

## Strategic Enrollment Plan (SEP) Meeting Minutes

May 15, 2025  
2:00pm-3:30pm

### Attendees:

Peter Buckley, Raaj Kurapati, Cindy Russell, Reginald Frye, Nick Verne, Ashley Harkrider, Don Thomason, Allen Dupont, Kristi Forman, Valarie Fleming, Charlie Snyder, Brigitte Grant, Chandra Tuggle, Bethany Goolsby, Porshá Toney

Lauren Halloran, Rose Martinelli, Breanne Simkin, Avery Suter (Zoom)

### Absent:

Ken Tilashalski

Dr. Russell called the meeting to order 2:00pm central.

### Importance of the SEP (Peter Buckley, Cindy Russell, Raaj Kurapati)

- Aligns with UTHSC's Mission: Ensures enrollment strategies support the university's core values and purpose as a health sciences institution.
- Supports Workforce Development: Helps meet growing healthcare workforce needs across the state and beyond.
- Promotes Institutional Effectiveness: Strengthens operational planning across academics, finance, and infrastructure.
- Encourages Strategic Growth: Emphasizes thoughtful, sustainable growth rather than scale alone.
- Coordinates with Systemwide Goals: Aligns UTHSC's plans with broader objectives of the university system and state expectations.

### Project Kickoff (Huron Consulting Group)

The Huron team (Rose, Lauren, Avery, Breanne) outlined their project approach: Initial data collection and stakeholder interviews, on-campus visits to learn context and challenges firsthand, and a focus on the full student lifecycle, beyond just admissions.

## SEP Framework Focus Areas

1. Enrollment Composition – Diversity, academic quality, and student readiness.
2. Enrollment Balance – Growth, stabilization, retention, and graduation.
3. Tuition Revenue – Net tuition strategy based on student need and program pricing.
4. Operational Efficiency – Systems and structures that support sustainable enrollment practices.

## Campus Discussion and Trends

Leadership discussed trends and highlights across campus that may limit core enrollment growth.

## Next Steps

- Project phase 1: Current state assessment via interviews and data analysis.
- At least 4 steering committee meetings planned; working group to address operational details.
- Working group to be co-chaired by Kristie Forman and Allen Dupont.
- Data coordination led by Sharon Valente.
- Final SEP due mid-August for presentation to the UT Board in October.

Meeting Adjourn at 3:00pm central

## Steering Committee Co-Chairs

- Cindy Russell – Vice Chancellor, Academic, Faculty, and Student Affairs; Chief Academic Officer
- Raaj Kurapati – Executive Vice Chancellor and Chief Operating Officer

## Steering Committee Members

- Valarie Fleming – Senior Associate Vice Chancellor of Academic and Faculty Affairs
- Kristi Forman – Interim Assistant Vice Chancellor of Enrollment Management
- Charlie Snyder – Vice Chancellor of Student Success and Chief Student Affairs Officer
- Reginald Frye – Dean, College of Pharmacy
- Ashley Harkrider – Interim Dean, College of Health Professions
- Wendy Likes – Dean College of Nursing
- Don Thomason – Dean, Graduate Health Sciences
- Ken Tilashalski – Dean, College of Dentistry
- Nicholas Verne – Interim Dean, College of Medicine
- Tracy McClinton - Faculty Representative, current president of Faculty Senate