

*Healthy Tennesseans.
Thriving Communities.*

**Advisory Board Meeting
February 7, 2025
11:00 AM CT**

Chancellor's Update



UTHSC 2024 Accomplishments

- Enabled the impact of new leaders to advance statewide UT Health Science Center's momentum
 - Raaj implemented multiyear financial turnaround and enabled Health Sciences funding formula positioning as # 1 legislative priority
 - Cindy led greater administrative focus on accreditation, Access and Engagement pivot and development, and initiated Health Sciences enrollment review
 - Paul collaborated on new East Tennessee Children's Hospital MAA, renewal of Methodist MAA, other hospital and community engagements
 - Jessi integrated and now implementing first ever Chief Wellness Officer role
 - Brigitte raising internal stakeholder and community leadership engagement with Philanthropy consultation
 - Enabled Jessica to reposition strategically toward future statewide research collaborations
 - Collective leadership engagement with Health Sciences students achieves highest student satisfaction in Fall2024 Student Experience Survey
 - Overall better leadership cohesion with inclusion and transparency of meetings, multifaceted approaches to change management at crucial moment, and more strategic communications, collectively acknowledged by the -highly coveted yet rare in Higher Education - faculty senate Resolution of Gratitude

Resolution in Gratitude

The University of Tennessee Health Science Center Faculty Senate expresses its gratitude to Chancellor Peter Buckley, Vice Chancellor Cindy Russell, Executive Vice Chancellor Raaj Kurapati, Vice Chancellor Paul Wesolowski, and the members of their staffs for the efforts they are expending to develop inclusive culture in which the Administration, Faculty and Staff are working together as a team moving the University of Tennessee Health Science Center into the future. The

- UT Oklahoma football tail gating party
- Individual college and campus town meetings
- Chancellor's Office Hours
- Inclusion of faculty and staff representation in high level administrative meetings
- Publishing minutes of high-level administrative meetings
- Faculty Senate Executive Committee Leadership reception
- Celebration of Promotion and Tenured Faculty

are firsts and deeply appreciated. They represent clear evidence of Dr. Buckley's commitment to and appreciation for his constituencies and genuine shared governance. The Faculty Senate commits itself to working enthusiastically with the Administration to continued development of these inclusive objectives.

2024 Accomplishments

- Completed key leadership recruitments and advance of other key searches
 - Vice Chancellor for Research hired and onboarded
 - College of Dentistry Dean hired and onboarded
 - College of Medicine Dean search at advanced stage
 - Vice Chancellor for Strategic Communications and Marketing search launched
- Resolved and/or advanced key collaborative initiatives
 - UT Health Science Center consultation to support UT Southern counselling services
 - Memphis hospital's partnerships
- Attained new organizational rigor and operational efficiencies
 - Conducted layoff without crisis
 - Managed prior deficit contracts and units to new expectations
 - Resolved Dept of Education prior Clery Act default
 - Managed multiple personnel and legal risks
 - Implemented refinements for campuses safety and wellness, with ongoing challenges of violence - crime in Memphis (including murder of medical student in 2024)

2024 Accomplishments

- Collaboratively implemented activities foundational to (Re)Build Philanthropy
 - Conducted external review
 - Implement team realignment and new processes under new leader
 - Unprecedented in 100% giving rates among board and leadership group during annual solicitations
 - Advanced College of Medicine building as strategic priority with planning team
- Strengthened and broadened UT Health Science Center institutional capacity and statewide presence
 - Real progress on Colleges' accreditation readiness
 - Mitigated multiple institutional risks
 - Enhance team leadership and cohesion
 - Further advanced UT Health Science Center Community and national presence with emphasis on branding and statewide portfolio-impact of UT Health Science Center
 - Multiple Op Ed's highlighting UT Health Science Center impact
 - Strengthened strategic partnerships across the State of Tennessee

UTHSC 2025 Goals

- Complete and onboard key leadership searches
- Increase leadership presence and engagement on all campuses to enhance cohesion and statewide presence
- Sustain pathway to fiscal stability and growth
- Complete enrollment evaluation and implement key strategies
- accreditation
 - SACS preparation for 2026
 - College of Medicine 8/2025 LCME
- Build on Philanthropy momentum, including
 - Position for new College of Medicine building as UT's #1 capital priority in 2026 legislative session
- Continued work on Memphis hospitals partnerships
- Implement Health Sciences Senior Leadership Academy and promote more leadership opportunities

