability for quality, access or patient experience
 - ∅ Several of current partners considering alternatives to UTHSC
 - ∅ Research dyssynergy

Interviews Revealed Several Major Barriers to Partnership Success

Primary Focus	Area of Concern	Challenge/Opportunity to create path of success
Resolve fundamental barriers to accelerate success	<i>Strategy appears ad hoc, inconsistent and at times confusing</i>	<ul style="list-style-type: none"> ➤ Hospital partnership strategy appears mostly reactive through ad hoc decisions ➤ Narrow view of the marketplace led to significant “misses” e.g., closed panel in a marketplace driven by exclusive payer contracts ➤ Multiple and often conflicting “strategic plans” exist
	<i>Ill defined organizational structure permits a lack of leadership accountability</i>	<ul style="list-style-type: none"> ➤ Multiple UTHSC team members are touching with differing goals ➤ Partners are uncertain who “speaks” for UTHSC ➤ Uncertainty leads partners to undervalue relationship and limits commitment to opportunities
	<i>No clear communication plan leads to dangerous gaps & inconsistency</i>	<ul style="list-style-type: none"> ➤ Partners feel inconsistent and poor communication continues to be key issue ➤ Past history of communication issues have left many hospital partners guarded and less trusting of UTHSC (e.g. Region One, Baptist, Methodist) ➤ Opportunity for UTHSC to be convener of key stakeholders to improve health care ecosystem in the region and across the state
	<i>Lack of growth mindset leads to zero sum thinking</i>	<ul style="list-style-type: none"> ➤ Doctors appear to be used as resource that can be “staffed” or “pulled” nearly at will ➤ Does not produce long term mutually beneficial relationships ➤ Misses the opportunities for exponential growth and lack payer focus
	<i>No material focus on quality and patient satisfaction erodes brand promise</i>	<ul style="list-style-type: none"> ➤ Presumed quality is the primary value that UTHSC brings to table ➤ Focus on that quality in action i.e. results is deprioritized ➤ Creates gap that hospital operators must attempt to fill and lessens value of UTHSC partnerships

Interviews Also Revealed Many Opportunities for UTHSC and It's Vital Partners

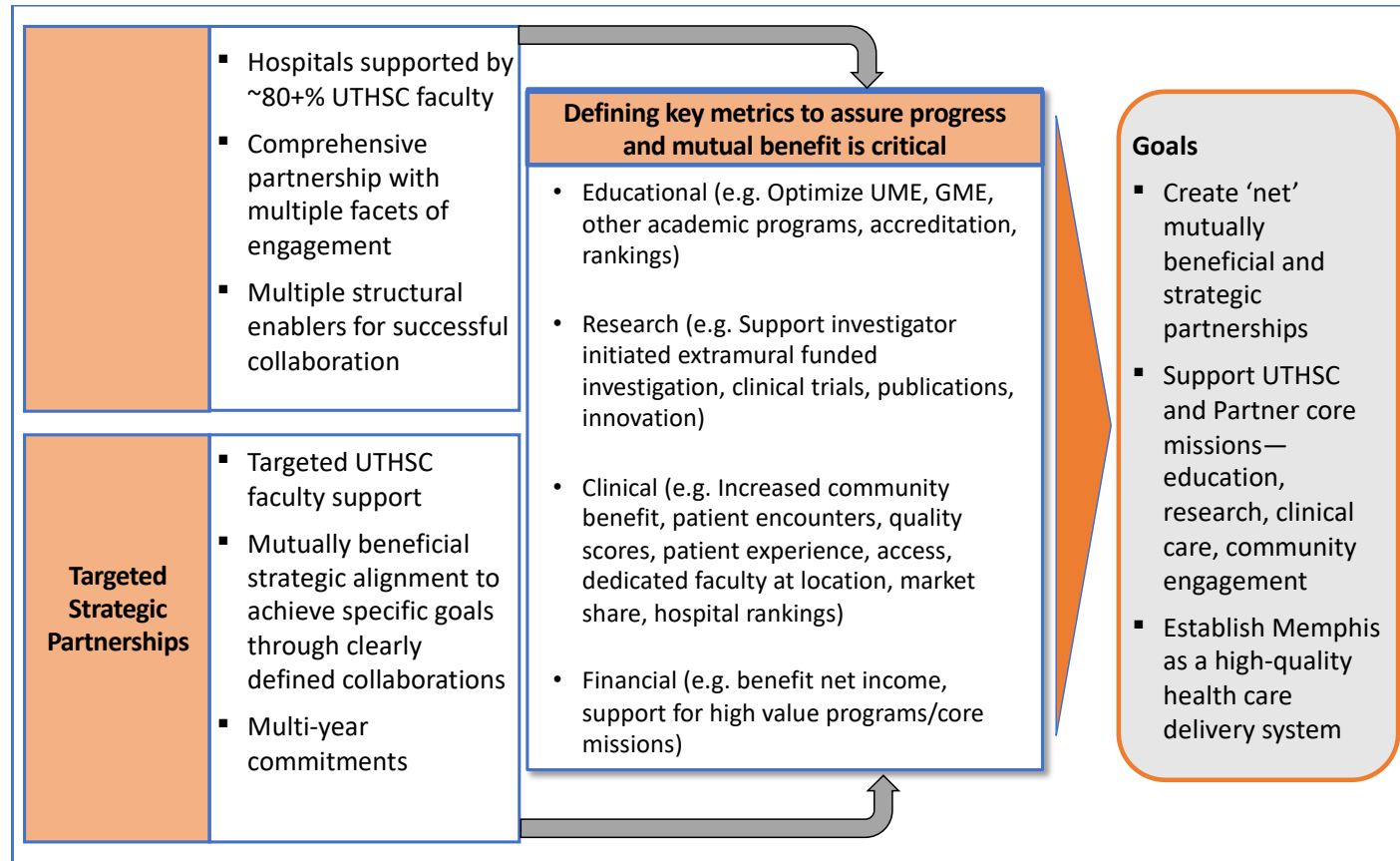
- Improved and diversified clinical training experiences for UTHSC students
- Joint pipeline clinical work force development
- Strategic growth in specialist faculty through vital partnerships and practice plans
- New practice plan opportunities (e.g. Blue Oval City)
- Personalized medicine and population health research, with strategic national advantage of minority over representation
- Clinical trials growth, especially in IITs
- Renewed presence of UTHSC, both in Memphis and statewide

