



# **UTHSC TOWN HALL**

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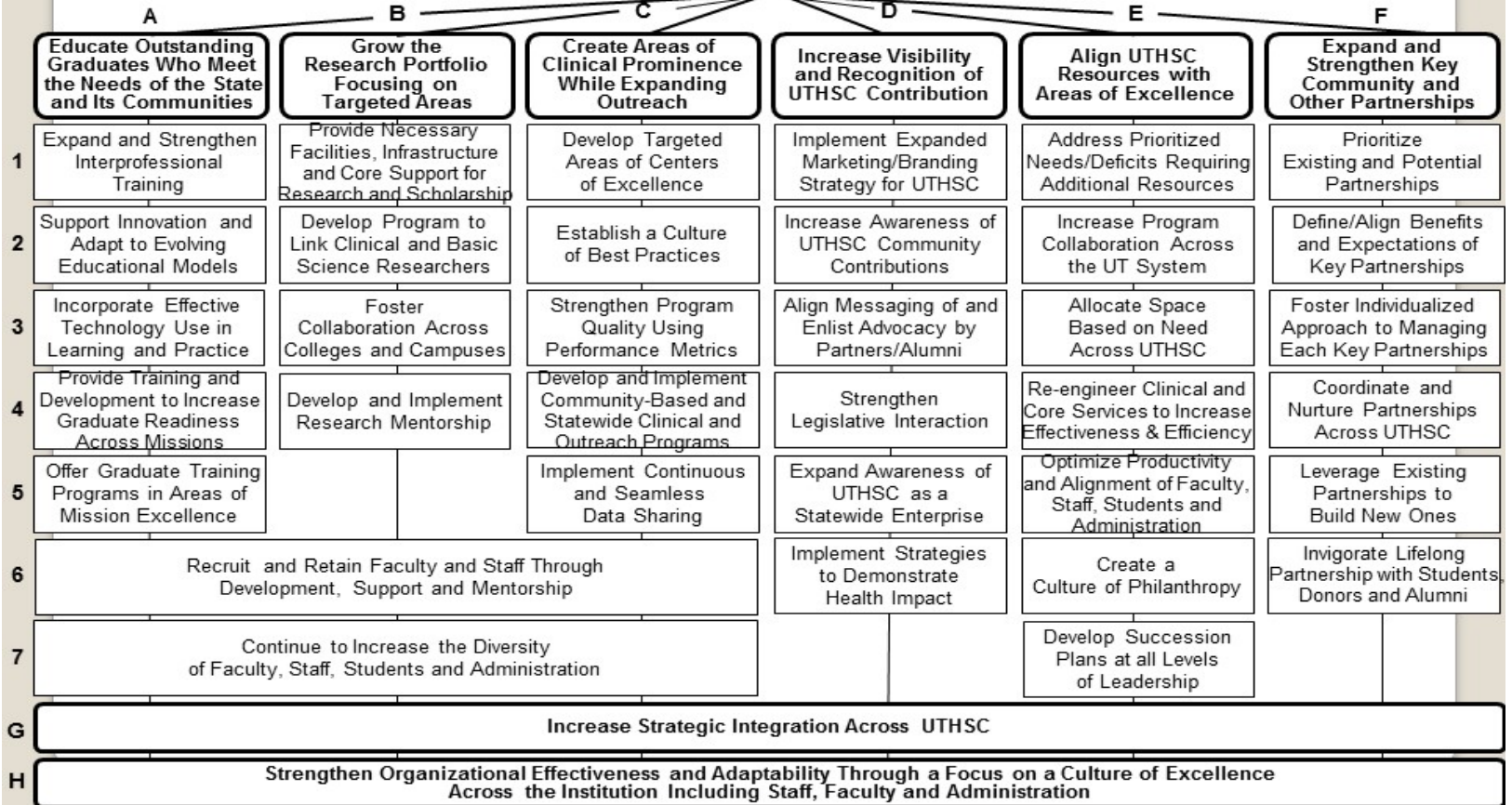
## **Faculty Salary Survey**

**March 4, 2015**

# University of Tennessee Health Science Center Strategic Map: 2014-2018

## Position UTHSC as a National Leader in Targeted Areas of Excellence Across Missions, Campuses and Colleges

Approved, 01/09/14  
Pending Final Board of Trustees Approval







UNIVERSITY OF TENNESSEE

**TOP  
WORK  
PLACES**

**2014**

THE  
**COMMERCIAL  
APPEAL**





**METHODIST**  
**UNIVERSITY HOSPITAL**





# UTHSC Independent Accreditation

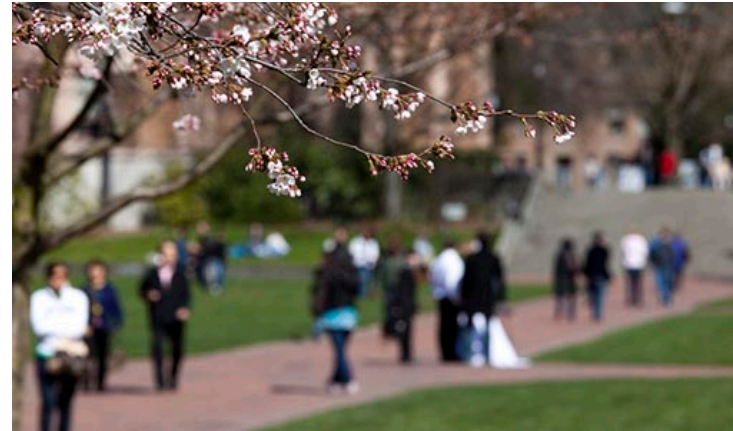
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- 1. Full accreditation by SACS as a fully independent university expected 2015
  - » One of four independently accredited universities governed by the UT Board of Trustees
    - › Big Orange (UTK, UTIA, UTIPS, UTSI, UT Extension)
    - › UTHSC
    - › UTC
    - › UTM
- 2. As soon as the state audit is received UTHSC will have a complete Accreditation
  - No Findings
  - No Monitoring
  - No Recommendations
- 3. In baseball parlance, a **no-hitter perfect game**

**Thanks to everyone on this campus who made this possible**

- **Special mention to Dr. Dorsey and Dr. Scheid**
- **Campus Team Event**

# The University of Tennessee Health Science Center



## FACULTY MARKET ASSESSMENT RESULTS

➤ December 18, 2014



# Introduction

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- Sibson Consulting is pleased to report the results of our market analysis of salaries for faculty at the University of Tennessee Health Science Center (UTHSC).
- This report is organized as follows:
  1. Methodology
  2. Results for College of Dentistry
  3. Results for College of Health Professions
  4. Results for College of Nursing
  5. Results for College of Pharmacy
  6. Results for College of Medicine

## **1. Methodology**

2. Results for College of Dentistry
3. Results for College of Health Professions
4. Results for College of Nursing
5. Results for College of Pharmacy
6. Results for College of Medicine



# UTHSC's Compensation Strategy for Market Assessment

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## **Comparison Markets.** The institutions or types of institutions that UTHSC will benchmark its compensation against

- UTHSC primarily benchmarks its faculty compensation against all higher education institutions with similar programs. In addition, it will collect data for southern schools and public schools when available, as an additional data point for compensation decisions

## **Pay Positioning.** How UTHSC will pay compared to the organizations in its comparison market

- UTHSC benchmarks its compensation against the 50<sup>th</sup> percentile of the market with the goal of paying faculty salaries at the market 50<sup>th</sup> percentile overall. Individual faculty members may be paid above or below the 50<sup>th</sup> percentile based on individual characteristics such as experience, expertise, and contribution