Exceptional Leaders- Advising University Leadership Academy



Health Sciences Senior Leadership Academy Class



College Updates from the Deans



College of Nursing Updates

- The College received 2 UT Grand Challenge Grants.
 - A \$500,000, 2-year grant will increase outreach, education, and healthcare workforce development in rural areas. It is a collaboration with UT Martin and UT Southern.
 - A \$100,000 grant with the UT Extension office will address vaccine hesitancy among rural residents in West TN.
- Board pass rates for 2024 are **97% for BSN** and **99% for DNP**.
- Using the Mobile Health Unit, the College will take Midwifery care to Lauderdale County in Spring 2025.
- West Cancer Foundation has donated two vans to the College.
- The College has received a grant from the TN Department of Labor for Rural Healthcare Workforce Initiatives.

College of Pharmacy

- College

- Wei Li, PhD named Innovator of the Year at UT Research Foundation Awards.
- Dr. Shaun Rowe co-authored clinical guidelines for seizure prophylaxis released by the Neurocritical Care Society.
- Curriculum revision on track for August start.

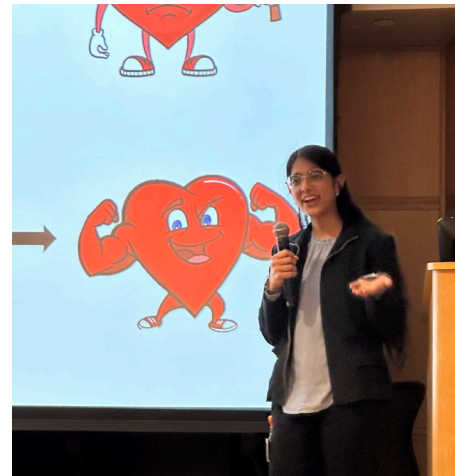
- Student news:

- American Society of Health-System Pharmacist Mid-Year Meeting in December - More than 230 alumni and students attended our college reception; 18 students presented research posters; 75 P4 students participating in the residency match program



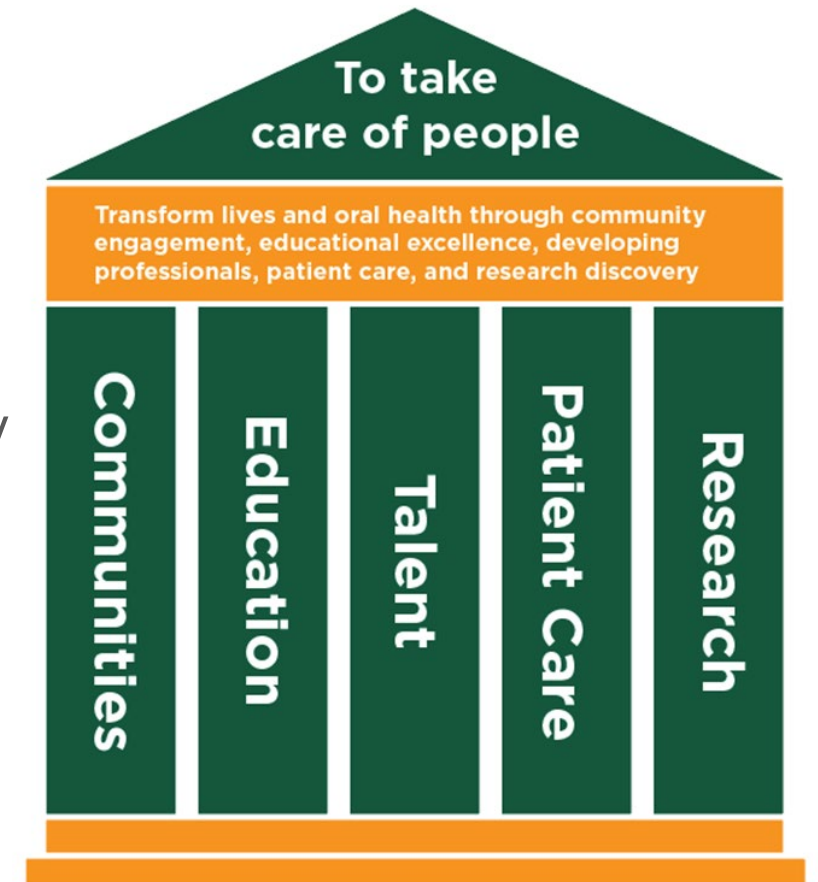
College of Graduate Health Sciences

- Results of 2023 Survey of Earned Doctorates (SED)
 - Time-to-degree 5.3 yrs vs peer 5.8 yrs vs all 5.7 yrs
 - Post-graduation employment 100% vs peer 93% vs all 94%
- Postdoc Research Showcase January 16
- 3-Minute Thesis Competition – sending winner to regional competition March 19-21 in Dallas



