
THE UNIVERSITY of TENNESSEE
HEALTH SCIENCE CENTER

The **FUTURE** of HEALTH CARE TODAY

DEFINING THE STRATEGIC ROLE OF THE
UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER
IN IMPROVING THE HEALTH OF TENNESSEANS

COMPOSITE STRATEGIC PLAN: *SUMMARY*

The FUTURE of HEALTH CARE TODAY
DEFINING THE VISION AND MISSION OF
THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER

VISION: To serve as the premier State resource in bringing to bear the health sciences in the promotion and maintenance of a health society.

MISSION: *The mission of the University of Tennessee Health Science Center is to bring the benefits of the health sciences to the achievement and maintenance of human health, with a focus on the citizens of Tennessee and the region, by pursuing an integrated program of education, research, clinical care, and public service.*

The University of Tennessee Health Science Center pursues this mission by:

- Producing caring, competent, and ethical patient-focused healthcare professionals prepared to detect, treat, and prevent human disease and injury, as well as provide guidance in the achievement and maintenance of human health;
- Contributing to the discovery and development of concepts, procedures, and products to enable the effective detection, treatment, and prevention of human disease and injury;
- Delivering comprehensive health care services, based on contemporary evidence-based research, to the citizens of Tennessee and the region; and
- Serving as a resource to other state agencies, elected policy-makers, and professional health care organizations, on policy, practice, and scientific issues related to the achievement and maintenance of human health as well as the equitable, efficient, and cost-effective delivery of health care services and products.

This plan describes the benchmarks and goals for achieving these missions. Also included are the goals for acquiring, and making effective and efficient use of, its resources in pursuing the accomplishment of its missions.

Approved June 17, 2009, by the University of Tennessee Board of Trustees

STUDENT ACCESS AND SUCCESS

The workforce need in health care is at an all-time high due to changes in the nations’ demographics and the growing diversity in the practice of health care delivery. With a greater proportion of the national population beginning to reach retirement age and thus requiring increasing health care, the need for scientists capable of conducting research in health care is also at an all-time high. The UT Health Science Center is committed to responding to those needs by taking actions to increase the breadth and depth of its applicant pool and to maintain the highest graduation rate possible so as to best serve the needs of the citizens of Tennessee and beyond. The UT Health Science Center offers curricular programs that produces skilled, caring, and culturally competent health care professionals prepared to optimize health, pursue advanced training in clinical specialties, and pursue opportunities in health sciences research.

STUDENT ACCESS	BENCHMARKS	GOALS
	<p style="text-align: center;">Enrollment</p> <p style="text-align: center;">Enrollment of Underrepresented Groups</p> <p style="text-align: center;">Financial Support for Students</p> <p style="text-align: center;">Student Services</p> <p style="text-align: center;">Student Academic Credentials</p>	<ul style="list-style-type: none"> • <i>Recruit widely across the state and beyond, providing opportunities for a diverse and multicultural group of students to learn about career options at the health science center, both before and during matriculation.</i> • <i>Increase scholarship and loan aid for matriculating students such that no student is denied an education due to lack of funding.</i> • <i>Ensure that students admitted possess the potential to achieve academic and professional excellence.</i> • <i>Establish programs and services that ensure equivalent student access, participation, and benefits across all campus sites statewide</i>
STUDENT SUCCESS	BENCHMARKS	GOALS
	<p style="text-align: center;">Curriculum</p> <p style="text-align: center;">Graduation Rate</p> <p style="text-align: center;">Graduation Rate for Underrepresented Groups</p> <p style="text-align: center;">Pass rates for Board and Licensure</p> <p style="text-align: center;">Professionalism and Leadership</p> <p style="text-align: center;">Teaching Excellence</p>	<ul style="list-style-type: none"> • <i>Ensure that the curricula for all health professions reflect the most current research in the health sciences as well as trends in the transformation of practice models.</i> • <i>Provide advanced student academic support services to ensure efficient and effective student learning.</i> • <i>Enhance student professional leadership skills by providing opportunities for students to actively participate in state, regional, national, and international professional organizations.</i> • <i>Enhance faculty skills in the use of sophisticated pedagogical techniques.</i> • <i>Enhance student access to instructional materials and presentations by using technology to make them available online in both synchronous and asynchronous modes.</i>

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RESEARCH AND ECONOMIC DEVELOPMENT

The UT Health Science Center faculty, staff and students conduct a diverse program of discovery with the goal of detecting, preventing, and treating human disease and injury. In addition to studies designed to expand knowledge of basic concepts, the research program also focuses on the discovery of new therapeutic or diagnostic approaches, the determination of safe and effective therapies and health practices, and the determination of health policy and procedures that optimize access to effective health care services while minimizing health care costs. These programs contribute to the economic development of the state and region by providing opportunities for both new and expanded health care-related businesses and reducing the cost of state- and insurer-supported programs that provide health care services to the citizens of Tennessee.

BENCHMARKS

Annual Research Expenditures
Recruitment of Highly Qualified Faculty (including Governor's Chairs) and Graduate Students
Research Prizes and Members of National Academies
Focused Research Agenda

GOALS

- *Ensure that the research infrastructure (organizational, physical, and support) facilitates and promotes excellence in research.*
- *Promote a collegial culture that values talent and recognizes accomplishment*
- *Configure the UTHSC research program priorities to respond to a focused research agenda.*
- *Capitalize in unique UTHSC research infrastructure strengths.*

RESEARCH

BENCHMARKS

Intellectual Property Disclosures
Patents and Licensing Agreements
Economic Impact

GOALS

- *Identify and consult with stakeholders on needs and priorities.*
- *Strengthen communication channels with key stakeholders.*
- *Increase collaborative agreements with public, private, commercial, and not-for-profit organizations that enhance the transfer of the results of health professions research to the marketplace.*
- *Assess the economic impact of funded research activities and outcomes.*

ECONOMIC DEVELOPMENT

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OUTREACH AND GLOBALIZATION

The health professions are, by their very nature and purpose, focused on the health and wellbeing of humankind. Although the health professions are centered in local communities, their influence and collaborations involve the global community. Since every programmatic effort of the UT Health Science Center has as its ultimate intent the positive impact on human health, its activities lead to a unique and vital form of outreach and globalization.