## **Pay Elements.** The different pay elements included in the assessment of compensation

- UTHSC primarily benchmarks faculty base salary against its comparison market. When available, total compensation data is collected as an additional data point for compensation decisions

# Market Assessment Methodology

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- Sibson Consulting and UTHSC worked together to match each faculty member to their appropriate rank and discipline
  - **CUPA-HR's National Faculty Salary Survey:** Faculty were matched using the *Classification of Instructional Programs: 2010 Edition* (CIP) published by the U.S. Department of Education's National Center for Education Statistics using the 4-digit code (which defines intermediate groupings of programs that have comparable content and objectives)
  - **Association Surveys:** Faculty were matched according to the discipline as described in each survey
- All association surveys report compensation data for an 11-12 month term
- CUPA-HR data reports base salary for a 9-10 month term; data was adjusted by a factor of 1.22 (11/9) as recommended by CUPA-HR to account for an 11-12 month term
- All market data was prorated by FTE for faculty who are part-time
- Survey data was aged to the 2014-2015 academic year<sup>1</sup> using 2.6% annual aging factor<sup>2</sup>

<sup>1</sup> Data is aged in order to account for changes to salaries over time due to salary increases and other economic factors that impact survey pay levels.

<sup>2</sup> Source: Sibson's Compensation Planning Analysis of projected and actual salary increase budgets and structure salary-range adjustments.



# Survey Sources

College	Survey Name	Compensation Category Used
College of Dentistry	American Dental Education Association (ADEA) 2011-2012 Faculty Salary Survey	Base
College of Health Professions	Association of Schools of Allied Health Professions (ASAHP) 2013-2014 Institutional Profile Survey Report	Base
College of Nursing	American Association of Colleges of Nursing (AACN) 2012-2013 Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing	Base
College of Pharmacy	American Association of Colleges of Pharmacy (AACCP) 2013-2014 Profile of Pharmacy Faculty	Total Compensation: Annual college total compensation, excluding benefits, received by salaried faculty members (salary per contract, supplementary stipends, and supplementary compensation received from grants and contracts)
College of Medicine	Association of American Medical Colleges (AAMC) 2012-2013 Faculty Salary Survey	Total Compensation: Sum of fixed/contractual salary, medical practice supplement, bonus/incentive pay, and uncontrolled outside earnings
All	College and University Professional Association for Human Resources (CUPA-HR) 2013-2014 National Faculty Salary Survey	Base

# Comparison Markets by College

Colleges have a primary comparison data set and a secondary comparison data set, when available.

		Dentistry	Health Professions	Medicine	Nursing	Pharmacy
Primary Data Set (i.e., all higher education institutions with similar programs)	Association Survey	<ul style="list-style-type: none"> <li>All schools (public and private)</li> </ul>	<ul style="list-style-type: none"> <li>All institutions</li> </ul>	<ul style="list-style-type: none"> <li>All schools</li> </ul>	<ul style="list-style-type: none"> <li>All institutions with doctoral programs</li> </ul>	<ul style="list-style-type: none"> <li>All schools (public and private)</li> </ul>
	CUPA-HR Faculty Survey	<ul style="list-style-type: none"> <li>All participating institutions with Dentistry programs (21 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All participating institutions with Allied Health programs (61 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All participating institutions with Medicine programs (47 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All participating institutions with Nursing doctoral programs<sup>1</sup> (144 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All participating institutions with Pharmacy programs (57 institutions)</li> </ul>
Secondary Data Set (i.e., public schools in the South, when available)	Association Survey	<ul style="list-style-type: none"> <li>Public schools</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>1: Public schools</li> <li>2: Southern schools</li> </ul>	<ul style="list-style-type: none"> <li>Public schools with doctoral program</li> </ul>	<ul style="list-style-type: none"> <li>Public schools</li> </ul>
	CUPA-HR Faculty Survey <sup>2</sup>	<ul style="list-style-type: none"> <li>All public participating institutions with Dental programs (13 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All public participating institutions in the South with Allied Health programs (19 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All public participating institutions in the South with Medicine programs (15 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All public participating institutions in the South with Nursing doctoral programs<sup>1</sup> (37 institutions)</li> </ul>	<ul style="list-style-type: none"> <li>All public participating institutions in the South with Pharmacy programs (12 institutions)</li> </ul>

<sup>1</sup> Doctoral programs defined as PhD and/or DNP.

<sup>2</sup> In some cases, sufficient benchmark data may not be available when the number of comparison institutions is small (e.g., less than 25). In these cases, either public institutions OR institutions in the southern region may be used.

# Market Validity

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## 1. **Comparison to National Professional Association –** (AAMC-ADEA, etc.)

- Most valid comparison – primary comparison
- 12 month data – no adjustments needed
- Most recent data – minimally aged
- Broadest survey – almost all on point institutions
- Most weight

## 2. **CUPA-HR**

- Confirmatory data set
- Required adjustment from 9 to 12 months for UTHSC comparisons and then aged to current year
- Many fewer participants

# How to Read and Interpret: Relationship to the Market

The chart illustrates how an institution's salaries are compared to the market:

1. Total all base salaries for incumbents included in a particular group
2. Total all the market base salaries for incumbents included in that group
3. Divide the total staff salaries from Step 1 by the total market salaries from Step 2 to obtain a percentage (i.e., UTHSC as a percent of market)

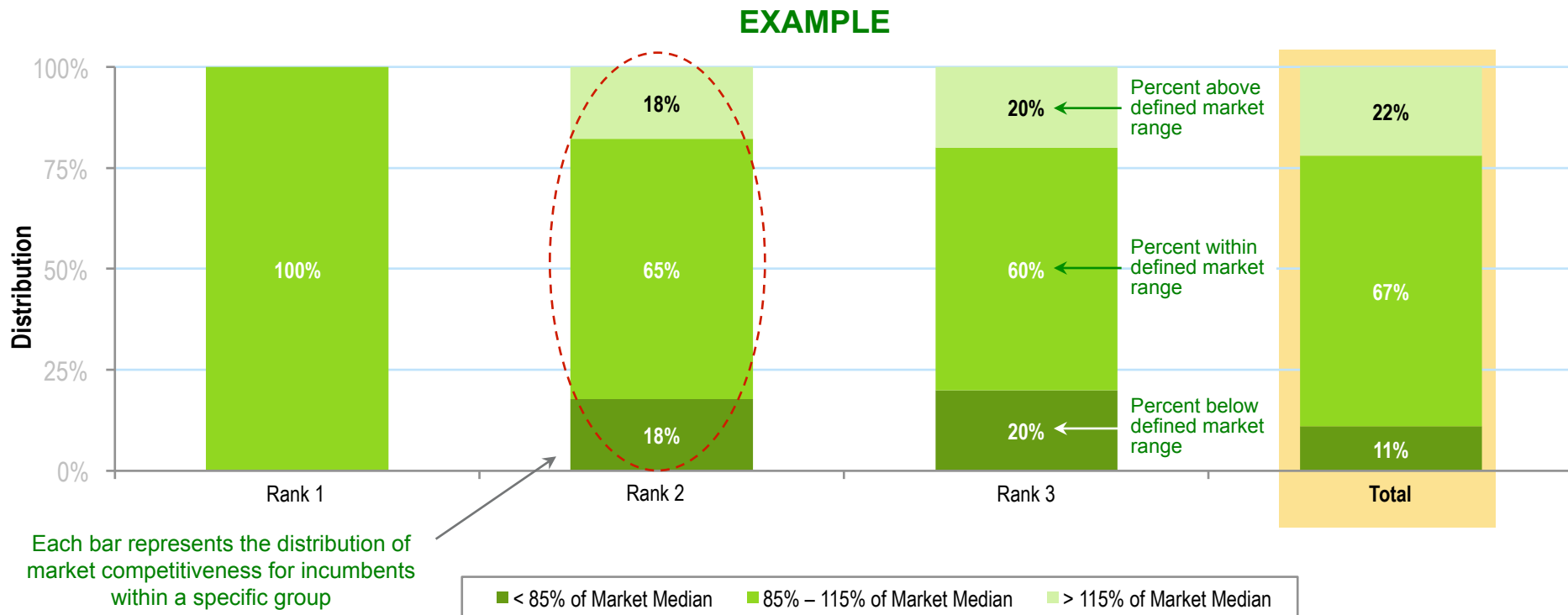
**EXAMPLE:** There are three incumbents in an institution. Their salary data, as well as the survey data for their job, is shown in the table below:

		Market Data (\$000)		
Incumbent	UTHSC Base Salary (\$000)	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile
Incumbent A	\$55.0	\$43.0	\$53.0	\$60.0
Incumbent B	\$57.0	\$49.0	\$61.0	\$76.0
Incumbent C	\$62.0	\$57.0	\$60.0	\$72.0
<b>TOTAL</b>	<b>\$174.0</b>	<b>\$149.0</b>	<b>\$174.0</b>	<b>\$208.0</b>
<b>UTHSC as a % of Market</b>		<b>117%</b>	<b>100%</b>	<b>84%</b>

At 100%, Sibson would consider that this group is competitive with the market median



# How to Read and Interpret: Relationship to the Market *continued*



- Provides a view of where salaries fall relative to the defined market range (+/-15% of the median is used as market cutoffs for display purposes)
- Can highlight general concerns within a group (e.g., a large portion of incumbents are paid below the defined market range, yet the population is highly skilled and experienced)
- Note that this analysis is intended to provide a snapshot of the current state and is not an indicator of whether or not individual salaries are appropriate

1. Methodology

**2. Results for College of Dentistry**

3. Results for College of Health Professions

4. Results for College of Nursing

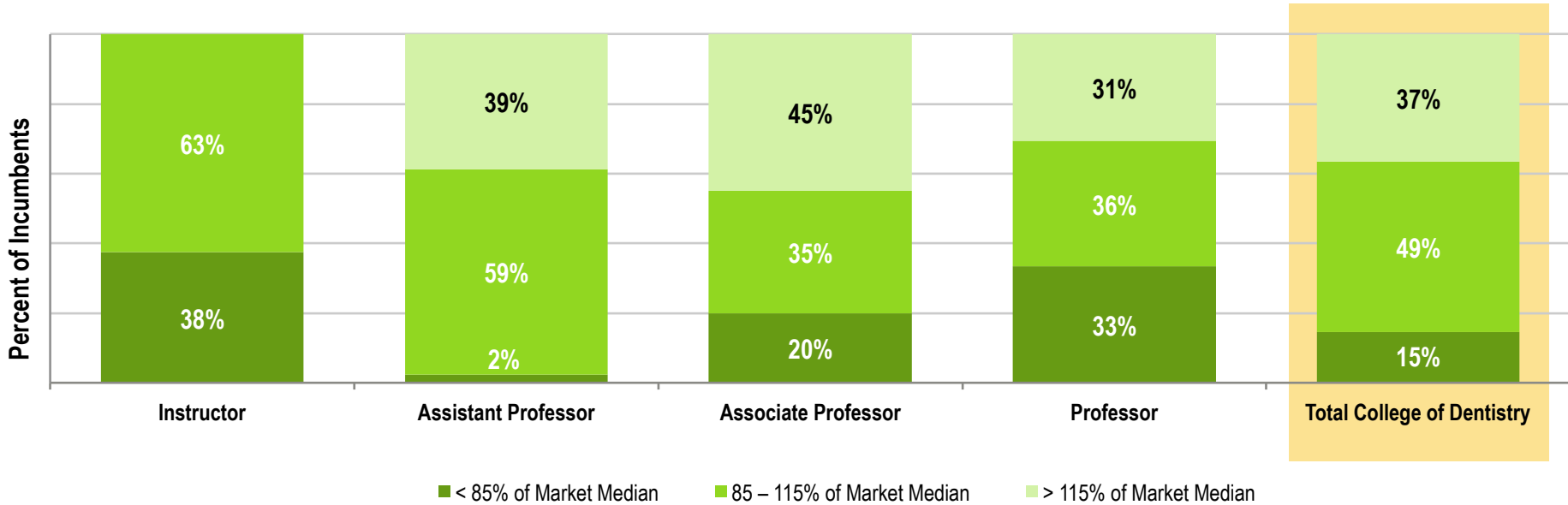
5. Results for College of Pharmacy

6. Results for College of Medicine

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (ADEA)

### COLLEGE OF DENTISTRY – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	8	\$285,368	\$335,066	85%
Assistant Professor	88	\$5,478,711	\$4,723,773	116%
Associate Professor	40	\$4,112,045	\$3,371,289	122%
Professor	36	\$4,424,178	\$4,565,950	97%
<b>Total College of Dentistry</b>	<b>172</b>	<b>\$14,300,302</b>	<b>\$12,996,078</b>	<b>110%</b>

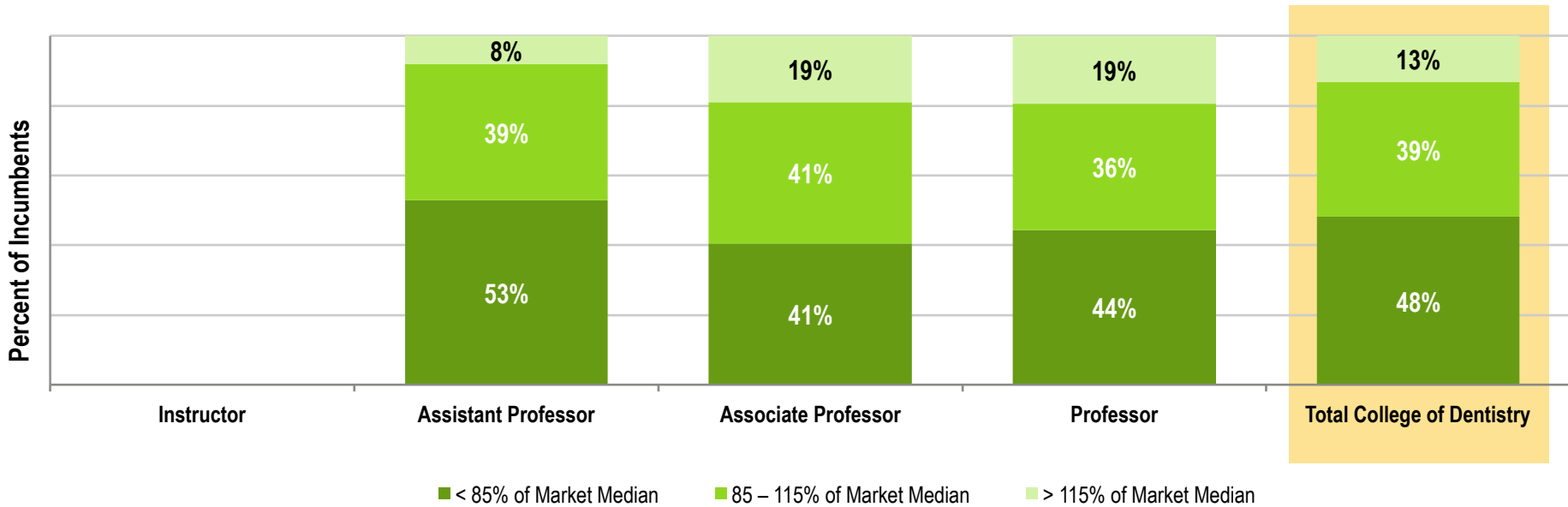
<sup>1</sup> The market pricing has not been finalized. While some of the details may shift, we do not expect material changes in the aggregate results. Some roles are not included in the analysis due to difficulties in market comparison.

