

What follows is a **D-R-A-F-T** of the UTHSC Strategic Plan 2023-2028.

This **D-R-A-F-T** is the outgrowth of the work of more than 120 individuals across our colleges, campuses, and administrative units. Faculty, staff, students and external stakeholders were involved in the 10 workgroups. The Steering Committee, composed of the Chancellor, Vice Chancellors, Deans, as well as student, faculty, and staff leadership, and community members, provided their feedback which was integrated into this **D-R-A-F-T** of the strategic plan.



The plan has 5 pillars and 5 cross-cutting areas that rest on the foundation of our updated mission, vision, and values.

## Updated Mission, Vision, and Values

**Our request** – consider the key themes, issues, and ideas in the pillars. Consider each goal, objective, and tactic. What additional goals, objectives, and/or tactics should be included in each of the pillars? Where do we want to be in 5 years for each of the pillars? What does success look like?

After you review this document, **please provide feedback via our [online form](https://uthsc.co1.qualtrics.com/jfe/form/SV_4N34N6yZyY3b8bA)**.  
[https://uthsc.co1.qualtrics.com/jfe/form/SV\\_4N34N6yZyY3b8bA](https://uthsc.co1.qualtrics.com/jfe/form/SV_4N34N6yZyY3b8bA)

### • Mission

Transforming lives through collaborative and inclusive education, research/scholarship, clinical care, and public service.

### • Vision

Healthy Tennesseans.  
 Thriving Communities.

### • Values

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| <b>B</b> Bold and impactful       | <b>U</b> United and connected    |
| <b>E</b> Embrace diversity        | <b>T</b> Transparent and trusted |
| <b>O</b> Optimistic and visionary | <b>H</b> Health focused          |
| <b>N</b> Nimble and innovative    | <b>S</b> Science driven          |
| <b>E</b> Excel in all we do       | <b>C</b> Caring and professional |

Thank you, Cindy Russell, Vice Chancellor of Academic, Faculty, and Student Affairs [crussell@uthsc.edu](mailto:crussell@uthsc.edu)

**Pillar 1: Educational Excellence**

<p><b>GOAL 1: DELIVER ENGAGING ACADEMIC AND CLINICAL EXPERIENCES THAT PROMOTE AN INTERPROFESSIONAL HEALTHCARE WORKFORCE EMPOWERED TO CARE FOR A DIVERSE POPULATION</b></p>	
<p><i>Objective 1: Integrate interprofessional education into program curricula to prepare students for an increasingly team-based, interdisciplinary and interprofessional healthcare environment.</i></p>	<p><i>Tactic 1:</i> Create a Center for Interprofessional Education (IPE) to develop and coordinate curriculum and professional development opportunities that will facilitate collaborative team-based practice.</p> <p><i>Tactic 2:</i> Establish an advisory committee composed of UTHSC and community partners to develop new IPE programming and coordinate existing activities across the colleges.</p> <p><i>Tactic 3:</i> Develop strategic academic partnerships to expand interprofessional learning opportunities in clinical settings.</p>
<p><i>Objective 2: Provide innovative and evidence-based educational environments that are conducive to student learning.</i></p>	<p><i>Tactic 1:</i> Develop and implement a plan for creating innovative and inclusive academic learning environments in both proposed new buildings and in renovations of existing buildings.</p> <p><i>Tactic 2:</i> Provide learning spaces and academic technologies, with guidance from a UTHSC educational space committee, that are on par with UTHSC’s aspirational peers.</p> <p><i>Tactic 3:</i> Enhance resources and support for online education.</p>
<p><i>Objective 3: Develop a model for simulation that serves the needs of all university stakeholders.</i></p>	<p><i>Tactic 1:</i> Create a strategic plan and business model for the Center for Healthcare Improvement and Patient Simulation (CHIPS) that considers its unique value proposition for UTHSC’s academic programs and other strategic partners and stakeholders.</p> <p><i>Tactic 2:</i> Explore funding models, including programmatic grants, to support simulation programming.</p> <p><i>Tactic 3:</i> Maximize the potential of all modalities of simulation, including virtual reality and other immersive technologies.</p>
<p><b>GOAL 2: RECRUIT, RETAIN, AND GRADUATE HIGHLY QUALIFIED STUDENT COHORTS THAT ARE BROADLY REPRESENTATIVE OF THE STATE OF TENNESSEE</b></p>	
<p><i>Objective 1: All academic programs and locations will meet their enrollment goals.</i></p>	<p><i>Tactic 1:</i> Create strategic, consistently branded recruitment materials and training for all UTHSC colleges to communicate a more thorough understanding of who UTHSC is (e.g., we’re not UTK Vols; we’re not only in Memphis) to current and prospective students, employees, alumni, stakeholders, and patients.</p>