College of Dentistry Updates

- **Commission on Dental Accreditation**
 - Site visit scheduled May 13-15, 2025
 - Identifying areas of strength and improvement
- **Curriculum Innovation**
 - Presented Principles of Curriculum Innovation to faculty
 - Faculty discussion planned for February 10
- **Healthy Smiles Initiative**
 - Working Group met January 23
 - Continuing long-term plans with Kingsport
 - Pursuing opportunities for a clinical presence in Savannah, Jackson, and Pulaski.



Celebrations within the College of Health Professions

1. **Student Leadership Award** from the Southern Association of Health Professional Deans at Academic Health Centers (1/13, 2025).

- ❖ **Regina Acuna**, a graduate student in our *Master of Occupational Therapy Program*
 - ❖ This award acknowledges exceptional academic performance, leadership qualities, and commitment to community.
 - ❖ Regina will also receive a \$1000 scholarship award

2. HCOP Navigator for the *Reimagining Education for Advanced Careers in Healthcare* (REACH) project Project (HRSA grant)

- ❖ Filled REACH's 2nd cohorts
 - ❖ HCOP National Ambassadors Program (24 graduate students)
 - ❖ HCOP Pre-matriculation Academy (25 undergraduate students)
 - ❖ HCOP National Ambassadors Program (20 high school students)

3. Four faculty completed various teaching medallions through UT-Health Science Center Teaching and Learning Center

(Drs. Woods, Lewis-Kipkulei, Lancaster, Weisser-Pike)

5. **Haley Rodgers**, Doctor of Physical Therapy student who was recently featured in the *Collierville Magazine*.

HEAD IN THE FUTURE, HEART IN THE PAST

BY DAVID TANKERSLEY



Haley Rodgers went to the University of Tennessee Knoxville as an undergraduate with every intention of becoming an art teacher, following in the footsteps of her mom and older sister. Then the pesky word "kinesiology" jumped in front of her at registration. Curiosity took over, and just like that, a new career path was created for the former Collierville High student.

Kinesiology, or the scientific study of human body movement, offered an exciting new challenge. Haley admits that even as she began this new step, she had no idea how lucky she was, and just how hard it is to find such a department in the region, let alone in her home state.

"I discovered later that a degree in kinesiology is hard to find." Advancing through her four undergraduate years, Haley's program of study provided the necessary background to what has become her chosen career. Today, Haley is moving into her second year in physical therapy at the University of Tennessee Health Science Center (UTHSC).

Haley confesses her natural love of the Memphis area and specifically her hometown of Collierville. When pressed about specific memories and the aspects of Collierville that she finds most endearing, the kinesiology student doesn't have to work her imagination.

"I think my personal favorite part of Collierville is the lighting of the Christmas tree in the Town Square.



https://issuu.com/contentemporarymedia/docs/collierville_magazine_2024.

College of Medicine Updates

- 2025 AAMC Graduate Questionnaire
 - Opens February 14, 2025
- M4s Match Day
 - March 21, 2025
- Chair Search Updates
 - Medical Education
 - Pathology
 - Pediatrics
- Medical Student Graduation
 - May 12, 2025
- East Campus Clerkship Rotations
 - May 2025: M3s start clerkships in Knoxville & Chattanooga

AY 25-26 Tuition and Mandatory Fees Proposal

Tuition Recommendation – Multiple considerations taken into account

- UT Board of Trustees expectations of peer comparisons and concern to minimize student impact
- Overall student support and satisfaction data (investments needed based on student survey responses)
- Cost of living and economic trends, including the commitment to share the burden as part of the proposed formula for funding operating costs increases.
- Prior and anticipated legislative support
- Overall budget management and financial trajectory at UT Health Science Center, including anticipated investments in facilities and related financial commitments
- Change management at UT Health Science Center

Tuition Proposal Methodology

Shifted our tuition strategy to a program-by-program tuition evaluation/approach vs the across-the-board increases