<sup>2</sup> Percentages may not add up to 100% due to rounding.

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – CUPA-HR Survey

### COLLEGE OF DENTISTRY – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	87	\$5,419,888	\$5,709,237	95%
Associate Professor	37	\$3,760,302	\$3,703,861	102%
Professor	36	\$4,424,178	\$4,936,236	90%
<b>Total College of Dentistry</b>	<b>160</b>	<b>\$13,604,369</b>	<b>\$14,349,335</b>	<b>95%</b>

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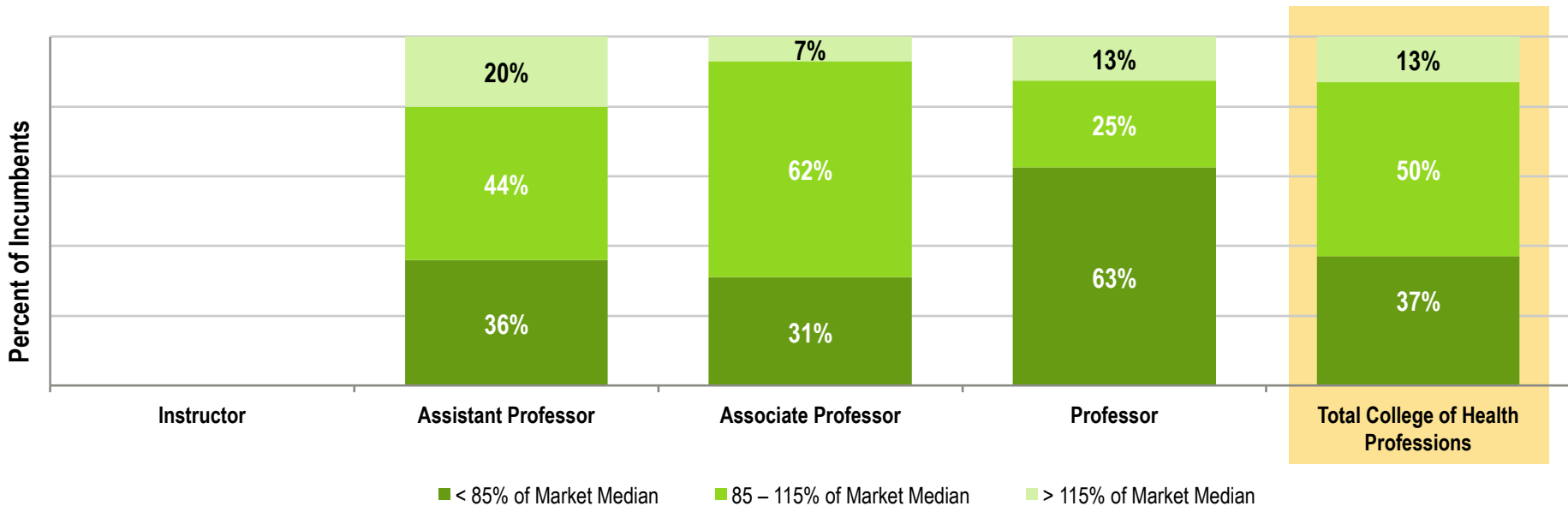


1. Methodology
2. Results for College of Dentistry
- 3. Results for College of Health Professions**
4. Results for College of Nursing
5. Results for College of Pharmacy
6. Results for College of Medicine

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (ASAHP)

### COLLEGE OF HEALTH PROFESSIONS – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	25	\$1,975,068	\$2,005,213	98%
Associate Professor	29	\$2,439,332	\$2,629,386	93%
Professor	8	\$779,334	\$886,752	88%
<b>Total College of Health Professions</b>	<b>62</b>	<b>\$5,193,734</b>	<b>\$5,521,352</b>	<b>94%</b>

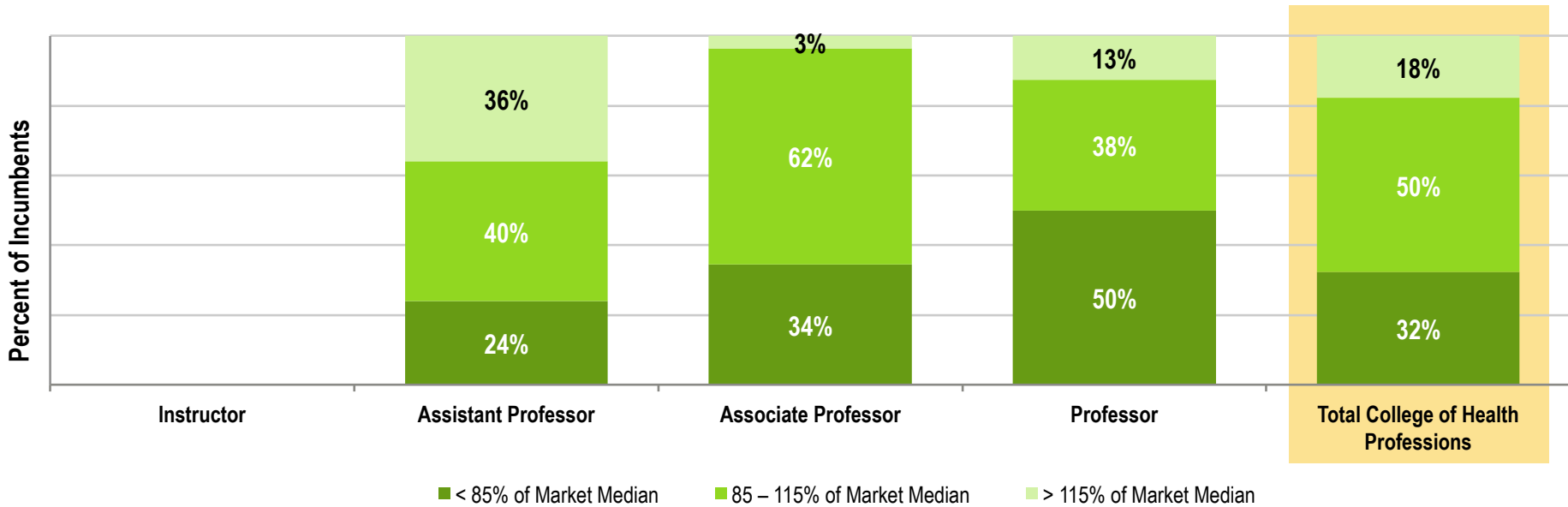
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# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – CUPA-HR Survey

### COLLEGE OF HEALTH PROFESSIONS – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	25	\$1,975,068	\$1,861,158	106%
Associate Professor	29	\$2,439,332	\$2,696,124	90%
Professor	8	\$779,334	\$843,540	92%
<b>Total College of Health Professions</b>	<b>62</b>	<b>\$5,193,734</b>	<b>\$5,400,822</b>	<b>96%</b>

<sup>1</sup> The market pricing has not been finalized. While some of the details may shift, we do not expect material changes in the aggregate results. Some roles are not included in the analysis due to difficulties in market comparison.