	<p><i>Tactic 2:</i> Develop and implement a framework for collaboration between AFSA Admissions, Student Affairs and Community Engagement, OIED, and Communications and Marketing to support all academic programs as they recruit and enroll a more diverse student body.</p> <p><i>Tactic 3:</i> Establish new scholarships and increase funding to existing scholarships.</p> <p><i>Tactic 4:</i> Develop and coordinate pipeline recruitment programs across Tennessee to enhance enrollments for all academic programs.</p>
<p><i>Objective 2: All academic programs will achieve overall student retention and graduation rates that meet UTHSC benchmarks.</i></p>	<p><i>Tactic 1:</i> Track and make widely available the retention and graduation rates of sub-populations of students across all programs/colleges.</p> <p><i>Tactic 2:</i> Recruit, develop, and retain a corps of highly qualified teaching faculty members that broadly reflects the state of Tennessee and the student population of UTHSC.</p> <p><i>Tactic 3:</i> Implement an Educational Data Warehouse as the foundation for recruitment and retention dashboards and data reports that are accurate and meet the needs of academic programs.</p>
<p><i>Objective 3: Strategically evaluate the academic program inventory to ensure that it meets the current and future healthcare needs of Tennessee.</i></p>	<p><i>Tactic 1:</i> Working collaboratively with the Tennessee Department of Labor and Workforce Development, the Tennessee Department of Health, and healthcare professional organizations, conduct a thorough assessment of the workforce needs across both rural and urban communities for Tennessee through 2030.</p> <p><i>Tactic 2:</i> Develop a comprehensive statewide plan for clinical workforce development through 2030.</p> <p><i>Tactic 3:</i> Monitor the enrollment and graduation rates of academic programs annually to ensure they meet academic productivity standards.</p> <p><i>Tactic 4:</i> Launch new academic programs and expand existing academic programs in principled ways.</p>
<p><b>GOAL 3: PROVIDE AN EXEMPLARY EDUCATION TO STUDENTS AND RESIDENTS</b></p>	
<p><i>Objective 1: All programs that have disciplinary accreditation will be accredited and in good standing with their accrediting body.</i></p>	<p><i>Tactic 1:</i> Initiate a program director and academic department chair (PD/ADC) group to provide a forum for training and education, exchange of information around common accreditation issues, review of a standard set of training needs for accredited academic programs, and regular review of accreditation standards.</p> <p><i>Tactic 2:</i> Develop a repository of core documents (current standards, manuals, guides, responses to common accreditation standards, other relevant material).</p> <p><i>Tactic 3:</i> Develop an accreditation calendar with specific time frames for each academic program accreditation, whether by a disciplinary accretor or peer review.</p>