- Evaluated each college/program with peers and competitors based on quantitative AND qualitative factors, including:
 - Current tuition rates as compared to Tennessee and national peers
 - Program rankings as compared to Tennessee and national peers
 - An analysis of aspirational peers' rankings tuition rates/structures
- Utilized THEC's proposed planning range (0-4%) to evaluate each program against peers/competitors (Tennessee and National) AY24-25 tuition rates
- Met with Deans of each college to evaluate and determine whether a rate increase is appropriate and, if so, the specific rate increase for each specific program within the college, further differentiated between in-state and out-of-state
- Established an international student tuition rate equivalent to at least 200% of in-state rate or up to 250% of in-state rate

Tuition Proposal, Continued...

The tuition proposal outlined further in this document was reviewed by the Planning and Budget Council and unanimously approved on January 22, 2025.

Use of Funds:

- In keeping with our commitment to the State of Tennessee to share the cost of annual operating increases, the first 1% of tuition increase will be used to fund our (40%) share of annual operating increases. This amount will be calculated against the funding provided for such purposes by the State as part of the recommended formula. The current formula proposal calls for the University to match at a 60/40 (UTHSC) distribution annual operating cost increases at the Health Science Center.
- Net revenue realized after the operating cost increase commitment has been met will be held to fund institutional priorities, including current and future debt service commitments, that will be vetted through the annual budget process overseen by the Planning and Budget Council (PBC).
- Decisions on any budget allocations approved by the PBC will be incorporated into the FY26 budget which will be presented to the Advisory Board in May 2025.

Tuition Strategy Approach

Proposed International Rates

- International rates are strategically set on a factor of the in-state rates. The base international tuition rate is set at minimum of 200% of the In-State rate, with the option to increase it to up to 250% of the In-State rate for select programs.

Bachelor of Audiology & Speech Pathology

- This is a joint degree with UT Knoxville (UTK). UT Health Science Center teaches the fourth year of the Bachelor's program and charges the UTK tuition rate.

Undergraduate, Graduate, and Professional Programs Tuition Evaluation

- Each of these were evaluated per program against peers.

Example: Nursing Undergraduate Comparison with Board Approved Peers

		Board approved Peers - '24/25																					
Rank		39		Rank		74 tie		Rank		74 tie		Rank		19		Rank		74 tie		Rank		74 tie	
UTHSC Proposed				Oklahoma		UT- HSC - San Antonio		Texas Tech		Nebraska		Arkansas		LSU									
In-State		Out-of-State		In-State		Out-of-State		In-State		Out-of-State		In-State		Out-of-State		In-State		Out-of-State		In-State		Out-of-State	
BSN Accelerated	\$ 13,535	\$ 38,198	\$ 8,962	\$ 37,745	\$ 14,240	\$ 45,012	\$ 13,346	\$ 37,946	\$ 15,264	\$ 41,076	\$ 13,320	\$ 23,220	\$ 8,495	\$ 18,668									
BSN Traditional	\$ 9,023	\$ 25,465	\$ 5,540	\$ 23,328	\$ 10,033	\$ 31,713	\$ 6,674	\$ 18,973	\$ 10,176	\$ 27,384	\$ 8,016	\$ 15,480	\$ 7,020	\$ 15,495									
	2% Increase	0% Increase																					
BSN Accelerated	Median - Board Approved Peers		\$ 13,333	\$ 37,846																			
BSN Traditional	Median - Board Approved Peers		\$ 7,518	\$ 21,151																			

Example: Nursing Undergraduate Comparison with Direct Competitors

		Direct Competitors '24/'25												
UTHSC Proposed		Memphis		ETSU		UT - Knoxville		UT- Chattanooga		UT - Martin		UAB		
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
BSN Accelerated	\$ 13,535	\$ 38,198	\$ 9,233	\$ 29,648	\$ 11,988	\$ 16,848	\$ 17,340	\$ 46,056						
BSN Traditional	\$ 9,023	\$ 25,465	\$ 8,856	\$ 16,890	\$ 7,992	\$ 11,232	\$ 11,560	\$ 30,704	\$ 8,458	\$ 16,522	\$ 8,802	\$ 14,842	\$ 10,680	\$ 26,592
	<i>2% Increase</i>	<i>0% Increase</i>												
			In-State	Out-of-State										
BSN Accelerated		Median of Comp.	\$ 11,988	\$ 29,648										
BSN Traditional		Median of Comp.	\$ 8,829	\$ 16,706										

