




EMILY HOUSE  
Executive Director

STATE OF TENNESSEE  
**HIGHER EDUCATION COMMISSION**  
**STUDENT ASSISTANCE CORPORATION**  
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NASHVILLE, TENNESSEE 37243  
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BILL LEE  
Governor

TO: Linda C. Martin, Vice President for Academic Affairs and Student Success  
The University of Tennessee System

FROM: Betty Dandridge Johnson, Chief Academic Officer   
Tennessee Higher Education Commission

SUBJECT: University of Tennessee, Health Science Center and University of Tennessee, Southern  
Letter of Notification: Joint Bachelor of Science in Nursing Program, (BSN)

DATE: June 28, 2022

Thank you for the revised submission of the Letter of Notification (LON) for the joint Bachelor of Science in Nursing (BSN) program at the University of Tennessee, Health Science Center and University of Tennessee, Southern. Per THEC Policy A1.0 *New Academic Programs: Approval Process*, the LON is evaluated on the following criteria: alignment with state master plan and institutional mission, need, sustainable demand, program costs and revenues; institutional capacity to deliver the proposed academic program; and avoidance of duplication.

After reviewing the revised LON, I approve the University of Tennessee, Health Science Center's (UTHSC) and University of Tennessee, Southern's (UTS) plan to develop the New Academic Program Proposal (NAPP) for the joint BSN program. As UTHSC and UTS continue to develop the proposed program, all concerns italicized on the attached LON evaluation must be reflected in the NAPP. It is understood the proposed joint program will be developed in accordance with the mission of UTHSC and UTS and will meet the *Master Plan for Tennessee Postsecondary Education 2015-2025* degree completion and workforce development objectives.

The LON projects implementation of an approved joint BSN program in August 2023. Please be advised that the approval and the attached LON evaluation will be posted on the THEC website for public disclosure.

Attachment

cc: Emily House, THEC, Executive Director  
Randy Boyd, UT, President  
Karen Etzkorn, UT, Director of Academic Affairs  
Peter Buckley, UTHSC, Chancellor  
Mark LaBranche, UTS, Chancellor  
Betty Dandridge Johnson, THEC, Chief Academic Officer  
Julie A. Roberts, THEC, Associate Chief Academic Officer

**Tennessee Higher Education Commission**  
**Letter of Notification Evaluation**  
**June 28, 2022**



The evaluation of the Letter of Notification (LON) is in accordance with the *THEC Policy A1.0 New Academic Programs: Approval Process*. The evaluation is conducted by interested parties and THEC staff. The LON is posted on the THEC website for a 15-day period of comment by interested parties. Based on the internal and external evaluation, THEC will make a determination to support, not to support, or defer a decision based on a revised LON.

<b>Institution:</b> University of Tennessee, Health Science Center University of Tennessee, Southern	<b>LON Submission Date:</b> May 19, 2022 <b>Revised LON Submission Date:</b> June 21, 2022
<b>Academic Program, Degree Designation:</b> Bachelor of Science in Nursing (BSN)	
<b>Proposed CIP Code:</b> 51.3801 (Registered Nursing/Registered Nurse)	
<b>Proposed Implementation Date:</b> Fall 2023	
<b>Time Period Posted on Website for Public Comment:</b> May 20 – June 3, 2022	

***Note: Comments in italics within this document should be addressed in the New Academic Program Proposal.***

Criteria	Comments
<b>Letter of Support from President/Chancellor</b>	<ul style="list-style-type: none"> <li>A letter of support dated May 18, 2022, from Vice President Linda Martin was included in the LON.</li> <li>Additionally, letters of support from Chancellor Peter Buckley (UTHSC) and Chancellor Mark La Branche (UTS) both dated April 1, 2022, are included in the LON.</li> </ul>
<b>Overall Comments</b>	<ul style="list-style-type: none"> <li>The University of Tennessee, Health Science Center (UTHSC) and the University of Tennessee, Southern (UTS), propose a joint Bachelor of Science in Nursing (BSN) to assist in expanding the traditional BSN program at both institutions.</li> <li>Students admitted in the current UTS BSN program in fall 2022 will complete the curriculum under a teach-out plan by the UTS Nursing faculty with all students completing the program by spring 2024.</li> </ul>
<b>Background on Academic Program Development</b>	<ul style="list-style-type: none"> <li>UTHSC started the first College of Nursing in TN in 1898. Since then, UTHSC has been developing nursing leaders and offers a 12-month second degree accelerated BSN, a traditional BSN, a Doctor of Nursing Practice (DNP) and a Nursing Science, PhD program.</li> <li>The former Martin Methodist College located in Pulaski, TN joined the University of TN System as UT Southern (UTS) in 2021 which provided an opportunity for these two institutions to propose a joint venture to expand the traditional BSN program at both institutions.</li> <li>UTS School of Nursing faces three challenges: (1) lack of robust resources for BSN students; (2) difficulty finding graduate-level prepared faculty to teach BSN students due to a nurse shortage in</li> </ul>

	<p>rural areas; and (3) the BSN program has struggled with the NCLEX-RN first-time pass rates for graduating BSN students.</p>
<p><b>Purpose and Nature of Program</b></p>	<ul style="list-style-type: none"> <li>▪ The proposed BSN joint program will address the nursing shortage and address the challenges faced by UTS School of Nursing by providing additional resources and efficiency through the collaborative efforts with UTHSC.</li> <li>▪ On page 9, the proposed BSN joint program is described as 24 month program. <b><i>Does this description refer only to the 60 nursing SCH that will be completed at UTHSC or the entire BSN program? Please clarify.</i></b></li> <li>▪ The general education courses (60 SCH) will be taught at UTS while the nursing courses (60 SCH) will be taught at UTHSC. The nursing courses will be taught through clinical and lab settings with synchronous and asynchronous remote learning.</li> <li>▪ Currently, UTHSC and UTS BSN programs are accredited by the Commission on Collegiate Nursing Education (CCNE). Contingent upon approval of the joint BSN program, UTS will relinquish CCNE accreditation for its BSN program. For the joint program, a joint substantive change will be submitted indicating that UTS program will be joined with the UTHSC program. It is anticipated this request will be submitted to CCNE between June – November 2023.</li> <li>▪ UTHSC and UTS BSN programs have approval from the TN Board of Nursing for their current BSN program. Current letters of approval from TN Board of Nursing are located in Appendix C of the LON.</li> </ul>
<p><b>Alignment with State Master Plan and Institutional Mission</b></p>	<ul style="list-style-type: none"> <li>▪ The proposed joint program aligns with the 2015-2025 Tennessee State Master Plan by increasing education attainment levels in a consortium manner enabling expansion of the BSN program that offers immediate entry into health and interdisciplinary services, meeting economic, workforce, and clinical needs, and increasing degree production.</li> <li>▪ The proposed program aligns with the UTHSC mission which is to: “Improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.”</li> <li>▪ Additionally, the proposed program aligns with the mission of the UTS, which is to: “provide undergraduate, graduate, and professional programs grounded in the liberal arts and sciences that are designed to prepare students for careers and lives of continued learning; promote a diverse and globally conscious learning community that nurtures intellectual, social, and personal growth and to serve the region through educational.”</li> </ul>
<p><b>Institutional Capacity to Deliver the Proposed Program</b></p>	<ul style="list-style-type: none"> <li>▪ Both UTHSC and UTS have the institutional capacity to deliver the proposed joint BSN program along with clinical affiliation sites. UTS identified 11 clinical sites including hospitals and skilled care rehabilitation facilities that will provide opportunities for students.</li> <li>▪ <b><i>Please identify clinical sites facilities opportunities that UTHSC will provide for the proposed joint BSN program.</i></b></li> </ul>

