Increasing scholarship fundraising for students—Reducing the debt burden of Meharry graduates is a priority. During the past year, this theme was addressed through programs including:

- **Health Resources and Services Administration (HRSA)**—Meharry received two notices of grant awards in the School of Dentistry and the School of Medicine for $2.6 million each over four years that will be used as scholarships for disadvantaged students.

- **Fundraising initiatives for scholarships** through the Falcon Fund and from activities surrounding the inauguration of Dr. Hildreth, all dedicated to growing awareness about student debt burden and raising funds to help alleviate the problem.

Expanding the campus footprint—With Nashville lauded as an “it” city by media including *The New York Times*, local property values are increasing at unprecedented rates—especially in the area around the Meharry campus. As a result, it is important to protect and expand the college’s physical landscape. Planning and acquisition efforts included:

- **1812 Morena Street**—Meharry acquired this property adjacent to the college’s Morena Place apartment buildings.

- **Meharry Pavilion**—Meharry plans a mixed-use facility to include space for
HBCU conference.

Dr. Hildreth participates in a panel discussion at the “Empower” conference.

Architect’s rendering of the Meharry Pavilion

clinical services, businesses, a grocery store and a fitness complex among other offerings.

Additional Clinical Programs—Meharry intends to make significant impact in achieving health equity by expanding clinical programs:

• Men’s Health—Meharry is beginning a men’s health program with a unique approach centered on lower urinary tract symptoms and erectile dysfunction. Dr. Kevin Billups, associate professor of urology at Johns Hopkins School of Medicine, joined the faculty in August 2016.

Filling the Pipeline—With reports from the Association of American Medical Colleges (AAMC) regarding the shortage of African-American males entering medical school and other health professions, Meharry seeks to affect the shortages in several ways:

• Adopt-A-School—Meharry will train teachers and provide mentors and tutors for students at Creswell Middle Preparatory School of the Arts and Sciences. Located in low-income, predominantly African-American neighborhoods in Nashville.

• Empower: Preparing a Competitive HBCU Applicant Pool for Health Science Careers—Meharry recently collaborated with Morehouse School of Medicine, Charles R. Drew University of Medicine and Science and Howard University to host more than 55 universities, colleges and community colleges. Attendees included 11 HBCU college presidents.

Enriching the technology infrastructure on campus—We live in an age where technology plays an integral role in providing a high-quality education and conducting scientific research. Meharry is improving campus technology through the following:

• Technology Task Force—Meharry began a campus-wide Technology Task Force composed of students, staff and faculty. The task force is led by Dr. Sidd Pratap, assistant professor and director of bioinformatics and Mr. Andrew Jackson, associate vice president for information technology. The group assessed campus Information and Communications Technology (ICT) systems to make recommendations on advancement of ICT frameworks to further connect administration, teaching, research and health care missions at Meharry. The task force white paper was submitted to the Office of the President and the findings presented at the May 2016 Board of Trustees meeting.

• Data Science Center—Dr. Charles Mouton, professor of family and community medicine and Ms. Amy Andrade, associate vice president for research have begun planning the Meharry Data Science Center. The center has several objectives including:
  — Developing a curriculum to expose students to data science in medicine and research
  — Developing M.S. and Ph.D. programs jointly with Tennessee State University
  — Funding pilot projects that will lead to major grants
  — Providing an anchor for data science research on campus
  — Developing possible initial projects in exposome, genome sequencing and precision medicine

Increasing federally funded research dollars—Meharry recognizes that a culture of research and scientific exploration is critical to improving health equity:

• Precision medicine and health disparities grant—Researchers at Vanderbilt University Medical Center, the University of Miami and Meharry Medical College were recently awarded a five-year, $11.6 million grant to launch a new center to enable research using precision medicine to eradicate health disparities, specifically those among African Americans and Latinos.

• HRSA—Meharry received a grant to establish an academic administrative unit (AAU) in the Department of Family and Community Medicine at Meharry Medical College under a cooperative agreement with HRSA to evaluate the evidence-base for primary care interventions targeting vulnerable populations in order to transform primary care training and clinical practice in Tennessee and across the MidSouth region of the United States. This grant is $3,749,010 over a five-year period.

• Meharry also received a grant to establish a collaborative and interdisciplinary patient-centered medical home (PCMH) project within primary care departments (medicine, pediatrics and family and community medicine) in the School of Medicine and the Department of General Dentistry and General Practice Residency in the School of Dentistry. The program will train diverse underrepresented minority residents, medical and dental students (trainees) in the PCMH model of care with collaboration from population health scientists in the SOGSR as collaborators and team members on health services and quality of care studies. The award for this grant is $2,500,000 over five years.
Raising awareness/increasing visibility—Meharry is committed to increasing the public knowledge of our brand locally, regionally and nationally through the following:

• **Awareness campaign**—The Office of Communications and Marketing implemented an awareness campaign that includes advertisements in the Nashville International Airport and sponsorships on WPLN, Nashville’s National Public Radio (NPR) affiliate.

• **Social media**—Meharry’s social media strategy is focused on fostering engagement as demonstrated through shares, reposts, likes and growth in followers and fans. Meharry has significantly increased its presence on social media, adding Snapchat to its list of platforms. The college is currently on Twitter, Facebook, Instagram, Snapchat and LinkedIn.

