Initial Considerations by Our Chancellor

- UTHSC mission and operations
- Key partnerships
- Role of Chancellor
- First 100 Days
- Early observations
- Strategic opportunities
UTHSC by the Numbers

• 3,883 regular and temporary employees
• 3,237 enrollment
• 1,419 residents and fellows
• 1,436 degrees awarded
• 95% first-attempt board pass rate
• 95.4% graduation rate (96% grad; 95% undergrad)
UTHSC Colleges and Rankings

• **Reaccredited for 10 years** by SACSCOC with 0 adverse findings or recommendations

• Statewide presence, 6 colleges
  - College of Pharmacy ranked #20 in *USNWR* for colleges of pharmacy
  - College of Medicine ranked #26 in *USNWR* for primary care
  - College of Nursing ranked #26 in *USNWR* among DNP programs
  - Doctor of Audiology program ranked #26 in *USNWR* among audiology programs
Overview of UTHSC Finances

• $309 million in sponsored program expenditures
• $308 million general operating budget
  • State appropriations, tuition, and other programs
• $306 million in clinical revenue
• $126.6 million in total research grant and contract awards
• Efforts to grow our philanthropic portfolio
  • $11.8 million raised from 3,777 donors, to date in 2022
  • 22% increase in participation for Giving Day 2022
  • First-ever philanthropy training in June
Current Mission Statement

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.
Reinforcing Our Value to Tennesseans

• Tennessee’s only public statewide, academic health system
• Largest educator of health care professionals
• Largest residency/fellowship programs
• Our faculty as clinicians are at major hospitals across Tennessee
UTHSC’s Impressive Impact and Momentum

• $4B contributed to Tennessee economy
• 32,000 jobs statewide supported by UTHSC and its affiliated organizations
• Over 1,436 degrees and 400+ specialty certificates awarded
• Robust financial portfolio
  • 1/3 clinical, 1/3 state, 1/3 research and other contracts/support
• $306M in clinical revenue from partner practice plans
• $126.6M in research awards – best year ever
Impressive Growth in Research Portfolio… More to Come

• College of Pharmacy is ranked #14 for annual NIH research funding
• College of Nursing is ranked #51
• College of Medicine is ranked #81
  • Department of Physiology #23
  • Department of Genetics ~mid-40’s
  • Department of Anatomy ~mid-40’s
• Major BSL 3 grants
• Growing innovations, biotech, medical devices portfolio
Great Places and Partners Across TN
Advancing Our Strategic Clinical Partnerships

• Taking stock of our clinical partnerships in Memphis and greater West Tennessee region

• Clinical partnerships are vital to our ability in collaboration
  • Provide patient care
  • Train tomorrow’s clinical workforce
  • Conduct research aimed at improving the health of Tennesseans

• A national health care consultancy firm reviewing relevant prior and current information and will conduct interviews with a broad array of stakeholders and leaders

• Consultants will provide:
  • Thorough evaluation of current status of our clinical partnerships
  • Strategic recommendations for the future

• This external appraisal will enable our collective introspection and open dialogue together
Impressive New Buildings and Renovations Statewide

• Impressive leadership by Dr. Ken Brown for the new and renovated buildings statewide
• $45M Delta Dental of Tennessee
• 10-acre public-private housing venture
• $39.7M Center for Healthcare Improvement and Patient Simulation (CHIPS)
• $25.2M Cancer Research Building
• $20M renovation and equipping of the Plough Center for Sterile Drug Delivery Solutions
• $49M Translational Science Building
• Audiology and Speech Pathology renovation in Knoxville
Delta Dental of TN Oral Health Complex – a Highlight of Your Tour Today!
How We Meet Our Mission as Tennessee’s Public Academic Health Science Center

• Drive innovation
  • Latest treatments and cures

• Place to be when the worst happens

• Provide complex care
  • Best doctors and equipment

• Where it comes together
  • Intersection of patient care, learning, and discovery
UT’s Values Propel UTHSC’s Mission

• **Bold and Impactful**
• **Embrace Diversity**
• **Optimistic and Visionary**
• **Nimble and Innovative**
• **Excel in All We Do**
• **United and Connected**
• **Transparent and Trusted**
Be One UT: United and Connected
“None of us is as smart as all of us.” – Ken Blanchard

• We need each other and we need to support each other
• Our mission is too important to be distracted or unsupported
Student Survey