	<ul style="list-style-type: none"> <li>The Memorandum of Agreement will be helpful in outlining the resources and responsibilities for each institution that will be devoted to the proposed joint BSN program. The MOU will be provided if a New Academic Program Proposal is requested.</li> </ul>		
Existing programs offered at public and private Tennessee institutions	A total of 29 public and private institutions in TN offer a BSN.		
	<b>Public Universities in TN</b>	<b>Private Institutions in TN</b>	
	All 11 public universities in TN offer a BSN program including UTHSC and UT Southern.	1) Baptist Memorial 2) Belmont 3) Bethel 4) Carson Newman 5) Cumberland 6) Freed-Hardeman 7) King 8) Lee 9) Lincoln Memorial	10) Lipscomb 11) Marian 12) Milligan 13) South 14) Southern Adventist 15) TN Wesleyan 16) Trevecca Nazarene 17) Tusculum 18) Union
<b>Student Interest</b>	<ul style="list-style-type: none"> <li>For the proposed joint BSN program, student interest was demonstrated based on the continuing trends of UTS students who have declared their intent to apply to the BSN program during their sophomore year. A three-year average of 98 UTS students have indicated an interest in the existing BSN program.</li> </ul>		
<b>Local and regional need</b>	<ul style="list-style-type: none"> <li>The LON references multiple sources for the need of healthcare occupations including THEC's 2022 Academic Supply for Occupational Demand Report.</li> <li>According to JobsTN.gov website, there are over 400 job openings for registered nurses posted in the Southern Middle TN region with a candidate pool of 62.</li> <li><b><i>The LON indicates that the regional need for BSN graduates is demonstrated by letters of support found in Appendix B – see comments below regarding these letters. Please provide unique letters that will demonstrate the need for BSN graduates.</i></b></li> </ul>		
<b>Employer need/demand</b>	<ul style="list-style-type: none"> <li>The THEC 2022 Academic Supply for Occupational Demand Report indicates healthcare occupations is predicted to grow 16 percent from 2020 to 2030.</li> <li>According to the Tennessee Department of Labor and Workforce Development (TDLW), employment rates of registered nurses are expected to grow 16 percent in Tennessee from 2014 to 2024, much faster than the average for all occupations.</li> <li>Additionally, the TDLW notes that registered nurses are in high demand with a stable outlook for the southern middle TN region.</li> </ul>		
<b>Future sustainable need/demand</b>	<ul style="list-style-type: none"> <li>Seven letters of support were received from the State of TN – Division of Community and Health Services, Lincoln Health System, Southern Tennessee Regional Health System – Pulaski, Giles County School System, NHC Pulaski, Meadowbrook Senior Living Rehabilitation, and Maury Regional Medical Center.</li> <li>However, although all letters of support were on company's letterhead all used the same language that indicated support for the joint BSN program. <b><i>Please provide individualized letters of support and</i></b></li> </ul>		

	<b><i>address any unique partnerships or clinical sites agreements. Please be sure the letters are dated.</i></b>
<b>Program costs/revenues and THEC Financial Projection Form</b>	<ul style="list-style-type: none"> <li>▪ Two new faculty have been approved for hire for Fall 2022 in the UTS budget and will become UTHSC employees in year 2 once the teach-out plan is completed for existing UTS students.</li> <li>▪ A full-time support staff member will be needed to support the daily administrative requirements (support staff will be a UTS employee).</li> <li>▪ <b><i>Salaries do not include any cost-of-living adjustments – will these remain flat over the course of the five years reflected on the financial projections form? If not, please adjust.</i></b></li> <li>▪ <b><i>Please provide budget narrative for the one-time expenditure of \$10K in year 1 and the recurring \$5,000 for other operating expenses.</i></b></li> </ul>
<b>Public comments</b>	<ul style="list-style-type: none"> <li>▪ No comments were provided during the public comment period that ended June 3, 2022.</li> </ul>

## **Letter of Notification (LON)**

<b>Institution:</b>	University of Tennessee Health Science Center University of Tennessee Southern
<b>College:</b>	College of Nursing
<b>Department</b>	N/A
<b>Title of Degree</b>	Bachelor of Science in Nursing
<b>Forman Degree Abbreviation:</b>	BSN
<b>CIP/THEC Code:</b>	Registered Nursing/Registered Nurse
<b>CIP Code Title:</b>	51.3801.00
<b>Proposed Implementation Date:</b>	November 2022 for Final THEC Approval/Launch Fall 2023
<b>Academic Program Liaisons</b>	<p>Karen Etzkorn, Director of Academic Affairs 711-F Andy Holt Tower University of Tennessee System, 37996 Phone: 865-974-2104 Email: <a href="mailto:etzkorn@tennessee.edu">etzkorn@tennessee.edu</a></p> <p>Wendy Likes, Professor and Dean College of Nursing 874 Union Avenue The University of Tennessee Health Science Center Memphis, TN 38163 Email: <a href="mailto:wlikes@uthsc.edu">wlikes@uthsc.edu</a></p> <p>Judy Cheatham, Provost University of Tennessee Southern 433 West Madison Street Pulaski, TN 38478 Email: <a href="mailto:jbcheat@utsouthern.edu">jbcheat@utsouthern.edu</a></p>

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## System and Campus Letters of Support



THE UNIVERSITY OF TENNESSEE SYSTEM

ACADEMIC AFFAIRS AND STUDENT SUCCESS

May 18, 2022

Dr. Emily House, Executive Director  
Tennessee Higher Education Commission  
312 Rosa L Parks Ave. 9th Floor  
Nashville, TN 37243

Dear Emily:

On behalf of the University of Tennessee System, please accept this Letter of Notification, which describes a plan for two of our campuses, the UT Health Science Center and UT Southern, to combine their Bachelor of Science in Nursing (BSN) programs into a joint degree. Given some of the challenges our campus in south-middle Tennessee has faced in producing enough graduates, as well as a regional and national shortage of nurses, we believe that this initiative will provide considerable benefit to the people of Tennessee by growing the number of BSN graduates while creating a strong, unified program that supports one of the areas of our state with the greatest need. We look forward to your response to this LON.

Thank you,

Linda C. Martin  
Vice President for Academic Affairs and Student Success  
University of Tennessee System





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**Memphis**  
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April 1, 2022

**MEMORANDUM**

**TO:** Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission

**FR:** Peter Buckley  
Chancellor  
University of Tennessee Health Science Center

**RE:** Proposed Joint Bachelor of Science in Nursing with University of Tennessee Southern

The University of Tennessee Health Science Center (UTHSC) College of Nursing and the University of Tennessee Southern (UTS) Jeanette M. Travis School of Nursing and Health Science are proposing to collaboratively offer a Joint Bachelor of Science in Nursing (BSN) in Pulaski TN. Faculty, staff, and administrators at both institutions have worked together to develop this proposal and it has the full support of both campuses. It will continue to fill a critical specialized workforce need in Tennessee and beyond.

The College of Nursing and the Jeanette M. Travis School of Nursing and Health Science have the physical, financial, and personnel resources to offer this program and the support services (laboratory, practicum sites, library, academic support, etc.) to support the students seeking this degree. Central funds will be provided to start the program and a tuition sharing process will provide the necessary funds for the program to be self-sustaining.

We are excited about the potential for this new program. Please let me know if you need additional information from campus administration.

Sincerely,

Peter Buckley, MD  
Chancellor  
University of Tennessee Health Science Center



THE UNIVERSITY OF TENNESSEE  
SOUTHERN

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OFFICE OF THE CHANCELLOR

April 1, 2022

MEMORANDUM

TO: Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission

FR: Mark La Branche  
Chancellor  
University of Tennessee Southern

RE: Proposed Joint Bachelor of Science in Nursing with University of Tennessee Health Science Center

The University of Tennessee Southern (UTS) Jeanette M. Travis School of Nursing and Health Science and the University of Tennessee Health Science Center (UTHSC) are proposing to collaboratively offer a Joint Bachelor of Science in Nursing (BSN) in Pulaski TN. Faculty, staff, and administrators at both institutions have worked together to develop this proposal and it has the full support of both campuses. It will continue to fill a critical specialized workforce need in Tennessee and beyond.

The Jeanette M. Travis School of Nursing and Health Science and the College of Nursing have the physical, financial, and personnel resources to offer this program and the support services (laboratory, practicum sites, library, academic support, etc.) to support the students seeking this degree. Central funds will be provided to start the program and a tuition sharing process will provide the necessary funds for the program to be self-sustaining.