	<p><i>Tactic 4:</i> Build capacity across faculty who serve in accreditation roles in their programs and as off-site readers and on-site reviewers for their program’s accrediting body.</p>
<p><i>Objective 2: All academic programs, with or without disciplinary accreditation, will increase faculty members’ competence in the principles of academic excellence.</i></p>	<p><i>Tactic 1:</i> Create consistent strategies and frameworks for the development of faculty as educators and the assessment of teaching.</p> <p><i>Tactic 2:</i> Develop indicators of excellence for teaching and assessment for use in recognition programs, annual evaluations, and comprehensive evaluations such as promotion and tenure.</p> <p><i>Tactic 3:</i> Promote and support continuous quality improvement in teaching, assessment, curriculum development, instructional design, and the scholarship of teaching and learning within and across academic programs.</p>
<p><i>Objective 3: Establish more strategic and integrated affiliations with healthcare partners across Tennessee that will support the educational needs of students and residents.</i></p>	<p><i>Tactic 1:</i> Expand affiliation agreements with regional healthcare partners to support clinical training programs and provide additional expertise for students and residents.</p> <p><i>Tactic 2:</i> Expand infrastructure resources across the state according to actual needs and student and resident enrollment growth.</p> <p><i>Tactic 3:</i> Initiate best practices for assessing the quality of training throughout clinical sites to ensure exemplary student and resident experiences.</p>

**Pillar 2: Expanding Research and Scholarship**

<b>GOAL 1: STRATEGICALLY EVALUATE THE RESEARCH PORTFOLIO AND DETERMINE RESEARCH AND SCHOLARSHIP PRIORITIES</b>	
<p><i>Objective 1: Establish strategic research priorities.</i></p>	<p><i>Tactic 1:</i> Engage external consultant to evaluate the UTHSC research portfolio and make recommendations for strategic research priorities.</p> <p><i>Tactic 2:</i> Recruit a Vice Chancellor for Research in alignment with the identified strategic research priorities.</p> <p><i>Tactic 3:</i> Employ a transparent, collaborative, cross-college, statewide process to coalesce around common research priorities.</p>
<p><i>Objective 2: Strategically evaluate the organization and functioning of the Office of Research</i></p>	<p><i>Tactic 1:</i> Transparently allocate resources to the established strategic research priorities.</p> <p><i>Tactic 2:</i> Examine the impact of current indirect cost allocations on research, including recruitment and retention of investigators.</p> <p><i>Tactic 3:</i> Improve the Office of Research’s administrative processes and functional units to better support faculty seeking funding.</p>
<p><i>Objective 3: Expand support for policy and training grants and other scholarly endeavors.</i></p>	<p><i>Tactic 1:</i> Provide tangible central support for health workforce, healthcare policy, educational programs, applied research, and other funding opportunities.</p> <p><i>Tactic 2:</i> Convene a statewide group to identify current strengths and opportunities for collaboration.</p> <p><i>Tactic 3:</i> Encourage collaborations that result from or may directly translate to education or clinical care environments.</p>
<b>GOAL 2: DEVELOP AND SUPPORT THE UTHSC RESEARCH ECOSYSTEM</b>	
<p><i>Objective 1: Increase the number of full-time faculty members whose work contributes to UTHSC’s strategic research priorities.</i></p>	<p><i>Tactic 1:</i> Emphasize recruitment and retention of early-stage investigators who have external funding, engage in team science, and contribute to UTHSC’s strategic research priorities.</p> <p><i>Tactic 2:</i> Increase the recruitment and retention of established funded investigators whose work contributes to UTHSC’s strategic research priorities.</p> <p><i>Tactic 3:</i> Ensure that each early-stage investigator is actively mentored with an appropriate and realistic mentoring plan.</p> <p><i>Tactic 4:</i> Use competitive packages to recruit and retain established investigators.</p>

