








December 2022 Academic, Research and Student Success Committee Meeting

Schedule	Friday, December 9, 2022 8:30 AM — 9:00 AM CST
Venue	Schiedt Family Performing Arts Center - Concert Hall (Room 1123)
Organizer	Sparkle Burns

Agenda

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Presented by David Kemme	

1. Call to Order and Opening Remarks

Presented by David Kemme

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Meeting Minutes for September 7, 2022

For Approval

Presented by David Kemme

University of Memphis Board of Trustees
Academic, Research and Student Success Committee Meeting
September 7, 2022
Meeting Minutes

Committee Membership:

Douglas Edwards, Committee Vice Chair
David Kemme, Committee Chair
Marvin Ellison
David North
Carol Roberts
Marissa Clark, Student Trustee, Non-voting Member
Interim Provost, Abby Parrill, Ex-Officio, Non-voting Member
Vice President for Research, Jasbir Dhaliwal, Ex-Officio, Non-voting Member
Vice President for Student Academic Success, Karen Weddle-West, Ex-Officio, Non-voting Member

Agenda Item 1: Call to Order and Opening Remarks

Chairman Edwards welcomed the committee and remarked that the September meeting is his favorite meeting of the year because of new faces on campus, new student excitement and new traditions, like seeing our president's flawless run through the fountain.

Chairman Edwards introduced our two newest trustees: Marissa Clark, our student trustee, who replaced Celeste Riley and David McKinney, who replaced Brad Martin. David McKinney is vice president of communications and public affairs for AutoZone and is a graduate of both the Fogelman College of Business & Economics and the Cecil C. Humphreys School of Law. David will be joining our Audit Committee and be part of our ARSS Committee. Chairman Edwards remarked that we will be welcoming a new vice provost, three new deans and four interim deans and wish them all great success in their new roles. He also added that we join with our neighbors in grieving the loss of the life of Eliza Fletcher. Her positive spirit will live on. We ask that everyone keep Liza and her family and their thoughts and prayers.

Chairman Edwards turned the meeting over to Chair Kemme. Chair Kemme called the meeting to order and asked Secretary Murry to call roll.

Agenda Item 2: Roll Call and Declaration of Quorum

Secretary Melanie Murry called roll and announced the presence of a quorum.

Trustees in attendance:

Trustee Roberts
Trustee Clark
Trustee North
Trustee Kemme
Trustee Edwards
Trustee McKinney

Additional trustees in attendance but not part of this committee:

Trustee Johnson
Trustee Springfield

Agenda Item 3: Approval of Meeting Minutes from June 1, 2022 (Approval)

Chair Kemme called the committee meeting to order and asked if there were any questions or discussion regarding the minutes from the June 1st meeting. Trustee Roberts moved that the

minutes be approved, and it was properly seconded. A voice vote was called, and the motion carried.

Agenda Item 4: Revised Institutional Mission Statement (Approval)

Chair Kemme recognized Provost Parrill to discuss the revised Institutional Mission statement.

Provost Parrill stated that the Institutional Mission statement was approved in March and, when it was submitted to THEC, an error was identified. The number of academic programs was incorrect. We took the opportunity to revise the statement and make it more qualitative and descriptive. We believe the revised statement better captures the University of Memphis and will be easier to revise in the future with only the approximate number of degrees as the remaining number in that institutional mission profile.

We are recommending that this be approved so it can be submitted to THEC by the September 27th deadline.

Chair Kemme called for a motion to approve the revised Institutional Mission Statement. Trustee Edwards moved and the motion was properly seconded. A voice vote was called, and the motion carried.

Agenda Item 5: Tenure and Academic Freedom (Approval)

Chair Kemme recognized Provost Parrill to discuss the Tenure and Academic Freedom policy.

Provost Parrill commented the information submitted is relevant for the Board of Trustees policy on academic freedom and tenure. She stated that the information retained the description of academic freedom, the definition of tenure, the criteria for tenure and the post tenure review mechanism. The process will likely be edited, and by editing the process this keeps the board policy at a very high level.