We are excited about the potential for this new program. Please let me know if you need additional information from campus administration.



Mark La Branche  
Chancellor

## Background Concerning Academic Program Development

The College of Nursing (CON) at the University of Tennessee Health Science Center (UTHSC) educates proficient nursing professionals, provides services that address the health care needs of the people of Tennessee, trains nursing professionals to provide leadership, and promotes lifelong learning through continuing education. With an outstanding national reputation earned over more than a century, the College of Nursing traces its history to 1898 and was the first College of Nursing in Tennessee. Housed in a resource-rich environment of an urban medical campus, the College of Nursing offers a highly qualified faculty with a focus on developing nursing leaders. The College currently offers a 12-month, second-degree accelerated BSN (Bachelor of Science in Nursing) program; a traditional BSN program; and a Doctor of Nursing Practice (DNP) program with eight concentrations and three dual DNP concentrations. The PhD in Nursing Science is a joint program offered with the College of Graduate Health Sciences.

The newest addition to the University of Tennessee is the University of Tennessee Southern (UTS), a rural campus located in south-middle Tennessee, in the town of Pulaski. Formerly Martin Methodist College (MMC), established in 1870, the University of Tennessee acquired Martin Methodist to become the University of Tennessee, Southern campus in 2021. The Jeanette M. Travis School of Nursing and Health Sciences (SON) began in 2006 at Martin Methodist and is part of the liberal arts, four-year college at UTS. The SON offers a BSN degree, is accredited by the Commission on Collegiate Nursing Education (CCNE), and prepares nurses for professional practice in various health care settings. The school has strong clinical partnerships throughout south-middle Tennessee and northern Alabama.

The UTHSC CON and UTS SON propose a joint venture to expand the traditional BSN program at both institutions. The joint program would allow better utilization of resources through the UT system. CCNE will accredit the joint program, and the UTHSC BSN Program will maintain its current CCNE accreditation. CCNE accreditation confirms the quality and integrity of nursing programs and is recognized by the US Secretary of Education. CCNE continues to contribute to improving the public's health through the assessment of nursing programs.

Nurses are the backbone of the healthcare industry, serving as patient advocates and skilled medical providers in the ever-complex field of medicine. The nursing profession remains most trusted, having been ranked in the top position for the last 20 years.<sup>1</sup> Nursing requires courage, commitment, and expertise, making the profession highly regarded. Nurses must be able to collaborate with other healthcare professionals and physicians; they help coordinate patient care as a member of a multidisciplinary healthcare team. As the healthcare professionals with most patient contact, nurses get to know patients and uncover critical health information that would not have been otherwise discovered. Nurses' time with patients provides unique insights into behaviors, habits, and backgrounds, putting them in

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<sup>1</sup> <https://nurse.org/articles/nursing-ranked-most-honest-profession/>

an important role as a patient advocate. The education nurses receive in a BSN program gives them the knowledge and skills to thrive in the ever-changing world of healthcare.

UTS SON faces three main challenges with its current BSN program that will be addressed in the newly proposed joint program with UTHSC. The first challenge is a lack of robust resources available to BSN students at UTS. Current simulation facilities are adequate for the small number of current students. Second, UTS has extreme difficulty finding graduate-prepared faculty to teach students in the BSN program due to nurse shortages in rural areas. Third, the BSN program has struggled with NCLEX-RN (National Council Licensure Examination-RN) first-time pass rates for graduating students.

A significant number of rich resources available to UTHSC students will become available to UTS nursing students through this joint program. From a vast number of library resources to experience with a world class simulation facility and highly experienced nursing faculty, UTHSC's CON is the ideal partner for UTS SON. UTHSC brings a wealth of knowledge and experience to administer and manage the joint baccalaureate program. Resources available at UTHSC will help UTS's SON grow into a thriving BSN program.

Nursing shortages, particularly in rural areas, have been known for many years. According to a University of North Carolina report of rural hospital closures since 2005, the state of Tennessee holds the second-highest ranking, with 16 rural hospitals closing in the past 16 years<sup>2</sup>. While the nursing shortage has continued for some time, the problem has been exacerbated by the COVID-19 pandemic<sup>3</sup>. The pandemic has inspired nurses to retire, become traveling nurses for significantly higher income, seek less stressful employment, or quit the field of nursing altogether. One way to combat this nursing shortage problem is to educate more nurses, particularly in rural hospitals and clinics.<sup>4</sup>

UTS has a unique opportunity to increase BSN-prepared nurses in rural areas located in south-middle Tennessee. Within the surrounding 13 counties, UTS is the only college to offer a BSN program, while only two community colleges offer associate degrees in nursing within a 50-mile radius. The Tennessee Center for Workforce Development (TCWD) recognizes the challenges of nursing shortages. Some of the problems highlighted by the TCWD include educational obstacles (low numbers of faculty, existing faculty approaching retirement, inadequate faculty compensation compared to clinical nurses, no clear educational path to academia from nursing schools), training obstacles (lack of clinical instruction sites, insufficient simulation facilities), and workplace obstacles (poor work-life balance, generational differences, compassion fatigue)<sup>5</sup>. This joint program will better equip UTS to overcome numerous training obstacles by providing access to UTHSC's resources. UTS's

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<sup>2</sup> <https://www.shepscenter.unc.edu/programs-projects/rural-health/rural-hospital-closures/>, accessed 2/12/22

<sup>3</sup> <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2021/09/01/rural-hospitals-cant-find-the-nurses-they-need-to-fight-covid> accessed 2/13/22

<sup>4</sup> <https://www.wkrn.com/news/local-news/middle-tennessee-hospitals-experiencing-nursing-shortages/> accessed 2/13/22

<sup>5</sup> <https://www.tncwd.com/dir.cfm/Nursing/> accessed 2/13/22

education obstacles pertain to the struggle to hire faculty with a master's or doctoral level education. The current faculty comprises three full-time doctoral prepared faculty, one full time MSN prepared faculty, and one full time doctoral prepared faculty with time split between teaching and clinic, totaling 4.5 FTEs. UTS is faced with two of the top five reasons for insufficient faculty in BSN programs noted in the 2021 AACN Faculty Vacancy Survey<sup>6</sup>: (1) an inability to recruit faculty due to competition for jobs in other marketplaces and (2) qualified applicants are unavailable in the geographic area. The joint program will immediately address these two concerns because UTHSC CON faculty will teach classes through synchronous streaming. Additionally, the joint program may enhance the appeal of the faculty positions to prospective faculty with graduate degrees because UTS will be linked to UTHSC. This strategic growth initiative will enable the UT system to combat continued problems of nursing shortages in rural and medically underserved areas of south-middle Tennessee.

UTS currently has 13 students enrolled in its nursing program, including 8 students in their senior year and 5 students in their junior year. UTS students' NCLEX-RN first-time board pass rates are approximately 82%. According to the Nursing Schools Almanac, by comparison, UTHSC CON has the highest NCLEX-RN pass rates in Tennessee, with an average pass rate of 97.8% from 2011 to 2020<sup>7</sup>. With the expertise and resources in this joint program, we anticipate the student enrollment and NCLEX-RN pass rates to increase significantly.

The clinical courses for the joint program will be taught by former UTS faculty who will be transitioned to UTHSC faculty. Current clinical sites within the Pulaski area used in the previous UTS BSN program will be utilized. Students would not be required to relocate to the Memphis area for clinical. The enrollment projections are consistent with the current enrollment at UTS, and the clinical agencies in the Pulaski area have provided letters of support for this endeavor. (see appendix B, specifically Lincoln Health, Southern Tennessee Regional Health System, Maury Regional, and NHC Pulaski) UTS SON has 11 clinical partners, including hospitals (Southern Tennessee Regional Health System of Pulaski and Lawrenceburg, Lincoln Health System, and Maury Regional) and skilled care rehabilitation facilities (Meadowbrook, National Healthcare Corporation of Columbia, Lawrenceburg, Lewisburg, Maury Regional Transitional Care Center, Pulaski, and Scott).