- UT System solicited student feedback
- We are reviewing feedback for overall opportunities
- This feedback will feed into the strategic planning process

| Comparisons of Student Experience Survey Results Over Time: UTHSC and UT System |
|-------------------------------------------------|---------------------|---------------------|---------------------|
| Student Experiences Item                        | Spring 2022 UTHSC   | Spring 2021 UTHSC   | Fall 2020 UTHSC     |
|                                                | UT System           | UT System           | UT System           |
| I would recommend UT as a great place to study. | 3.64                | 3.89                | 3.62                |
|                                                 | (4)                 | (4)                 | (4)                 |                     |
| I believe that I matter and belong at UT.      | 3.53                | 3.63                | 3.27                |
|                                                 | (2)                 | (2)                 | (2)                 |                     |
| UT offers the resources I need to succeed.     | 3.8                 | 3.93                | 3.49                |
|                                                 | (2)                 | (2)                 | (2)                 |                     |
| I am accessing the resources or support I need | 3.72                | 3.74                | 3.49                |
|                                                 | (3)                 | (3)                 | (3)                 |                     |
| I have adjusted well to hybrid/online learning | N/A                 | N/A                 | 3.55                |
|                                                 |                     |                     | (3)                 |
| I believe UT listens to its students.          | 3.44                | 3.59                | 3.1                 |
|                                                 | (1)                 | (1)                 | (1)                 |                     |
| Number of Respondents                          | 569                 | 171                 | 2200                |
| Percent Participation                          | 18%                 | 5%                  | 5%                  |
| UTHSC Enrollment (each fall)                   | 3237                | 3188                | 3188                |
|                                                 |                     |                     |                     |
| Current wording of items:                      |                     |                     |                     |
| (1) I believe my campus listens to an responds  |                     |                     |                     |
| to student needs.                              |                     |                     |                     |
| (2) I agree that my campus offers the resources |                     |                     |                     |
| and/or support needed for my success as a      |                     |                     |                     |
| student.                                       |                     |                     |                     |
| (3) I am currently accessing the resources and/ |                     |                     |                     |
| or support I need to be successful.            |                     |                     |                     |
| (4) I would recommend my campus to a friend/    |                     |                     |                     |
| family member as a great place to study.       |                     |                     |                     |

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

• Decline in infections – followed by smaller hospitalizations rise
  • 57.7% of U.S. population has contracted COVID-19
  • 66.7% of U.S. population is fully vaccinated; 30.6% boosted
  • 54.5% of Tennessee population is fully vaccinated
  • Yet over 994,000 deaths and 81.4 million Americans infected since January 2020

• Adjusting to ‘endemic status’
  • Gatherings (with or without masks)
  • Travel
  • Hybrid work-life balance
  • Resilient, but tired
We Have Great Support from Tennessee’s Leadership and Unprecedented State Budget

- Great support this year for higher ed, benefitting UT and UTHSC
- $53M partnership between TN Dept. of Health and UTHSC to improve rural access to dental care
- $10M recurring funds to TennCare to address TN's residency shortage
- $3.9M recurring in new operating funding for UTHSC
- 4% salary pool for employees
Our Trainees Are Valued…
Our Mission is Noble

• In 2021, 20% of the top 50 jobs in *U.S. News & World Report*’s “100 Best Jobs” were in health care
• 70% retention rate of UTHSC health professions
• UTHSC’s impressive pipeline and trainee commitments to diversity, equity, and inclusion
Tennessee Really Needs Our Trainees

• Huge demand for dentists, especially in rural regions
  • Nationally: 60 dentists per 100,000
  • TN: 50 per 100,000
  • Appalachia: 4 per 100,000

• Huge demand for nurses
  • Expectations of 12% growth by 2018
  • Shortages and “travelers” expenses severe for TN hospitals

• Physician workforce portfolio is mixed
  • #29 overall in per capita MDs
  • Below national average IMG rate at 17% of workforce
  • 66% MD retention post UME-GME, ranked at #27 nationally
Today Show Features Nursing Graduates Providing Health Care in Rural Tennessee

Pride in Our Graduates

• In-person ceremonies in Memphis (May 9-10) and Knoxville (May 18)
• 844 proud and highly accomplished graduates
• Immense joy in celebrating their successes and enormous potential for improving the human condition
• Beautiful events, including poignant posthumous recognition by College of Nursing
• Our newest graduates join UT family of over 422,000 alumni across TN, USA, and the world
Responsibilities as UTHSC Chancellor

• Serves as a member of UT System leadership, reporting to University president, and as chief academic and administrative officer
• Demonstrates commitment to UTHSC’s mission by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service
• Grow extramural federal, state, philanthropic, and industry support for research and academic programs
• Work with clinical partners to build collaborative and high-quality clinical practice and training programs to advance interprofessional practice, educational and research programs
• Ambassador, advocate, and champion for UTHSC
First 100 Days: "You never get a second chance to make a first impression."

- **Stage I: Countdown**
  - Introduced leadership style, values, presence (including media)
  - Assemble and review key documents
  - Engage

- **Stage II: First 100 Days**
  - Listening and learning
  - Identify issues and early wins
  - Stakeholder meetings and friend-raising
  - Understand key issues, concerns, risks
First 100 Days: "You never get a second chance to make a first impression."