Exclusivity is not an option!

Evolving Our Vital Partnerships

- Comprehensive strategic anchors
- Targeted strategic partnerships

Stratifying Hospital Partnership Opportunities, Clarified by Desired Measurable Outcomes, Can Support Mutual Benefit Goals



Consultants Recommended Several Enablers to Help Build Sustainable and More Successful Hospital Partnerships

Confirm mutually beneficial strategic partnerships

- All hospital and physician partnerships will be guided by a long-term, mutually beneficial, strategic plan including 1 and 5 year tactical plans
- KPIs measuring key outcome expectations established a priori and monitored and discussed at least quarterly
- Monthly leadership meetings with key partner leadership teams

Accountable administrative partnership executive

- A single accountable UTHSC administrative executive reporting to Chancellor is required to create successful hospital and physician partnerships
- Executive to be single contact for all key discussions with partners including oversight/leadership of all clinical practice relationships

Establish quality and growth focus with all partners

- UTHSC leaders and faculty must actively support hospital partner goals such as improving quality, access, patient experience and financial performance
- Create a growth focus as related to faculty development, clinical care, research and academic programs

Create collaborative partnership culture

- UTHSC leadership must transition to a culture of 'yes' where possible when working with hospital, physician and community partners
- Be at least as concerned with partner's success as own benefit
- Organizational structure must be refined to support a "market friendly culture" and accountability culture making it easier to partner with UTHSC

Accreditation and Student Feedback

- Graduate Medical Education accreditation
- Accreditation site visit for College of Pharmacy
- Virtual visit for PA program pending
- Joint UTHSC/UT Southern BSN under THEC review
- Student survey