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<sup>6</sup> <https://www.aacnnursing.org/News-Information/Research-Data-Center/Faculty-Vacancy-Survey-Reports> accessed 2/15/22

<sup>7</sup> <https://news.uthsc.edu/uthscs-bachelor-of-science-in-nursing-best-in-state-on-two-national-rankings/#:~:text=The%20Almanac%20ranked%20BSN%20programs.state%20for%20that%20time%20period>. Accessed 2/14/22

## Purpose and Nature of the Program

UTHSC is an academic health center dedicated to achieving excellence in education, research, and patient care in the medical and health professions. We value creating and fostering a diverse and cohesive faculty, professional staff, and student body as the surest way to achieve our mission, which is to:

*Improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.*

Adhering to the highest ethical standards, UTHSC strives to improve our community's health and be recognized as a national center of intellectual and clinical strength in medicine and health professions. Continuous assessment processes demonstrate our commitment to ensuring institutional effectiveness to improve program performance and student learning outcomes.

The proposed joint BSN program is committed to educating and training individuals to become academically qualified and highly competent healthcare professionals as Registered Nurses. BSN graduates are trained to provide outstanding care and leadership in healthcare. The program prepares students to pass the National Council Licensure Examination-RN (NCLEX-RN) developed by the National Council of State Boards of Nursing. Upon completing the degree, students will have acquired the necessary skills and demonstrated the professionalism required to fulfill the responsibilities of an RN and will be prepared to serve in hospitals, clinics, and physicians' offices.

The 24-month program leads to a Bachelor of Science in Nursing: UTHSC developed a concept-based curriculum that has been shown to increase critical thinking ability. Students learn to identify aspects of a condition and apply what they learned to various situations. The 60-credit program is taught through clinical and lab settings and synchronous and asynchronous remote learning. **Please see tables on pages 10 and 11 for an outline of classes to be completed throughout the 120 credit program.** Upon completing the BSN program, students are well equipped to expand their knowledge by entering the Doctor of Nursing Practice (DNP) program or Doctor of Philosophy (PhD) program.

## **PREREQUISITE/GENERAL EDUCATION COURSE REQUIREMENTS – UT SOUTHERN**

<b>Freshman</b>	<b>Fall</b>	<b>Cr</b>
<i>FYE 101 First Year Experience I</i>		<i>1</i>
<i>ENG 101 English Composition I</i>		<i>3</i>
<i>MIS 110, 220, or CS 110</i>		<i>3</i>
<i>HPPE Activity Course</i>		<i>1</i>
<i>BIO 111 or 115 General Biology</i>		<i>4</i>
<i>MAT 231 Statistics</i>		<i>3</i>
		<i>Total Hours: 15</i>

<b>Freshman</b>	<b>Spring</b>	<b>Cr</b>
<i>NUR 200 (Medical Terminology)</i>		<i>1</i>
<i>ENG 102 English Composition II</i>		<i>3</i>
<i>History</i>		<i>3</i>
<i>Religion/Philosophy</i>		<i>3</i>
<i>BIO 261 Microbiology</i>		<i>4</i>
<i>General Elective (e.g., HPPE activity course, FYE 102)</i>		<i>1</i>
		<i>Total Hours: 15</i>

<b>Sophomore</b>	<b>Fall</b>	<b>Cr</b>
<i>PSY 113 General Psychology</i>		<i>3</i>
<i>BIO 201 Anatomy &amp; Phys. I</i>		<i>4</i>
<i>CHE 111 General Chem. I</i>		<i>4</i>
<i>Fine Art</i>		<i>3</i>
		<i>Total Hours: 14</i>

<b>Sophomore</b>	<b>Spring</b>	<b>Cr</b>
<i>COMM/ENG 221 (Speech)</i>		<i>3</i>
<i>PSY 211 Growth/Dev. Psych</i>		<i>3</i>
<i>BIO 202 Anatomy &amp; Phys. II</i>		<i>4</i>
<i>Humanities</i>		<i>3</i>
<i>Literature</i>		<i>3</i>
		<i>Total Hours: 16</i>



## **REQUIRED NURSING PROGRAM COURSES – UT HEALTH SCIENCE CENTER**

<b>Junior</b>	<b>Fall</b>	<b>Cr</b>
NSG 441 Pathophysiology across the lifespan		3
NSG 443 Pharmacology across the lifespan		3
NSG 451 Social, Environmental, and Genomic Determinants of Health	3	
NSG 442 Health Assessment across lifespan		3
NSG 445 Clinical Reasoning		2
		<i>Total Hours: 14</i>

<b>Junior</b>	<b>Spring</b>	<b>Cr</b>
NSG 444 Nursing Concepts I: Foundations of Professional Nursing Care		7
NSG 452 Population Health Nursing Concepts		3
NSG 460 Mental Health Nursing Concepts	3	
NSG 449 Evidence-based Practice: concepts of Scientific Inquiry and Evaluation		3
		<i>Total Hours: 16</i>

<b>Senior</b>	<b>Fall</b>	<b>Cr</b>
NSG 446 Nursing Concepts II: Care for Adult Patients with Acute and Chronic Health Problems		7
NSG 448 Pediatric and Adolescent Nursing Concepts	3	
NSG 447 Reproductive, Childbearing and Newborn Nursing Care Concepts		3
		<i>Total Hours: 13</i>

<b>Senior</b>	<b>Spring</b>	<b>Cr</b>
NSG 464 Nursing Concepts III: Care for Adult Patients with Acute/Complex Health Problems		6
NSG 453 Care Coordination and Transition Management	3	
NSG 455 Nursing Leadership and Management		4
NSG 456 Nursing Internship: Leadership and Management Practice		3
NSG 499 Senior Synthesis Seminar		1
		<i>Total Hours: 17</i>

**General Education Core/BSN Prerequisites: 60 hours**

**Nursing Program Courses: 60 hours**

**Total Required for BSN Degree: 120 hours**

A Memorandum of Understanding (MOU) and an associated Addendum will be collaboratively developed and executed by both institutions. These documents will establish an agreement about the operations of the joint program, including admissions, financial aid, tuition and fees, graduation, commencement, and other details. The MOU will establish that the joint program will not become effective until approval is granted by the UT Board of Trustees and the Tennessee Higher Education Commission. The fully-executed MOU and Addendum will be included with the New Academic Program Proposal (NAPP).



## Alignment with State Master Plan and Institutional Mission

The 2015-2025 Tennessee State Master Plan<sup>8</sup> holds higher education institutions accountable for (a) increasing the educational attainment levels of Tennesseans, (b) addressing the state's economic/ workforce development and research needs, and (c) ensuring increased degree production within the state's capacity to support higher education. Additionally, minimizing redundancy in degree offerings is another aspect of the State Master Plan; thus, the proposed joint program aligns with the plan. Specifically, the program aims to increase education attainment levels in Tennessee by creating a consortium for an expanded BSN program that offers immediate entry into health and interdisciplinary services, meeting economic, workforce, and clinical needs, and increasing degree production in the following ways:

- “Drive to 55” is the principal tool at Tennessee’s disposal for achieving the Governor’s bold goal – that, in contrast to Tennessee’s current postsecondary attainment rate of 38%, a decade from now, 55% of the state’s working-age population (ages 25-64) will have earned a college degree or other postsecondary credential
- The program will increase the number of postsecondary degrees in Tennessee by expanding a successful baccalaureate nursing program
- The program aligns with the postsecondary outputs and outcomes with the current and future workforce and economic development of the state
- The program will enhance the percentage of Tennesseans with a college degree, given the lucrative job prospects and the urgent need for this degree
- The program does not belong to the “overly supplied academic programs.”

The joint program aligns directly with the 2015-2025 State Master Plan for Higher Education in two critical ways. First, the joint program will increase the number of postsecondary degrees in Tennessee by expanding an attractive, high-quality baccalaureate program in a high-demand discipline. Second, the joint program aligns with the state’s new Public Agenda for higher education, which directly links its economic development and educational system.