Chair Kemme asked for questions or discussion. There were none. Chair Kemme asked for a motion to approve the Tenure and Academic Freedom policy. Trustee Roberts moved and the motion was properly seconded. A voice vote was called, and the motion carried.

Agenda Item 6: Tenure Upon Appointment – Okenwa Okoli (Approval)

Chair Kemme recognized Provost Parrill to discuss Tenure Upon Appointment as professor for Dr. Okenwa Okoli, incoming dean for Herff College of Engineering, effective January 1, 2023.

Provost Parrill stated that Dr. Okoli was recruited from the joint engineering program between Florida, Atlantic, FAMU and FSU. He comes to us with exceptional credentials, an exceptional record of research and external funding for his research and leadership of his unit. We are looking forward to him joining us in January and recommend tenure upon appointment.

Chair Kemme asked for questions or discussion. Chairman Edwards complimented Provost Parrill on the hire. He also stated by having the new dean in place the University has an opportunity to help the city as it builds out the region with Ford Motor Company and Blue Oval City.

Chair Kemme asked for any additional questions or discussion. Chair Kemme called for a motion to approve Tenure Upon Appointment as professor for Dr. Okenwa Okoli, incoming dean for Herff College of Engineering, effective January 1, 2023.

Chair Kemme asked for a motion to approve. The motion was moved Chairman Edwards and properly seconded. A voice vote was called, and the motion carried.

Agenda Item 7: New Deans (Presentation)

Chair Kemme recognized Provost Parrill to discuss the three new deans. Provost Parrill named the four new deans:

- Dr. Ashish Joshi was named dean of the School of Public Health, effective August 1.
- Dr. Linda Haddad was named dean of the Loewenberg College of Nursing, effective August 1.
- Dr. Deborah Tollefsen, Vice Provost and Dean of the Graduate School, effective September 1.

Trustee Johnson complimented Provost Parrill on the significance of the hires in public health and nursing. He stated the recruitment of such outstanding individuals in public health and in nursing is tremendous.

Chair Kemme asked for questions or comments. This was a presentation. No action required.

Agenda Item 8: Interim Deans (Presentation)

Chair Kemme recognized Provost Parrill to discuss the interim deans. Provost Parrill named the interim deans:

- Dr. Greg Boller, Interim Dean, Fogelman College of Business & Economics, effective July 15.
- Dr. Ryan Fisher, Interim Dean, College of Communication & Fine Arts, effective July 25.
- Dr. Russell Deaton, Interim Dean, Herff College of Engineering, effective July 1.
- Dr. Gary Emmert, Interim Dean, College of Arts & Sciences, effective July 1.

Chair Kemme asked for questions or comments. This was a presentation. No action required.

Agenda Item 9: Research and Innovation Update (Presentation)

Chair Kemme recognized Dr. Jasbir Dhaliwal, Executive Vice President for Research & Innovation. Dr. Dhaliwal gave the annual report on research.

Chair Kemme asked for questions or comments. This was a presentation. No action required.

Agenda Item 10: R1 Challenge Update (Presentation)

Chair Kemme recognized Joanna Curtis, Vice President for Advancement. Ms. Curtis gave a presentation on the R1 Challenge update.

This was a presentation. No action required.

Agenda Item 11: Hooks Institute (Presentation)

Chair Kemme stated that the information for the Hooke's Institute was provided for information and there would be no presentation.

Agenda Item 12: Additional Business

Chair Kemme asked for any additional business. None provided.

Agenda Item 13: Adjournment

Chair Kemme called for a motion to adjourn. Trustee Roberts moved and the motion was properly seconded. Committee adjourned.

4. Doctor of Nursing Program

For Approval

Presented by Linda Haddad

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 9, 2022

Committee: Academic, Research and Student Success Committee

Presentation: Approval of new academic program - Doctor of Nursing Practice (DNP)

Presented by: Dr. Linda Haddad, Dean, Loewenberg College of Nursing

Background:

Among the powers given to the Board of Trustees by the FOCUS Act is the power “to prescribe curricula and requirements for diplomas and degrees.” The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs – Approval Process and A1:1: New Academic Programs.