<p><i>Objective 2: Expand and enhance interdisciplinary and interprofessional research.</i></p>	<p><i>Tactic 1:</i> Develop and/or amend policies to encourage cross-college research endeavors.</p> <p><i>Tactic 2:</i> Encourage UTHSC investigators to collaborate with other researchers, including but not limited to the Memphis Medical Device Collaborative, Memphis Medical District, St. Jude, other UT campuses, and the biotechnology community.</p> <p><i>Tactic 3:</i> Implement strategies to improve collaboration between clinical and basic science departments that result in the growth of clinical and translational research efforts.</p>
<p><i>Objective 3: Strengthen the infrastructure that supports UTHSC's strategic research priorities.</i></p>	<p><i>Tactic 1:</i> Streamline and simplify processes and procedures in IRB, contracts, Office of Sponsored Projects, and other support offices.</p> <p><i>Tactic 2:</i> Expand research space and ensure that the allocation of research space is transparent and contributes to UTHSC's strategic research priorities.</p> <p><i>Tactic 3:</i> Optimize the research infrastructure including research cores.</p> <p><i>Tactic 4:</i> Increase the number of junior faculty participating in formal research training programs.</p>
<p><b>GOAL 3: CREATE A COLLABORATIVE STATEWIDE PRESENCE IN SCHOLARSHIP, ENTREPRENEURSHIP, AND INNOVATION</b></p>	
<p><i>Objective 1: Establish robust statewide networks that emphasize high impact basic science and clinical research collaborations.</i></p>	<p><i>Tactic 1:</i> Leverage local (e.g., Regional Biocontainment Lab, Plough Center) and statewide assets (e.g., Oak Ridge Research Institute) and structures to build and reinforce multisite collaboration.</p> <p><i>Tactic 2:</i> Evaluate CTN2 for long-term financial sustainability and growth potential.</p> <p><i>Tactic 3:</i> Obtain grant and other funding opportunities that support statewide clinical research networks, institutes, and consortia.</p>
<p><i>Objective 2: Develop, market, and implement a model that supports innovation and entrepreneurship.</i></p>	<p><i>Tactic 1:</i> Partner with other institutions (e.g., Haslam College of Business at UTK) to support and develop faculty members in entrepreneurial activities.</p> <p><i>Tactic 2:</i> Strengthen the use of UTHSC clinical databases, information technology infrastructure, and analytic capacity.</p> <p><i>Tactic 3:</i> Expand UTHSC's statewide primary care quality improvement extension program in collaboration with the UT Regional Extension Service.</p> <p><i>Tactic 4:</i> Enhance the drug and device discovery, development, design, and licensing pipeline.</p>

<p><i>Objective 3: Foster scholarship and innovation across UTHSC.</i></p>	<p><i>Tactic 1: Recognize and reward work in scholarship, innovation, and entrepreneurship.</i></p> <p><i>Tactic 2: Provide faculty training and development in scholarship, innovation, and entrepreneurship.</i></p> <p><i>Tactic 3: Establish new endowed chairs for research.</i></p> <p><i>Tactic 4: Increase funding for research programmatic support to attract senior researchers.</i></p>
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**Pillar 3: Advancing the Health of Tennesseans**

<b>GOAL 1: CREATE AN OFFICE OF STRATEGIC PARTNERSHIPS</b>	
<i>Objective 1: Recruit and onboard a Vice Chancellor for Strategic Partnerships and appropriate support staff.</i>	<p><i>Tactic 1:</i> Provide appropriate support to the Vice Chancellor for Strategic Partnerships.</p> <p><i>Tactic 2:</i> Evaluate current partnerships and identify opportunities for expansion.</p>
<i>Objective 2: Build relationships with hospitals, clinics, pharmacies, and other healthcare provider organizations.</i>	<p><i>Tactic 1:</i> Examine the needs of colleges and other units at UTHSC.</p> <p><i>Tactic 2:</i> Collaborate with Alumni Affairs to establish mutually beneficial relationships with alumni across Tennessee.</p> <p><i>Tactic 3:</i> Identify opportunities for branding and co-branding with healthcare provider organizations across Tennessee.</p>
<i>Objective 3: Continuously seek new strategic alliances.</i>	<p><i>Tactic 1:</i> Engage with Blue Oval City and the West Tennessee Healthcare System to identify areas of opportunity.</p> <p><i>Tactic 2:</i> Design and implement a mental health consultation service to support other UT institutions and reflect BE ONE UT and BE ONE UTHSC values.</p>
<b>GOAL 2: DEVELOP AND IMPLEMENT A COMPREHENSIVE, STRATEGIC FRAMEWORK FOR TARGETED, MUTUALLY BENEFICIAL, AND VITAL HEALTHCARE PARTNERSHIPS</b>	
<i>Objective 1: Evaluate the potential of creating a health authority to serve as an academic medical center in Memphis through the Regional One Health partnership.</i>	<p><i>Tactic 1:</i> Determine appropriate legal model, governance structure, and financial feasibility and sustainability for a Health Authority.</p> <p><i>Tactic 2:</i> Determine programmatic focus and potential for clinical growth of an academic medical center in Memphis.</p> <p><i>Tactic 3:</i> Secure joint support of the Health Care Corporation (Regional One Health Board), Shelby County, and the University of Tennessee Board of Trustees.</p>
<i>Objective 2: Evaluate the benefits and costs, including non-financial benefits and costs, of altering the current status of UTHSC practice plans.</i>	<p><i>Tactic 1:</i> Evaluate the feasibility of a single state-wide practice plan.</p> <p><i>Tactic 2:</i> Assess the potential of otherwise modifying the current structure of UTHSC practice plans.</p> <p><i>Tactic 3:</i> Consider the needs and perspectives of all colleges with clinical faculty.</p>