Per the “Academic Supply and Occupational Demand in Tennessee” report by the Tennessee Higher Education Commission, health professions top the most in-demand career paths. The joint program will help Tennessee meet the deficit of individuals trained to work in nursing throughout the state.

The joint program is consistent with the institutional mission of UTHSC, which is to:

*Improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.*

The joint program is also consistent with the institutional mission of UTS, which is to:

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<sup>8</sup> <https://www.tn.gov/thec/about-thec-tsac/master-plan/master-plan.html> accessed 2/16/22

- *Provide undergraduate, graduate, and professional programs grounded in the liberal arts and sciences that are designed to prepare students for careers and lives of continued learning*
- *Promote a diverse and globally conscious learning community that nurtures intellectual, social, and personal growth*
- *Serve the region through educational, social, and cultural programs and through community outreach and development*

The mission of the UTHSC College of Nursing is:

*To prepare exceptional nurse leaders to meet the health needs of the people of Tennessee, the nation, and beyond through: cultivating creativity and passion to improve health care, leading scientific innovations and clinical practice, using innovative academic approaches, serving society, and building community partnerships.*

The mission of the UTS Jeanette M. Travis School of Nursing and Health Sciences (SON) is:

*To prepare nurses at the baccalaureate level in a collegiate environment of academic rigor based on liberal arts and sciences who are critical thinkers, lifelong learners, and leaders in the profession.*

The joint program will educate nursing professionals to provide services that address the health care needs of the people of Tennessee. The graduates will be an integral element of a workforce that provides leadership in health care and promotes lifelong learning through continuing education, the pursuit of knowledge, and research to address the health needs of our citizens. The joint program also aligns directly with both institutional missions by expanding partnerships and sharing resources with future nurse leaders. One goal of the program is to continue to grow the nursing workforce in underserved and rural communities, which is possible through anticipated student growth at UT Southern.

The joint program is congruent with the missions of both institutions and will prepare exceptional nurse leaders throughout Tennessee by utilizing rigorous academic preparation, hands-on experience, and guided practice. The joint program will prepare students to pass the National Council Licensure Examination-RN (NCLEX-RN) developed by the National Council of State Boards of Nursing.

## **Institutional Capacity for Program Delivery**

### *UTHSC Institutional Capacity for Program Delivery*

The UTHSC CON is dedicated to educating students to become leaders in nursing. It has multiple creative partnerships, including a rural health initiative. This initiative is part of a strategic effort among nursing educators, policymakers, regulators, and health systems to expand health care access to rural Tennessee. Faculty have received funding from the Patient-Centered Outcomes Research Institute to study rural patients with heart failure and the Health Resources & Service Administration for nurse-midwife and Sexual Assault Resource Nurse (SANE) training in rural areas. The UTHSC CON's Center for Community and Global Partnerships develops sustainable academic-practice partnerships with health systems in Memphis, the Mid-South, and throughout Tennessee to advance the profession of nursing and improve health outcomes. Partnerships strategically align collaborative projects, foster innovative models of care, and enable nursing faculty to participate in clinically based research. Since the Center's inception in 2017, academic partnerships have been established throughout Memphis and the Mid-South community.

With a vast array of rich educational resources, the UTHSC CON is a leader in incorporating simulation, telehealth, and instructional innovation in its education programs. Nursing faculty provide student simulation experiences in the Center for Healthcare Improvement and Patient Simulation (CHIPS), a 45,000 square foot, standalone facility for healthcare simulation and interprofessional education. CHIPS is committed to fostering education, research, and professional development with an enhanced focus on clinical skills and patient safety through simulation experiences. The simulation program supports and facilitates the integration or expansion of clinical simulation (encompassing standardized patients/family members/colleagues, task trainers, high-fidelity human patient simulators, or virtual reality simulations) into professional degree programs and residency training programs across UTHSC. The UTHSC CON is a regional training center for the South-Central Telehealth Resource Center. Faculty members in the joint program will utilize instructional techniques learned in CHIPS to enhance the use of simulation facilities at UTS in Pulaski.

The UTHSC Teaching and Learning Center (TLC) promotes student success by developing programming, promoting inclusive learning environments, providing top-quality academic support, and encouraging and enabling innovation and creativity. The TLC has a teaching and learning medallion program for UTHSC educators that recognizes earned competency in 13 areas of higher education. The UTHSC Student Academic Support Services and Inclusion (SASSI) has a primary goal of promoting student progress. It offers a variety of services to facilitate learning and enhance student performance. Additionally, the UTHSC CON has a full-time Learning Navigator who assists students in identifying and accessing needed resources. The National League for Nursing (NLN) recognized the high education standards in the UTHSC CON by designating the College as an NLN Center of Excellence for 2021-2025 in Enhancing Student Learning and Professional Development.

The UTHSC Health Sciences Library and its database resources are sufficient to support the scholarly endeavors of the students and faculty, and it provides health literacy services. Extensive holdings through online journal subscriptions and books are available to residential and off-campus students. Interlibrary loans are available for free over the internet. Faculty members may recommend texts and journals for acquisition each year.

#### *UTS Institutional Capacity for Program Delivery*

The University of Tennessee Southern (UTS) provides academic support services that are sufficient to ensure the quality of its educational mission and the needs of its students. UTS provides a wide variety of services to help students achieve academic success. The Student Resource Center provides academic support through tutoring, which is available for all core subject areas and many upper-level course topics, and provides computer-assisted instruction. Other functions of the SRC include serving as a testing center and offering individual and scholarly developmental activities designed to assist students with time management and study skills for optimal academic and personal success. The SRC functions as a computer lab for student use.

Nursing faculty members tutor nursing students to assist them in being successful. The nursing faculty members recognize and value the unique and changing needs of an increasingly diverse student body. The School of Nursing (SON) offers assistance and support to all nursing students to achieve academic success but recognizes that personal responsibility is inherent to completing the program of study.

Career counseling service enables students to explore careers, schedule interest assessment inventories, locate part-time jobs off-campus, attend job fairs in the region, and receive job placement assistance. Résumé preparation guidance is offered as well.

The Warden Memorial Library is sufficient in size and scope to support the academic departments' instructional needs adequately. The library holds over 100,000 volumes of books, e-books, bound periodicals, and audiovisual materials. Students have access to over 17,000 current full-text peer-reviewed journals through the library's 84 databases and print subscriptions. The nursing collection also supports the undergraduate pre-licensure and RN-BSN nursing programs. Online access to 3035 full-text peer-reviewed nursing journals is available through the CINAHL Complete and ProQuest Nursing and Allied Health Premium databases. Nursing students also have access to over 200 nursing-specific books in a restricted collection. Through library budget allocations, the school of nursing can request the purchase of additional books to add to the current collection. Students in the joint program in Pulaski will have access to library resources at both UTS and UTHSC.

UTS has two rooms for patient simulation on campus. The simulation rooms are equipped with all resources needed for a hands-on simulation experience: hospital-grade beds with portable headwalls containing suction, air, and oxygen ports, high fidelity mannequins with sim pad technology, and patient monitors at the bedside. The smart sim pad technology is equipped with a camera and microphone in the ceiling to project live simulation for real-time observation and participation. Recording features on the equipment allow for a review

of the simulation activity to enhance debriefing sessions. Other supportive mannequin pieces for skill-specific teaching include IV arms, central line chest, wound/ulcer feet, and ostomy models. Existing simulation rooms in Pulaski are adequate for the current students. Faculty members on the Pulaski campus will work in association with highly trained simulation professionals on the Memphis campus to provide simulation experiences that enhance student learning and development.

### *Curriculum*

Students admitted into the current UTS BSN curriculum in Fall 2022 will complete that curriculum under a teach-out plan taught by the current UTS Nursing faculty. Every opportunity will be provided to allow those students to successfully attain a UTS BSN in a timely manner, after which the UTS curriculum will be retired. It is anticipated that the final UTS BSN will be awarded in Spring 2024.