The Graduate School and LCON proposal for a Doctor of Nursing Practice (DNP) degree program addresses the regional and economic need for doctoral-prepared nurses and is driven by widely published documents from the American Association of Colleges of Nursing (AACN), American Organization for Nursing Leadership (AONL), the National Organization of Nurse Practitioner Faculties (NONPF), the National Task Force on Quality Nurse Practitioner Education (NTF), and the American Association of Colleges of Nursing (AACN). *Unitedly, these organizations posit that all advanced practice nursing graduates should hold a doctoral degree for entry into practice by the year 2025.*

LCON proposes to meet these requirements by offering a DNP program with three concentrations: advanced practice nurse/family nurse practitioner (DNP-FNP), educational leadership (DNP-EL), and leadership science (DNP-LS). The program will be designed with two points of entry, post-baccalaureate (licensed registered nurse) and post-master’s (advanced nursing specialty). The BOT approved the DNP Program in March 2017. At that time, the only Post-MSN to DNP concentration was Leadership Science (DNP-LS).

Committee Recommendation:

The Academics, Research & Student Success Committee recommends approval of the Doctor of Nursing Practice degree program as contained in the meeting materials and delegates authority to the provost to make any changes necessary to facilitate program approval by THEC.

Doctor of Nursing Practice (DNP) Program

Loewenberg College of Nursing

Linda Haddad, RN, PhD, FAAN
Dean, Loewenberg College of Nursing

December 9, 2022
Schiedt Family Performing Arts Center



DECEMBER 2022

Proposed DNP - Entry Level and Concentrations:

- Post-BSN to DNP
 - Advanced Practice Nurse: Family Nurse Practitioner (DNP-FNP)
 - Educational Leadership (DNP-EL)
 - Leadership Science (DNP-LS)

- Post-MSN to DNP
 - Generic
 - Advanced Practice Nurse: Family Nurse Practitioner (DNP-FNP)
 - Educational Leadership (DNP-EL)
 - * Leadership Science (DNP-LS)

DNP Curriculum Plan and Credit Hours

Post-MSN (Direct and Indirect) Entry (MSN to DNP)
DNP Program Core/Generic DNP**

DNP Core Courses		
NURS 8000	Theoretical Constructs for Advanced Nursing	3
NURS 8001	Healthcare Statistics for Advanced Nursing	3
NURS 8002	Science of Improvement	3
NURS 8003	Methods for Diverse Nursing Evaluation	3
NURS 8004	Healthcare Policy and Economics	3
NURS 8005	Health Populations and Systems Leadership	3
NURS 8100	DNP Immersion I	2-6*
NURS 8101	Management of Complex and Diverse Populations	3
NURS 8102	DNP Immersion II	1-5*
NURS 8103	Translational Inquiry and Informatics	3
NURS 8200	DNP Immersion III	2-6*
Total Program Credit Hours		29-41*
Total Program Clinical Hours		300-1020*



DNP Curriculum Plan and Credit Hours

Post-BSN Entry DNP (BSN to DNP) Family Nurse Practitioner Specialty

Advanced Nursing Core Courses		
NURS 7001	Healthcare Policy	3
NURS 7002	Advanced Nursing Research	3
NURS 7003	Advanced Role Development	3
NURS 8000	Theoretical Constructs for Advanced Nursing	3
NURS 8001	Healthcare Statistics for Advanced Nursing	3
NURS 8002	Science of Improvement	3
NURS 8003	Methods for Diverse Nursing Evaluation	3
NURS 8004	Health Policy and Economics	3
NURS 8005	Health Populations and Systems Leadership	3
NURS 8100	DNP Immersion I	2
NURS 8101	Management of Complex and Diverse Populations	3
NURS 8102	DNP Immersion II	1
NURS 8103	Translational Inquiry and Informatics	3
NURS 8200	DNP Immersion III	2
NURS 7101	Advanced Health Assessment	3
NURS 7102	Advanced Health Assessment Clinic/Lab	1
NURS 7107	Differential Diagnosis	2
NURS 7103	Advanced Pathophysiology	3
NURS 7104	Advanced Pharmacology	3
NURS 7601	FNP I (Women's Health)	3
NURS 7602	FNP I (Women's Health) Clinic	2
NURS 7603	FNP II (Adult Health)	3
NURS 7604	FNP II (Adult Health) Clinic	4
NURS 7605	FNP III (Pediatric Health)	3
NURS 7606	FNP III (Pediatric Health) Clinic	2
NURS 7609	FNP Practicum	4
Total Program Credit Hours		73
Total Program Clinical Hours		1080

Why Does UM/LCON Need a DNP Degree?

