EXECUTIVE COMMITTEE

Friday, January 26, 2024
9:00 a.m. EST/8:00 a.m. CST
Virtual/Knoxville, TN

AGENDA

Public Session

I. Call to Order and Roll Call

II. Remarks of the Chairperson

III. Capital Project – Action/Roll Call Vote ................................................................. Tab 1
   A. Dorothy and Jim Kennedy Health Sciences Building (UTC) ........................ Tab 1.1

IV. President’s Update
   A. 2023 Objectives and Results ............................................................................... Tab 2

V. Planning for Winter Board Meeting – Discussion

VI. Consent Agenda – Action/Roll Call Vote ................................................................. Tab 3
   A. Minutes of the Last Meeting .............................................................................. Tab 3.1
   B. Items from the Education, Research, and Service Committee ...................... Tab 3.2
      1. Change in a Degree Designation to establish a Bachelor of Science in Public Affairs, UTK
      2. Change in the Degree Designation and CIP Code for the Master of Public Policy and Administration, UTK

VII. Other Business

   [Note: Under the Bylaws, items not appearing on the agenda may be considered only upon an affirmative vote
   representing a majority of the total voting membership of the Executive Committee. Other business necessary
   to come before the Executive Committee at this meeting should be brought to the Chair or Board Secretary’s attention
   before the meeting.]

VIII. Closing Remarks and Adjournment

Informational Item(s)

Executive Summary – Annual Institutional Review, UTHSC-Memphis
   (College of Medicine) ................................................................................................. Tab 4
Nonpublic, Executive Session

Following the public session, the Committee will convene in a confidential, nonpublic executive session pursuant to Tennessee Code Annotated § 4-35-108 to discuss:

- Audits or investigations
- Litigation
UTC Health Sciences Building
UTC Health Sciences Building

Original Budget  $60,800,000
Increase  $19,300,000
Proposed Budget $80,100,000

- Create a new Health Sciences building to support the College of Nursing
- Provide additional and updated instructional and simulation spaces
- Enable the program to increase from 390 to 650 students
AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024
Committee: Executive
Item: Dorothy and Jim Kennedy Health Sciences Building Project (UTC)
Type: Action
Presenter(s): David L. Miller, Senior Vice President and Chief Financial Officer

Background Information

In June 2021, as part of the University’s Capital Outlay Funding Requests for FY 22-23, the Board of Trustees approved the UTC Health Sciences Building project (the “Project”). The approved budget for the Project was in the amount of $60,800,000, to be financed with State Appropriations of $55,936,000 and an Institutional Match of $4,864,000.

The Chancellor of the University of Tennessee at Chattanooga is requesting an increase in the Project budget to account for scope and cost escalation impacts that have been identified and are necessary for the completion of the Project. Based on the architect and construction manager’s recommendation, the University Administration is requesting the Board’s approval to increase the budget by $19,300,000, resulting in an aggregate Project cost of $80,100,000.

The University Administration is also seeking to adjust the financing plan for the Project as follows:

- increase Gift Funds by $10,063,258 to an aggregate amount of $11,668,258; and
- increase Plant Funds (non-auxiliary) by $9,236,742 to an aggregate amount of $12,495,742.

There is no planned adjustment to the designated amount of the State Appropriations ($55,936,000).

The Kennedy Foundation’s recent $8 million gift was made in support of the new building and serves as the transformational and lead gift for the Health Sciences Building fundraising campaign.
In order to proceed with the Project in a timely manner, the Chair of the Finance and Administration Committee has consented to this item being brought forward directly to the Executive Committee for its consideration.

Committee Action

The Committee Chair will call for a motion to recommend adoption of the following Resolution.

Resolved:

The Executive Committee, on behalf of the Board of Trustees, hereby approves increasing the project budget to $80,100,000 to account for scope and cost escalation impacts and to adjust the financing plan for the capital project as set forth in the meeting materials, subject to the University receiving all required state government approvals.

Further, the proper officers of the University are hereby authorized to take any and all such action as may be required or which they may deem necessary and appropriate to accomplish the foregoing.
2023 OBJECTIVES AND RESULTS
Develop a systemwide process that allows undergraduate applicants who receive denied communication from the UT Knoxville campus to simultaneously be admitted, if qualified, to the other UT campuses. We hope to enroll an additional 100 undergraduate students across UT Martin, UT Chattanooga and UT Southern in the first year of this initiative.

**RESULTS**
The Vol Access Collaborative launched during the Fall 2023 admissions cycle. The program offered a UT pathway to 10,071 applicants who were not admitted to the UT Knoxville campus. 332 students opted into the program and a total of 143 students enrolled at a UT campus this past fall. UT Chattanooga was the largest beneficiary of the program with a total of 136 enrolled students. For the Fall 2024 admissions cycle, the program has been renamed the “UT Access Collaborative,” and campus enrollment leaders are instituting a number of enhancements to improve communications and reduce the number of steps necessary for students to participate in the program.

Increase year-to-year retention of current recipients by 10% with a focus on process and experience improvements; increase the number of eligible students at UT who receive UT Promise by 10%; increase the number of eligible student applications by 15%; and evaluate key program parameters such as minimum award and family income threshold to maximize program reach and student retention.

**RESULTS**
With the support of campus chancellors and the Board of Trustees, the UT System implemented two important changes to the UT Promise program in Fall 2024. First, the annual income threshold was increased from $60,000 to $75,000 (based on adjusted gross income). With this change, two thirds of Tennesseans now qualify for this transformational program. Second, each UT Promise student was awarded a minimum of $500 per semester (up from $100 per semester) to cover any remaining cost of tuition and mandatory fees. Excess funds could be applied to books and other course materials. These program enhancements represent the latest steps taken by the university to 1) decrease students’ cost to attend the UT school of their choice, 2) increase program applications, enrollment, and retention, and 3) increase program engagement and improve students’ experiences. An early indicator of success, 13,374 students have submitted UT Promise applications for Fall 2024: a 46.7% increase from last year’s record high of 9,175 students.

Work with colleagues from across the UT System to select a consulting partner to develop the necessary requirements and data definitions for a common student information system.

**RESULTS**
In Spring 2023, a governance structure was developed and approved to guide the project. In the second half of 2023, an RFP was initiated to identify a provider who could lead the preparation and planning for a systemwide SIS. A university-wide committee selected The Huron Consulting Group to lead this prep and planning work for the UT System starting in early 2024. The scope with Huron included the creation of a common set of data definitions and identifying UT-specific requirements. 2023 also saw the selection of Oracle Student as the System's common SIS solution. With this choice, the university joined a select group of institutions in Oracle's Early Adopter Program and will work closely with those partners to shape the direction of the Oracle Student product.
In conjunction with the move to a common student information system (SIS), transition to a common undergraduate academic calendar across the UT System. This change would better align business processes, data collection and reporting methods across campuses while also improving the campus change experience and enhancing the ability of students and faculty to take and teach online courses systemwide.

**RESULTS**
In July 2023, a Calendar Alignment Working Group was identified with representatives from each UT Campus. The group kicked-off in August with a charge from President Boyd and has continued meeting monthly. It is scheduled to deliver its recommendations to President Boyd and campus leaders in February 2024. At that time, an implementation team of campus counterparts will be formed and charged with developing the necessary scaffolding and support to execute the approved recommendations in time for the rollout of UT’s common student information system.

Inconsistencies have been identified across the UT System in department head and chair training in a number of key areas. To address this, we will develop and facilitate training across the UT System in critical areas including annual evaluations; promotion and tenure; free speech; diversity and inclusion; cultural competency; roles and responsibilities; and mental health and wellbeing. Our goal is to offer a minimum of six systemwide convenings, engaging all administrators across all UT campuses.

**RESULTS**
In the summer of 2023, a survey was administered to all department heads and chairs to identify critical needs and opportunities. The findings revealed that department heads are highly interested in system-wide trainings across a variety of topics, and they desire delivery methods that are both self-directed and in-person. A website has been developed to support the initiative and is set to go live in early 2024. The website will provide resources and information on training materials, events, and evidenced-based practices. A two-day convening in Nashville is being planned for department heads and chairs for Spring 2024 based on the insights from the survey. Finally, a vendor, Brand Animators, has been identified to produce short videos on just-in-time topics. The first video, an intro to the initiative, is already complete and two others are in development.

Grow total enrollment by 1,800 learners systemwide; increase fall-to-fall retention of first-year undergraduate students by .8%.

*Metrics determined as a per year increment of the 5-yr goals outlined in the UT Systemwide Strategic Plan (Strategic Plan metrics developed in collaboration with UT campuses).

**RESULTS**
The UT System continued on its path of record enrollment growth and student success outcomes. Total enrollment grew by 2,694 students (+4.8%), reaching an all-time high of 58,726 students in Fall 2023. Each of UT’s undergraduate campuses saw positive growth in total enrollment during that time. First-year retention was also up 2.6% in Fall 2023, increasing from 82.5% to a record 85.1%. Additionally, UT’s four-year and six-year graduation rates also hit all-time highs in 2023, reaching 49.6% and 64.8%, respectively.
ESTABLISH THE UT GROW YOUR OWN CENTER AS A NATIONAL LEADER IN EDUCATOR PIPELINE AND APPRENTICE EDUCATION

In 2023, GYO will address the K-12 teacher shortage in Tennessee by enrolling 800 teaching occupation registered apprentices; launching pre-apprenticeship and instructional leader apprenticeship pilot programs; and growing the number of districts approved for apprenticeships from 25 to 50.