It is anticipated that students will be admitted into the joint program in Fall 2023 and will enroll in the current concept-based UTHSC BSN curriculum. There will be no need to develop new courses for the joint program. The student learning outcomes for both programs were developed to facilitate NCLEX-RN passage and are very similar, but there is a shift in the teaching paradigm between the two curricula. **See pages 9 and 10 for a detailed outline of course curriculum for the joint BSN program.**

UTHSC's BSN program follows a highly successful concept-based curriculum. The robust BSN curriculum equips students with the critical thinking and collaboration skills to deliver quality evidence-based patient care. Classes include face-to-face didactic, on-site clinical, laboratory, remote synchronous, and remote asynchronous formats. It is anticipated that once the UTS BSN curriculum is taught out, UTHSC will absorb the UTS Nursing faculty to form a cohesive unit to provide quality education to the BSN students in the joint program.

### *Accreditation*

Currently, both UTHSC and UTS BSN programs are accredited by CCNE. **The institutions will submit substantive change notifications to CCNE for the joint program within the time frame required by CCNE. UTHSC will maintain CCNE accreditation for its current traditional BSN program, and UTS will relinquish CCNE accreditation for its current BSN program. For the joint program, a joint substantive change will be submitted indicating that the UTS program will be joined with the UTHSC program within the required 90 days prior to through 90 days after the start of the joint program. With the anticipated start date of Fall 2023 for the joint program, the substantive change will be submitted between June 9, 2023, and November 22, 2023. Upon the completion of the teach out at UTS in spring of 2024, UTS will submit a substantive change to CCNE to close the program. The substantive change will be submitted between 90 days prior to through 90 days after the cohort has graduated. The closure substantive change will be submitted between February 19, 2024, and August 2, 2024.**

The joint program will require a notification to SACSCOC but not approval because both UTHSC and UTS are SACSCOC accredited. The documentation required by SACSCOC will be

developed collaboratively by the UTS and UTHSC SACSCOC Accreditation Liaisons. UTHSC and UTS BSN programs have approval from the TN Board of Nursing for their current BSN program. Current letters of approval from TN Board of Nursing can be found in Appendix C.

## Existing BSN Programs in Tennessee: Degrees Awarded<sup>9</sup>

Institution	Miles from UTS	Degrees Awarded		
		2018	2019	2020
Austin Peay State University	123	98	81	113
Baptist Memorial College	206	144	118	106
Belmont Memorial College	73	146	153	212
Bethel University	141	27	18	21
Carson Newman University	275	35	47	44
Cumberland University	102	112	82	57
East Tennessee State University	353	246	264	448
Freed-Hardeman University	110	40	47	51
King University	361	33	12	7
Lee University	160	29	33	56
Lincoln Memorial University	289	95	102	93
Lipscomb University	71	37	49	35
Marian University	75	94	109	107
Martin Methodist College (Now UTS)	-	15	20	11
Middle Tennessee State University	81	91	75	84
Milligan College	356	13	30	17
South College	180	50	106	173
Southern Adventist	148			21
Tennessee State University	67	0	27	8
Tennessee Technological University	148	115	126	139
Tennessee Wesleyan College	187	39	46	53
Trevecca Nazarene University	75	5	12	9
Tusculum College	321	26	18	23
Union University	134	170	174	165
University of Memphis	197	258	256	230
University of TN – Chattanooga	132	78	67	73
University of TN – Knoxville	248	140	179	133
University of TN – Martin	92	39	32	33
University of TN Health Science Center	206	96	108	111

*Each program is a BSN program with the same CIP code (31.51.3801.00) and the same focus.*

<sup>9</sup> As reported by the TN Department of Health:

<https://www.tn.gov/content/dam/tn/health/healthprofboards/nursing/educational-programs/NCLEX%20Rates%202020%20-%20BSN%20Programs.pdf>

## Feasibility Study (Continued Need)

The University of Tennessee Southern Jeanette M. Travis School of Nursing and Health Sciences (SON) is located in Giles County, Tennessee. On February 15, 2006, when the current University of Tennessee Southern was still Martin Methodist College, the College received initial approval for its proposed baccalaureate nursing program from the Tennessee State Board of Nursing. Upon receipt of Initial Approval, the Martin Methodist School of Nursing program was formally established. In 2019 the name was changed to the Jeanette M. Travis School of Nursing and Health Sciences (SON). On July 1, 2021, Martin Methodist College became a four-year constituent institution of the University of Tennessee System—the University of Tennessee Southern (UTS).

Giles County is one of the twelve counties making up the area known as the South Central Region of Tennessee. In addition to Giles, the other counties are Bedford, Coffee, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne. Within this 12-county region, UTS is the only institution that offers a Bachelor of Science in Nursing (BSN) degree program. Although two community colleges in the region (Columbia State Community College in Maury County and Motlow State Community College in Moore County) offer associate degrees in nursing, and three Technology Centers in the region offer Licensed Practical Nursing (LPN) diplomas, UTS offers the only BSN program in the region, as shown on the map below. The blue dots represent BSN programs, and UTS is the blue dot in the South Central Region on the map. The nearest BSN programs are in Nashville and Murfreesboro to the north and Huntsville and Florence in Alabama to the south.

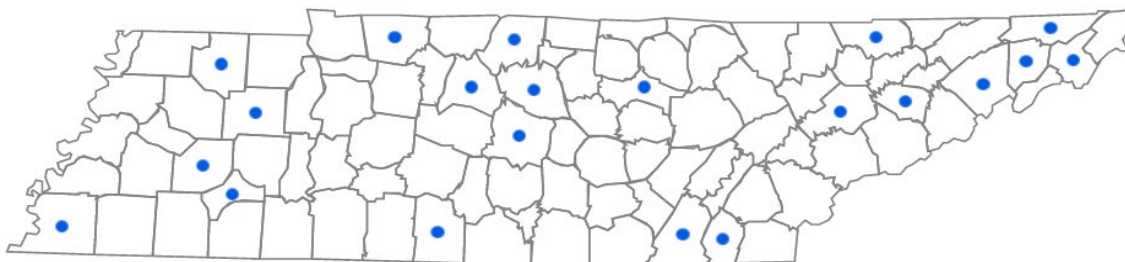


Figure: <https://tnmap.tn.gov/health/nursing/>

### Student Interest

Enrollment numbers for students declaring nursing as their major (BSN) at UTS (formerly Martin Methodist College) are as follows:

Fall 2021	100
Fall 2020	99
Fall 2019	96



This enrollment includes students not yet accepted into the BSN curriculum but who have formally declared their intention to apply during their sophomore year. These numbers demonstrate continued student interest in the program. As total enrollment at UTS is projected to grow due to the transition to public ownership, the number of students interested in the joint BSN program will likewise increase. The Nursing faculty at UTS have in the past and continue to market the program and actively recruit high school students by visiting area high schools' HOSA-Future Health Professionals classes and providing information to those classes they are unable to visit in person. Additionally, UTS Nursing faculty are visiting rural high schools and providing a series of events promoting nursing as a career and UTS as an institutional destination. UTS hosts on-campus events for students from local high schools interested in nursing and health careers.