- The new American Associations of Colleges of nursing (AACN) 2021 Essentials (*The Essentials: Core Competencies for Professional Nursing Education*), provides for competencies at two levels of nursing education. This is a change from previous AACN Essentials that provided competencies at three levels (BSN, MSN, and DNP). The new Essentials levels include:
 - Entry-level – degree (**BSN**)
 - Advanced-level – Degree (**DNP**)
- National Organization of Nurse Practitioner (NONPF) is committed to move all entry-level nurse practitioner education to the DNP degree by 2025.
- Impact UofM research classification and budget. The Carnegie Classification® system rewards doctorates conferred in programs such as DNPs.

Why Does UM/LCON Need a DNP Degree (cont.)?

- LCON has strong infrastructure resources
- Meets the need for doctoral-prepared faculty in universities and health systems at local and state level
- Adds value to the public health infrastructure by preparing advanced practice registered nurses with a high-quality education
- Prepares diverse nurse educators and leaders across a multitude of healthcare settings
- The DNP program will be 100% online program
- The MS degree has low demand and a majority of Tennessee public and private programs have converted their MS programs to DNP programs

DNP Projected Tuition and Fees

Year	Academic Year	Tuition	Fees	Tuition and Fees
1	2024-2025*	\$843,552	\$41,760	\$885,312
2	2025-2026	\$1,724,555	\$83,700	\$1,808,255
3	2026-2027	\$2,392,124	\$116,100	\$2,508,224
4	2027-2028	\$2,952,141	\$143,280	\$3,095,421
5	2028-2029	\$3,107,907	\$150,840	\$3,258,747
6	2029-2030	\$3,252,547	\$157,860	\$3,410,407
7	2030-2031	\$3,367,518	\$163,440	\$3,530,958

DNP Projected Enrollments and Graduates

Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2024-2025*	70	11	0
2	2025-2026	147	16	8
3	2026-2027	215	20	27
4	2027-2028	266	23	69
5	2028-2029	280	23	72
6	2029-2030	294	25	77
7	2030-2031	305	26	81