RESULTS
The Tennessee Grow Your Own (GYO) Center has met or exceeded a number of goals in its effort to eliminate Tennessee’s teacher shortage and expand educational pathways. It helped to enroll more than 700 apprentices in 2023 while also launching seven pre-apprenticeship and instructional leader apprenticeship pilot programs across the state, including ones in Kingsport City, Bristol City, Lawrence County, Lewis County, Clarksville-Montgomery, Memphis-Shelby County Schools, and Bradley County. The Center exceeded its 2023 goal of having 50 school districts approved for registered teacher apprenticeships, recently hitting 73 approved districts across 59 counties.

BONUS ACCOMPLISHMENT:
In an effort to acquire additional financial support in 2023, the TN GYO Center was awarded a $1.8 Million grant from Ascendium. The grant will be used to fund faculty fellowships and instructional design service as part of an effort to develop high-quality, online competency-based coursework for educators. The Center has developed partnerships with 12 Tennessee Board of Regents institutions in an effort to improve educator transfer pathways between Tennessee community colleges and four-year institutions in the state.
EXECUTIVE COMMITTEE (PUBLIC SESSION) - IV.

President's Update

Starting with hiring a full-time president in January, we will strengthen the leadership team and talent at UTRF. We will also launch a venture seed fund and help to launch an independent venture fund, with $5 million and $30 million respectively.

RESULTS

In January we selected Dr. Maha Krishnamurthy as the new president of the UT Research Foundation. She soon announced the launch of a new $5 million fund to support UT related business startups. Krishnamurthy has selected an outstanding Investment Advisory Board to oversee investments. The Board has met and reviewed many potential investments, but none have been made yet.

STRENGTHEN AND GROW UT RESEARCH FOUNDATION

During the first quarter of the year, we will hire a new generational director for ORNL. We will also hire a new vice president for national laboratory management to ensure UT provides oversight, support and partnership with the laboratory and Battelle like never before. This will position UT for a successful contract extension and dramatic increase in the research collaboration with the lab, which will help the UT-Oak Ridge Innovation Institute achieve its goals.

RESULTS

Dr. Stephen Streiffer has been selected as the new director for ORNL and started Oct. 16. He has the right combination of experience and vision, and the UT-Battelle board is excited about his selection. Jeff Smith, who served as interim vice president for Research for UT last year until he agreed to serve as interim lab director in January, will return to UT as vice president of national labs on Jan. 1, 2024, pending Board approval in February 2024. There is no one that is more qualified to serve in this role than Smith. Lastly, with the unexpected departure of Joan Bienvenue as director of the Oak Ridge Innovation Institute, a new interim director John Sholl, has been appointed. Sholl is doing a fantastic job in the new role.

STRENGTHEN AND GROW UT-BATTELLE PARTNERSHIP AND CO-MANAGEMENT OF OAK RIDGE NATIONAL LAB

HIRE RESEARCH POSITIONS TO SUPPORT CAMPUS RESEARCH FUNCTIONS

With a new vice president of national laboratory management, an associate vice president for economic development and a compliance officer in place, we will need to hire support roles, including an associate vice president for research, to facilitate campus collaboration. Additionally, we will provide greater support in Washington D.C. for federal funding opportunities.

RESULTS

While we were unable to identify an associate vice president for research in 2023, the UT System has partnered with a new search firm, Buffkin/Baker, and is relaunching the search in January 2024. Buffkin/Baker has a track record of success, including the placement of chief research officers at the University of North Carolina at Chapel Hill and Iowa State University in recent months. We remain committed to finding the right candidate for this critical role.
CONTINUE DEVELOPMENT OF SYSTEMWIDE RESEARCH COMPLIANCE INFRASTRUCTURE

The Office of Audit and Compliance and the Office of the General Counsel will work with other system and campus partners to continue building out a robust systemwide research compliance and security infrastructure to support all campuses and institutes in their efforts to address increasing federal and state compliance obligations.

RESULTS

Significant progress has been made on this objective. Dr. Sarah Pruett has been hired as the new executive director of Institutional Compliance and Shauna Jennings has been hired as the new director of Privacy and Associate General Counsel. Additionally, the UT System has contracted with Huron to acquire its Research Suite, which consists of modules for areas including conflicts of interest, export controls, Institutional Review Boards (IRB), Institutional Animal Care and Use Committee (IACUC), and grants and contracts. An executive committee has been formed to oversee implementation of the Huron Research Suite. That executive committee includes acting Vice President for Academic Affairs, Research, and Student Success Bernie Savarese, Chief Audit and Compliance Officer Brian Daniels, General Counsel Ryan Stinnett, Chief Information Officer Ramon Padilla, and the Vice Chancellors for Research (or their designees) from each campus. Additionally, Audit and Compliance and General Counsel are working with an external consultant to develop a scope of work for a review of the University’s conflict of interest policy and process.
In an effort to drive innovation and collaboration focused on our Grand Challenges, the UT System will launch a series of grants totaling $5 million to incentive more rigorous collaboration that leads to new research, scholarship or creative activity of the highest value.

**RESULTS**

The team is finalizing the plans for the OneUT Grand Challenge Collaboration Grants, which will launch with the State of the University address on Feb. 7.

Support the UTK chancellor and the Baker School in the selection of a new director for the Institute for American Civics and the development of programming as requested. Ensure early successes to affirm the current support from the state and position the institute for increased support in the future.

**RESULTS**

We were able to deliver sustained bipartisan engagement for the Institute launch and successful early engagement opportunities with key government officials for new Institute for American Civics Executive Director Josh Dunn. Under Dean Marianne Wannamaker’s leadership, a strong foundation had already been laid.

The UT Municipal Technical Advisory Service (MTAS) will increase its economic impact to the state’s municipalities by 25% over 2022 (from $6.2 million to $7.7 million).

**RESULTS**

MTAS has achieved an economic impact of $7,552,639 in 2023 through Dec. 15, 2023. It is expected that this will grow slightly (perhaps surpassing the goal) as employees have until Dec. 31 to complete their reporting for the year.
**EXECUTIVE COMMITTEE (PUBLIC SESSION) - IV. PRESIDENT'S UPDATE**

With other partners in higher education and state government, advocate for legislation that speeds development and reduces cost for building projects by making processes at the State Building Commission and Tennessee Higher Education Commission more efficient while increasing transparency and accountability. Also, work to improve higher education’s ability to deliver quality programs faster to market.

**RESULTS**

Secured historic legislative outcome advancing the University’s top policy priority that streamlines the capital projects process for public higher education institutions and the University of Tennessee. UT shepherded the bill from its introduction to its conclusion working with state stakeholders, providing supplemental materials to the bill sponsors, and working to ensure the measures contained in the bill were not amended with a sunset provision. UT continues to work with key state stakeholders on finding efficiencies as it relates to academic program approval and capital projects.

In response to record demands for student housing at UTK, a capital project in collaboration with UTK will pursue the first public-private partnership project for students housing. The effort includes engaging in a rigorous request for proposal process with leading national development firms. The UT System will include a detailed review of financial, business and operating terms to determine how to bring new housing online most effectively for students in Knoxville. UT System Capital Projects and UT Southern will collaborate to initiate the development of the inaugural master plan for that campus. This effort will create the roadmap for how we deliver the vision of the UTS strategic plan, which is currently in development.

**IMPLEMENT DASH**

By the end of 2023 complete the scheduled phases of Oracle Fusion Cloud Enterprise Resource Planning system. This includes completing design and blueprints, adopt and adapt stages, training needs assessment and early testing and validation. The project will remain on schedule and budget to go live July 1, 2024. Revise and create policies concurrently with DASH workflow development. In addition, continue working with locally governed institutions (LGIs) as they initiate their Oracle Cloud projects.

**RESULTS**

The project is on schedule and within the allocated budget. We are three quarters of the way through implementation heading toward going live with all finance and human resource components on July 1, 2024. The first half of 2024 will be an intense period with hundreds of staff across the System engaged in the project. We continue to work collaboratively with the LGI campuses. East Tennessee State University will go live on Jan. 1, 2024, Tennessee Tech has launched their project and the University of Memphis and Austin Peay have signed contracts to begin its implementations.

**ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE**

**LEAD HIGHER EDUCATION CAPITAL PROJECT AND THEC EFFICIENCY MODERNIZATION**

**INNOVATION DEVELOPMENT OF UT CAMPUSES**

**ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE**

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**INNOVATION DEVELOPMENT OF UT CAMPUSES**

**IMPLEMENT DASH**
ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

LAUNCH THE INNOVATION CHALLENGE

In early 2023, the UT System will implement a systemwide Innovation Challenge for all employees. The program will incentivize employees to provide their most creative ideas for improving the efficiency of operations. The University will be able to generate ideas that will result in calculable, “hard” cost savings. The program will also be able to generate several “small wins” that result in improved processes and improved customer service. Another positive outcome of such a program will be to promote internal communication, enhance employee involvement and empower employees.