• Stage III: Remainder of Year 1
  • Consolidate team relationships
  • Consolidate community relationships
  • Communications and marketing
  • Strategic planning
    • More to follow
Early Observations…
New Discoveries Daily

• Many Strengths
  • Committed and impressive leadership at all levels
  • Committed communities across Tennessee
  • Strong research momentum and infrastructure
  • Supportive environment
  • Commitment to a better future for Tennessee

• Insufficient team cohesion
  • Let’s come out of the pandemic TOGETHER!

• Accreditation focus
• Branding
• Philanthropy
880+ Training Sites Across Tennessee in 119 cities!

MEMPHIS IS OUR HOME ... TENNESSEE IS OUR CAMPUS.
Initial Considerations on Opportunities

• Diversify and increase the clinical workforce, trained by UTHSC and partners, to meet the health care needs of Tennessee
  • Dental student opportunities
  • Resident physician opportunities statewide

• Increase philanthropy and UTHSC strategic outreach statewide
  • Grow scholarship portfolio in all 6 colleges
  • Build a robust endowed chairs portfolio to attract “the brightest and best” to UTHSC
  • Support basic science and clinical research
  • Support the momentum of enhancements to campus facilities
  • Training June 2022
Initial Considerations on Opportunities

• Engage in opportunities for collaboration at UTHSC
  • With UT campuses for pipeline development
  • With UT campuses for transdisciplinary research (e.g. ORNL)
  • New programs and joint recruitments
  • With the University of Memphis (excellent meeting with new president)
  • With our communities at large
    • Alumni gatherings
    • Memphis Chamber of Commerce
    • Memphis Tomorrow
• UTHSC/UT Southern BSN program
• Fall visits statewide in planning
Initial Considerations on Opportunities

• Advance clinical partnerships strategically and statewide
• Converge on research strategies and fund, accordingly, including pilot funds to stimulate broader collaborations
• Fully embrace Memphis Medical District Collaborative and evolving biomedical science communities statewide
• “Live out” BE ONE UT values and make UTHSC the best place to come to work – and stay – for ALL employees
• Be prepared – and be leaders – in the “brave new world” of higher education and health care after COVID-19
College Updates from the Deans
College of Pharmacy

• Top 20 ranking in U.S. News & World Report among colleges of pharmacy
• One college – 3 campuses (Memphis, Nashville, Knoxville)
• #14 in NIH funding among 140+ U.S. colleges of pharmacy
• Several dual degree and certificate programs
• 3-year accelerated pathway and 4-year pathway
• BS Pharmaceutical Science
College of Pharmacy

• Challenges
  • Decrease in applicant pool
• To be a preeminent college of pharmacy through excellence in education, discovery, and service

• Opportunities
  • Innovative practices
  • Unique degree pathways
  • Discovery driven
College of Nursing

• Overview
  • Accelerated and traditional BSN options
  • DNP program: 8 concentrations and 3 dual concentrations
  • PhD in Nursing and dual DNP-PhD through College of Graduate Health Sciences
  • 7 certificate programs
  • Center for Community and Global Partnerships
  • Margaret Newman Center for Nursing Theory
  • Regional Telehealth Training Center

• Diversity
  • BSN program: 46% non-white enrollment in 2021
  • DNP program: 33% non-white enrollment in 2021
  • Faculty: 67% white, 31% black or African-American, 2% Asian
  • Black/African-American faculty represent more than 3 times the national average of 8.7%
College of Nursing: Points of Pride

• National League for Nursing Center for Excellence™ for Enhancing Student Learning and Professional Development, 2021-2025
• DNP program ranked 27th in the nation by *U.S. News & World Report. Top 10% in the U.S.*
• BSN program ranked 43 by *U.S. News & World Report* – highest ranking of any TN College of Nursing on the list
• Top NIH-funded College of Nursing in Tennessee
• The only Registered Nurse First Assistant program in Tennessee
• A Center for Community and Global Partnerships that is improving health care locally and internationally
• The only public nurse-midwifery program in Tennessee
• $1.5 million HRSA grant for Sexual Assault Nurse Examiner Training
• $2.79 million HRSA grant for improved healthcare for maternal and obstetrical services in the Delta
• 97.1% three-year average pass rate for BSN students on NCLEX-RN
• 96.3% initial board certification rate for all DNP concentrations combined
• First College of Nursing and first PhD program in Tennessee
• First Doctor of Nursing Practice program in the state – second in the U.S.
College of Medicine

- Global themes
  - Equity, diversity, and inclusion
  - Promotion of women in medicine

- Clinical practice
  - Vital partnerships at each campus across Tennessee
  - Taking stock of all of our relationships with clinical partners