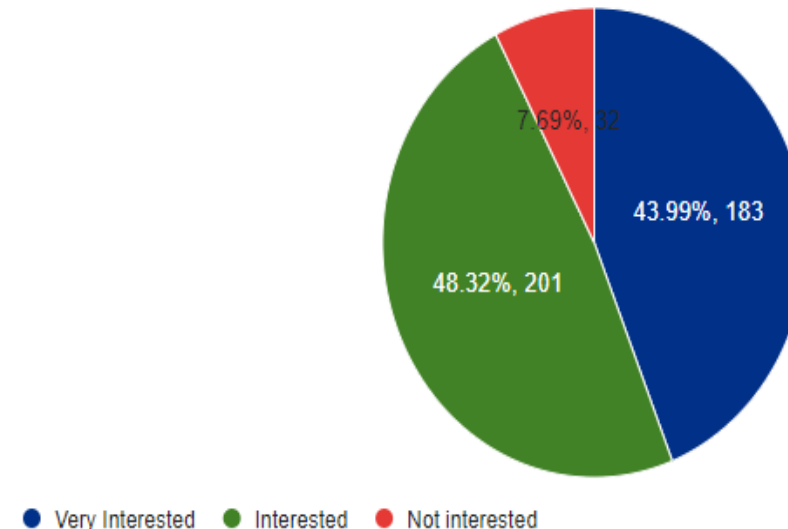
DNP Program Budget and Finance

Projected One-Time Expenditures								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Faculty & Instructional Staff	\$0	\$69,525	\$69,525	\$69,525	\$69,525	\$69,525	\$69,525	\$69,525
Accreditation	\$0	\$3,750	\$0	\$0	\$0	\$0	\$0	\$0
Total One-Time Expenditures	\$0	\$73,275	\$69,525	\$69,525	\$69,525	\$69,525	\$69,525	\$69,525
Projected Recurring Expenditures								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Faculty & Instructional Staff	\$0	\$434,752	\$447,795	\$461,228	\$475,065	\$706,693	\$727,894	\$749,731
Non-Instructional Staff	\$0	\$149,446	\$153,929	\$158,547	\$163,304	\$168,203	\$173,249	\$178,446
Marketing	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Travel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Recurring Expenditures	\$11,500	\$595,698	\$613,224	\$631,276	\$649,869	\$886,396	\$912,643	\$939,677
Grand Total (One-Time and Recurring)	\$11,500	\$668,973	\$682,749	\$700,801	\$719,394	\$955,921	\$982,168	\$1,009,202
Projected Revenue								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Tuition	\$0	\$843,552	\$1,724,555	\$2,392,124	\$2,952,141	\$3,107,907	\$3,252,547	\$3,367,518

DNP Feasibility: Current Students Interest

- LCON conducted a survey to explore student interests in the proposed DNP program. We surveyed 1,000 UofM enrolled BSN and MSN students expected to graduate within the next 15 months.
- Nearly 45% of the students (N=450 responded to the survey) reported they would be “Very Interested” or “Interested” in pursuing a DNP degree within the subsequent two years.

Q2 - Please indicate your interest level in LCON offering a DNP program by selecting one of the options below.