RESULTS
The University advertised the Innovation Challenge in late March 2023 and allowed submissions through May 1, 2023. UT received 117 submissions overall with about 95 eligible submissions. A screening committee evaluated the ideas for eligibility and merit. Subsequently, a selection committee evaluated and recommended the top 10-15 ideas. The Finance and Administration team and chief business officers evaluated the finalists and selected six for implementation. Several of the six will be implemented with the DASH project. More information about the six winners can be found on the website president.tennessee.edu/innovation-challenge.

IDENTIFY TOP RISKS FACING UT AND DEVELOP RESPONSE PLANS

The UT System strategic plan sets forth the goals and objectives the University intends to pursue through 2025. Key risk threats and risk opportunities to achieving the plan were developed by UT’s enterprise risk officer (ERO) and the strategic plan pillar leads. During 2023, the ERO will lead the development of response and monitoring plans to improve the chances of successfully meeting or exceeding goals and objectives.

RESULTS
The enterprise risk officer is updating risk assessments for those areas with a leadership change in the past year, validating and revising all other assessments to ensure continued relevancy, conducting new risk assessments (e.g., for UT Southern), and gathering information needed to document the various response plans for the key risks and opportunities. The second half of the year will be devoted to documenting not only campus response plans but plans for monitoring progress and communicating results to decision makers.

ENSURING COMPETITIVE COMPENSATION

UT System human resources will complete a full compensation analysis of our most critical job families (based on current data and recruiting pain points) to ensure competitive compensation packages. UT will participate in a minimum of three salary surveys that keep our access to external compensation survey data updated and relevant.

RESULTS
In partnership with the Systemwide compensation team and Segal, our external third party compensation consultants, the University participated in the annual CUPA-HR, Chronicle of Higher Education, Compdata and BUCK salary surveys to ensure that our compensation program remains competitive with our board-approved established peers. We implemented market pricing software to benchmark individual jobs with the Comp Analyst software platform. We conducted a market analysis to adjust market ranges for inflation, analyzed our critical job families and benchmarked all positions to align with the Oracle Talent Management module in DASH. Lastly, the UT System consulted with multiple institutions including ETSU, Indiana University and LSU, specifically related to our new job family and market structure.
ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT

By the end of 2023, UT System human resources, in collaboration with human resources officers systemwide, will review and align employee and leadership development programs to create a systematic and progressive training ladder from onboarding to throughout employees’ careers.

RESULTS
UT System human resources has completed the system-wide inventory of leadership development programs and are collaborating with the Leadership and Learning Community Task Groups comprised of human resources leadership to coordinate and ensure that we enhance and leverage the varied leadership development offerings across the system to avoid redundant programming. These task groups include areas of development in supervisor development, upskilling, remote and hybrid work effectiveness, onboarding, succession planning, and access/sharing learning and Development across the System. In addition, the Executive Leadership Institute was shifted to the Institute of Public Service’s Naifeh Center for Effective Leadership.

DEVELOP UTHSC CONSULTATION TO AUGMENT UT CAMPUSES MENTAL HEALTH AND WELLNESS SUPPORT

Drawing upon the collective expertise of UT Health Science Center’s College of Medicine Department of Psychiatry, College of Nursing, and Student Academic Support Service and Inclusion [SASSI], and availing of the recent (COVID propelled) growth and acceptability of telepsychiatry as a modality to remotely deliver mental health assessment and care, UTHSC will explore a contractual model, that is pragmatically and fiscally viable, to augment mental health assessment and better facilitate integrated local mental health care delivery for students, faculty and staff at each UT campus.

RESULTS
UTHSC recently hired a vice chancellor for strategic partnerships who will lead the statewide effort. Paul Wesolowski joined UTHSC in the summer of 2023 and has begun discussions with the UTHSC Department of Psychiatry chair to support student services at UT Southern. Also, in collaboration with Bernie Savarese, UTHSC has hired the first chief wellness officer to support and promote wellness initiatives across the UT System.
ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

INVESTMENT AND CASH MANAGEMENT

EFFICIENCY AND TRANSPARENCY

Implement the University’s first stand-alone endowment and unitization accounting software platform, enhancing the accounting, donor reporting and endowment-management functions; coordinate with the UT Foundation (UTFI) to improve accounting records and facilitate a permanent balance between the organizations. Consolidate and reorganize the University’s banking relationships to improve internal controls and align with DASH guiding principles. Mature the University’s cash flow forecasting capabilities to improve data used for the management of the University’s cash management portfolio.

RESULTS

The Fundriver Implementation team began its work in February 2023 and includes key personnel from both UT System Administration (UTSA) and UTFI. The accounting transition (from IRIS) is in process, and the data flow across UTFI (ACE), DASH, and Fundriver has been mapped. The platform is projected to go live in the second quarter of 2024.

The DASH Cash Management team has performed an extensive review of the University’s banking relationships to develop an efficient bank structure that will streamline banking services in alignment with the DASH goals and objectives. The new structure will allow the University to leverage new technologies, implement automation to streamline processes, give real-time visibility into financial data and improve internal controls and audit of bank deposits.

Treasury Operations has implemented new forecasting techniques to track and predict cash activity. More predictable cash flows improve efficiency in the University’s cash management processes and minimize operational and financial risk. The forecasting process enables efficient investment of cash consistent with program policies and objectives. Additional technologies and techniques are planned to further enhance forecasting capabilities.

BONUS ACCOMPLISHMENT:

We have had a great year in picking two new leaders, Keith Carver as the Senior Vice Chancellor/Senior Vice President for UT Institute of Agriculture (UTIA), and Yancy Freeman as the new Chancellor for UT Martin. When the opening occurred at UTIA, Carver was the absolute best person to step into the role. After six months of outstanding service, the Board unanimously appointed him as permanent. After an extensive nationwide search, we were all so happy to find that one of our own, Freeman, was clearly the best choice to lead UT Martin. Both have done outstanding jobs in the new roles this year.
From three major capital projects to fully funding the formula to new funding for Substance Misuse and Addiction Resource for Tennessee (SMART) and for UTHSC, it’s all hands-on deck to support accomplishing this objective.

RESULTS
While the session began with no lack of challenges for UT budget priorities in particular, the University worked diligently to successfully secure our most significant operating budget needs ($10.7 million recurring for UTHSC) and secure authorization to begin planning the UT Chattanooga Business Building and UTK Chemistry Building. In addition, UT worked with the Administration and members of the Financial Stimulus Accountability Group to secure $12.5 million in stimulus funds for UTIA’s Protein Innovation Center (Meats Lab). The return-on-investment of the state government relations team this session was 68:1. This includes GR&A’s efforts to amend or defeat legislation with fiscal ramifications to the University, as well as securing key budget outcomes requiring significant gubernatorial and legislative support. GR&A is currently working with the Administration and key stakeholders to find opportunities to support priorities that were not funded in 2023 (such as capital projects).

Increase direct outreach to state and federal agency leaders to secure partnerships such as:
• In partnership with Tennessee Department of Economic and Community Development (TNECD) and Tennessee Department of Transportation (TDOT), create a new initiative to dramatically accelerate Tennessee’s leadership position in electric vehicle research.
• In partnership with the city of Knoxville and TDOT, secure funding for a new pedestrian bridge in Knoxville from the campus to South Knoxville.
• In partnership with Tennessee Department of Environment and Conservation, secure funding for the proposed Water Education and Training Center at Lone Oak Farms, a new $24 million facility to provide training and education to prevent and mitigate flood damage.

RESULTS
The team has been successful in securing several partnerships with state and federal agencies in 2023, including:
• $5 million nonrecurring to the Tennessee Department of Economic and Community Development to launch the Transportation Network Growth and Opportunity (TN GO) Initiative to strategically grow and sustain Tennessee’s future mobility innovation economy through research and development partnerships, which will bolster University research efforts.
• $20 million initial state investment in the City of Knoxville Pedestrian Bridge.
• $28 million to construct the WET Center at Lone Oaks Farm.
• $51 million recurring to sustain the Tennessee Grow Your Own partnership with the Tennessee Department of Education.
• $16 million in additional funding for FY23-24 to expand service opportunities for the Healthy Smiles Initiative led by the UTHSC.
• $2 million recurring to sustain the UT Reading Research Center.
CATALYZE EFFORTS FOR TENNESSEE TO BE THE LEADING STATE FOR TRANSPORTATION AND MOBILITY INNOVATION AND RESEARCH

With key partners, develop policy blueprint and lead advocacy efforts to deliver unprecedented collaboration between industry, universities and state agencies towards mobility research and development goals.

RESULTS
Led partnership development with TNECD yielding a $5 million appropriation to launch the Transportation Network Growth and Opportunity (TNGO) Initiative, which will strategically grow and sustain Tennessee’s future mobility innovation economy through research and development partnerships. Worked with TNECD to develop interagency agreement allowing shared personnel resources to support the initiative’s launch, with GR&A team member Victoria Hirshberg now leading this state initiative 75% of her time for a six-month period.