<p><i>Objective 3: Strengthen current clinical partnerships and seek independent practice plan growth opportunities.</i></p>	<p><i>Tactic 1:</i> Collaboratively determine current and desired status of comprehensive and targeted models.</p> <p><i>Tactic 2:</i> Evaluate current and projected resources to advance each partnership.</p> <p><i>Tactic 3:</i> Advance the academic partnership practices that support UTHSC clinicians.</p> <p><i>Tactic 4:</i> Develop and implement a strategic oversight and communications plan to advance each partnership.</p>
<p><b>GOAL 3: INCREASE SERVICES TO RURAL AND UNDERSERVED COMMUNITIES IN TENNESSEE</b></p>	
<p><i>Objective 1: Address the healthcare needs of rural Tennessee.</i></p>	<p><i>Tactic 1:</i> Collaborate with the UT Institute of Agriculture’s Extension Service to provide community healthcare programs in high-priority rural counties/areas.</p> <p><i>Tactic 2:</i> Create community healthcare training programs and mobile health units focused on rural Tennessee.</p> <p><i>Tactic 3:</i> Collaborate with other public institutions, existing healthcare providers, and government agencies to leverage our services to rural Tennessee.</p> <p><i>Tactic 4:</i> Assess social determinants of health in each community across Tennessee in which UTHSC has a presence.</p>
<p><i>Objective 2: Identify opportunities for increased student and resident involvement in rural and underserved settings.</i></p>	<p><i>Tactic 1:</i> Incorporate principles of social determinants of health into student clinical experiences where appropriate.</p> <p><i>Tactic 2:</i> Integrate interprofessional education into student clinical experiences where appropriate.</p> <p><i>Tactic 3:</i> Initiate regular and relevant healthcare screenings in rural and underserved areas in Tennessee to identify health disparities and social determinants of health.</p>
<p><i>Objective 3: Increase student and resident presence across the state.</i></p>	<p><i>Tactic 1:</i> Evaluate the potential benefits and costs of increasing student presence at existing off-campus sites through increasing enrollment for programs currently in place or the addition of programs at those sites.</p> <p><i>Tactic 2:</i> Explore potential new off-campus sites in rural and/or underserved areas of Tennessee.</p>