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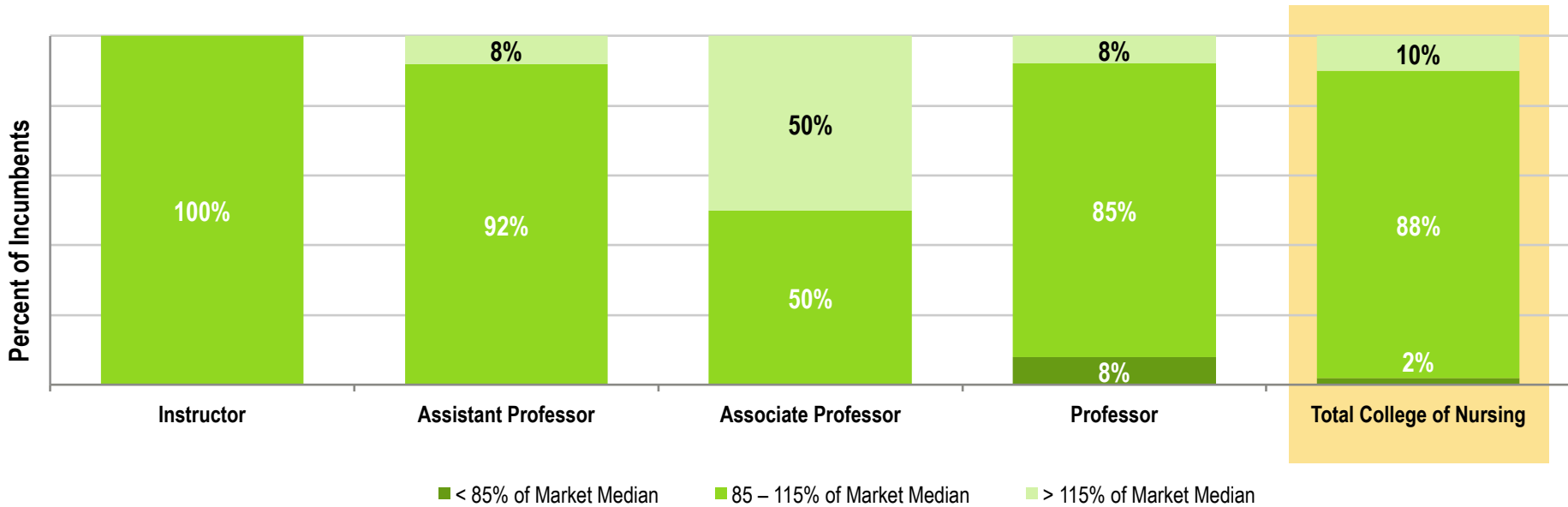
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6. Results for College of Medicine



# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (AACN)

### COLLEGE OF NURSING – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	12	\$903,434	\$858,223	105%
Assistant Professor	12	\$925,954	\$920,449	101%
Associate Professor	4	\$518,835	\$421,070	123%
Professor	13	\$1,743,671	\$1,710,599	102%
<b>Total College of Nursing</b>	<b>41</b>	<b>\$4,091,895</b>	<b>\$3,910,341</b>	<b>105%</b>

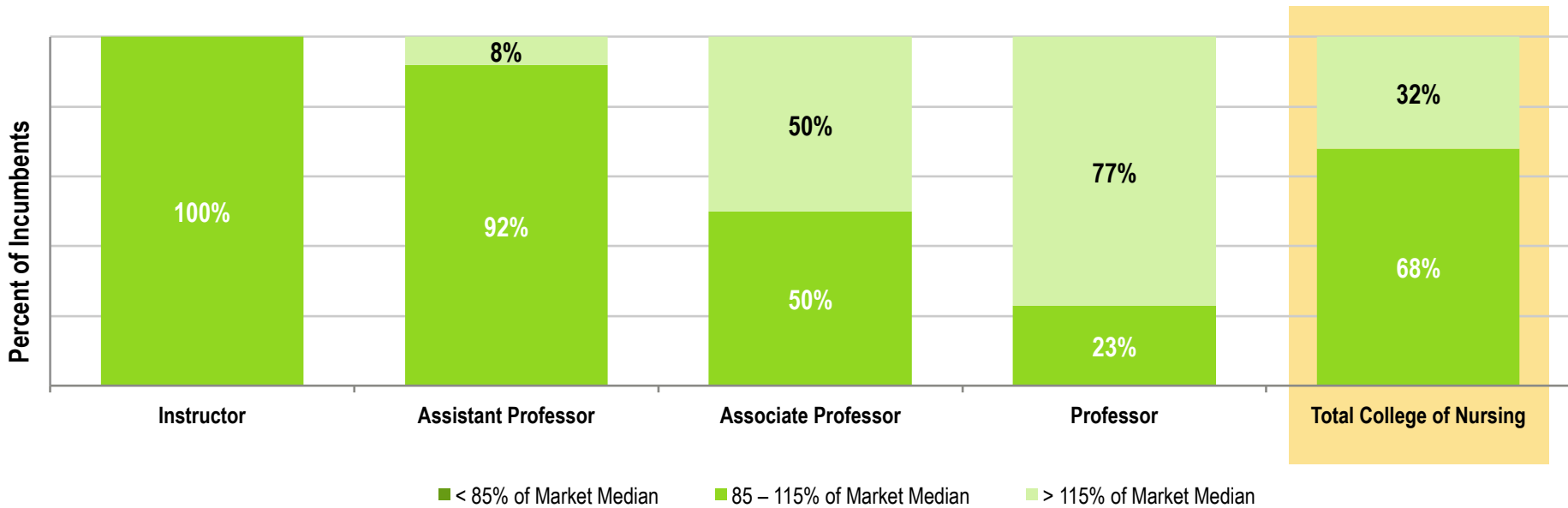
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<sup>2</sup> Percentages may not add up to 100% due to rounding.