• **Oz Arts Nashville collaboration**—Meharry collaborated with Oz Arts Nashville to install a photo mural composed of students, faculty, staff and community members as a component of partnering with community organizations—an important aspect of building brand awareness within the Nashville community.

• **Media coverage**—Many recent campus visits and programs generated local and national media attention. Examples include the visit by Dr. Vivek Murthy, U.S. surgeon general, covered nationally by MSNBC, locally by two television stations and The Tennessean—Nashville’s leading newspaper. The Oz Arts collaboration was featured on local television and in The Tennessean. Match Day at Meharry was covered by local NPR affiliate WPLN. Dr. Hildreth’s inauguration was on the front page of The Tennessean, Nashville Medical News and The Tennessee Tribune—Nashville’s black community weekly. In addition, Dr. Hildreth and gala host, Anthony Anderson (of ABC-TV’s “Black-ish”) were interviewed by local ABC affiliate WKRN. Media coverage resulted in a potential reach of 852 million impressions with an ad equivalency value on media exposure of $7.8 million. Highlights include visits by:

  — **Hillary Rodham Clinton**—During the 2016 presidential primary season, Democratic candidate and former Secretary of State Hillary Rodham Clinton chose Meharry for a campaign rally.

  — **Carol Gomez Summerhays and Judy Greenlea Taylor**—Dr. Carol Gomez Summerhays, president of the American Dental Association, and Dr. Judy Greenlea Taylor, president of the National Dental Association attended Commencement.

  — **Dr. Vivek Murthy, U.S. surgeon general and Dr. J. Nadine Gracia, deputy assistant secretary for minority health**—Meharry was selected as a location for “Turn the Tide Rx,” a national campaign from the U.S. surgeon general aimed at speaking physician-to-physician to improve prescribing practices for opioids. For this event, Dr. Vivek Murthy, U.S. surgeon general, hosted grand rounds.

  — **Mayor Megan Barry**—Nashville Mayor Megan Barry is an avid supporter of Meharry Medical College. As the 2015 convocation speaker, Mayor Barry said “Meharry makes Nashville proud everyday.” Mayor Barry has been a presence on the Meharry campus many times, including the Hillary Clinton rally, the U.S. surgeon general’s visit, and, recently, a two-day visioning session as part of the U.S. Department of Transportation’s “Every Place Counts Design Challenge” on urban planning in Nashville.

  — **Inauguration dignitaries**—Building relationships with state and local government is a critical component of brand awareness. Several distinguished government officials delivered greetings during the investiture of Dr. Hildreth: Rep. Jim Cooper, Tennessee 5th congressional district; John Dreyzehner, M.D., commissioner, TN. Department of Health; State Rep. Brenda Gilmore, 54th district; Debby Dale Mason, chief of staff to Mayor Megan Barry. Also in attendance were State Senator Thelma Harper, State Rep. Harold Love Jr., Nashville Metro Council, At-large Sharon Hurt and Davidson County Clerk Brenda Wynn.
Increasing alumni engagement—Meharry alumni are the heartbeat of our organization. Dr. Hildreth is dedicated to making sure graduates are informed of programs and initiatives on campus:

- Dr. Hildreth has traveled across the country meeting with alumni and friends with visits to Memphis, Chicago, Northern and Southern California with a growing effort in Los Angeles, Oakland and Sacramento.

Expanding academic offerings—Meharry continues to evaluate—and when necessary, expand—its academic departments to ensure that our degree programs are relevant and up-to-date in the ever changing world of health care in the 21st century:

- Physician assistant program—Meharry’s first physician assistant class of 30 students is expected to begin in January, 2018. Mr. Ken Mitchell, a certified physician assistant with over 20 years of experience in clinical medicine, will serve as program director.

Accreditation—All Meharry academic programs are accredited.

Clinical Affiliations—The Office of Academic and Clinical Affiliations has successfully negotiated additional agreements with: University of California, San Francisco, Tri-Star Medical Group, women’s and children’s specialists, Tennessee Department of Corrections, Christ Community Health Services

Enhancing institutional effectiveness—thorough and thoughtful planning are essential to keeping the college on track toward achieving goals:

- Meharry implemented an Office of Planning and Institutional Effectiveness, led by Dennis Saucerman, chief planning officer. Under his leadership this office will lead the college’s strategic planning process and coordinate accreditation functions. Mr. Saucerman is a CPA and the former chief business officer of Vanderbilt.

Making Key Hires – The college is currently in the process of filling the following positions that will play a critical role in the evolution and transformation of Meharry Medical College:

  - Librarian and Chief Data Officer
  - Vice President for Research and Innovation
  - Executive Vice President
  - Senior Vice President of Institutional Advancement

Robert S. Poole, recently retired former senior vice president of institutional advancement, has agreed to serve on select special projects for the Office of the President.
Meharry Medical College, founded in 1876, is the nation’s largest private, independent historically black academic health sciences center dedicated to educating minority and other health professionals. True to its heritage, it is a United Methodist Church-related institution. The College is particularly well known for its uniquely nurturing, highly effective educational programs; emerging preeminence in health disparities research; culturally sensitive, evidence-based health services and significant contribution to the diversity of the nation’s health professions workforce. Meharry is a leading national educator of African Americans with M.D. and D.D.S. degrees and Ph.D. degrees in the biomedical sciences.

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