**Pillar 4: Engaging Tennessee Communities**

<b>GOAL 1: BUILD MUTUALLY BENEFICIAL COMMUNITY – ACADEMIC PARTNERSHIPS</b>	
<i>Objective 1: Evaluate strategic engagement with community advisory board(s).</i>	<p><i>Tactic 1:</i> Develop a comprehensive framework for community advisory boards, including number, purpose, priorities, membership, and which UTHSC office or offices will be the primary point of contact.</p> <p><i>Tactic 2:</i> Engage community advisory boards to publicize and participate in a UTHSC discovery series to increase awareness of UTHSC’s services and resources.</p>
<i>Objective 2: Build corporate and foundation partnerships to specifically support UTHSC-directed public service and community engagement programs.</i>	<p><i>Tactic 1:</i> Identify/recruit potential partners.</p> <p><i>Tactic 2:</i> Define purpose/goals for community/business partnerships.</p> <p><i>Tactic 3:</i> Develop and implement a “community internship” for business, civic leaders, and donors to raise awareness of UTHSC’s impact on Tennessee.</p> <p><i>Tactic 4:</i> Enable new donors and empower internship participants to become champions for UTHSC.</p>
<i>Objective 3: Establish and/or increase partnerships with state departments and agencies to benefit the health of Tennessee’s citizens.</i>	<p><i>Tactic 1:</i> Align UTHSC’s community engagements in support of Tennessee’s health-related priorities.</p> <p><i>Tactic 2:</i> Develop UTHSC as an information resource for the state.</p>
<b>GOAL 2: INSTITUTIONALIZE COMMUNITY ENGAGEMENT AT UTHSC</b>	
<i>Objective 1: Adopt and operationalize an institution-wide definition of community engagement.</i>	<p><i>Tactic 1:</i> Establish task force to review definitions of “community engagement” from reputable resources and propose a UTHSC-wide definition.</p> <p><i>Tactic 2:</i> Publicize definition internally and externally.</p>
<i>Objective 2: Support each college (or program) in developing a sustainable community engagement strategy.</i>	<p><i>Tactic 1:</i> Provide support for colleges to utilize GivePulse to track community engagement activities.</p> <p><i>Tactic 2:</i> Identify faculty/staff across UTHSC who have expertise in community engagement and can assist colleges/programs in developing a signature strategy.</p>

	<p><i>Tactic 3:</i> Utilize focus groups/surveys to gauge external perception of UTHSC public service and community engagement activities.</p> <p><i>Tactic 4:</i> Develop and implement a marketing and communications plan for each signature strategy.</p>
<p><i>Objective 3: Strategically expand community-academic partnerships and activities across Tennessee.</i></p>	<p><i>Tactic 1:</i> Utilize focus groups to identify key opportunities for community partnership development.</p> <p><i>Tactic 2:</i> Collaborate with the UT Institute of Agriculture to leverage our resources for greater impact on Tennessee communities.</p> <p><i>Tactic 3:</i> Determine inventory of partnerships/activities in last 5 years.</p>
<p><b>GOAL 3: ADVANCE HEALTH AND HEALTH-RELATED RESOURCES IN TENNESSEE COMMUNITIES</b></p>	
<p><i>Objective 1: Increase faculty, staff, student, and resident involvement in public service and community engagement to expand UTHSC’s footprint.</i></p>	<p><i>Tactic 1:</i> Develop policies/procedures to provide faculty and staff with release time to engage in public service and community engagement.</p> <p><i>Tactic 2:</i> Develop recognition/rewards for faculty and staff who engage in public service and community engagement.</p> <p><i>Tactic 3:</i> Expand and recognize student involvement in extracurricular community engagement activities.</p>
<p><i>Objective 2: Increase alumni participation in UTHSC-sponsored signature public service and community engagement activities.</i></p>	<p><i>Tactic 1:</i> Establish a task force or committee to identify and recruit alumni in medically underserved regions of Tennessee.</p> <p><i>Tactic 2:</i> Develop a recognition/rewards system for alumni who participate in community engagement in medically underserved regions.</p> <p><i>Tactic 3:</i> Develop in collaboration with community representatives a standard package of activities/events for alumni to use.</p>
<p><i>Objective 3: Address the Grand Challenge of opioid addiction in Tennessee.</i></p>	<p><i>Tactic 1:</i> Collaborate with the Tennessee SMART Network to leverage UTHSC’s expertise and resources.</p> <p><i>Tactic 2:</i> Collaborate with the UT Public Service Institute to provide training for community leaders in addressing the opioid addiction crisis.</p>