Student Survey Reflects Progress Over Time and Engagement

Student Experience Survey Spring 2022 and Fall 2022 Results by College and for UTHSC														
Student Experiences Item (mean)	Dentistry		Grad Hlth Sciences		Health Professions		Medicine		Nursing		Pharmacy		Campus	
	Spring 2022	Fall 2022	Spring 2022	Fall 2022	Spring 2022	Fall 2022	Spring 2022	Fall 2022	Spring 2022	Fall 2022	Spring 2022	Fall 2022	Spring 2022	Fall 2022
I would recommend my campus to a friend/family member as a great place to study.	2.87	3.57	3.67	4.04	4.01	3.93	3.76	4.06	3.71	4.02	3.91	4.19	3.64	3.96
I believe that I matter and belong at UT.	2.84	3.63	3.47	3.88	3.75	4.1	3.68	4.07	3.29	3.92	3.91	4.17	3.53	3.94
I agree that my campus offers the resources and/or support needed for my success as a student.	3.24	3.86	3.76	4.17	3.92	4.31	3.93	4.35	4.1	4.21	4.09	4.45	3.8	4.22
I am currently accessing the resources and/or support I need to be successful.	3.23	3.65	3.76	4.1	3.72	3.97	3.96	4.12	3.68	4.02	3.99	4.16	3.72	3.96
I believe my campus listens to and responds to student needs.	2.46	3.28	3.48	4	3.61	4.2	3.84	4.2	3.62	3.98	3.75	4.19	3.44	3.91
Number of Respondents	98	184	33	53	90	68	133	213	19	57	77	294	569	869
Percent Participation by College enrollment	21%	38%	10%	16%	15%	12%	18%	28%	5%	14%	11%	51%	18%	28%
College Enrollment (Fall 2022)	468	480	327	325	610	586	755	756	395	421	682	574	3237	3142

Student Survey Reflects Progress Over Time and Engagement

Comparisons of Student Experience Survey Results Over Time: UTHSC and UT System

Student Experiences Item	Fall 2022		Spring 2022		Spring 2021		Fall 2020	
	UTHSC	UT System	UTHSC	UT System	UTHSC	UT System	UTHSC	UT System
I would recommend my campus to a friend / family member as a great place to study.	3.96	4.08	3.64	3.89	3.62	4.19	3.84	3.62
I believe that I matter and belong at UT.	3.94	3.84	3.53	3.63	3.27	3.79	3.81	3.46
I agree that my campus offers the resources and / or support needed for my success as a student.	4.22	4.13	3.8	3.93	3.49	3.94	3.74	3.33
I am currently accessing the resources and / or support I need to be successful.	3.96	3.84	3.72	3.74	3.49	3.69	3.62	3.28
I believe my campus listens to and responds to student needs.	3.91	3.74	3.44	3.59	3.1	3.67	N/A	N/A
I have adjusted well to hybrid/online learning.	N/A	N/A	N/A	N/A	3.55	3.32	3.42	2.82
Number of Respondents	869	4,629	569	2,010	171	2,200	692	8,000
Percent Participation	28%		18%		5%	5%	22%	15%
UTHSC Enrollment (each fall)	3142		3237		3188		3188	

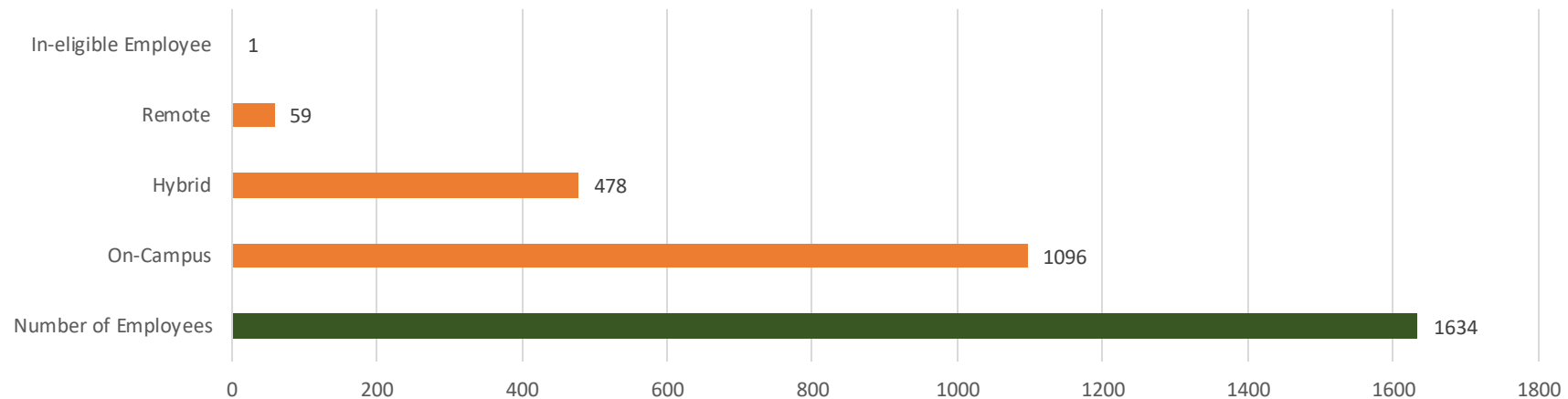
Rating scale was 1 to 5 Likert scale where 1=strongly disagree and 5=strongly agree.