### ***Local and Regional Need***

According to the Tennessee Higher Education Commission (THEC), program graduates in the health sciences have some of the highest employment rates of any career cluster (*Improving the Pipeline for Tennessee's Workforce: Academic Supply for Occupational Demand Report 2022*, p. 5).<sup>10</sup> Nationally employment in healthcare occupations is predicted to grow 16% from 2020 to 2030, primarily from the need to care for an aging population. In addition, THEC reports that the COVID pandemic has placed an extra burden on Tennessee's healthcare system and healthcare workers and has produced a shortage of healthcare workers (*Improving the Pipeline for Tennessee's Workforce: Academic Supply for Occupational Demand Report 2022*, pp. 5, 47). According to the Tennessee Department of Labor and Workforce Development, employment rates of registered nurses are expected to grow 16% in Tennessee from 2014 to 2024, much faster than the average for all occupations. This study was completed prior to the COVID-19 pandemic, during which many nurses left the workforce, implying that demand for trained nurses will increase by more than the 16% predicted in the study. The Department of Labor and Workforce Development notes that registered nurses are in high demand with a stable outlook in the Southern Middle Tennessee region. Currently, 421 job openings for registered nurses are posted in the Southern Middle Tennessee region, with a candidate pool of 62, resulting in 0.15 candidates for each RN job available in the region (Jobs4TN.gov).<sup>11</sup>

The Institute of Medicine recommended that 80% of the entire nursing workforce be prepared at the BSN level by 2020. Despite this recommendation, in 2021, approximately

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<sup>10</sup> [https://www.tn.gov/content/dam/tn/thec/bureau/research/other-research/supply-demand/Supply%20and%20Demand%20Report\\_2022.pdf](https://www.tn.gov/content/dam/tn/thec/bureau/research/other-research/supply-demand/Supply%20and%20Demand%20Report_2022.pdf)

<sup>11</sup> <https://www.jobs4tn.gov/vosnet/lmi/profiles/profileSummary.aspx?session=occdetail&valueName=occupation&geo=>

20% of RNs will have a BSN degree or higher, according to the Institute of Medicine's report *The Future of Nursing*. Several entities, including healthcare foundations, nursing organizations, the federal government, the military, and practice settings, acknowledge the value of baccalaureate-prepared nurses. Consequently, these organizations advocate for increased BSN-prepared nurses across clinical settings. Magnet hospitals require nurse managers and leaders to hold a baccalaureate or graduate degree in nursing.

Regionally, the need for baccalaureate-trained nurses is demonstrated by letters of support found in Appendix B.

## Program Costs and Revenues

### Operating Expenses

#### Personnel – Faculty and Support Staff

No new faculty are needed for the proposed joint program. The current UTS Nursing faculty is comprised of one full-time director, three full-time faculty members contributing 100% of their time to the BSN program, and one full-time faculty members contributing 50% of their time to the BSN program. All faculty members have advanced degrees in nursing as required by CCNE standards. One full-time staff member supports the day-to-day administrative requirements of the UTS BSN program. Responsibilities for the staff member include, but are not limited to, screening, answering, and returning telephone calls, scheduling and coordinating meetings and events, maintaining student records, facilitating student licensure process, recording meeting minutes, facilitating nursing program specific financial activities, and other clerical duties as assigned.

In the first year of the joint program, UTS will complete the teach-out year for all students enrolled in the current UTS BSN program, and UTS Nursing faculty and staff supporting the joint BSN program will have joint appointments at UTS and UTHSC while the teach-out plan is completed. Because of the joint appointments through the teach-out year, Year 1 of the attached Financial Projection form reflects only the expenses (50%) which will be allocated to UTHSC for the joint program, as UTS keeps the other 50% in their budget. Year 2 of the attached Financial Projection form reflects 100% of expenses for UTS faculty and staff as UTHSC will take full responsibility of the UTHSC-UTS joint BSN program. All UTS Nursing faculty and staff members supporting the joint BSN program will become full UTHSC employees in Year 2 as the teach-out plan is expected to be complete.

#### Equipment

UTS has two simulation rooms on the campus, which meet the needs of the current program, and no immediate costs are anticipated for these facilities. The provided budget reflects routine maintenance and upgrades needed in current simulation laboratories and no additional immediate costs are anticipated for these facilities.

#### Other expenses

In the first year of the joint program, marketing expenses are anticipated to facilitate students' interest, recruitment, and enrollment into the joint BSN program.

UTS will attempt to raise \$30 million for a new Health Sciences Building through sources like the Travis Foundation and NHC (National Healthcare Corporation). This \$30 million is not included in the Financial Projection form as it is not essential to the success of the proposed joint program. It would, however, enhance the student experience in Pulaski.

## Revenue

Revenue projections are based on UTS's current tuition rates. The final program costs and revenues are detailed in the THEC Financial Projection Form located in Appendix A.

<b>Year</b>	<b>Students Admitted in Fall</b>	<b>Total Enrollment</b>	<b>Graduates</b>
Planning Year	0		
Year 1	15	15	0
Year 2	15	30	15
Year 3	15	30	15
Year 4	15	30	15
Year 5	15	30	15

Note – Year 1 is AY 2023-2024, and Year 5 is AY 2027-2028.

# Appendix A: Financial Projection Form

**Tennessee Higher Education Commission**  
**Appendix A: THEC Financial Projections Form**  
**University of Tennessee Health Science Center - University of Tennessee Southern**  
**Joint BSN Program**

Seven-year projections are required for doctoral programs.  
 Five-year projections are required for baccalaureate and Master's degree programs  
 Three-year projections are required for associate degrees and undergraduate certificates.  
 Projections should include cost of living increases per year.  
 Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>						
<b>A. One-time Expenditures</b>						
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>						
<b>Personnel</b>						
<b>Administration</b>						
Salary	\$ -	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707
Benefits	\$ -	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341
<b>Sub-Total Administration</b>	\$ -	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048
<b>Faculty</b>						
Salary	\$ -	\$ 128,279	\$ 256,557	\$ 256,557	\$ 256,557	\$ 256,557
Benefits	\$ -	\$ 25,656	\$ 51,311	\$ 51,311	\$ 51,311	\$ 51,311
<b>Sub-Total Faculty</b>	\$ -	\$ 153,934	\$ 307,868	\$ 307,868	\$ 307,868	\$ 307,868
<b>Support Staff</b>						
Salary	\$ -	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779
Benefits	\$ -	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756
<b>Sub-Total Support Staff</b>	\$ -	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535
<b>Graduate Assistants</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>						
Travel	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Printing	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Sub-Total Operating</b>	\$ -	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
<b>Total Recurring</b>	\$ -	\$ 321,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452
<b>TOTAL EXPENDITURES (A + B)</b>	\$ -	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

\*If tuition and fees for Graduate Assistants are included, please provide the following information.

Base Tuition and Fees Rate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Number of Graduate Assistants	-	-	-	-	-	-

## II. Revenue

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition and Fees <sup>2</sup>	\$ -	\$ 153,000	\$ 306,000	\$ 306,000	\$ 306,000	\$ 306,000
Institutional Reallocations <sup>3</sup>	\$ -	\$ (21,483)	\$ (548)	\$ (548)	\$ (548)	\$ (548)
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ 200,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Other <sup>6</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BALANCED BUDGET LINE</b>	\$ -	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

## Appendix B: Letters of Support



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

A handwritten signature in black ink that reads "Tatum Johnson". The script is cursive and fluid.

Tatum Johnson RN, BSN  
Assistant Nursing Director  
Community Health Services/Office of Nursing



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

We currently have an active affiliation agreement with the University of Tennessee Southern and are happy to support this venture. We also would be more than pleased to host clinical rotations for the students in their quest to obtain their nursing degree.

Sincerely,

  
Russ Spray  
Interim CEO

Lincoln Health System  
106 Medical Center Blvd | Fayetteville, TN 37334  
Office: (931) 438-7470



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

We currently have an active affiliation agreement with the University of Tennessee Southern and are happy to support this venture. We also would be more than pleased to host clinical rotations for the students in their quest to obtain their nursing degree.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul I. Davis', with a stylized, cursive flourish at the end.

Paul I. Davis, BSN, RN  
Chief Nursing Officer

Lincoln Health System  
106 Medical Center Blvd.  
Fayetteville, TN 37334  
931-438-7388





Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

A handwritten signature in blue ink, appearing to read "Libby Ferguson", followed by a small "CNO" in blue ink.

Libby Ferguson, Chief Nursing Officer

1265 E. College Street  
Pulaski, TN 38478  
(931) 363-7531



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Howard".

Mike Howard, Interim CEO

1265 E. College Street  
Pulaski, TN 38478  
(931) 363-7531



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

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The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to significantly increase the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region-a critical specialized workforce need.

Sincerely,

Keith Stacey  
Assistant Director of Schools  
Giles County School System  
270 Richland Drive  
Pulaski, Tennessee 38478



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to significantly increase the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region-a critical specialized workforce need.