The UT Health Science Center pursues its mission by engaging individuals and groups from local communities, as well as those throughout the globe, in working to improve health professions education, patient care, and health sciences research. In addition, the UT Health Science Center engages in a continuous program of transforming the practice of the health professions, and the health practices of the community, in response to research findings and technological developments.

A fundamental focus of the UT Health Science Center is to bring to bear its resources so as to contribute to the achievement and maintenance of the health of the citizens of Tennessee and the region.

OUTREACH	BENCHMARKS	GOALS
	<p>Patients or Clients Served through our Units</p> <p>Percentage of Faculty Engaged in Externally Funded Outreach Projects</p> <p>Voluntary Outreach Activities of Faculty, Students, and Staff</p> <p>Annual Expenditures for Outreach</p>	<ul style="list-style-type: none"> • <i>Expand health care access for the citizens of Tennessee</i> • <i>Improve the quality of health care for the citizens of Tennessee</i> • <i>Enhance the continuity of health care for the citizens of Tennessee</i> • <i>Identify and consult with stakeholders on needs and priorities</i> • <i>Strengthen communication channels with key stakeholders</i>
GLOBALIZATION	BENCHMARKS	GOALS
	<p>Percentage of Students with UT-sponsored International Study Experience</p> <p>Number of Active Formal International Collaboration Agreements</p> <p>Number of Active Informal International Collaboration Agreements</p> <p>Percentage of Faculty Engaged in Sponsored International Projects</p>	<ul style="list-style-type: none"> • <i>Support the college-specific development and operation of international rotation experiences.</i> • <i>Ensure the formal recognition of the engagement by faculty in sponsored international projects through the promotion and tenure process.</i> • <i>Use interactive video and other appropriate technology to promote and facilitate international efforts in health professions education, research, and patient care.</i> • <i>Provide opportunities to host international faculty and students.</i>

EFFECTIVE AND EFFICIENT USE OF RESOURCES

The UT Health Science Center’s most important resource is its employees. And, through an empowered organization, these employees have an opportunity to excel in carrying out their various roles necessary to operate the organization. However, in carrying out its missions the UT Health Science Center requires specialized educational facilities including laboratories, equipment, and clinical resources, in order to adequately prepare its students to be competent in the practice of their profession. Thus the UT Health Science Center must pursue a continuous and aggressive program of acquiring needed resources as well as providing careful stewardship of those resources in meeting its statewide mission.

The UT Health Science Center’s leadership and administrators must ensure that its programs are provided with needed organizational, fiscal, and physical resources to accomplish their specific goals and objectives. And, as a transparent organization, the needs and accomplishments of its programs must be communicated effectively and consistently within the university and to the public.

BENCHMARKS

Faculty Salaries Relative to Peers

Staff Salaries Relative to Market

Diversity of Faculty and Staff

Employee Surveys

Percentage of Budget Expended for Administration Relative to Peers

Increase in Awareness of Emphasis Components

Capital-Campaign Dollars Raised

GOALS FOR AN EMPOWERED ORGANIZATION

ORGANIZATIONAL STRUCTURE AND FUNCTION

- *Establish a collaborative decision-making and budgeting administrative process.*
- *Establish an administrative/faculty mechanism for systematically integrating the research and patient care agenda into the curricular design and delivery systems.*
- *Use a comprehensive faculty evaluation system that clearly identifies, and recognizes, excellence in teaching, research, patient care, and outreach activities.*
- *Evaluate academic administrators in reference to the efficient and effective use of human, fiscal, and physical resources in achieving the goals and objective of the UTHSC strategic plan.*

GOALS FOR MAXIMIZING RESOURCES

OPTIMIZATION OF FACILITIES INFRASTRUCTURE

- *Eliminate duplication and waste and reallocate resources to support the campus missions.*
- *Ensure a safe campus environment*
- *Ensure a fully functional physical infrastructure to meet the Education, Research, and Patient Care missions.*

(continued)

EFFECTIVE AND EFFICIENT USE OF RESOURCES

(continued)

GOALS FOR MAXIMIZING RESOURCES

EXTERNAL

- *Increase collaborative and supportive relationships with a broad spectrum of public, private, commercial, and not-for-profit organizations that impact both the health, and healthcare delivery needs, of our citizens.*
- *Enhance the UTHSC 'brand' and visibility within the local and regional community.*
- *Enhance the development program to convey to potential donors the full scope of the return on investment of their donations.*
- *Develop additional external revenue streams by contracting to provide the local and regional business community with needed care services and products.*

INTERNAL

- *Integrate college-specific strategic plans into an institutionally coordinated set of strategic actions based on the resetting of UTHSC priorities.*
- *Use UT Scorecard metrics to annually assess the achievement, or progress toward the achievement, of each strategic action in the UTHSC strategic plan.*
- *Use the results of the UT Scorecard assessment to inform and guide the continuous strategic planning/quality enhancement process.*
- *Implement a shared services model for facilities, equipment, and research support services.*
- *Implement a shared services model for facilities, equipment, and teaching support services.*
- *Consolidate existing and new researchers within programmatic areas into horizontally integrated teams so as to capitalize on the unique UTHSC research infrastructure strengths.*

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