Campus Safety

- Alarms.org ranks UTHSC as 9th safest college in America, out of 490 institutions
- Campus Police is accessible 24 hours/day, 7 days/week, year-round
 - Emergency and non-emergency phone numbers
 - RAVE Guardian app
 - Multiple emergency phone boxes/towers located across campus
- Campus Police currently employs 33 police officers, 23 security officers, and 6 dispatchers
- UTHSC has invested over \$26 million for security enhancements
 - Installation of 3,636 cameras
 - 470 access-controlled doors
 - 150 panic alarms strategically located throughout campus
- Safety escorts available from dusk until dawn for employees and students requesting assistance to and from your vehicle or work location in the Medical District

Return to Work Post-COVID

- Work status for staff (non-faculty and non-exempt employees)
- Data collected early summer 2022



- Majority back on campus/hybrid
- Maintaining vigilance of COVID-19

Regaining Our Academic Vitality

- Welcome Back to Campus Cookout for students



Regaining Our Academic Vitality

- Employee Appreciation Day



External and Community Engagement

- Everywhere You Look, UTHSC Tour
 - October 31 – November 2
 - Memphis > Jackson > Nashville > Chattanooga > Knoxville
 - Meetings with hospital leadership, facility tours, townhall discussions, interviews with newspaper editorial boards



Everywhere You Look, UTHSC Tour

- Great turnout and engagement
- Appreciation expressed for UTHSC and statewide presence
- Widespread endorsement of proposed mission, vision, and values
- Shared enthusiasm for clinical workforce development aimed to address racial and rural health care disparities
- Eager for greater cohesion across ALL campuses
- Interest in co-branding



UTHSC's First-Ever Investiture

- Great turnout, including live stream audience
- Beautiful blending of Memphis iconic music and traditional Irish music cultures
- Official designation of Chancellor authority in office by President Boyd



UTHSC's First-Ever Investiture

- Academic pomp blended with personalized speeches, including Neil Buckley's "roast my brother" speech which was a hit
- Memphis campus meet and greet, featuring the great danes
- Feedback that the events instill pride, joy, and furthered UTHSC momentum and community presence



Strategic Planning Update
and
Review of Proposed Mission,
Vision, and Values

Strategic Planning is Moving Forward

- Expectation from Advisory Board and Board of Trustees
- Opportunity for broad engagement and input
- Capacity building
- Provide a clear and transparent road map for internal and external communities and partners

