

UTHSC ADVISORY BOARD MEETING

DATE:	August 10, 2022	Mooney Library
DAY:	Wednesday	875 Monroe Avenue
TIME:	1:00PM	Memphis, TN

AGENDA

1. Call to Order and Roll Call..... Dr. Wenk
2. Introduction of New Student Board Member Dr. Wenk
3. Recognition of Dr. Michael Ugwueke..... Drs. Wenk and Buckley
4. **ACTION:** Approval of Minutes from May 11, 2022 Meeting..... Dr. Wenk
5. Chancellor’s Report..... Dr. Buckley
6. Strategic Planning..... Dr. Russell
7. Capital Planning Dr. Brown
8. Other Business..... Dr. Wenk
9. 2022 Meeting Schedule – all meetings scheduled for 1:00PM to 4:00PM
 - a. November 9, 2022
10. Tour of Mooney, Crowe, and Dentistry Buildings..... Dr. Brown
11. Adjournment Dr. Wenk

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UTHSC ADVISORY BOARD MEETING Wednesday, May 11, 2022 Hybrid

MINUTES

Present:

Board Members:

Dr. Philip Wenk, *Chair*
Dr. Natalie Tate
Ms. Leah Burns (Student)
Dr. Terry Cooper (Faculty)
Dr. Michael Ugwueke
Dr. Randall Davis
Dr. Josh Wayman
Honorable Mark Norris (*Outgoing Board Member*)

Staff:

Dr. Peter Buckley
Mr. Anthony Ferrara, *Secretary*
Dr. Kennard Brown
Dr. Cynthia Russell
Mr. Love Collins
Dr. Steven Goodman

Deans:

Dr. Don Thomason
Dr. Marie Chisholm-Burns
Dr. Scott Strome
Dr. Steve Alway
Dr. James Ragain
Dr. Wendy Likes

Guests: Members of the HSC community and public were invited to participate either in person or via webcast.

1. Call to Order and Roll Call

Dr. Wenk called the meeting to order and Mr. Ferrara confirmed all board members were present with Dr. Natalie Tate (via Zoom) joining after the start of the meeting.

2. Introduction of New Board Members

- At her first in-person meeting, Leah Burns, the outgoing student representative, introduced herself and announced that she graduated yesterday from the College of Pharmacy. A new student representative will begin serving at the next Advisory Board meeting.
- Dr. Josh Wayman introduced himself as a Nashville dentist and a 2006 College of Dentistry alum.
- Dr. Randy Davis introduced himself as a radiologist in the Memphis area and a 1988 College of Medicine alum.

3. Recognition of Judge Mark Norris

Chancellor Buckley presented Judge Norris with a plaque acknowledging his three years of insight and guidance as a founding member of the UTHSC Advisory Board as well as his foresight and leadership in co-sponsoring the UT FOCUS Act which created advisory boards for all campuses in the UT System. Judge Norris thanked the board and shared a few thoughts. He stated UTHSC is one of the nation's "best kept secret" that does not receive the credit it deserves and is not recognized for its immeasurable value to communities across the state. He stated it goes beyond the billions contributed to the economy,

value of research grants and the thousands of residents/students/fellows that are educated here and highlighted a number of unsung actions/heroes associated with this institution. As a judge, he sees the results of our successes and failures. Judge Norris encouraged the board to invite the UT president, the Board of Trustees' chair and the Board of Visitors (loosely assembled group of interested citizens in the community previously named the Advisory Board) to future HSC Advisory Board meetings for collaboration and group activities. He thanked Governor Haslam and the General Assembly for confirmation of this act by the House and the Senate for, without that, he would not have had this opportunity. He will miss working together here but will always be working together, nevertheless.

4. Approval of Minutes from November 4, 2021 and January 12, 2022 Meetings

The motion for approval of the meeting minutes was moved by Dr. Ugwueke and seconded by Dr. Cooper with unanimous approval.