Example: Pharmacy Comparison with Board Approved Peers

		<i>Board Approved Peers - '24/25 Tuition Rates</i>												
Rank	19 - tie	Rank	31 - tie	Rank	NA	Rank	44	Rank	19 - tie	Rank	31 - tie	Rank	NA	
UTHSC Proposed '25/26		Oklahoma		UT- HSC - San Antonio		Texas Tech		Nebraska		Arkansas		LSU		
In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	
Pharm D	\$ 24,299	\$ 29,734	\$ 17,040	\$ 37,436	NA	NA	\$ 15,346	\$ 31,528	\$ 27,792	\$ 27,792	\$ 20,856	\$ 41,712	NA	NA
	4% increase	4% Increase												
Pharm D	Median - Board Approved Peers		\$ 18,948	\$ 32,614										

Example: Pharmacy Comparison with Competitors in Tennessee

		<i>Direct Competition '24/25</i>									
Rank 19 - tie		Rank 86		Rank 69		Rank 95		Rank 136		Rank 99	
UTHSC Proposed ' 25/26		Belmont		ETSU		Libscomp		South College		Union	
In-State Out-of-State		In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
Pharm D	\$ 24,299 \$ 29,734	\$ 42,720	\$ 42,720	\$ 27,000	\$ 33,000	\$ 39,938	\$ 39,938	\$ 47,900	\$ 47,900	\$ 41,184	\$ 41,184
	4% increase 4% Increase										
Pharm D	Median - In-state Competition	\$ 41,184	\$ 41,184								

Tuition Change Summary

In-State

	FY 2024-25	FY 2025-26	CHANGE	
			Amount	Percent
IN-STATE				
Graduate Health Sciences				
All GH programs except Pharmacology	\$11,379	\$11,834	\$455	4%
MS Pharmacology	\$17,454	\$17,803	\$349	2%
Medicine				
Doctor of Medicine	\$36,101	\$36,823	\$722	2%
Physician Assistant	\$23,943	\$24,421	\$478	2%
Dentistry				
General DDS	\$31,738	\$32,690	\$952	3%
Dental Hygiene Bachelor of Science	\$10,432	\$10,745	\$313	3%
Pharmacy	\$23,364	\$24,299	\$935	4%
Nursing				
Bachelors -- Traditional	\$8,847	\$9,023	\$176	2%
Bachelors -- Accelerated	\$13,271	\$13,535	\$264	2%
Graduate -- DNP - CRNA	\$19,528	\$19,723	\$195	1%
Graduate -- DNP	\$12,206	\$12,206	\$ -	0%
Health Professions				
Bachelor of Science				
Medical Laboratory Science	\$8,345	\$8,512	\$167	2%
Audiology & Speech Pathology *	----	----	----	----
Masters in Cytopathology Practice	\$10,339	\$10,546	\$207	2%
DPT / MOT / MHSPA	\$14,429	\$14,718	\$289	2%
Dr. Audiology / MS Speech Path	\$19,656	\$20,049	\$393	2%
MS Clin Lab Sciences	\$10,516	\$10,726	\$210	2%

Tuition Change Summary

Out-of-State

	FY 2024-25	FY 2025-26	CHANGE	
			Amount	Percent
OUT-OF-STATE				
Graduate Health Sciences				
All GH programs except Pharmacology	\$17,277	\$17,968	\$691	4%
MS Pharmacology	\$26,258	\$27,308	\$1,050	4%
Medicine				
Doctor of Medicine	\$54,152	\$56,318	\$2,166	4%
Physician Assistant	\$40,693	\$42,322	\$1,629	4%
Dentistry				
General DDS	\$72,221	\$74,388	\$2,167	3%
Dental Hygiene Bachelor of Science	\$20,864	\$21,490	\$626	3%
Pharmacy	\$28,590	\$29,734	\$1,144	4%
Nursing				
Bachelors -- Traditional	\$25,715	\$25,715	\$-	0%
Bachelors -- Accelerated	\$38,571	\$38,571	\$-	0%
Graduate -- DNP - CRNA	\$45,474	\$45,474	\$-	0%
Graduate -- DNP	\$13,150	\$13,282	\$132	1%
Health Professions				
<u>Bachelor of Science</u>				
Medical Laboratory Science	\$12,533	\$13,034	\$501	4%
Audiology & Speech Pathology *	----	----	----	----
Masters in Cytopathology Practice	\$15,040	\$15,642	\$602	4%
DPT / MOT / MHSPA	\$33,208	\$34,536	\$1,328	4%
Dr. Audiology / MS Speech Path	\$45,323	\$47,136	\$1,813	4%
MS Clin Lab Sciences	\$15,040	\$15,642	\$602	4%

