

Strategic Planning Report –2016-2017
Unit: COM Chattanooga
Administrative Lead: R. Bruce Shack, MD, Dean

Strategic Priority	Initiative	Accomplishments
Strategic Priority A: Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities		<ul style="list-style-type: none"> • Over the past 3 years, increased the number of medical students on the Chattanooga campus from 181 to a projected 233 for this academic year • For the first time ever, a Match Day celebration here in Chattanooga to avoid the students having to travel to Memphis for Match Day
Strategic Priority B: Grow the Research Portfolio Focusing on Targeted Areas		<ul style="list-style-type: none"> • The Clinical Research Enterprise in conjunction with Erlanger Health System continues to flourish on the Chattanooga campus • We plan to participate in the newly created Tennessee Clinical Trials Network
Strategic Priority C: Create Areas of Clinical Prominence While Expanding Outreach		<ul style="list-style-type: none"> • Opened a new Cardiopulmonary center in Chattanooga • Expanding our Neurosciences Center and Stroke Program
Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution		<ul style="list-style-type: none"> • Rebranding the Erlanger Hospital as the Erlanger University Hospital at UT
Strategic Priority E: Align UTHSC Resources with Areas of Excellence		
Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships		
Cross Cutting Priority 6: Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship		<ul style="list-style-type: none"> • Leadership transitions to positively impact for excellence
Cross Cutting Priority 7: Continue to Increase Diversity		
Cross Cutting Priority G: Increase Strategic Integration Across UTHSC		<ul style="list-style-type: none"> • Continuing to partner with Erlanger Health System to raise money and break ground on a new Children’s Hospital later this calendar year • Plan to increase our clinical research effort by participating in the newly developed Tennessee Clinical Trials Network
Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration		

Strategic Planning Report –2016-2017
Unit: COM-Knoxville, GSM
Administrative Lead: Jim Neutens, Regional Dean

Strategic Priority	Initiative	Accomplishments
Strategic Priority A: Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities	<ul style="list-style-type: none"> • Maintain M3 & M4 year-round rotations with changing curriculum • Achieve a 95% board pass rate for GME programs 	<ul style="list-style-type: none"> • Department chairs and clerkship directors now dedicated to M3's and M4's encouraging their faculty to devote time/energy • Overall board pass rate at 98% for GME programs currently
Strategic Priority B: Grow the Research Portfolio Focusing on Targeted Areas	<ul style="list-style-type: none"> • Establish GSM campus research priorities with UTMC • Link GSM/UTMC priorities with UTHSC 	<ul style="list-style-type: none"> • GSM/UTMC committee has made organizational recommendations still need to determine priorities • Research Office & Dean's Office working with Dr. Goodman
Strategic Priority C: Create Areas of Clinical Prominence While Expanding Outreach	<ul style="list-style-type: none"> • In conjunction with our clinical partner (UTMC) achieve national recognition in selected clinical areas 	<ul style="list-style-type: none"> • US News & World Report national recognition in pulmonology, 2nd best hospital in the state, 8 high performing areas • National recognition in MFM for detoxing babies in utero
Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution	<ul style="list-style-type: none"> • Through the Board of Visitors and community publications, presentations recognize UTHSC contributions 	<ul style="list-style-type: none"> • All publications, presentations jointly produced with the hospital recognize the university
Strategic Priority E: Align UTHSC Resources with Areas of Excellence	<ul style="list-style-type: none"> • Personalized health program 	<ul style="list-style-type: none"> • Created a business plan; also working with hospital
Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships	<ul style="list-style-type: none"> • Expand joint research opportunities with UTK faculty and ORNL • Work with College of Pharmacy – Knoxville campus • Integrate UTMC initiatives with UTHSC/GSM initiatives 	<ul style="list-style-type: none"> • Currently have several ongoing projects with UTK/ORNL • Currently have some clinical, education, and research efforts with Pharmacy • UTHSC-COM Knoxville part of UTMC strategic initiatives
Cross Cutting Priority 6: Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship	<ul style="list-style-type: none"> • Provide hands-on faculty development on the GSM campus • Develop a recruitment package that represents both the university and the hospital (GSM & UTMC) 	<ul style="list-style-type: none"> • Hired an associate dean for faculty development last fall • Recruitment package under review by GSM and UTMC
Cross Cutting Priority 7: Continue to Increase Diversity	<ul style="list-style-type: none"> • Create a pool of applicants for all positions that reflects the diversity on this campus 	<ul style="list-style-type: none"> • Emphasized this need to both private practices groups and the hospital
Cross Cutting Priority G: Increase Strategic Integration Across UTHSC	<ul style="list-style-type: none"> • Increase research integration with UTHSC 	<ul style="list-style-type: none"> • Currently working with the Chancellor of Research Office to develop a long-term plan
Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration	<ul style="list-style-type: none"> • Using the "The Four Disciplines of Execution" create a GSM wildly important goal and have each department develop lead measures to achieve the goal 	<ul style="list-style-type: none"> • Through the department chairs established the goal to achieve national recognition in education (academics) in five years in Knoxville. Departments currently developing their lag measures