**Pillar 5: Developing Talent and Resources**

<b>GOAL 1: STRENGTHEN SUPPORT OF UTHSC’S MISSION AND PRIORITIES</b>	
<i>Objective 1: Secure gifts to support research, scholarships, consortia, centers of excellence, endowed chairs, and other UTHSC priorities.</i>	<p><i>Tactic 1:</i> Engage and advocate philanthropically with constituents through visits, events (e.g., Family Campaign, Giving Day), and communications.</p> <p><i>Tactic 2:</i> Onboard a new Vice Chancellor for Advancement and strategically evaluate the organization and functioning of the office.</p>
<i>Objective 2: Elevate UTHSC’s reputation and brand recognition.</i>	<p><i>Tactic 1:</i> Promote UTHSC’s brand, accomplishments, and capacity to internal and external audiences.</p> <p><i>Tactic 2:</i> Position UTHSC’s health care and research professionals as experts in public appearances and in the media.</p>
<i>Objective 3: Seek new revenue sources to diversify funding.</i>	<p><i>Tactic 1:</i> Initiate or expand fee-for-service activities of selected administrative and other units.</p> <p><i>Tactic 2:</i> Advocate with the State of Tennessee and the federal government for funding to support UTHSC’s work on the state’s Grand Challenges.</p>
<b>GOAL 2: INCREASE EMPLOYEE RECRUITMENT, ENGAGEMENT, AND RETENTION</b>	
<i>Objective 1: Implement best practices in faculty and staff recruitment.</i>	<p><i>Tactic 1:</i> Establish a campuswide advisory group, utilizing outside experts where appropriate, to research and implement a comprehensive and collaborative recruitment framework.</p> <p><i>Tactic 2:</i> Streamline the complete hiring process for faculty and staff.</p> <p><i>Tactic 3:</i> Promote Memphis as a vibrant and desirable place to live and work.</p>
<i>Objective 2: Increase the retention of current employees (faculty and staff).</i>	<p><i>Tactic 1:</i> Develop leadership training specifically designed to meet campus needs that emulates/models the UT leadership institutes.</p> <p><i>Tactic 2:</i> Develop and implement a compensation benchmarking process.</p> <p><i>Tactic 3:</i> Utilize survey results (e.g., COACHE faculty survey and Staff Engagement survey) to improve faculty and staff satisfaction.</p>
<i>Objective 3: Establish programming and</i>	<p><i>Tactic 1:</i> Develop and implement wellness programming and resources for UTHSC faculty, staff, and students.</p>

<p><i>resources that promote the mental, physical, and emotional well-being of all members of the UTHSC community.</i></p>	<p><i>Tactic 2:</i> Increase emergency resources and ensure that students, faculty, and staff are aware of their availability.</p> <p><i>Tactic 3:</i> Foster campus safety and emergency preparedness at all UTHSC locations.</p>
<p><b>GOAL 3: ESTABLISH AND MAINTAIN A COMPREHENSIVE DATA MANAGEMENT FRAMEWORK TO LEVERAGE EXISTING DATA, FIND NEW SOURCES OF DATA, AND MAXIMIZE THE VALUE OF DATA ACROSS UTHSC</b></p>	
<p><i>Objective 1: Create and maintain a data analytics center of excellence.</i></p>	<p><i>Tactic 1:</i> Design and implement an educational data warehouse.</p> <p><i>Tactic 2:</i> Provide appropriate personnel and professional development to support the center of excellence.</p> <p><i>Tactic 3:</i> Develop, implement, and maintain data dashboards for senior leadership.</p>
<p><i>Objective 2: Modernize data query and sharing capabilities.</i></p>	<p><i>Tactic 1:</i> Evaluate current data query tools and capabilities.</p> <p><i>Tactic 2:</i> Identify needed tools to modernize data capabilities.</p> <p><i>Tactic 3:</i> Provide appropriate personnel and professional development to support modernized data capabilities.</p>
<p><i>Objective 3: Develop databases to provide internal and external audiences with information about UTHSC's research, clinical care, and public service efforts.</i></p>	<p><i>Tactic 1:</i> Develop and implement a searchable database of research conducted by UTHSC investigators.</p> <p><i>Tactic 2:</i> Develop and implement a searchable database of UTHSC clinicians and services.</p> <p><i>Tactic 3:</i> Develop and implement a searchable database of UTHSC public service and community engagement activities.</p>