Preliminary goals include assisting government leaders with developing policy solutions to address talent recruitment of certain high-need occupations in Tennessee’s rural and underserved populations.

RESULTS
Worked with legislative leaders and key stakeholder groups to pass legislation authorizing recurring funding ($900,800) for the TN Future Teacher Scholarship Act, which is a tuition reimbursement program for future teachers committing to serve in a targeted, high need setting. Provided policy support to the Tennessee Bureau of Investigation as the Administration considered policy options to grow education pipelines and recruit forensic scientists to high-need areas throughout the state. Positioned key UT entities as a policy resource for state and federal lawmakers, such as the Baker School for Public Policy.

LAUNCH GRAND CHALLENGE INITIATIVE

With our five campuses and two statewide institutes, UT is in a unique position to work together truly make an impact. Tying into Pillar 3 and Pillar 5 of the System strategic plan, we will launch the Grand Challenge initiative to internal and external stakeholders with a systemwide communications and marketing strategy that showcases how UT is addressing grand challenges to benefit all Tennesseans. In addition, we will implement a statewide Grand Challenge Summit in middle Tennessee in the fall of 2024 to leverage talent across the system.

RESULTS
The Grand Challenge initiative was launched with the State of UT address in February 2023 with a focus on addressing three critical areas affecting the state: strengthening rural communities, advancing K-12 education and overcoming addiction. The vision, the future we are aiming to create with this initiative, is system-wide faculty and staff, public and private sector leaders informed on UT’s ongoing Grand Challenge related activities and collaborating, cross-networking to meet Tennessee’s needs in these areas. To reach this vision, we see our mission as two-fold: Share stories of impact and success and facilitate connections and collaborations. These efforts are being achieved and supported through tools and activities such as the Grand Challenge website, establishment of the Rural Disability Resource Network, Grand Challenge focused winter ’23 issue of Our Tennessee alumni magazine, amplification of impact stories through University social media channels and the News Roundup, launch of a specific Grand Challenges quarterly email newsletter, and presentations to various groups across the state. There are more than 80 individuals across the system engaged in planning for the Grand Challenge Summit in fall 2024.
**ADVOCATING FOR UT**

**STRENGTHEN BRAND AWARENESS**

Building on the success of the “Everywhere You Look, UT” mural campaign, the UT System Division of Communications and Marketing will secure an additional 15 murals for the campaign in strategic locations across the state to increase impressions by 50,000 a day, with the ultimate goal of having a mural in all 95 counties by 2030. In addition, the team will identify opportunities for a paid advertising campaign to further extend the reach of the campaign to improve brand awareness and opinion of the University of Tennessee as a statewide system of higher education to 85% positive in 2023.

**RESULTS**

The System Division of Communications and Marketing completed 15 murals this year, taking the mural campaign to 50 total murals in 46 counties with more than 118,000 additional daily views.

The team engaged MP&F Strategic Communications for a statewide research project that will serve as the foundation for the evolution of the campaign. The survey found that 75% of Tennesseans agreed that research, outreach and other programs conducted at UT make a difference in their life. This was an increase from 66% in 2018.

**EVOLVE “EVERYWHERE YOU LOOK, UT” MARKETING CAMPAIGN**

Develop, evolve and execute an evolution of the “Everywhere You Look, UT” marketing campaign to include an angle that promotes UT’s accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign would demonstrate the unique characteristics of each UT campus and encourage prospective students to pick one of our campuses.

**RESULTS**

The UT System Division of Communications and Marketing engaged MP&F Strategic Communications for a statewide research project to serve as the foundation for the evolution of the campaign. Phase 1 of the evolution rolled out in October 2023 with radio spots highlighting access and affordability options during football, men’s and women’s basketball broadcasts for UT Knoxville, UT Chattanooga, and UT Martin in addition to a digital campaign aimed at six million impressions between October 2023 and March 2024. Phase 2 planning is underway for 2024.

**BONUS ACCOMPLISHMENTS:**

Lead efforts for a statewide Value of Higher Education campaign. Pulled together a statewide consortium of marketing professionals from four-year public institutions across Tennessee to develop and launch a statewide campaign to increase knowledge and understanding of the benefits of a four-year degree. The campaign launched in November.

**SUPPORT UT FOUNDATION TOWARD NEW RECORD FUNDRAISING YEAR**

Work with the development staff across the state in key donor solicitations as requested with the plan of attaining $400 million in private support, which will represent a record year.

**RESULTS**

We fell short of the best year ever of $400 million in FY23, but still had the second-best year ever! System wide, we raised $342,467,045, beating last year’s second best of $315,230,730. We also increased the number of donors to a new record, from 75,510 last year to 86,591 this year. As we move through FY24, our primary goals are to raise $302.7 million and generate gifts from 83,840 donors. Through the end of November 2023, the Foundation has achieved 40% toward the dollar goal and stands at 49% toward the number of donors. In addition, the Foundation will continue to strive toward the aspirational goal of generating $400 million in private support.

**BONUS ACCOMPLISHMENTS:**

Secured state support for campus safety and security funding. Working with key leaders in state government, we secured a $30 million campus security fund to help meet institutional needs of higher education entities across the state. UT will benefit from these funds which will be competitively awarded in 2024 via State Finance and Administration.
AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024
Committee: Executive
Item: Consent Agenda
Type: Action
Presenter: John C. Compton, Chair of the Board and Committee Chair

Background Information

Items on the Consent Agenda are not presented or discussed in the Committee unless a Committee member requests that an item be removed from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Chair will ask if any member of the Committee requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the Secretary before the meeting.

Committee Action

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion to omit the reading of the minutes of the prior meeting and to approve the items on the Consent Agenda.
The Executive Committee of The University of Tennessee Board of Trustees met at 9:00 a.m. (EDT) on Friday, May 5, 2023. The meeting was held virtually with all Committee members participating electronically or by telephone. The meeting was hosted from the University of Tennessee, Knoxville campus.

Committee Members Present: John C. Compton, Board Chair; Decosta E. Jenkins; William (Bill) C. Rhodes III; Donald J. Smith; and Jamie R. Woodson.

Others in Attendance:
Trustees: Bradford D. Box; Christopher L. Patterson; David N. Watson; and T. Lang Wiseman.

University Officers: President Randy Boyd; Cynthia C. Moore, Secretary and Special Counsel; Chancellor Steve Angle (UTC), Chancellor Peter Buckley (UTHSC), Interim Chancellor Philip Cavalier (UTM), Interim Chancellor Linda Martin (UTS), and Chancellor Donde Plowman (UTK); and other University officers.

Ms. Moore announced the presence of a quorum. The meeting was webcast for the convenience of the University community, the general public, and the media.

Remarks of the Chair

Board Chair John Compton, who also serves as Chair of the Executive Committee, opened the meeting by offering his congratulations to the record number of students earning their undergraduate and graduate degrees from the University. He also announced the following Trustee appointments: (i) Lang Wiseman, as a member of the Board’s Audit and Compliance Committee and as the Board’s designee to the Board of the UT Research Foundation; (ii) Shanea McKinney, as the Board’s designee to the Board of the UT Foundation; and (iii) Chris Patterson, as a member of the Project Review Committee for Cherokee Farm.

President’s Update

President Boyd began his update by summarizing the recent legislative session, which included an overview of major investments in the State’s $52.6 billion budget that will benefit the University. He provided an update on certain FY 23-24 Capital Projects, including: $30 million in state funding for capital maintenance for projects across the UT System; the authorization of $5 million in institutional funds to plan an addition to Fletcher Hall at UT Chattanooga’s (UTC) Rollins College of Business; the authorization of $6.5 million of institutional funds to plan a new chemistry building at University of Tennessee, Knoxville (UTK); $12.5 million in stimulus funds to construct the Protein Innovation Center at the UT Institute of Agriculture (UTIA).
The state budget also included $10.7 million in recurring operating funds for UT Health Science Center (UTHSC), along with approximately $563,000 in recurring operating funds for UTIA’s College of Veterinary Medicine. The state budget also provided for an 8.1% total operating increase for the UT System, including a 5% salary pool increase, full funding of the higher education formula, and new investments in employee health insurance and 401k contributions.

The state budget also provided funding for a number of projects affiliated with the University including: $5 million nonrecurring funds for the Transportation Network Growth and Opportunity Initiative; $5.1 million in recurring funds for the UT Grow Your Own partnership with the Tennessee Department of Education; $3.8 million in nonrecurring funds to expand service opportunities for the Healthy Smiles Initiative led by UTHSC; a $20 million initial investment to construct the City of Knoxville Pedestrian Bridge; and $28 million to construct the Tennessee Water Education and Training Center at UTIA’s Lone Oaks Farm.

President Boyd expressed his thanks the University’s Office of Governmental Relations and Advocacy for their efforts to secure this historic and valuable funding support from Governor Lee and the legislature. He also provided an overview of other legislative actions that will impact the UT system.