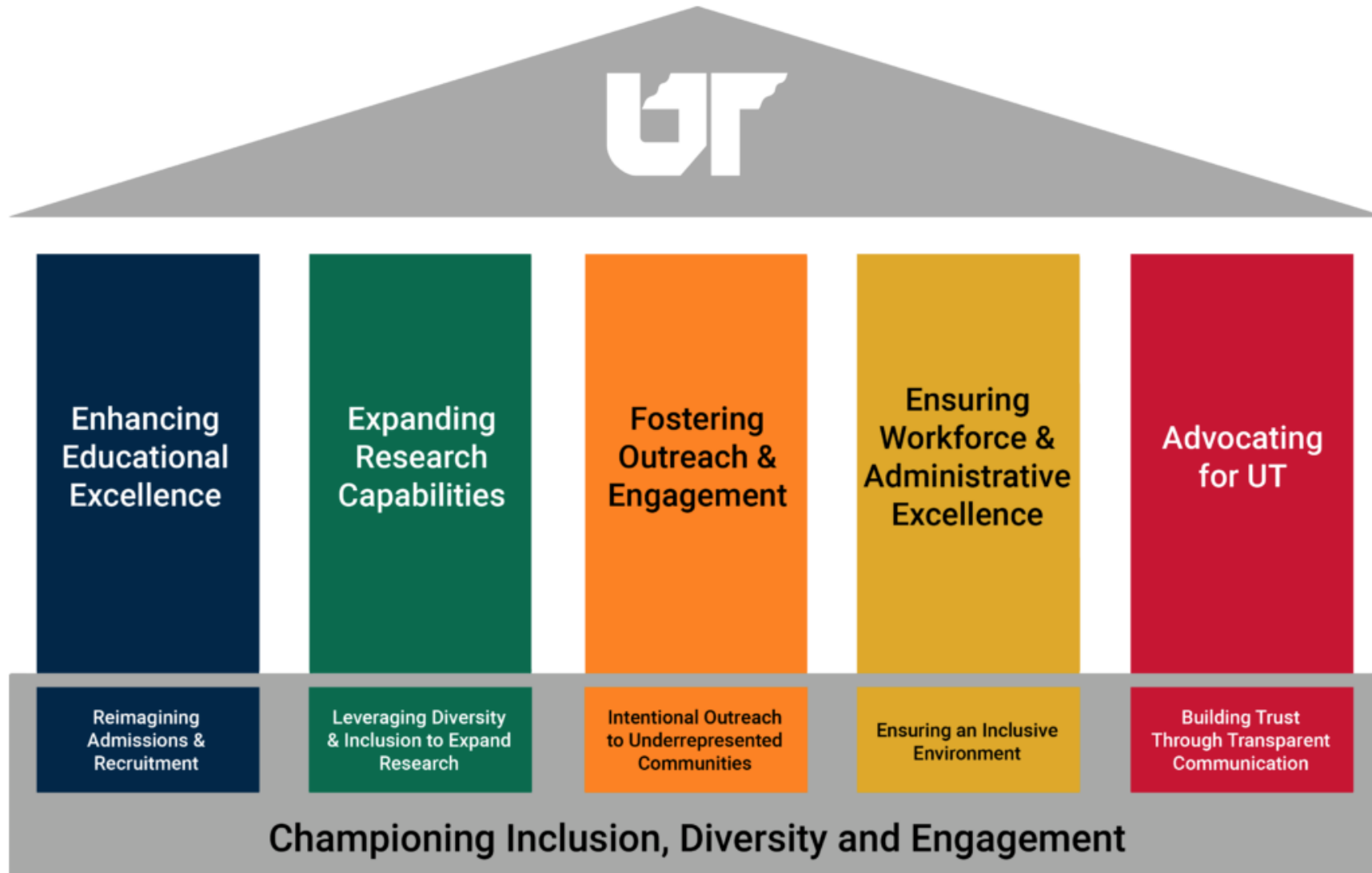
UTHSC Strategic Map 2018 – 2023

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: FY 2018-2019 TO FY 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 healthcare initiatives and contributions, from local to national and international audiences	Increase 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 we 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 healthcare landscape		Expand the scope and quality of integrated clinical practice	Promote UTHSC as a positive and necessary entity in healthcare, 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	Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration				

UT System Strategic Pillars 2021 – 2025



UTHSC Evolving Strategic Pillars 2023 – 2028

4 pillars ➤



5 cross-cutting areas ➤

Mission, Vision, Values ➤

Strategic Planning Work Groups

- Mission, Vision, and Values
- Education and Accreditation
- Research, Innovation, and Entrepreneurship
- Clinical Care and Partnerships
- Public Service and Community Engagement
- Campus Culture and Work Environment
- Communications
- Data and Data Governance
- Diversity, Equity, and Inclusion
- Philanthropy

Steering Committee

Timeline of Phases in the Process

Phase 1: Environmental Assessment	January – September 2022	
Phase II: Mission, Vision, Values	July – October 2022	
Phase III: Work Groups: Goals	September – October 2022	
Phase IV: Work Groups: Strategy and Metric Development	October – November 2022	
Phase V: Draft Plan and Implementation and Operating Plan	December 2022 – January 2023	
Phase VI: Broad Review and Comments	February 2023	
Phase VII: Finalize Plan	March – April 2023	
Phase VIII: Presentation for Approval	Advisory Board	May 2023
	Board of Trustees	June 2023

Timeline of Meetings in the Process

2022

2023

	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Mission, Vision, Values Work Group					X									
Work Group Meetings						X	X	X						
Strategic Plan Session with Co-Chairs					X									
Strategic Plan Town Hall					X						X			
Steering Committee Meeting									X					
Health Science Center Advisory Board	X			X			X		X				X	
UT Board of Trustees														X

Reconsider Our Current Mission, Vision, and Values

- **Mission**

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.

- **Vision**

Working together to transform lives and build healthy communities.

- **Values**

- Excellence
- Caring
- Respect
- Health Equity
- Integrity
- Diversity
- Knowledge

Mission

- Current

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.