Tuition Change Summary

International

	FY 2024-25	FY 2025-26	CHANGE	
			Amount	Percent
INTERNATIONAL				
Graduate Health Sciences				
All GH Sciences except Pharmacology		\$23,668	\$23,668	NEW
MS Pharmacology		\$35,606	\$35,606	NEW
Medicine				
Physician Assistant		\$48,842	\$48,842	NEW
Dentistry				
General DDS		\$81,725	\$81,725	NEW
Dental Hygiene Bachelor of Science		\$21,490	\$21,490	NEW
Pharmacy				
		\$48,597	\$48,597	NEW
Nursing				
Bachelors -- Traditional		\$25,715	\$25,715	NEW
Bachelors -- Accelerated		\$38,571	\$38,571	NEW
Graduate -- DNP - CRNA		\$49,308	\$49,308	NEW
Graduate -- DNP		\$24,412	\$24,412	NEW
Health Professions				
<u>Bachelor of Science</u>				
Medical Laboratory Science		\$17,024	\$17,024	NEW
Audiology & Speech Pathology *		----	----	----
Masters in Cytopathology Practice		\$21,092	\$21,092	NEW
DPT / MOT / MHSPA		\$36,794	\$36,794	NEW
Dr. Audiology / MS Speech Path		\$50,123	\$50,123	NEW
MS Clin Lab Sciences		\$21,092	\$21,092	NEW

Mandatory Fee Adjustments

Student Activities Fee

- The Student Activity Fee provides funding for student social activities to support belonging, wellness, and a sense of connection to UTHSC. This fee has not been increased or adjusted since at least 2010.
- Additional funding is necessary to offer students in-demand activities and to align with practices at peer-institutions.
- Costs of operating current, ongoing student activities have increased since the last Student Activities Fee Increase
- We are proposing a \$24 fee increase per student, which will be used solely for funding current and new student activities.

Mandatory Fee Adjustments

Campus Recreation Fee

- The Campus Recreation fee provided fund to cover costs associated with maintenance and improvement of Campus Recreation facilities, including the weight and cardio room, gym, and athletic fields. This fee also covers costs associated with fitness activities. This fee has not been increased or adjusted since 2010.
- The costs associated with operating Campus Recreation have increased substantially over the last 10 years. Equipment replacement is necessary to ensure equipment is safe and usable. This fee adjustment will assist with aligning equipment replacement costs with fee revenue.
- We are proposing a \$25 fee increase per student, which will be used solely for funding recreational equipment replacements and upgrades.

Tuition and Mandatory Fee Adjustments

Proposed Tuition & Mandatory Fees	2024-25	2025-26	Change	
In-State Bachelor of Science Dental Hygiene	\$10,432	\$10,745	\$313	3.0%
In-State Bachelor of Science Nursing (traditional)	\$8,847	\$9,023	\$176	2.0%
In-State Bachelor of Science Nursing (accelerated)	\$13,271	\$13,535	\$264	2.0%
In-State Bachelor Medical Technology	\$8,345	\$8,512	\$167	2.0%
Mandatory Fee	\$1,290	\$1,339	\$49	3.8%
*** Combined Tuition and Mandatory Fee Increase, Dental Hygiene	\$11,722	\$12,084	\$362	3.1%

*** The Undergraduate program, Dental Hygiene is used to demonstrate the total increase in tuition and mandatory fee impact.

Estimated Financial Impact

In-State Tuition - Average Increase		2.2%
Out-of-State Tuition - Average Increase		3.1%
Estimated Financial Impact ***		
Gross Tuition		\$2.1 million
Mandatory Fees		\$153,000
*** Based on Fall 2024 Enrollment per College/Program		

Questions?



Special Recognition
Thank you, Dr. Wenk





Other Business Feedback and Discussion

*Healthy Tennesseans.
Thriving Communities.*

**Please Remain in the
Mooney Library for
Lunch**