President Boyd reminded the Committee members that, in 2019, he and Brian Daniels, Chief Audit and Compliance Officer, toured the University’s campuses to assess the safety and security infrastructure of the campuses. President Boyd, Mr. Daniels, and other members of the UT System administration will be conducting a second safety and security trip later this month.

President Boyd briefly discussed other upcoming initiatives, including:

- Launching a statewide “Value of Higher Education” campaign to promote earning a college degree;
- Identifying priorities for the next budget cycle; and
- Successfully completing the searches for the Chancellor of UT Martin and the Director of the Oak Ridge National Laboratory. It is hoped that both of these searches will be concluded by July 1, 2023.

President Boyd concluded his presentation by discussing the University's fundraising efforts. It is anticipated that by the close of the current fiscal year, the University will have completed its second-best year in terms of institutional support. Building on his theme of “the greatest decade in UT history,” President Boyd reported that, to date since the start of FY 2020, the University has raised $1.087 billion. It is hoped that, by the end of the decade, fundraising will reach the $2.7 billion goal.

Board Chair Compton expressed his gratitude the Governor and the General Assembly and thanked President Boyd and the Government Relations team for their ongoing efforts to build upon the already strong relationships with members of the executive and legislative branches that have been critical to advancing the University, a sentiment that was echoed by the other members of the Executive Committee.
Appointment of the Student Member of the Board

Chair Compton recognized Student Trustee Hayden Galloway, whose term is expiring in June, for her outstanding service to the Board and for her engagement with students across the University system. He noted that each year a student is to be appointed as a non-voting member of the Board of Trustees and as a voting member of the Education, Research, and Service (ERS) Committee. This year’s nominee is from the UT Health Science Center. Chancellor Peter Buckley nominated Ms. Woodi Woodland, who earned her undergraduate degree from UT Knoxville and is completing her third year of studies in the College of Medicine. In addition to her outstanding academic record, Ms. Woodland has served in multiple leadership and service roles while a student at UTHSC. Ms. Woodland’s letter of interest, resume, and letters of recommendation were included in the meeting materials sent in advance of the meeting (Tab 1).

Chair Compton called for a motion to appoint Ms. Woodi Woodland, as the student trustee to the Board, for a term beginning on July 1, 2023, and ending June 30, 2024. Upon motion duly made and seconded, Resolution 026-2023 passed unanimously by roll call vote.

Appointment of a Faculty Member to the Education, Research, and Service Committee

Chair Compton extended the Board’s gratitude to Dr. Andy Puckett, whose term as the faculty representative to the ERS Committee is expiring in June. Similar to the student appointment, a faculty member of the University is to be appointed as a voting member of the ERS Committee annually. For the upcoming year, the faculty member is to be selected from the UT Martin campus, and Dr. Philip Cavalier, Interim Chancellor, nominated Dr. Sean Walker to serve in this role. Dr. Walker is a full-time, tenured Professor of Behavioral Management and Interim Chair of the Department of Management, Marketing, and Information Systems in the College of Business and Global Affairs. Dr. Walker has also served as Chair of the University Faculty Council. Dr. Walker’s full curriculum vitae and letter of recommendation were included in the meeting materials (Tab 2).

The Chair called for a motion to appoint Dr. Sean Walker, as voting member of the ERS Committee, for a term beginning on July 1, 2023, and ending June 30, 2024. The motion was seconded, and Resolution 027-2023 passed unanimously by roll call vote.

Planning for the Annual Board Meeting

Chair Compton reviewed key topics planned for the upcoming meetings of the Board and its Committees, which meetings will be held at the UT Health Science Center in Memphis, on June 29 and 30, 2023. Among other things, the agenda for the Board meeting will include President Boyd’s annual performance review and review of the UT Health Science Center Strategic Plan. He reminded the chairs of the standing committees that a review of the committee charters is to be performed annually and that this work should be undertaken in advance of the upcoming Annual Meeting of the Board.
Consent Agenda

Chair Compton asked if there were any requests to remove any items from the agenda. There being none, upon motion duly made and seconded, the Board approved: (i) the Resolution to adopt the minutes of the prior meeting of the Committee (January 20, 2023), and (ii) the Resolution Appointing a Managerial Group for U.S. Government Contracts (*Resolution 028-2023*)

Adjournment

With no further business to come before the Committee, the Chair adjourned the meeting.

Respectfully Submitted,

/s/Cynthia Moore
Cynthia C. Moore
Secretary and Special Counsel

Attachment(s)

PowerPoint Presentation: Igniting the Greatest Decade
AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024

Item: Items from the Education, Research, and Service Committee

Type: Action

Education, Research, and Service (ERS) Committee agenda items approved by the ERS Committee, on January 26, 2024, and coming forward to the Executive Committee on the Consent Agenda are in the meeting book of the ERS Committee and not repeated here. These items include the following:

1. Proposed Academic Program Modifications:

   A. Changing the Degree Designation for the Bachelor of Science in Business Administration, Public Administration Major, to a Bachelor of Science in Public Affairs, UTK

   B. Change in the Degree Designation and CIP Code for the Master of Public Policy and Administration in order to offer a Master of Public Policy and Master of Public Administration, UTK
On September 11, 2023, the College of Medicine’s Graduate Medical Education Committee (GMEC) including the DIO, Graduate Medical Education (GME) administration, hospital partner representation, Program Directors, Program Coordinator representative and resident/fellow representatives conducted the College of Medicine’s Annual Institutional Review (AIR). Consistent with Accreditation Council for Graduate Medical Education (ACGME) requirements, the AIR is an annual evaluation of the College of Medicine as a sponsor of ACGME-accredited graduate medical education programs considering certain performance indicators.

The AIR for academic year 2022-2023 included an investigation of the College of Medicine’s performance based on the following indicators identified by the GMEC (*indicates ACGME-required performance indicators):

- Institutional accreditation and results of most recent institutional self-study or site visit *
- Most recent ACGME institutional letter of notification *
- ACGME survey results for residents, fellows and faculty *
- ACGME-accredited programs’ ACGME accreditation information, including accreditation and recognition statuses and citations *
- Institutional dashboard
- Results from program site visits
- Special reviews
- Program Director effectiveness summary
- GME policy changes summary
- GMEC responsibility grid
- CLER site visit report
- Clinical and educational work hour data, summaries and trends
- Diversity data
- Wellness data and GME counselor utilization
- 2022-2023 Match data and UTCOM post-match survey
- 2023 Retention data
- Progress update on 2022-2023 AIR Action Plan and planning for the year ahead

A summary of the College of Medicine’s performance based on the above indicators is presented in this Executive Summary, on pages 5-11. Of significance, an ACGME Institutional site visit was completed on August 16, 2022. In communication from the ACGME on October 21, 2022, the College of Medicine was informed of an updated accreditation status of Continued Accreditation. All prior citations were resolved, no new citations were issues and no areas for
improvement were identified. As per the letter of notification from the ACGME, UTHSC COM was
collected for demonstrated substantial compliance with ACGME Institutional Requirements.
There has been an overall improvement in accreditation statuses of our ACGME-accredited
programs when compared to last academic year, with 70 programs with Continued Accreditation
statuses and 1 program with Warning status. Our newest program, Cardiology Nashville, moved
from Initial Accreditation to Continued Accreditation.

Review of 2023 ACGME institutional resident/fellow survey data shows that the UT COM, as the
Sponsoring Institution, performs at or above the national mean for all areas assessed with full
compliance in all areas, as determined by scoring at or above the 70% metric. Our Sponsoring
Institution (SI), UTHSC COM, scores above the national average in the areas of Clinical Experience
and Education, Diversity and Inclusion, Educational Content, Faculty Teaching and Supervision,
Resources and Patient Safety and Teamwork. UTHSC COM scores at the national mean in the
areas of Evaluation and Professionalism.

As required by the ACGME, this Executive Summary includes the College of Medicine’s Action Plan.
The Action Plan outlines in greater detail the GMEC’s oversight priorities for Academic Year 2023-
2024. The Action Plan, including performance monitoring procedures, was reviewed and adopted by
the GMEC on October 30, 2023.

If the Board of Trustees has any questions regarding this report, the Action Plan or the College of
Medicine’s accreditation status, please feel free to contact me or any member of the GMEC (listed
below in table).