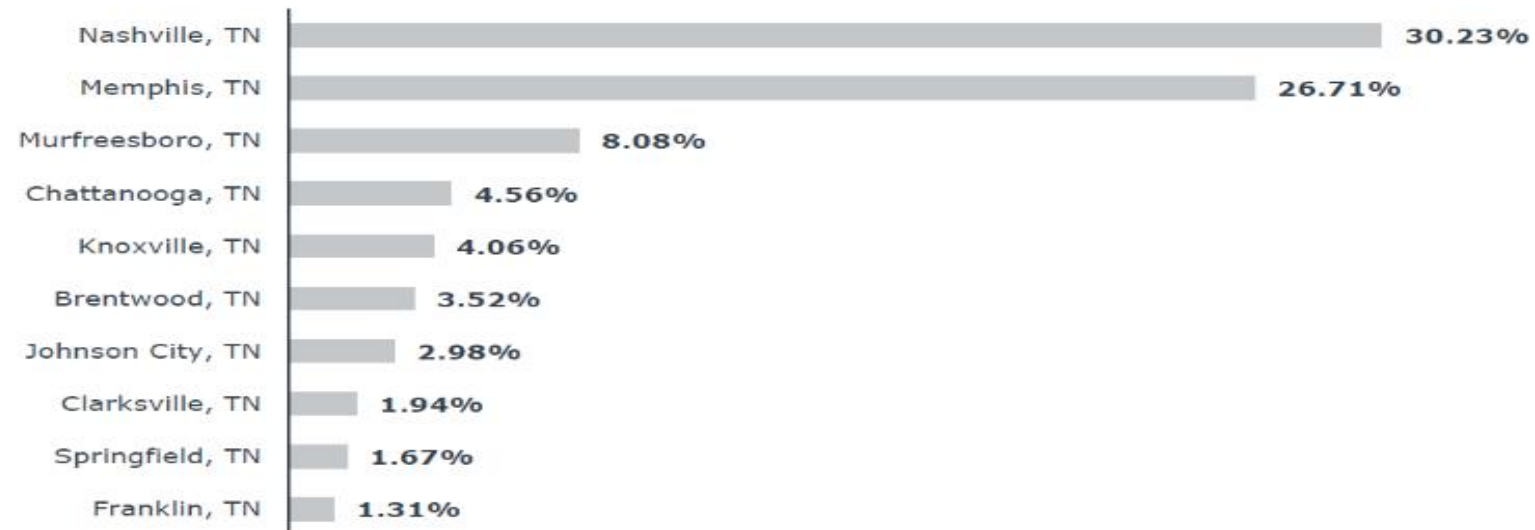


DNP Feasibility: State and Regional Recruitment*

Top Cities Seeking Doctoral-Level Nursing Practice Applicants

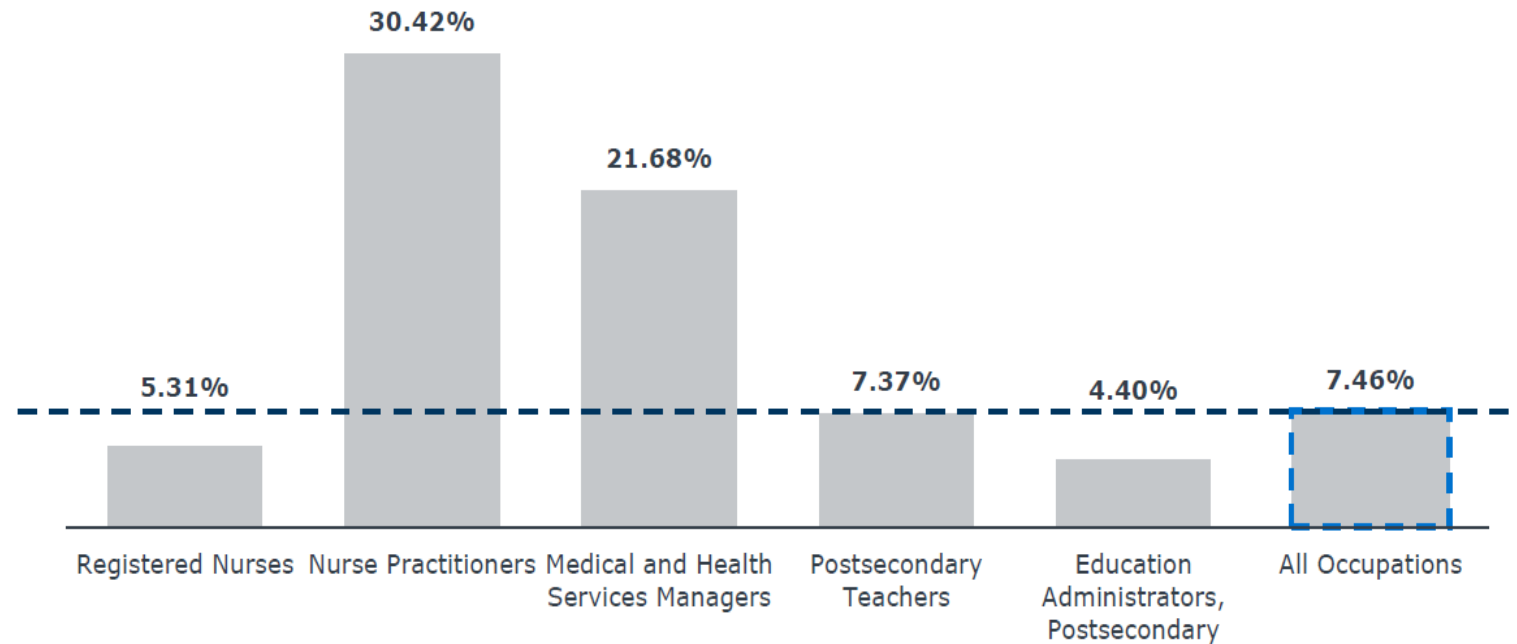
September 2021 - August 2022, Statewide Data