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – CUPA-HR Survey

### COLLEGE OF NURSING – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	12	\$903,434	\$884,882	102%
Assistant Professor	12	\$925,954	\$871,757	106%
Associate Professor	4	\$518,835	\$392,304	132%
Professor	13	\$1,743,671	\$1,486,146	117%
<b>Total College of Nursing</b>	<b>41</b>	<b>\$4,091,895</b>	<b>\$3,635,088</b>	<b>113%</b>

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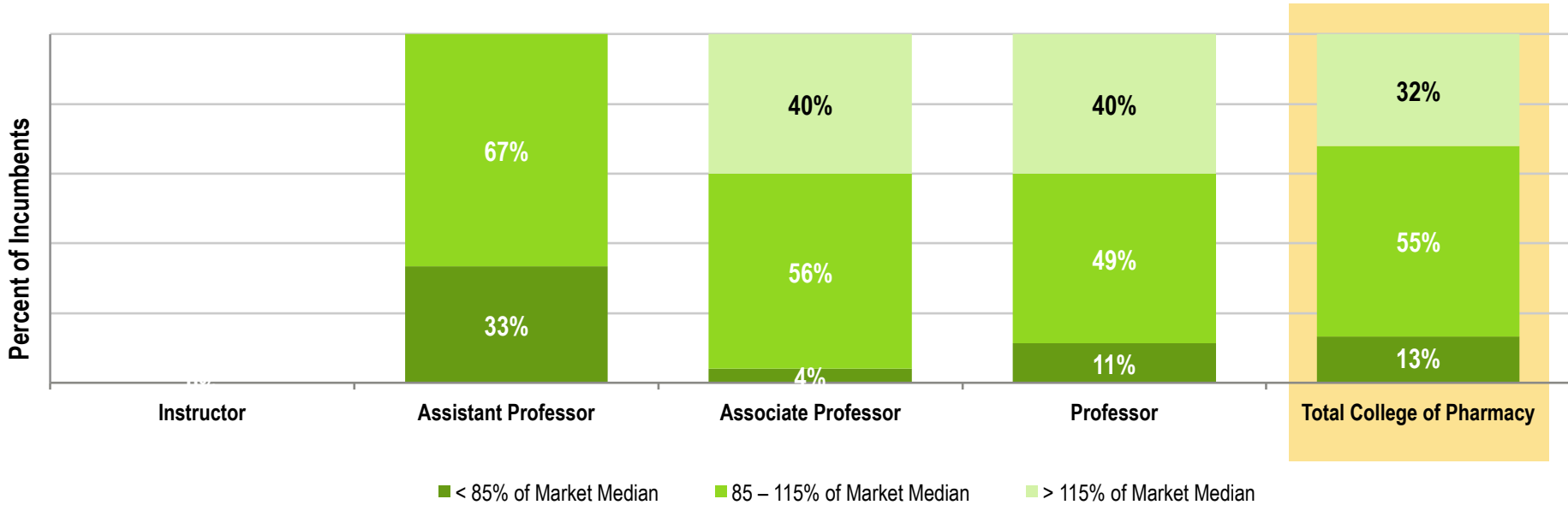
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# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (AACP)

### COLLEGE OF PHARMACY – COMPARISON OF TOTAL COMPENSATION



Rank	# Incumbents Benchmarked	Aggregate UTHSC Compensation	Aggregate Market Median	UTHSC Compensation as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	15	\$1,334,127	\$1,449,290	92%
Associate Professor	25	\$2,893,480	\$2,583,131	112%
Professor	35	\$4,939,782	\$4,408,342	112%
<b>Total College of Pharmacy</b>	<b>75</b>	<b>\$9,167,389</b>	<b>\$8,440,763</b>	<b>109%</b>

<sup>1</sup> The market pricing has not been finalized. While some of the details may shift, we do not expect material changes in the aggregate results. Some roles are not included in the analysis due to difficulties in market comparison.

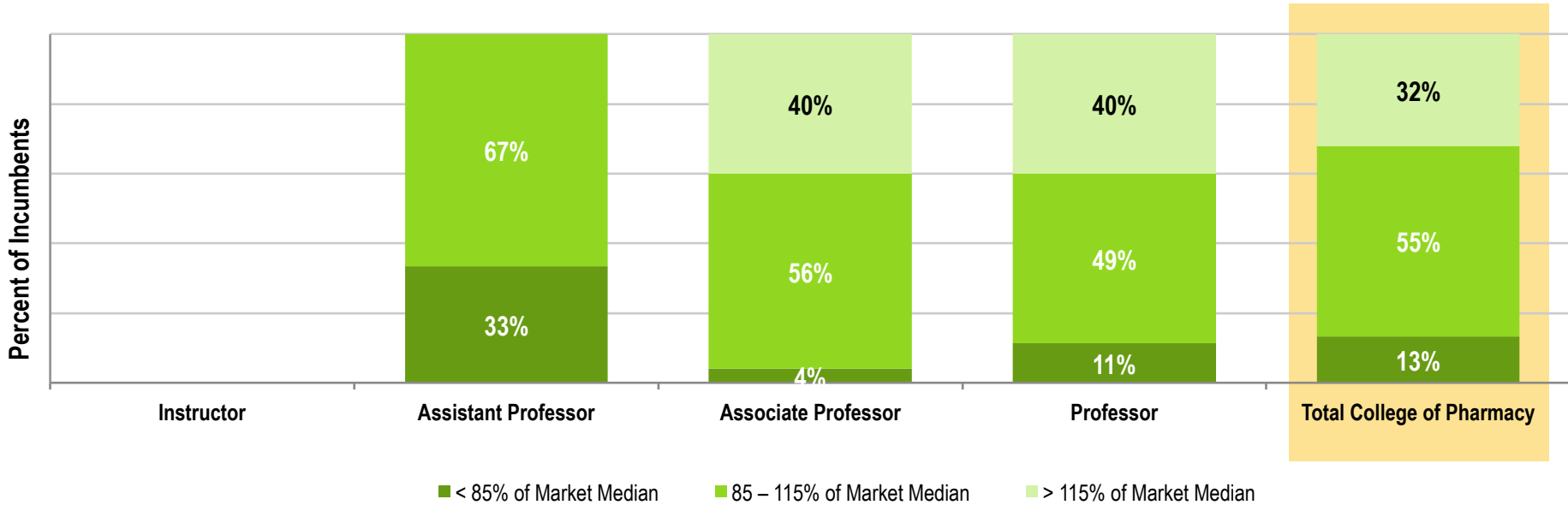
<sup>2</sup> Percentages may not add up to 100% due to rounding.



# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – CUPA-HR Survey

### COLLEGE OF PHARMACY – COMPARISON OF BASE SALARY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	15	\$1,320,969	\$1,415,905	93%
Associate Professor	25	\$2,887,480	\$2,585,602	112%
Professor	35	\$4,848,782	\$4,253,033	114%
<b>Total College of Pharmacy</b>	<b>75</b>	<b>\$9,057,231</b>	<b>\$8,254,540</b>	<b>110%</b>

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# College of Medicine- Most Complex Compensation