- Proposed

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

Vision

- Current

Working together to transform lives and build communities.

- Proposed

Healthy Tennesseans. Thriving Communities.

Values

- Current

- Excellence
- Healthy Equity
- Diversity
- Caring
- Integrity
- Knowledge
- Respect

- Proposed

- 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

Reconsider Our Proposed 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

Questions?

College Updates from the Deans



College of Dentistry



Dean Jay Ragain

- **Update on Healthy Smiles initiative**
 - Incremental increase in class size to 130 dental students (from 110), 48-50 dental hygiene students (from 35)
 - With CODA approval, plan to increase D1 class to 120 and DH1 class to 48 next year
 - Completed the market analysis of current faculty salaries
 - Development of a major D3-D4 clinical training site in Kingsport
 - MOU signed on Oct. 18 between UTHSC, ETSU, Ballad Health, and City of Kingsport
 - Initially an AEGD residency program with a D4/DH2 two-week rotation clinic
 - New D4 two-week clinical rotation sites
 - Crossville (Department of Health Clinic)
 - Knoxville (Interfaith Clinic/UTMC GPR)
- **Update on the Delta Dental of Tennessee Building (2023)**
- **Update on the EFDA Program in East TN on UTK campus**

College of Graduate Health Sciences



Dean Don Thomason

• Projects and Challenges

- Alumni engagement through visits and Career Insights series
 - Networking for students and postdoctoral scholars
 - Philanthropy
- Trainee support for independent research projects
 - Career building
 - Directed giving
- Teaching faculty attrition
 - Holes to fill
 - Opportunity for advanced trainees to gain teaching experience



College of Health Professions



Dean Stephen Alway

- **Faculty celebrations**

- Dr. Kelsey Klein, 2022 New Investigators Research Grant from the American Speech-Language-Hearing Foundation
- Dr. Eun Jin Paek, 2022 New Century Scholars Research Grant from the American Speech-Language-Hearing Foundation for research in Dementia of the Alzheimer's Disease
- Dr. Anne Zachry and Dr. Lauren Woods received a grant from the Urban Child Institute for Project SPARK

- **Student celebrations**

- Eddie Brown, awarded 2022 TN Assoc. of Audiologists and Speech Language Pathologists Foundation Scholarship in Speech-Language Pathology; his mentor was Dr. Tim Saltuklaroglu
- Jamileh Azizbeigi-Boukani was awarded the Saffran Student Scholar Award; her mentor is Dr. Eun Jin Paek

- **Other College information**

- CoHP is excited about GEB renovations, which will provide new and better space for PT, OT, and Clinical Laboratory Sciences; thanks to Dr. Brown for planning, funding, and overseeing this very large project
- Areas of the 6th floor of 930 Madison are open for student studying after hours
- 50th Anniversary is November 18, with Alumni Awards banquet hosted at the Peabody

College of Medicine

• Clinical

- Interviewed final candidates for the chair of anesthesia
- Chair of pathology candidates visiting next month

• Education

- Excellent GME site visit – fully accredited
- Informative visit by the LCME secretariat
- PA accreditation visit pending

• Around the State

- Appointed James Haynes, MD as Dean of the Chattanooga campus
- Appointed Robert Craft, MD as the interim Dean of the Knoxville campus

• Research



Dean Scott Strome

<https://Begin-NGS.org>

Stephen Kingsmore, Director (RCIGM)
Tom Defay, Deputy Director (Alexion)
Petros Tsipouras, Director-Greece (Plumcare)
Charlotte Hobbs, PI, Southern California
Terri Finkel, PI, Tennessee
Mei Baker, PI, Wisconsin
Amy Shapiro, PI, Indiana
Robert Green, PI, Massachusetts

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Tennessee

Science

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Sex- and age-dependent genetics of longevity in a heterogeneous mouse population

MARILYN BOU-SLEIMAN DANIELA BOU ARREN W. SAG MARIE C. SAGLEY SANDRINE C. VON AUWENBERG HAO LIU SAUNDRA SOK

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SCIENCE • 30 Sep 2022 • Vol 377, Issue 6614 • DOI: 10.1126/science.aba0121

28,518 11

RELATED PERSPECTIVE

The genetics of a long life

BY JOÃO PEDRO DE MAGALHÃES

Long live the mice (and humans)