Natascha S. Thompson, MD, FACP
Associate Dean for GME and Designated Institutional Official
Chair, Graduate Medical Education Committee
The University of Tennessee Health Science Center
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Title/Area</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Natascha Thompson, MD</td>
<td>Associate Dean for GME, Designated Institutional Official, Med-Peds Faculty</td>
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<tr>
<td>GMEC Secretary</td>
<td>Bran Smith</td>
<td>Assistant Director of GME Accreditation, Assistant Designated Institutional Official</td>
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<tr>
<td>GME Administration</td>
<td>Mark Bugnitz, MD</td>
<td>Assistant Dean of Program Improvement, Chair of Program Improvement Subcommittee, Pediatric Critical Care Faculty</td>
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<td>Aaron Haynes</td>
<td>Assistant Dean of GME, Associate Designated Institutional Official</td>
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<td>Mark Petzinger</td>
<td>Assistant Dean of Academic Success</td>
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<td></td>
<td>Alex Addington, MD</td>
<td>Internal Medicine, PGY3</td>
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<td>Tori Alexandar, MD</td>
<td>Medicine-Pediatrics, PGY3</td>
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<td>Peer Selected Resident Representatives</td>
<td>Sehar Babar, MD</td>
<td>Neurology, PGY4</td>
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<td></td>
<td>Vivek Batra, MD</td>
<td>Neurology, PGY4</td>
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<td></td>
<td>Kristen Capito, MD</td>
<td>Pediatric Emergency Medicine, PGY6</td>
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<td></td>
<td>Emily Mylhousen, MD</td>
<td>Emergency Medicine, PGY3</td>
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<td></td>
<td>Meghan Kramer, MD</td>
<td>Internal Medicine Nashville, PGY2</td>
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<td></td>
<td>George Atkins, MD</td>
<td>Family Medicine Nashville, PGY1</td>
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<tr>
<td>Hospital Representatives</td>
<td>Geoffrey Smallwood, MD</td>
<td>Ascension Saint Thomas, Chief Academic Officer and OB-GYN Faculty</td>
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<td>(one vote per hospital)</td>
<td>Martin Croce, MD</td>
<td>Regional One Health, Chief Medical Officer</td>
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<td>Robin Womeodu, MD</td>
<td>Methodist Le Bonheur Healthcare, SVP and Chief Academic Officer, Designated Institutional Official</td>
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<td>Anne Sullivan, MD</td>
<td>Baptist Healthcare, Designated Institutional Official</td>
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<td>Gina Raymond, MD</td>
<td>VA Medical Center, Associate Chief of Staff for Education/DEO</td>
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<td></td>
<td>Angelina Kuo</td>
<td>St. Jude Children's Research Hospital, Director of Clinical Education and Training Office</td>
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<tr>
<td>Program Directors</td>
<td>Bindiya Bagga, MD</td>
<td>Pediatrics PD, Chair Wellness Subcommittee, Pediatric Infectious Disease Faculty</td>
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<td></td>
<td>Jaclyn Bergeron, MD</td>
<td>Internal Medicine PD</td>
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<td></td>
<td>Grant Studebaker, MD</td>
<td>Family Medicine - Jackson PD and WTHC Rep</td>
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<td></td>
<td>Ashley Matthews, MD</td>
<td>Family Medicine - Saint Francis PD</td>
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<td>Ramona Phinehas, MD</td>
<td>OB-GYN PD</td>
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<td></td>
<td>Alex Feliz, MD</td>
<td>General Surgery PD and Peds Surgical Critical Care Fellowship PD</td>
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<td>Brian Green, MD</td>
<td>Radiology PD and MRPC Rep</td>
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<td>Colleen Hastings, MD</td>
<td>Nephrology and Pediatric Nephrology Fellowship PD</td>
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<td>Dan Wells, MD</td>
<td>Medicine/Pediatrics PD</td>
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## Executive Committee (Public Session) - Informational Item

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<tr>
<th>Role</th>
<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
<td><strong>Coordinator Representative</strong></td>
<td>Lauren King, MD</td>
<td>Pathology PD and Chair of Clinical and Education Work Hours Subcommittee</td>
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<td>Anand Dorai Raju, MD</td>
<td>Pediatric Radiology PD</td>
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<td>Amanda Roberts</td>
<td>Internal Medicine</td>
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<td>Kim Huch, MD</td>
<td>Physician Consultant and Chair of Internal Review Panel</td>
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<td></td>
<td>Cheri Lowe, MSN, RN</td>
<td>UT GME Quality Improvement/Patient Safety Officer</td>
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<td></td>
<td>Elisha McCoy, MD</td>
<td>Quality Improvement/Patient Safety - Le Bonheur and Med-Peds Faculty</td>
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<td></td>
<td>Claudette Shephard, MD</td>
<td>Associate Dean of Diversity and Inclusion and OB-GYN Faculty</td>
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<td>Kayla Ingram</td>
<td>Regional One Health, Medical Education Coordinator (alternate hospital rep)</td>
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<td>Kent Lee, MD</td>
<td>Baptist Healthcare, Associate Designated Institutional Official (alternate hospital rep)</td>
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<td>Tristin Casteel</td>
<td>Director of Medical Education, Ascension St. Thomas (alternate hospital rep)</td>
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<td>Lori Kessler, PharmD</td>
<td>Methodist Le Bonheur Healthcare, Director of Education (alternate hospital rep)</td>
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<tr>
<td><strong>Other Voting Members</strong></td>
<td>Casey Montgomery</td>
<td>GME Business Manager</td>
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<td>Travis Brooks</td>
<td>Associate Director GME</td>
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<td>Kathleen Pierce</td>
<td>Accreditation Specialist</td>
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<td>Miranda Sealey</td>
<td>Accreditation Specialist</td>
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<td>Meredith Serna (thru 10/23)</td>
<td>Accreditation Specialist</td>
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<td>Haley Smith (starting 10/23)</td>
<td>Accreditation Specialist</td>
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<tr>
<td><strong>Non-Voting Attendees</strong></td>
<td>Travis Brooks</td>
<td>Associate Director GME</td>
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<td></td>
<td>Kathleen Pierce</td>
<td>Accreditation Specialist</td>
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<td>Haley Smith (starting 10/23)</td>
<td>Accreditation Specialist</td>
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### Summary of Findings from 2022-2023 Annual Institutional Review (AIR)

#### Institutional Letter of Notification and Result of Site Visit

An ACGME Institutional site visit was completed August 16, 2022. The COM was notified of an accreditation status of **Continued Accreditation** by the ACGME on 10/21/22.

- **0 citations** and **0 areas for improvement (AFI)**
- **Commended** for demonstrated substantial compliance with ACGME Institutional Requirements

#### Number of Residents/Fellows

- **897**, inclusive of trainees in ACGME-accredited and non-standard programs (compared to 902 in AY '22-'23 and 937 in AY '21-'22; overall decline in the number of trainees since AY '19-'20)

**Internal Medicine (Memphis and Nashville)**

**Family Medicine (Memphis, Nashville, Jackson)**, and

**Pediatrics (Memphis)** continue to be the COM’s largest ACGME-accredited training programs.

#### Resident/Fellow Survey Results (institutional level data):**

- 89% residents/fellows have a **positive** overall evaluation of their program (no change from last year).
- 7% residents/fellows have a **neutral** overall evaluation of their program.
- 5% of residents/fellows have a **somewhat negative or very negative** overall evaluation of their program.
- SI is **above the national average** in 6 assessed areas: Resources, Patient Safety/Teamwork, Educational Content, Clinical Experience/Education and Faculty Teaching/Supervision.
- SI is **at the national average** in the areas of Evaluation and Professionalism.
- There were no areas in which the SI scored below the national average.
- Total percentage of compliance by category demonstrated relatively stable scoring over the past 3 academic years in all areas assessed.

19 programs demonstrated answers consistent with full compliance in all surveyed areas (stable from AY '21-'22 and improved from 13 programs in AY '20-'21).

The following programs had the **highest number of non-compliant areas on the resident/fellow ACGME survey** (* indicates survey response concerns the prior academic year); the SI considers a response non-compliant if a response is below 70% on the program compliance metric in any specific area):

- Family Medicine St. Francis
- Vascular Neurology
- Child Neurology *
- Rheumatology
- OB/GYN
- General Surgery
- Adult Pulmonary Critical Care
- Peds Critical Care *
- Psychiatry

Overall areas with the largest number of non-compliant responses:

- Satisfied with faculty members’ feedback (stable when compared to last AY)
- Satisfied with process for dealing confidentially with problems or concerns (improved from last AY)
• Able to raise concerns without fear of intimidation or retaliation (improved from last AY)

Faculty Survey Results (institutional level data):
• 95% of faculty have an overall positive evaluation of their program.
• 4% of faculty have a neutral evaluation of their program.
• 1% have a somewhat negative evaluation of their program (no change when compared to past 2 AY).
• SI is at the national mean in the areas of Resources, Professionalism, Patient Safety and Teamwork, and Educational Content.
• SI is slightly below the national mean (by 0.1%) in the areas of Faculty Teaching and Supervision + Diversity and Inclusion.
• Total percentage of compliance by category demonstrate an increase in scoring over the past 3 academic years in Professionalism, Patient Safety and Teamwork, Faculty Teaching and Supervision, Educational Content and Diversity and Inclusion.
• Total percentage of compliance by category demonstrate relatively stable findings in the area of Resources over the past 3 academic years.