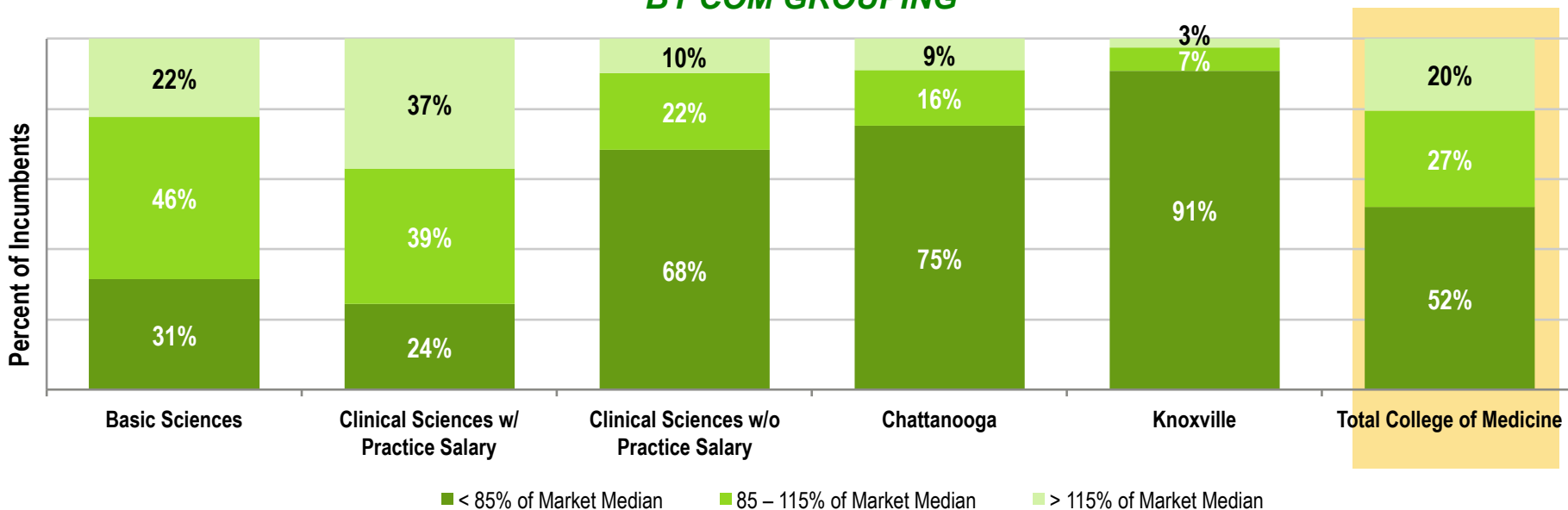
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- Dominant Practice Plan Component for most MDs (>90% in many instances)
- GME Federal Grant Compensation– 2<sup>nd</sup> largest component for MD compensation
- Large Grant Incentive Component for Investigators
- Orange or State Income Lowest MD salary component
- Basic Science Faculty mostly Orange and Grant Incentive components
  
- Salary Components (total compensation)
  - Practice Plan Compensation
  - GME Compensation
  - State Compensation
  - Research Incentive Compensation
  - ADA Compensation

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (AAMC)

### COLLEGE OF MEDICINE – COMPARISON OF TOTAL COMPENSATION BY COM GROUPING



COM Grouping	# Incumbents Benchmarked	Aggregate UTHSC Compensation	Aggregate Market Median	UTHSC Compensation as % of Market Median
Basic Sciences	108	\$13,931,203	\$13,622,754	102%
Clinical Sciences w/ Practice Salary	376	\$101,767,965	\$90,779,273	112%
Clinical Sciences w/o Practice Salary	164	\$14,445,137	\$22,140,659	65%
Chattanooga	101	\$14,592,610	\$30,175,484	48%
Knoxville	197	\$10,310,019	\$54,755,258	19%
<b>Total College of Medicine</b>	<b>946</b>	<b>\$155,046,935</b>	<b>\$211,473,427</b>	<b>73%</b>

<sup>1</sup> The market pricing has not been finalized. While some of the details may shift, we do not expect material changes in the aggregate results. Some roles are not included in the analysis due to difficulties in market comparison.

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# College Of Medicine

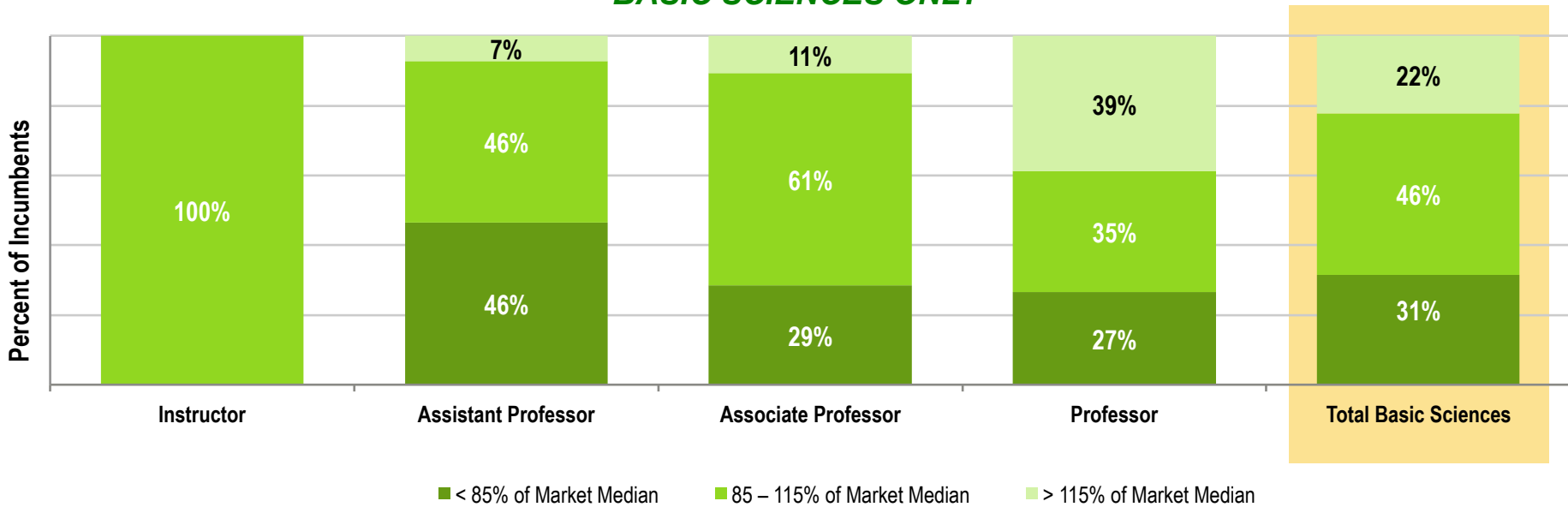
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- Memphis – Most Clinical Practice Groups submitted Clinical Compensation Component
  - UTMG
  - ULPS
  - UTMP
  - UT ROH
- Semmes and Campbell did not submit Clinical Compensation and we lack data for faculty in other groups with < 1 yr data
- Memphis MD reasonably reliable compensation
- Chattanooga and Knoxville Practice groups in large part did not submit clinical practice Income
  - ✧ MD income from these campuses not reliable
- Basic Science Compensation Reliable
  - ✧ State/ADA/ Research compensation all captured

# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (AAMC)

### COLLEGE OF MEDICINE – COMPARISON OF TOTAL COMPENSATION BASIC SCIENCES ONLY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Compensation	Aggregate Market Median	UTHSC Compensation as % of Market Median
Instructor	3	\$153,118	\$161,059	95%
Assistant Professor	28	\$2,113,884	\$2,452,451	86%
Associate Professor	28	\$2,910,650	\$3,179,713	92%
Professor	49	\$8,753,551	\$7,829,530	112%
<b>Total Basic Sciences</b>	<b>108</b>	<b>\$13,931,203</b>	<b>\$13,622,754</b>	<b>102%</b>