The question of what determines our longevity has preoccupied humans throughout the ages, and different researchers have tried to address this in a variety of ways. Bou Sleiman *et al.* approached this question on a large scale, examining the growth patterns and genetics of thousands of mice from a multicenter study of aging (see the Perspective by Magalhães). From this analysis, the authors identified the contributions of various genes to the animals' longevity, which differed between male and female mice. The genes involved were well conserved between

College of Pharmacy



Interim Dean
Bradley Boucher

- Highly successful ACPE accreditation visit from October 18-21 on Knoxville, Nashville, and Memphis CoP campuses
- Search for CoP CEO Dean in late September
 - Two finalists to interview in mid-November and early December following virtual interviews of top candidates
- UTHSC Fall Alumni Board Meeting held on September 16 in Murfreesboro
- Annual Feurt Symposium entitled “The Human Side of Medication Errors” on September 28 was extremely well received
 - Delivered by Ms. Sorrel King and Dr. Rita Jew
 - Funded by Feurt Fund, which is the largest CoP endowment
- Second cohort within the new CoP 3-year PharmD ImPACT pathway being identified

Comments from Chairman Wenk



UTHSC Advisory Board Discussion



Questions?



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

UTHSC College of Dentistry Healthy Smiles Initiative

James C. Ragain, Jr., DDS, PhD, MS
Professor and Dean, UTHSC College of Dentistry

The Challenge

- *U.S. News & World Report* ranked Tennessee 43rd in access to dentists for citizens
- 86 counties (90%) are below the American Dental Association's Health Policy Institute recommended 61 dentists per 100,000 people
- 26 counties (27%) have less than 20 dentists per 100,000 people and many of these same counties have the highest concentrations of low-income populations in the state
- As one of the lowest ranking states for access to dental care, licensed dentists have dropped from 4,211 to approximately 4,000 in one year according to the TN Board of Dentistry (Oct. 2022)
 - Anticipated the number will continue to decrease as large number of dentists will be retiring in next 10 years
 - Estimated that Tennessee is short 800+ dentists statewide

Healthy Smiles Initiative



- Expansion of access to dental training
 - Class size for dentistry will increase from 100 to 130 students
 - Class size for dental hygiene will increase from 28 to 48 students
 - Currently mandated that 23 slots in the dental class are reserved for students from Arkansas
 - We will reserve 100 seats per class for Tennesseans
- Dental/dental hygiene student experience rotations and AEGD expansion
 - “Externship” training for students and placement of Advanced Education in General Dentistry (AEGD) residents will provide immediate services and on-the-ground experience in treating these populations
 - Expectation that many of them will subsequently practice in those areas

Considerations for Planning



- Incrementally increase dental (130) and dental hygiene (48) class sizes from 2022– 2027
 - Dental: one class start per year
 - Dental hygiene: two class starts per year
- Increase number of external D4 clinical 2-week rotations
 - Crossville, Knoxville, Kingsport, Jackson, Pulaski
- Additional AEGD residency sites
 - Knoxville, Kingsport, Jackson
- Budget \$52,905,200 over five years (FY2023-27)

Considerations for Planning



- Project functional organization

- Appoint a Healthy Smiles Initiative Administrative Project Manager for overall oversight and coordination
- Establish a project oversight committee
- Establish appropriate working subcommittees

Considerations for Planning



- Incremental student increases in both dental and dental hygiene programs

Academic Year	DDS	DH
2021-22	104 (106)	36
2022-23	110	36
2023-24	120	48
2024-25*	126-130	48

* Targeted class size should be achieved by end of FY27

- Additional faculty hires by program and academic year

Academic Year	DDS New Hires	DH New Hires
2021-22	4	2
2022-23	6	2
2023-24	7	2
2024-25	7	1
2025-26	4	1
2026-27	1	0
	29	8

Additional Basic Science Faculty Costs



- Anatomy and neuroanatomy x 1 faculty member
- Microbiology, immunology, and biochemistry x 1 faculty member
- Pharmacology x 1 faculty member
- Physiology x 1 faculty member
- Salaries for basic science faculty will range from \$100,000 to \$120,000 for a 90-95% effort basic science educator
 - \$400,000 to \$480,000 for the group
 - Hires would be on-boarded as soon as possible

UTHSC College of Dentistry Kingsport Facility



Appalachian Highlands Dental Project Stakeholders



Phase 1: AEGD Program with D4/D2 Clinic Rotations



Program:

- Two-week rotation for D4 (UTHSC) and D2 (ETSU) students
- No competency testing
- Experiences limited to operative dentistry, oral surgery, urgent care, dental prophylaxis, and limited removable prosthodontics
- AEGD residency program
- Hub for remote clinics in east Tennessee (AEGD residents)

Investment:

- \$1M – \$1.3M start-up cost
- \$1M – \$3M buildout
- ~\$800K recurring funding needed
- ~7,000 square footage
- 4 – 6 student (dentistry and dental hygiene) numbers
- 4 AEGD residents

Phase 2: Third and Fourth-Year Master Teaching Facility with an AEGD Program

Program:

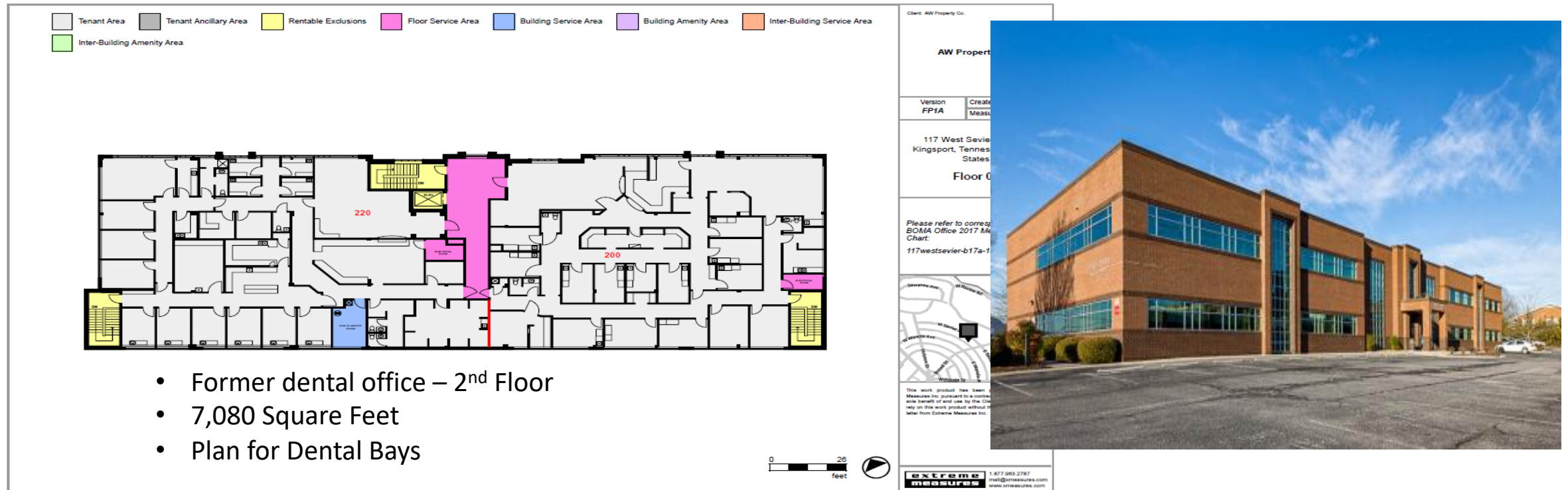
- Completion of the last two years of dental school including all experiences and competencies in the dental school curriculum
- Options available for dental specialty experiences in Memphis as needed
- Clinical rotations for ETSU dental hygiene students
- Hub for remote clinics in east Tennessee (AEGD residents)

Investment:

- \$3M – \$5.5M start-up cost
- \$6.6M – \$13.2M buildout
- \$4 – \$6.2M recurring funding needed
- ~15,000 – 20,000 square footage
- 24 – 28 student (dentistry and dental hygiene) numbers
- 4 – 6 AEGD residents

Clinic Location – Campus of Holston Valley Medical Center

111 West Sevier Avenue, Suite 220, Kingsport, TN



Presentation Recap

- Recognitions
- Recruitment
- Health care consultation
- Accreditation and student feedback
- Campus Safety
- Return to work post-COVID
- Regaining our academic vitality
- Everywhere You Look, UTHSC Tour
- Investiture
- Strategic planning update
- College updates from the Deans
- Healthy Smiles Initiative
- Feedback and discussion

Questions?



“From helping to address critical public health issues like teenage obesity, substance abuse and mental health, everywhere you look, quite literally, UTHSC is there...making a difference across the state!”

– UT President Randy Boyd