Programs with the highest number of non-compliant answers on the faculty survey include the following:
• Family Medicine St. Francis
• Child Neurology
• Vascular Neurology

Overall areas with the largest number of non-compliant responses include the following:

Faculty members satisfied with process for evaluation as educators:
• 83% in 2023
• 86% in 2022
• 87% in 2021

Interprofessional teamwork skills modeled or taught:
• 89% in 2023
• 86% in 2022
• 87% in 2021

Process to transition patient care and clinical duties when residents/fellows fatigued:
• 90% in 2023
• 89% in 2022
• 87% in 2021

Overall Data:
• 71 accredited programs:
• 70 programs with Continued Accreditation
• Radiation Oncology status moved from Continued Accreditation to Continued Accreditation with Warning
• Peds Heme Onc moved from Probationary Accreditation to Continued Accreditation
• Cardiology Nashville, Pediatric Hospital Medicine and Pediatric Surgical Critical Care moved from Initial Accreditation to Continued Accreditation
• Overall improvement in accreditation status of program when compared to 2021-2022 AY

ACGME-Accredited Programs Accreditation Statuses and Citations
- No program closures

### 2022-2023 ACGME Site Visits:
- Pediatric Hospital Medicine 7/19/22
- Sponsoring Institution 8/16/22
- Pediatric Surgical Critical Care 12/20/22
- Pediatric Hematology Oncology 1/10/23
- Maternal Fetal Medicine 1/17/23
- Anesthesiology 1/24/23
- Cardiology Nashville 3/23/23

### 2022-2023 Self Studies: none

#### Citations and Areas for Improvement (AFIs) resulting from ACGME site visits, survey results, and program submissions to ACGME:
- Total of 33 citations in 16 programs (vs. 30 citations in 12 programs in AY’ 21- ‘22)
- Over half of the citations are associated with 4 residency and fellowship programs:
  - Anesthesiology (5)
  - Pediatric Hospital Medicine (5)
  - Pathology (4)
  - OB/GYN (4)
- The 3 citation categories with the largest number of citations includes:
  - Educational program/procedural experience
  - Responsibilities of faculty
  - Evaluation
- 43 identified Areas for Improvement in 16 programs (when compared to 33 AFIs in 18 programs last AY)

#### Results from Program Site Visits

**Pediatric Hospital Medicine:**
- 7/19/22 site visit
- Accreditation status changed from Initial Accreditation to Continued Accreditation
- 5 new citations; 3 AFIs

**Pediatric Surgical Critical Care:**
- 12/20/22 site visit
- Accreditation status changed from Initial Accreditation to Continued Accreditation without Outcomes
- 2 new citations

**Pediatric Hematology-Oncology:**
- 1/10/23 site visit
- Accreditation status changed from Probationary Accreditation to Continued Accreditation
- 7 resolved citations; 1 extended citation

**Maternal Fetal Medicine:**
- 7/19/22 site visit
- Accreditation status unchanged – Continued Accreditation
- 1 new citation; 3 resolved citations; 3 AFIs

**Anesthesiology:**
- 1/24/23 site visit
- Accreditation status unchanged – Continued Accreditation
Cardiology Nashville:
- 3/23/23 site visit
- Accreditation status changed from *Initial Accreditation* to *Continued Accreditation*
- Detailed LON Pending

**GME/GMEC Oversight Priorities by Program for AY ’23-’24:**
- General Surgery Memphis
- Radiation Oncology
- Pathology
- Anesthesiology
- OB/GYN Memphis
- Family Medicine St. Francis
- Neurology
- Peds Nephrology
- Hematology-Oncology

18 programs reported <100% compliance on the **80-hour work week** question (Family Medicine St. Francis, Ophthalmology and Pediatric Critical Care Medicine reported the lowest rates of compliance).

**Special Reviews** conducted by the GMEC Program Improvement Subcommittee: **12 (up from 8 the prior AY)**
- General Surgery Memphis – July 2022
- Emergency Medicine Nashville – August 2022
- Peds ENT – September 2022
- Endocrinology – December 2022
- Family Medicine St. Francis – January 2023
- Radiation Oncology – April 2023
- Child Neurology – May 2023
- Vascular Neurology – June 2023
- Pathology – June 2023
- OB/GYN Memphis – June 2023
- Pediatric Nephrology – June 2023
- General Surgery Memphis – June 2023

Number of **Internal Reviews** conducted as a mechanism for routine oversight and review of GME programs: **21** (currently in cycle 2 of Internal Reviews for all ACGME-accredited programs)

Number of **Program Director changes**: **14** (compared to 12 for AY ’22-’23 and 9 for AY ’20-’21)

**ACGME Faculty Survey:**
- 91% institutional compliance on program director effectiveness (unchanged from prior academic years)
- 11 programs with less than 80% scoring in this category (compared to 6 the prior AY)

**PD Report Card:**
- Average score is 88% (down from 93%)
- Majority of scores (32) above 90%
- 29 scores in the 80's% range
- 10 scores less than 80%
### GME Charters and Policy Changes

**Newly developed and implemented policies:**
- GME #125 – Professionalism
- GME #170 – Non-Standard Training Program

**Review and modification of policies:**
- GME #112 – Outside Match/Off-Cycle Match Appt
- GME #115 – Agreement of Appointment
- GME #210 – Resident Salary
- GME #220 – Leave
- GME #330 – Policy Against Sexual Harassment and Other Discrimination
- GME #340 – Accommodation for Disabilities
- GME #350 – Grievance
- GME #410 – Resident Supervision

### ACGME Clinical Learning Environment Review (CLER) Site Visits

Last 2 CLER visits: September 19, 2017 (at Methodist University Hospital) and July 31, 2023 (at Regional One Health); meeting with DIO and ROH leadership team August 30, 2023 to discuss CLER report, shared priorities and action plan.

### Clinical and Educational Work Hour Data

**Work hour trends over past 3 academic years:**
- Downward trend in total violations: 113 in AY '22-'23, 308 in '21-'22, 274 in '20-'21
- 24+, short break and day off violations account for 86% of total recorded violations
- Continued decline in 80-hour work week violations over the past 3 AYs: 5 total violations for AY '22-'23
- LBCH and ROH account for the majority of work hour violations

### Diversity Data

**GME Office Diversity:**
- Female 79%
- Male 21%
- Black 38%
- White 56%
- Hispanic 4%
- Asian 2%

**Resident and Fellowship Diversity:**
- Female 53% (7% higher than national avg)
- Male 47%
- White 70%
- Black 9%
- Asian 21%

### Wellness Data and GME Counselor Utilization

**Wellbeing and burnout as per ACGME survey:**

**Highest wellbeing scores by residency:**
- Urology
- Neurosurgery
- Surgery Nashville
- Family Medicine Jackson
- Orthopaedic Surgery

**Lowest wellbeing scores by residency:**
- Family Medicine St. Francis
- Child Neurology
- General Surgery Memphis

**Highest wellbeing scores by fellowship:**
- Pediatric Infectious Disease
- Pediatric Emergency Medicine
- Hematology Oncology
- Hospice and Palliative Medicine
Lowest wellbeing scores by fellowship:
- Rheumatology
- Pediatric Hematology and Oncology
- Nephrology
- Plum Critical Care
- Pediatric Cardiology

Highest burnout scores by residency:
- Urology
- Neurosurgery
- ENT
- Neurology

Highest burnout scores by fellowships:
- Cardiology
- Peds Emergency Medicine
- Pulmonary Critical Care
- Hospice and Palliative Medicine
- Child and Adolescent Psychiatry

GME Counselor Utilization:
- Top program utilizers of counselor services: Medicine-Pediatrics, Pediatrics, Emergency Medicine
- 20 programs have residents utilizing GME counseling services (an increase over the past 2 AYs)
- Peak resident/fellow appointments:
  - August
- Types of appointments in order of frequency:
  - Counseling
- Referral sources in order of frequency:
  - Self-referral > Program Director > Chief Resident > Other Resident

16 unfilled positions across 5 programs (6 positions in Family Medicine, 5 positions in Emergency Medicine and 5 positions in Pediatrics), all positions subsequently filled in the SOAP (11) or post-match (5).
46% of the incoming class is female; 7/9 General Surgery Memphis interns are female and 1/8 incoming Orthopedic interns is female.

UT student matches within our state:
- 56 (35%) UT students matched to TN programs
- 46 (29%) UT students matched to UT residencies statewide
- 42 (22%) UT students matched to UT programs in Memphis, Nashville and Jackson

Selection of specialties by UT students:
- 44% UT students went into primary care
- 23% UT students went into surgical subspecialties
- 33% UT students went into non-primary care specialties

Top 5 Factors for Rank Position by UT students:
1. Geographical Location
2. Personality/Culture of Program
3. Interaction with Faculty
4. Interaction with Residents
5. Experience on Rotation of Specialty Choice
<table>
<thead>
<tr>
<th>UT Student Post Match Analysis:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• UT COM rank is lower than past 3 AYs (9.25)</td>
</tr>
<tr>
<td>• Number of programs ranked per student is higher than past 3 AYs (15.7)</td>
</tr>
<tr>
<td>• Number of residency interviews is higher than past 3 AYs (15.1)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Residency Graduate Data:</th>
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</thead>
<tbody>
<tr>
<td>• Overall, 34% of trainees graduating from UT programs remain in TN to practice or remain in TN for fellowship training (upward trend over 3 years)</td>
</tr>
<tr>
<td>• 16% fellowship in TN (up from 5% in 2022 and 9% in 2021)</td>
</tr>
<tr>
<td>• 33% fellowship other (29% in 2022 and 41% in 2021)</td>
</tr>
<tr>
<td>• 18% practice in TN (15% in 2022 and 18% in 2021)</td>
</tr>
<tr>
<td>• 24% practice outside of TN (23% in 2022 and 22% in 2021)</td>
</tr>
<tr>
<td>• 9% of graduating trainees were undecided</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Total statewide CME Activities in 2022 = 140</th>
</tr>
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<tbody>
<tr>
<td>(Includes Enduring Materials (SVMIC), Live Activities, and Regularly Scheduled Series - RSS)</td>
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<table>
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<tr>
<th>Total statewide Learners by Profession in 2022 = 60,360</th>
</tr>
</thead>
<tbody>
<tr>
<td>16,080 Allied Health Professionals</td>
</tr>
<tr>
<td>44,280 Physicians (MD &amp; DO)</td>
</tr>
</tbody>
</table>

UTHSC is the joint provider of CME for all live activities and enduring material (online) educational courses offered by SVMIC to physicians in the state of Tennessee and the surrounding states.