5. Chancellor's Report

- UTHSC Mission and Operations - Chancellor Buckley cited major accomplishments by the university to include:
 - Recent reaccreditation by the Southern Association of Colleges and Schools Commission on Colleges for 10 years with no adverse findings or recommendations.
 - A growing statewide clinical and academic presence and the excellent national rankings for several colleges and programs.
 - Efforts to grow our philanthropic portfolio with a 22% increase in participation for Giving Day 2022 along with a first-ever philanthropic training for deans across the UT system to be held next month.
 - As Tennessee's only public statewide academic health system, UTHSC is the largest educator of health care professionals in the state, has the largest residency/fellowship programs, and its faculty are clinicians, and its students are afforded training in different environments at major hospital partner institutions across the state.
 - A video from the Today Show which aired last Friday was shared at the meeting featuring a former and current graduate (mother/daughter) of the UTHSC School of Nursing and demonstrated the economic, social and health impact of our institution on Tennessee.
 - Our growing research portfolio includes annual NIH research funding ranking of #14 for Pharmacy, #51 for Nursing, #81 for Medicine with higher rankings within the departments as well as major BSL 3 grants.
- Key Partnerships
 - Through a national health care consultancy firm, the university is taking stock of clinical partnerships in Memphis and the greater West Tennessee region which will enable collective introspection and open dialogue for strategic advancement.
 - Dr. Ken Brown, in conjunction with the state legislature, successfully spearheaded construction/renovation of several buildings statewide to include a public-private housing venture; Delta Dental of Tennessee, Center for Healthcare Improvement and Patient Simulation, Cancer Research and Translational Science buildings and renovations of the Mooney/Crowe/Nash buildings, Plough Center and the Audiology and Speech Pathology Building (Knoxville).
 - The essence of our mission as an academic institution comes together at the intersection of education, clinical care and research. UT's values, as outlined in the Be One UT statement, propels our mission and sets the kind of culture for which we want to be known. Leadership has reviewed recent staff and student surveys and this information will be instrumental in developing college-specific and, eventually, an updated institutional strategic plan.
 - We have received excellent support through Tennessee's legislature and, as a result, have received an unprecedented state budget to include \$53M to improve rural dental care access;

- \$10M to address the state’s residency shortage, \$3.9M in new operating funding and 4% employee salary pool.
- With the recent commencements over the last 48 hours in Memphis and Knoxville, 844 graduates join the UT family of over 422,000 alumni.
- Role of Chancellor
 - Dr. Buckley recommitted himself to be a tireless ambassador, advocate, and champion on behalf of the institution while also fulfilling the requirements of providing internal, fiduciary, accreditation, budgeting and academic oversight.
 - Dr. Buckley outlined three stages of his first 100 days:
 1. Prepping prior to arrival
 2. Listening and learning from faculty/staff/student/stakeholders and understanding key issues, concerns and risks
 3. Cultivating team, engaging community, developing a strong communication and marketing plan and working to provide road map for a strategic planning process.
- Early observations
 - This organization is a sleeping giant with many strengths in leadership, community engagement, research, a supportive environment, and commitment to a better future. Areas for improvement include team cohesion, accreditation, branding and philanthropy.
 - The moniker of “Memphis is our home...Tennessee is our campus” aptly describes our organization as a statewide resource and entity with over 880+ training sites in 119 cities.
 - Strategic opportunities to be considered are to diversify and increase clinical workforce, increase philanthropy and strategic outreach statewide, collaboration opportunities, hone on research strategies to include biomedical science, being the best workplace for all employees as well as leaders in higher education and health care after COVID-19.

Dr. Wenk commended Chancellor Buckley’s energy, enthusiasm and commitment to his advocacy and fundraising as he has hit the ground running.

6. College Updates

- Pharmacy/Dean Marie Chisholm-Burns – Pharmacy is ranked #20 in U.S. News and World Report (USNWR) and #14 in funding from the National Institutes of Health (NIH). The college has three campuses in the state and offers a three-year accelerated and four-year pathway to PharmD degrees. Recent challenges to be addressed are a nationwide decrease in applicant pool. The dean also noted a marked improvement in student diversity. Dr. Buckley thanked Dr. Chisholm-Burns’ for her extraordinary leadership and extended well wishes in her new position as Provost at Oregon Health Sciences University.
- Nursing/Dean Wendy Likes – Nursing offers both an accelerated and traditional BSN nursing programs and noted the recent collaboration with Methodist providing scholarships for accelerated students with a future commitment to work at Methodist. The college is very diverse in both students and faculty. Points of pride include USNWR rankings of #27 for DNP program and #33 for BSN program; top NIH-funded College of Nursing in Tennessee. Other accomplishments include providing the only public nurse-midwifery program, the only Registered Nurse First Assistant program, the first Nursing and PhD program and first Doctor of Nursing Practice program in the state as well as numerous rural initiatives.

Follow-up discussion:

Dr. Ugwueke expressed appreciation in the partnership with the college and would like to see the trend expanded to help address the nationwide nursing shortage.

- Medicine/Dean Scott Strome – It was noted that the Medicine trains approximately 40% of the physicians in the state. Global themes include the promotion of equity, diversity and inclusion and promotion of women in medicine. As the Chancellor noted earlier, the national consulting firm’s assessment of clinical partnerships will provide an opportunity to take the pulse of where we are and determine next steps. Medicine is ranked #26 in USNWR for primary care. LCME and Memphis ACGME accreditation issues, along with corrective measures being taken, were outlined. College highlights include offering a 3-year curriculum, reduction of student debt and community engagement projects.

Follow-up discussion:

Dr. Wenk inquired if the college consulted with UT Agriculture in relation to farm work and Dr. Strome confirmed that they did work together to establish this project. Dr. Wenk suggested partnerships with UT Agriculture and Church Health who are also doing similar projects.