n = 2,216 job postings



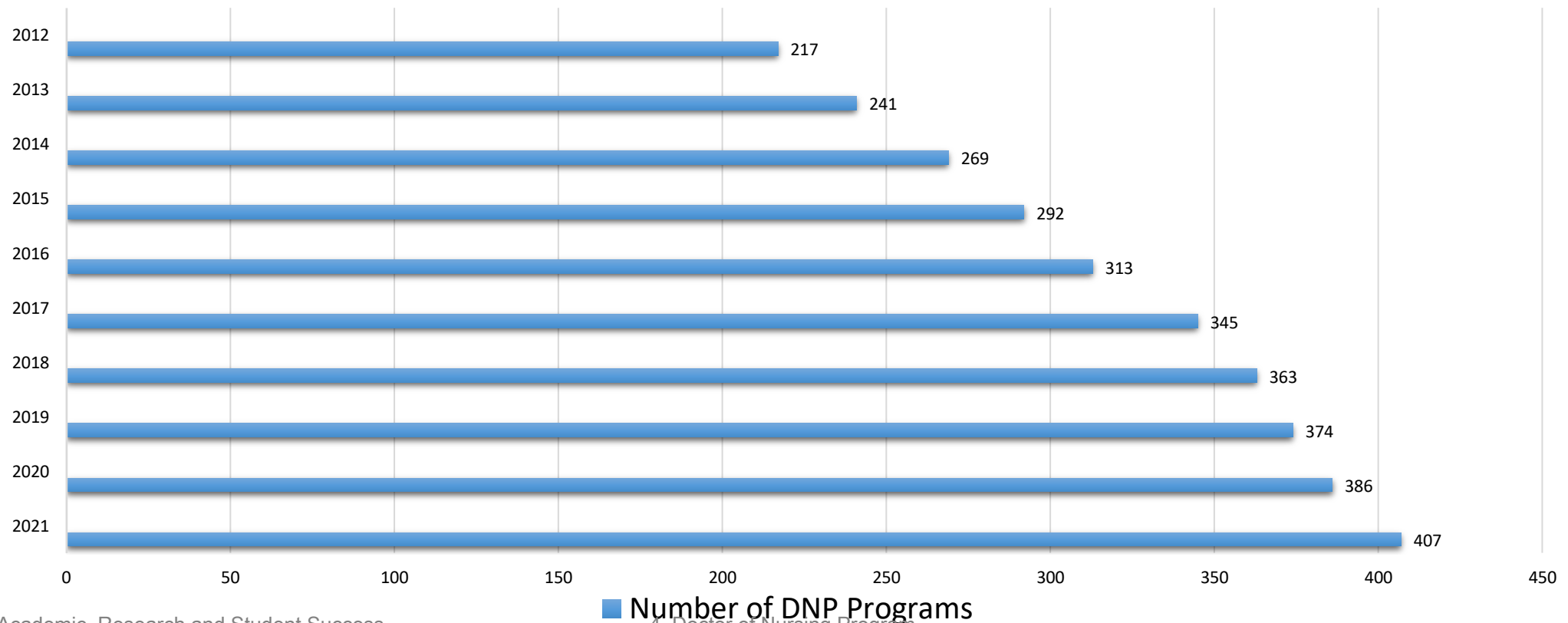
NP Projected Employment 2022-2032

Projected Employment in Top Occupations¹
 2022-2032, Statewide Data



*EAB© 2021 market analysis report

DNP Feasibility: National Growth in DNP Programs 2012-2021*



Examples of Support and Endorsements from Health Organizations

LCON is in receipt of support letters from the following partnered institutions:

- West Tennessee Hospital (Jackson)
- St. Jude Children's Research Hospital
- West Cancer Center
- Regional One Health
- Baptist Memorial Health Care

Questions?



THE UNIVERSITY OF
MEMPHIS®

Loewenberg College of Nursing

Letter of Notification

Doctor of Nursing Practice (DNP)

Concentrations:

Advanced Nursing Practice: Family Nurse Practitioner

Educational Leadership

Leadership Science

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Section I: Overview

Program Information

This letter of notification is submitted to the Tennessee Higher Education Commission (THEC) from the Graduate School and the Loewenberg College of Nursing (LCON) at the University of Memphis, Memphis, TN, for the implementation of a **Doctor of Nursing Practice (DNP) degree** with the following seven concentrations (including a bachelor of science in nursing [BSN] to DNP track and a master of science in nursing [MSN] to DNP track) and CIP code.

