

Strategic Planning Report –2016-2017
Unit: COO
Administrative Lead: Dr. Kennard Brown

Strategic Priority	Initiative	Accomplishments
Strategic Priority A: Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities		
Strategic Priority B: Grow the Research Portfolio Focusing on Targeted Areas	<u>SE/CA</u> LIVE, Just As You Are, Breast Cancer Conference targeting African American Women in Memphis raising awareness regarding treatment and prevention while offering support to all touched by it	649 registered, 600 attended, 233 first time attendees (3 rd year) 36 mammogram, one early stage cancer found (total of 2 found within the 3 years of managing)
	<u>SE/CA</u> Back to School Health fair (Peg has stats)	
Strategic Priority C: Create Areas of Clinical Prominence While Expanding Outreach	<u>SE/CA</u> Rachel K. Stevens Open House	Engaged community regarding pro bono clinical service to youth
Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution	<u>SE/CA</u> Initiatives contributing to the health and wellness of the community, sharing resources available such as Give Kids A Smile (free dental care to 80 inner city youth) and the Domestic Violence Conference (addressed over 200 women in the community providing support and awareness)	Visibility in print, in the Commercial Appeal, USA Dentistry Today and on several TV news outlets
Strategic Priority D: Increase Visibility & Recognition of UTHSC Contribution	<u>Space Planning:</u>	<u>Space Planning:</u> Served as liaison for UTHSC Market Study both internal and external stakeholders.
Strategic Priority E: Align UTHSC Resources with Areas of Excellence	<u>Campus Police:</u> Improve quality of Parking Services <u>Space Planning:</u>	<u>Campus Police:</u> Automated pay stations in O-Lot. Repaving and striping at J, M and SAC Alley Lots <u>Space Planning:</u> Directed and facilitated the following departments' complex relocation to the TSRB: Physiology, Pharmacology, Pediatrics, and Genetics, Genomics and Informatics. Directed and facilitated relocation of Dept. of Physiology Faculty to the Coleman Building. Cleared 550 Rooms (142,875 Assignable Sq. Ft.) of Laboratory and Office Space located in the following buildings: Crowe, Mooney, Nash and Nash Annex. Led project coordination for office moves for 75 employees
Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships	<u>SE/CA</u> Partner with Medical District to encourage relationships and collaboration-First Friday Food Truck sharing information with entire medical district	Each first Friday several employees within the medical district gather to enjoy lunch on the campus

<p>Strategic Priority F: Expand & Strengthen Key Community & Other Partnerships</p>	<p><u>SE/CA</u> Extend support to all hospital partners allowing them to utilize UTHSC space for their individual initiatives</p>	<p>Lebonhuer, the Shelby County Health Department, Regional One and Mayor's Office utilize the Student Alumni Center frequently while occasionally receiving financial support from this office Coordinate participation of sponsorships produced from various partners</p>
<p>Cross Cutting Priority 6: Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship</p>	<p><u>SE/CA</u> Employee Appreciation, Campus Holiday Party, President's Tribute</p> <p><u>Campus Police:</u> Identify and Retain a New Chief</p> <p><u>HR:</u> Review and determine the proper classification and compensation for each non-faculty position.</p> <p>Continue to develop managers and supervisors through development activities (training, coaching and counseling).</p> <p>Provide ways to transition employees back into the workplace after a serious workplace injury.</p> <p>Determine new and innovative ways to recruit staff.</p> <p><u>Space Planning:</u></p>	<p><u>Campus Police:</u> Hired retired MPD Deputy Director Anthony Berryhill as the new Campus Police Chief</p> <p><u>SE/CA</u> Manage functions that touch entire campus body, sharing appreciation, increasing morale and encouraging cross campus collaboration</p> <p><u>HR:</u> Applied the Fair Labor Standards Act (FLSA) to employees statewide in non-faculty positions. Reclassified more than 130 positions to non-exempt based on regulations.</p> <p>Although we still have employees that make below the 85th percentile of the market median; we have moved any employee with five (5) or more years to the 85th percentile of the market median.</p> <p>Provided more than 98 HR related courses to our campus that included topics on compensation, benefits, employment, and employee relations.</p> <p>Held a Benefits Fair with more than 400 employees attending and 26 vendors participating.</p> <p>Hosted a Life Planning Seminar attended by 249 employees.</p> <p>Implemented a transitional duty process for employees who have worker's compensation coverage.</p> <p>Participated in two veteran's recruitment fairs with Unemployment Eliminators, LLC.</p> <p>Participated in more than ten (10) recruitment fairs and activities to find top talent.</p> <p>Collaborated with the HSC Postdoctoral Department to implement Taleo applicant tracking system for all postdoctoral hires.</p> <p>Implemented an automated employment and income verification process that allows employers and other external agencies to verify employment instantly.</p> <p><u>Space Planning:</u> Managed deployment of Archibus Software, integrated facilities management software. Partnered with facilities' business and craftsmen units and BRG vendor to develop specifications and</p>

		<p>requirements. Trained Facilities users and campus-wide End-User on system operations and functionality.</p> <p>In support of the recent SBC approval to issue Request for Proposal for Multi-Family Residential Housing, worked with P+W and Office of Academic Affairs to facilitate a Student Housing Survey administered to 2,428 of UTHSC Students enrolled in fall 2016. The survey was completed at a response rate of 30.4%. The survey probed student demand for housing within a specific study area of the Memphis Medical District. Questions investigated student demand for housing close to the UTHSC campus within the Medical District, housing preferences (e.g., price, amenities, building features), as well as students' current housing arrangements. Voluntary demographic questions provided greater insight into the characteristics of demand for housing.</p>
Cross Cutting Priority 7: Continue to Increase Diversity		
Cross Cutting Priority G: Increase Strategic Integration Across UTHSC		
Cross Cutting Priority H: Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration	<p>Campus Police: Improve Campus Safety</p> <p>HR: Provide opportunities for employees to engage the leadership.</p> <p>Focus on statewide delivery of HR services to our more than 1300 employees outside the metro-Memphis area. This includes onboarding activities, service awards, training, and employee performance management.</p> <p>Develop an employee handbook.</p> <p>Establish retention activities and initiatives to retain our best and brightest staff. Initiate a post-hire survey for 90 days after the hire to receive feedback on the onboarding process, expectations, overall impression about the department/supervisor and work experience.</p>	<p>Campus Police: Active Shooter training to faculty, students and staff. RAVE/Guardian App implemented. UTHSC Alert implemented. Begun multimillion dollar upgrade to our Access and Control and Security Cameras.</p> <p>HR: Hosted seven (7) Leadership Forums for randomly selected faculty and staff to converse with leadership re: issues and concerns. The following website details the outcomes of those sessions: (place link here).</p> <p>Worked with ERC/ESC members to present recommendations to leadership based on 2015 Workplace Dynamics survey results.</p> <p>Awarded "Healthy Workplace" by the Governor of Tennessee for the second year in a row.</p> <p>Recognized by the Memphis Business Group on Health as a 2016 CEO Culture of Health Participant</p> <p>Named a "Top Workplace" in Memphis by the Commercial Appeal for the third year in a row.</p> <p>Honored 350+ UTHSC employees celebrating 5-10-15 and 200 employees celebrating 25+ years of service to the University.</p>