- Ranked #26 in *U.S. News & World Report* for primary care
College of Medicine Overview

• Education
  • LCME
  • ACGME
  • 3-year curriculum
  • Student debt

• Research
  • New CoM Research Strategic Plan
  • Near doubling of research funding since 2018
  • Platform technologies – 100,000 genome project

• Community Engagement
  • Community Farm
  • UTHSC Health Hub
College of Health Professions

• Memphis
  • Diagnostic and Health Sciences
    • BS Medical Laboratory Science
    • MS Cytopathology Practice
    • MS Medical Laboratory Sciences
    • MS Clinical Laboratory Science
    • MS Health Informatics and Information Management
    • MS Pathologist’s Assistant (2023)
  • Occupational Therapy
    • MOT, Master of Occupational Therapy – 42nd nationally ranked
  • Physical Therapy
    • DPT, Doctor of Physical Therapy – 49th nationally ranked
  • Regenerative and Rehabilitation Sciences
    • PhD, Integrative Biomedical Sciences – Rehabilitation Science

• Clinics
  • Rachel K. Stevens Therapy Center
  • UT Therapists

• Knoxville
  • Audiology and Speech Pathology
    • BS Audiology and Speech Pathology
    • MS Speech Pathology – 39th nationally ranked
    • AuD, Doctor of Audiology – 26th nationally ranked
    • PhD Speech and Hearing Science
  • Clinics
    • Hearing and Balance Services
    • Speech, Language, and Swallowing
    • Pediatric Language Clinic

Dean Stephen Alway
College of Health Professions Overview

- Steady enrollment
- Steady graduation
- Phase 1 of UT Conference Center renovation – completed 2021
- New program – MS Pathologist's Assistant
- General Education Building renovations – PT and OT
- Accreditations Coming Up
  - ASP 2022
  - HIIM 2022
  - MOT 2023
  - DPT 2023
College of Graduate Health Sciences

• Research training arm of UTHSC
• 384 students enrolled in:
  • 13 PhD and Masters programs
    • Integrated Biomedical Sciences (PhD)
    • Biomedical Engineering (PhD and MS, joint with University of Memphis)
    • Dental Sciences (MDS specialties)
    • Epidemiology (MS)
    • Health Outcomes and Policy Research (PhD and MS)
    • Laboratory Research and Management (MS)
    • Nursing Science (PhD)
    • Pharmaceutical Sciences (PhD and MS)
    • Pharmacology (MS, 1 year post-bac program)
    • Speech and Hearing Science (PhD)
  • 2 certificate programs
    • Clinical Investigation
    • Healthcare Quality Improvement
  • ~ 110 Postdoctoral Scholars
    • Career development activities
    • Training documentation

Dean Don Thomason
College of Graduate Health Sciences Initiatives

- STEM education in K-12 schools
  - Assist STEM educators
  - Provide hands-on laboratory exercises
  - Our trainees as role models (rock stars)

- Summer biomedical research immersion for undergraduates, particularly for those who are underrepresented in biomedical research

- Alumni engagement through trainee career development
  - Angel-Elevated (entrepreneurial "elevator" pitch)
  - 3-Minute Thesis competition (convincing your grandmother that what you are researching is important in three minutes with one slide)
  - Career Insights series (varied pathways our alumni have taken)
  - Interdisciplinary Student Team Projects (develop "soft skills")
College of Dentistry

• Doctor of Dental Surgery degree (4 years)
• Bachelor of Science in Dental Hygiene degree ("2 Plus 2 Program")
• Combined certificate and Master of Dental Science (MDS) degree programs
  • Orthodontics (3 years)
  • Periodontology (3 years)
  • Prosthodontics (3 years)
  • Forensic Dentistry, UTMC, Knoxville, TN (2 years)
• Certificate programs with optional Master of Dental Science degree
  • Endodontics (2 years; with MDS degree one additional year)
  • Pediatric Dentistry (2 years; with MDS degree one additional year)
• Certificate program
  • Oral and Maxillofacial Surgery (four years)
• Advanced Education in General Dentistry program (1 year)
  • Matthew Walker Clinic, Nashville
  • Dunn Dental Building, Memphis – opened July 2021
College of Dentistry Initiatives

• TN Department of Health "Healthy Smiles Initiative – Improving Access to Dental Care"
  • UTHSC College of Dentistry – $53M over 5 years
  • Increase number of AEGD program sites across TN (Jackson, Knoxville, and Kingsport)
    • Incremental increase in dental class size to 130 students
    • Develop a D3-D4 clinical training site in Kingsport

• Develop two additional D4 rotations in Crossville (Department of Health Clinic) and Knoxville (Interfaith Clinic)

• Opening of the Delta Dental of Tennessee Building (2023)

• Offering the EFDA program in East Tennessee on the UTK campus