<table>
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<tr>
<th>Total statewide Learners by Profession in 2022 = 2,357*</th>
</tr>
</thead>
<tbody>
<tr>
<td>399 Allied Health Professionals</td>
</tr>
<tr>
<td>1,958 Physicians (MD &amp; DO)</td>
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*This amount is included in the total statewide learners by profession in 2022.
## UTHSC GME/GMEC Action Plan for AY ‘23-’24

<table>
<thead>
<tr>
<th>Area for Improvement</th>
<th>Status (new, continued, resolved)</th>
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<th>Goals, Mechanisms and Responsible Party (if applicable)</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident satisfaction with safety and health conditions at clinical learning environments</td>
<td>New</td>
<td>ACGME resident/fellow survey</td>
<td>Increased awareness by trainees and GMEC of hospital safety initiatives and security contacts at each participating site via the following mechanisms: (a) annual reporting of hospital safety stats and initiatives by participating sites to GMEC (b) annual update of hospital safety initiatives to trainees via GME Global Retreat (c) listing of security contacts at each participating site distributed to trainees via email, GME website and Global Retreat</td>
<td>Assessment of progress February 2024 and September 2024</td>
</tr>
<tr>
<td>IR III. B.7.d) 5. The Sponsoring Institution must ensure a healthy and safe clinical and educational environment that provides for safety and security measures appropriate to the clinical learning environment site (Core)</td>
<td></td>
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<tr>
<td>CPR I.B.3. The program must monitor the clinical learning and working environment at all participating sites. (Core)</td>
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<tr>
<td><strong>Transitions of Care – IR III.B.3.b)</strong> The SI must in partnership with its ACGME-accredited programs, ensure and monitor effective, structured patient hand-over processes to facilitate continuity of care and patient safety at participating sites.</td>
<td>Continued</td>
<td>Spot check of residency program compliance with handoff policies at Regional One Health (Cheri Lowe)</td>
<td>Completion of GME observed handoff for Internal Medicine, OB-GYN, ED, General Surgery, Orthopedic Surgery, Neurology at Regional One Health via standardized check list and feedback to Program Director (Cheri Lowe)</td>
<td>Completion by July 2024</td>
</tr>
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**EXECUTIVE COMMITTEE (PUBLIC SESSION) - INFORMATIONAL ITEM**

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**HEALTH SCIENCE CENTER.**
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<tr>
<td><strong>80 Hour Work Week - CRP VI.F.1.</strong></td>
<td>Continued</td>
<td>NI Duty Hour Logging</td>
<td>100% compliance with the 80-hour work week on New Innovations logging</td>
<td>Quarterly monitoring via the GMEC CEWH Subcommittee – 5 total 80-hour work week violations (decline from 14 the year prior)</td>
</tr>
<tr>
<td>Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting.</td>
<td></td>
<td>Quarterly monitoring of programs via the GMEC CEWH subcommittee</td>
<td>100% compliance on 80-hour work week question on ACGME resident/fellow survey</td>
<td>Assess Spring 2024 on release of ACGME survey results – 92% compliant, down from 95% compliant</td>
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<td><strong>Supervision – IR III.B.4.a),(1) and IV.1.2.</strong>&lt;br&gt;The SI must oversee supervision of residents/fellows c/w institutional and program-specific policies.&lt;br&gt;The SI must ensure that each of its ACGME-accredited programs establishes a written program-specific supervision policy c/w the institutional policy and the respective ACGME Common and specialty-specific Program Requirements.</td>
<td>Continued</td>
<td>Program Handbooks (GME/GMEC review of all programs in conjunction with APE review) PD Report Card (added element)</td>
<td>100% of programs have program-specific supervision policies that adhere to GME and ACGME requirements (Program Directors, GME Office and GMEC)</td>
<td>GMEC review of finalized program supervision policies October 2023 in conjunction with APE review</td>
</tr>
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UTHSC GME/GMEC Action Plan for AY '23-'24

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<tr>
<td><strong>Faculty Development</strong></td>
<td>Continued</td>
<td>PD Reporting on Annual Program Evaluation</td>
<td>Target audience = any program faculty listed in Web ADS</td>
<td>Anticipated 18-24 months timeline</td>
</tr>
<tr>
<td>Transitions of Care: The Sponsoring institution must facilitate professional development for core faculty members and residents/fellows regarding effective transitions of care (III.B.3.a).</td>
<td></td>
<td>ACGME Resident/Fellow</td>
<td>Take inventory of hospital education efforts for staff in the listed faculty development areas (GME Office)</td>
<td>Starting October 2022</td>
</tr>
<tr>
<td>Fatigue Mitigation: The Sponsoring Institution must oversee an educational program for residents/fellows and faculty members in fatigue mitigation (III.B.5.a.3).</td>
<td></td>
<td>ACGME Faculty Survey</td>
<td>Take inventory of Department education efforts in the listed faculty development areas (GME Office)</td>
<td>Starting October 2022</td>
</tr>
<tr>
<td>Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate residents/fellows and faculty members, concerning the professional responsibilities of physicians, including their obligation to be appropriately rested and fit to provide the care required by their patients (II.B.6.b).</td>
<td></td>
<td></td>
<td>Engage Faculty Affairs in a faculty development strategy and potential tracking mechanism (DIO and Assistant/Associate DIO)</td>
<td>Starting October 2022</td>
</tr>
<tr>
<td>Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must have a process for education of residents/fellows and faculty members regarding unprofessional behavior, and a confidential process for reporting, investigating, monitoring and addressing such concerns in a timely manner (III.B.6.d.1).</td>
<td></td>
<td></td>
<td>Engage Chairs in a faculty development strategy and unified process for evaluation of faculty as educators during the annual faculty evaluation period, beginning with the inaugural Chair retreat (DIO and Associate DIO)</td>
<td>Starting October 2022</td>
</tr>
<tr>
<td>Well Being: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate faculty members and residents/fellows in identification of the symptoms of burnout, depression, and substance abuse, including means to assist those who experience these conditions. The responsibility includes educating residents/fellows and faculty members in how to recognize those symptoms in themselves, and how to seek appropriate care (III.B.7.b).</td>
<td></td>
<td></td>
<td>Greater level of detail on APE reporting for each listed faculty development item (GME Office and Program Directors)</td>
<td>October 2023</td>
</tr>
<tr>
<td>Feedback: 12 programs non-compliant on ACGME resident/fellow survey and lowest scoring item on the ACGME faculty survey</td>
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<td><strong>Resident/Fellow Appointments – IR IV.B.1.</strong> The SI must have written policies and procedures for resident recruitment, selection, eligibility, and appointment c/w ACGME Institutional and Common Program Requirements and must monitor each of its ACGME-accredited programs for compliance.</td>
<td>Continued</td>
<td>GME Policy #110 – Resident Selection Guidelines</td>
<td>Review and Revise GME Resident Selection Policy (GME Office and GMEC)</td>
<td>By July 2024</td>
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## UTHSC GME/GMEC Action Plan for AY ‘23-‘24

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<tr>
<td>CLE - ROH/UT Collaboration</td>
<td>New</td>
<td>2023 CLER report</td>
<td>Increase patient safety event reporting by trainees at ROH by 50% over the next 2 academic years</td>
<td>Quarterly assessment of patient safety event reporting by trainees at ROH via GMEC</td>
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<tr>
<td></td>
<td></td>
<td>Patient safety event reporting by trainees</td>
<td>Address current barriers to resident participation in patient safety analyses at ROH; goal is new policy for PD and trainee guidance</td>
<td>New policy development and implementation by January 2024</td>
</tr>
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<td>Participation of trainees in patient safety event investigations and hospital QI initiatives</td>
<td>Increase resident participation in ROH committees through marketing/advertisement (via email, GME website, GME Global Retreat)</td>
<td>Annual assessment of resident participation in ROH committees</td>
</tr>
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<td></td>
<td></td>
<td>Engage trainees in ROH system-based improvement initiatives; one such initiative may include identification of best practice teaming strategies within ROH and implementation in highest risk hospital settings</td>
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