Sincerely,

Melicia Jenkins Lambert  
Coordinated School Health Coordinator  
Giles County School System  
270 Richland Drive  
Pulaski, Tennessee 38478



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Wong", is written over a faint, light blue horizontal line.

Douglas F. Wong, Administrator



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

A handwritten signature in black ink, reading "C. Scott Bidwell".

C. Scott Bidwell, Regional Administrator  
NHC – South Central Region



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to significantly increase the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,

  
Nikki Raymer, LNHA  
Administrator  
AHC Meadowbrook



Betty Dandridge  
Chief Academic Officer  
Tennessee Higher Education Commission  
312 Rosa Parks Ave, 9th Floor  
Nashville, TN 37243

Dear Ms. Dandridge,

I am writing to express my support for the Joint Bachelor of Science in Nursing program being proposed by the University of Tennessee Southern and the University of Tennessee Health Science Center.

The two universities have the physical, financial, and personnel resources to offer this program and to support the students seeking this degree. The program has the potential to increase significantly the number of BSN-trained nurses entering the workforce in the Southern Middle Tennessee region—a critical specialized workforce need.

Sincerely,  
*Delia L. Humphreys DNP, RN, NEA-BC*  
SVF/CNO Maury Regional Health



## Appendix C: TN Board of Nursing Approval Letters



March 3, 2022

Dr. Wendy Likes, Dean  
College of Nursing  
University of TN-Health Science Center  
920 Madison Ave  
Memphis, TN 38163  
[wlikes@uthsc.edu](mailto:wlikes@uthsc.edu)

Dear Dr. Likes:

The Tennessee Board of Nursing in session February 17, 2022, reviewed the approval status of all professional nursing programs within the state. The Board acted to continue full approval of the Baccalaureate, Master's Degree and Doctoral Degree nursing education programs at University of Tennessee-Health Science Center.

*"Full approval is granted a school that has met the requirements that are set forth by the Board and has demonstrated its ability to provide an educational program, which meets the Board's standards."*  
[Rules and Regulations 1000-01-.05(4)(b)].

Renewal of approval is granted annually based on survey visits, conferences, correspondence, the annual report and the NCLEX pass rate.

If we can assist you in anyway, please feel free to contact any of the nurse consultants at the board office.

Sincerely,

A handwritten signature in cursive script that reads "Cynthia Rae Ellis".

Cynthia Rae Ellis, BSN, RN  
Nurse Consultant  
Tennessee Board of Nursing



March 2, 2022

Dr. Michelle Decker, Chair of Nursing  
University of Tennessee Southern  
433 West Madison Street  
Pulaski, TN 38478

Dear Dr. Decker,

The Tennessee Board of Nursing in session February 17, 2022 reviewed the approval status of all professional nursing programs within the state. The Board acted to continue full approval of the pre-licensure Baccalaureate Degree nursing education program at University of Tennessee Southern.

*"Full approval is granted a school that has met the requirements that are set forth by the Board and has demonstrated its ability to provide an educational program, which meets the Board's standards."*  
[Rules and Regulations 1000-01-.05(4)(b)].

Renewal of approval is granted annually based on survey visits, conferences, correspondence, and the annual report.

If we can assist you in anyway, please feel free to contact any of the nurse consultants at the board office.

Sincerely,

A handwritten signature in cursive script that reads "Rae Ellis".

Cynthia Rae Ellis, BSN, RN  
Nurse Consultant  
Tennessee Board of Nursing

**Tennessee Higher Education Commission**  
**Appendix A: THEC Financial Projections Form**  
**University of Tennessee Health Science Center - University of Tennessee Southern**  
**Joint BSN Program**

Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs.  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.  
Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>						
<b>A. One-time Expenditures</b>						
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>						
<b>Personnel</b>						
<b>Administration</b>						
Salary	\$ -	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707
Benefits	\$ -	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341
<b>Sub-Total Administration</b>	\$ -	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048
<b>Faculty</b>						
Salary	\$ -	\$ 128,279	\$ 256,557	\$ 256,557	\$ 256,557	\$ 256,557
Benefits	\$ -	\$ 25,656	\$ 51,311	\$ 51,311	\$ 51,311	\$ 51,311
<b>Sub-Total Faculty</b>	\$ -	\$ 153,934	\$ 307,868	\$ 307,868	\$ 307,868	\$ 307,868
<b>Support Staff</b>						
Salary	\$ -	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779
Benefits	\$ -	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756
<b>Sub-Total Support Staff</b>	\$ -	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535
<b>Graduate Assistants</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>						
Travel	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Printing	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Sub-Total Operating</b>	\$ -	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
<b>Total Recurring</b>	\$ -	\$ 321,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452
<b>TOTAL EXPENDITURES (A + B)</b>	\$ -	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Number of Graduate Assistants	-	-	-	-	-	-

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>II. Revenue</b>						
Tuition and Fees <sup>2</sup>	\$ -	\$ 153,000	\$ 306,000	\$ 306,000	\$ 306,000	\$ 306,000
Institutional Reallocations <sup>3</sup>	\$ -	\$ (21,483)	\$ (548)	\$ (548)	\$ (548)	\$ (548)
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ 200,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Other <sup>6</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BALANCED BUDGET LINE</b>	\$ -	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

**Notes:**

**(1) Provide the funding source(s) for the new or renovated space.**

UTS would attempt to raise \$30 million for a new Health Sciences Building through sources like the Travis Foundation and NHC (National He

**(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, ar for the program. Explain any differential fees.**

**(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

**(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) numl**  
N/A

**(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**  
Philanthropic outreach and existing unrestricted gifts

**(6) Provide information regarding other sources of the funding.**

N/A

Ferguson, Karen	Associate Professor	9-month Faculty	71,442
TBD	Faculty	50/50 clinic teaching Fall 22, 12-month faculty Fall 23	
McElhaney, Randi	Assistant Professor/Nurse Practitioner	12-month Faculty/ half time Clinic	37,215
Dailey, Felicia	Instructor	12-month Faculty	72,930
Baker, Gennifer	Ass Professor/Sim Lab & Clinical Coordinator	9-month Faculty	<u>74,970</u>
			256,557

# UTHSC Budget Projections for UTS / UTHSC Joint BSN Program

Fiscal Year	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Academic Year	AY 2022-2023	AY 2023-2024	AY 2024-2025	AY 2025-2026	AY 2026-2027	AY 2027-2028	AY 2028-2029	AY 2029-2030

Junior year for  
Sophomore joint  
year for joint students/first  
students year of  
Nursing  
Teach out  
year for UTS  
students\*

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
I. Expenditures								

TOTAL EXPENDITURES (A + I) \$ - \$ 331,517 \$ 475,452 \$ 475,452 \$ 475,452 \$ 475,452 \$ - \$ -

Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
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## II. Revenue

Tuition and Fees <sup>2</sup>	\$ -	\$ 153,000	\$ 306,000	\$ 306,000	\$ 306,000	\$ 306,000	\$ -	\$ -
Institutional Reallocations <sup>3</sup> / State Appropriations	\$ -	\$ 178,517	\$ 169,452	\$ 169,452	\$ 169,452	\$ 169,452	\$ -	\$ -
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other <sup>6</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

BALANCED BUDGET LINE \$ - \$ 331,517 \$ 475,452 \$ 475,452 \$ 475,452 \$ 475,452 \$ - \$ -

UTS Tuition Only Rate \$ 10,200 \$ 10,200 \$ 10,200 \$ 10,200 \$ 10,200 \$ 10,200 \$ 10,200 \$ 10,200

Projected Enrollment 0 15 30 30 30 30

Charge Tuition \$ - \$ 153,000 \$ 306,000 \$ 306,000 \$ 306,000 \$ 306,000 \$ - \$ -

UTHSC Adjustment -- 100% \$ - \$ 153,000 \$ 306,000 \$ 306,000 \$ 306,000 \$ 306,000 \$ - \$ -

\*Teach out year funded through UTS (not included above). Faculty funded as 50% UTS / 50% UTHSC in FY 2024.