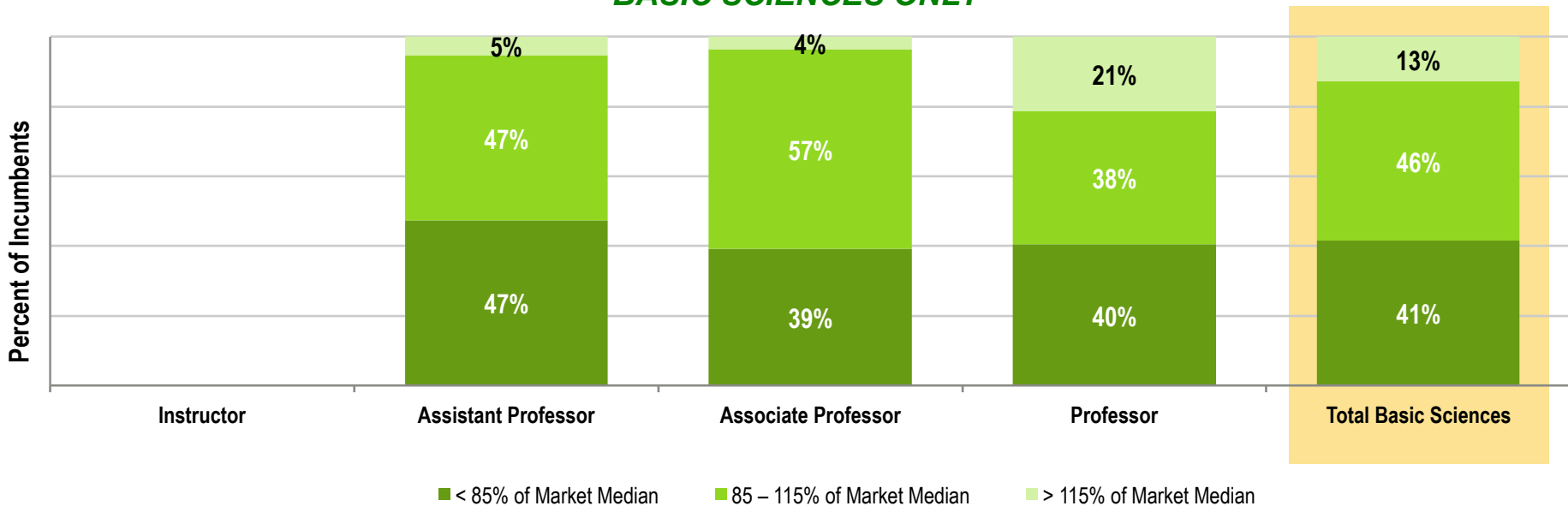
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# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – CUPA-HR Survey

### COLLEGE OF MEDICINE – COMPARISON OF BASE SALARY BASIC SCIENCES ONLY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Base Salary	Aggregate Market Median	UTHSC Salary as % of Market Median
Instructor	0	N/A	N/A	N/A
Assistant Professor	19	\$1,443,428	\$1,714,801	84%
Associate Professor	28	\$2,872,150	\$3,208,998	90%
Professor	47	\$8,086,631	\$8,027,538	101%
<b>Total Basic Sciences</b>	<b>94</b>	<b>\$12,402,209</b>	<b>\$12,951,337</b>	<b>96%</b>

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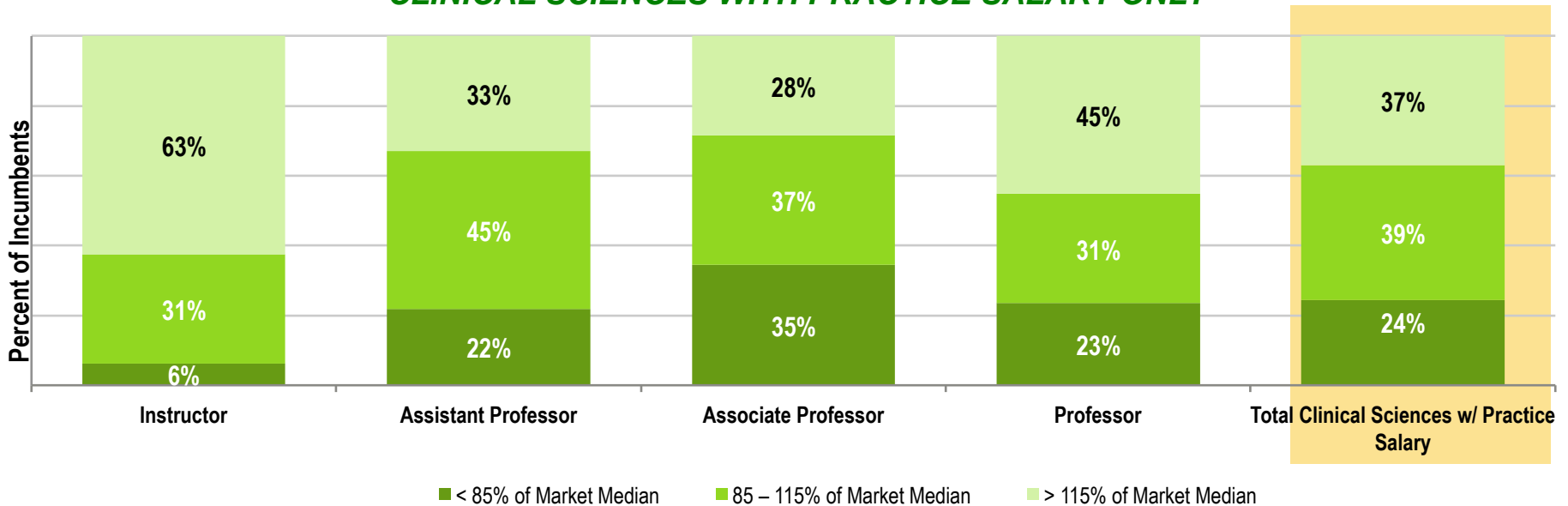
<sup>2</sup> Percentages may not add up to 100% due to rounding.



# Aggregate Market Assessment Results

## By Rank<sup>1,2</sup> – Primary Cut – Association Survey (AAMC)

### COLLEGE OF MEDICINE – COMPARISON OF TOTAL COMPENSATION CLINICAL SCIENCES WITH PRACTICE SALARY ONLY



Rank	# Incumbents Benchmarked	Aggregate UTHSC Compensation	Aggregate Market Median	UTHSC Compensation as % of Market Median
Instructor	16	\$3,901,030	\$3,313,824	118%
Assistant Professor	164	\$40,331,930	\$36,983,276	109%
Associate Professor	81	\$21,063,345	\$20,647,292	102%
Professor	115	\$36,471,660	\$29,834,880	122%
<b>Total Clinical Sciences w/ Practice Salary</b>	<b>376</b>	<b>\$101,767,965</b>	<b>\$90,779,273</b>	<b>112%</b>

<sup>1</sup> The market pricing has not been finalized. While some of the details may shift, we do not expect material changes in the aggregate results. Some roles are not included in the analysis due to difficulties in market comparison.

<sup>2</sup> Percentages may not add up to 100% due to rounding.

# Summary

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- **Overall UTHSC pays a competitive compensation rate**
  - **College of Dentistry**
    - » **Competitive compensation**
  - **College of Health Professions**
    - › **Generally competitive compensation**
    - › Full professor needs a closer look
    - › Some departments may need a closer look
  - **College of Nursing**
    - › **Very competitive compensation**
  - **College of Pharmacy**
    - » **Very competitive compensation**

# SUMMARY

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## ➤ College of Medicine

- **Basic Science**
  - **Competitive compensation**
  - Assistant professor needs a closer look
- **Clinical Science**
  - **Very competitive compensation on the Memphis campus**
  - **Inadequate data to reach conclusions on the Chattanooga/Knoxville campuses**

The image shows a large brick building with a curved facade on the left. In the center, three flagpoles stand against a blue sky with scattered white clouds. From left to right, the flags are the University of Tennessee orange and white flag, the United States flag, and the state flag of Tennessee. In the foreground, a concrete wall features the text 'THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER' in capital letters. The UTHSC logo, consisting of 'UT' in orange and 'HSC' in white, is superimposed over the middle of the image.

**UTHSC**

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