- Health Professions/Dean Steve Alway – Health Professions has campuses in Memphis and Knoxville with four programs ranked by USNWR in the top 50 (#42 in Master of Occupational Therapy, #49 in Doctor of Physical Therapy, #39 in Master of Speech Pathology and #26 in Doctor of Audiology). An overview of the college includes GEB and UT Conference Center renovations, the new MS Pathologist’s Assistant program and four upcoming accreditations. The college is focusing on increasing research funding.
- Graduate Health Sciences/Dean Don Thomason – This college is the research training arm of UTHSC. Biomedical Engineering is a PhD and MS program that is a joint program with the University of Memphis and is the only program in the state that combines the UT system and a locally governed institution. The fastest growing program is the Dental Sciences programs. College initiatives include K-12 STEM education, summer biomedical research immersion and alumni engagement through trainee career development opportunities.

Follow-up discussion:

Dr. Tate inquired about the number of schools students are participating in the STEM education program and Dr. Thomason listed two schools (pre-pandemic) and they have a summer training program for STEM teachers and will also run a weeklong summer workshop available for students for all the schools in Shelby County.

- Dentistry/Dean Jay Ragain – With research as one of the driving forces of this profession, Dentistry has tripled its research funding over the past three years. One of the college’s initiatives were \$53M Healthy Smiles Initiative. The focus of the Healthy Smiles Initiative will be to address the dental deserts in the state. The initiative will include a gradual increase in class size to produce more dentists and then getting them to areas where they are needed. Additional highlights are the planned opening of the Delta Dental of Tennessee Building in 2023 and offering the EFDA program on the UTK campus.

Follow-up discussion:

- Dr. Davis inquired if there are any federal or commercial incentives to increase the number of dentists in rural areas. Dr. Ragain states there are few and the college tries to take advantage of those available to them. To address this issue, the college is actively recruiting students from rural areas along with providing an incentive to pay down educational debt of graduates who practice in these areas. Dr. Davis also inquired if there are mobile dental units and Dr. Ragain believes that the best solution is to identify areas that need dentists and provide a short-term site where follow-up care can be performed rather than moving from site to site.
- Dr. Ugwueke inquired if this issue is also being addressed in the urban areas. Dr. Ragain explained that the AEGD program sites are being placed in urban areas. Dr. Ugwueke inquired about the percentage of minority students in the dental program and Dr. Ragain responded there are not enough but there has been an increase.

- Dr. Wayman inquired about the timeline for the class size increase and it was noted that the process has begun but it take up to four years.

7. **Review of Proposed Academic Programs**

Dr. Russell presented the following proposed academic programs with the disclaimer they are not yet approved by THEC and are not yet accepting applications.

- Master of Health Science in Pathologists' Assistant (PathA) Program within the College of Health Professions – program will prepare and develop individuals for the professional practice of surgical and autopsy pathology under the guidance of a board-certified pathologist. It is anticipated that the first class would be admitted January 2023.
- Bachelor of Science in Nursing (BSN) Joint Program with UT Southern within the College of Nursing – joint program with first two years of coursework at UTS and the remaining two years of HSC coursework with students remaining in Pulaski. Projected to start in Fall 2023.

8. **Proposed FY 2022 Budget Review and Approval**

Mr. Ferrara presented the proposed budget for Fiscal Year 2023 which begins July 1 which included an explanation of terminology and the history and structure of the campus' budget. It was noted that the state funding has increased by \$14M or more for the past two years. Tuition and enrollment will reflect new programs previously discussed with funding increases due to enrollment not tuition increases and a projected reduction in funding for Pharmacy enrollment decrease. Special state initiatives include an additional \$12M for rural dental care and primary care residency slots. With the salary increase, there will be a 4% across the board and a raise of the minimum hourly rate to \$17. There has been a concentrated effort by the university to raise the minimum hourly rate over the past three to four years. A review of the proposed budget increments includes academic program support (\$865,000 regular appropriation/\$2.9M one-time funding) and infrastructure (\$4M regular appropriation/\$5M one-time funding). Projected budgets for FY 2023 include Unrestricted E&G Budget of \$328M, Unrestricted Auxiliary Funds of \$4M and Restricted Funds was \$344M. The 0% tuition rate was approved at the last Advisory Board meeting. The Advisory Board was asked to approve the overall budget of \$676M for FY 2023. A motion was made by Dr. Cooper to approve the budget and seconded by Dr. Davis with unanimous approval by the board.

9. **Other Business**

No other business to discuss.

10. **2021 Meeting Schedule**

The next scheduled meeting of the Advisory Board will be held August 10, 2022.

11. **Tour of Mooney, Crowe and Dentistry Buildings**

Due to length of the current meeting, the scheduled tour was postponed until the next Advisory Board meeting.

12. **Adjournment**

Dr. Wenk adjourned meeting at 3:44 PM.