Table 1. Proposed Program/Concentrations and CIP Code

Concentration	CIP Code	Code Title	Code Definition
<ul style="list-style-type: none">• Post-BSN to DNP<ul style="list-style-type: none">○ Advanced Practice Nurse: Family Nurse Practitioner (DNP-FNP)○ Educational Leadership (DNP-EL)○ Leadership Science (DNP-LS)• Post-MSN to DNP<ul style="list-style-type: none">○ Generic, no new concentration (DNP-FNP, DNP-EL, or DNP-LS)○ Advanced Practice Nurse: Family Nurse Practitioner (DNP-FNP)○ Educational Leadership (DNP-EL)○ Leadership Science (DNP-LS)	31.51.3818.00	Nursing Practice	A practice-focused program that prepares registered nurses for increasingly complex evidence-based nursing practice, including translating research into practice, evaluating evidence, applying research in decision-making, and implementing viable clinical innovations to change practice. Includes instruction in healthcare delivery systems, health economics and finance, health policy, research methods, translating evidence into practice, concepts in population health, and nursing leadership.

Contact Information

The academic program liaison name and contact information are listed below.

Deborah Perron Tollefsen, PhD
Professor, Vice Provost and Dean of the Graduate School
University of Memphis
FedEx Institute 201D
Memphis, TN 38152
901-678-5739
dtollfsn@memphis.edu

Proposed Implementation

The Graduate School and LCON plan for implementation of the DNP program for all three concentrations is the start of the 2024-2025 academic year, **August 2024**.

Section II: Background

Academic Program Background

The Graduate School and LCON proposal for a DNP addresses the regional and economic need for doctoral-prepared nurses and is driven by widely published documents from the American Association of Colleges of Nursing (AACN), American Organization for Nursing Leadership (AONL), the National Organization of Nurse Practitioner Faculties (NONPF), the National Task Force on Quality Nurse Practitioner Education (NTF), and the American Association of Colleges of Nursing (AACN). ***Unitedly, these organizations posit that all advanced practice nursing graduates should hold a doctoral degree for entry into practice by the year 2025.***

- The new AACN 2021 Essentials (*The Essentials: Core Competencies for Professional Nursing Education*), provide for competencies at two levels of nursing education. This is a change from previous AACN Essentials that provided competencies at three levels (BSN, MSN, and DNP). The new Essentials levels include:
 - Entry-level – To “set the foundation for nurses entering professional practice.” Designed for programs preparing nurses for an initial professional nursing degree (**BSN**).
 - Advanced-level – To “build and expand the competence of the nurse seeking advanced education in nursing.” Designed for providing a focus on an advanced nursing practice specialty or advanced nursing practice role (**DNP**).
- NONPF’s May 2018 statement emphasizes its commitment “to move all entry-level nurse practitioner (NP) education to the DNP degree by 2025.”

LCON proposes to meet these requirements by offering a DNP program with three concentrations: advanced practice nurse/family nurse practitioner (DNP-FNP), educational leadership (DNP-EL), and leadership science (DNP-LS). The program will be designed with two points of entry, post-baccalaureate (licensed registered nurse) and post-master’s (advanced nursing specialty). In sum, LCON will be offering the following programs:

- Post-BSN to DNP – Advanced Practice Nurse: Family Nurse Practitioner
- Post-BSN to DNP – Educational Leadership
- Post-BSN to DNP – Leadership Science

- Post-MSN to DNP – Generic Program (for those with an advanced nursing specialty seeking a DNP within their current specialty)
- Post-MSN to DNP – Advanced Practice Nursing: Family Nurse Practitioner
- Post-MSN to DNP – Educational Leadership
- Post MSN to DNP – Leadership Science

Purpose and Nature of Academic Program

LCON is known as one of the leading nursing programs in the state of Tennessee and in the southeast region. Nurses from all over the region apply to our competitive graduate programs. The goal of the DNP programs is to immerse dedicated doctoral-prepared nurses into leadership, education, and clinical practice to improve the healthcare profession. By expanding LCON's graduate programs to a terminal DNP degree, our present and future nursing students will:

- meet the need for doctoral-prepared professionals in universities, hospitals, and clinics in West Tennessee;
- add value to the community by preparing advanced practice registered nurses with a high-quality education;
- prepare diverse nurse educators and leaders across a multitude of healthcare settings; and
- bridge the gap between nursing education, research, leadership, and practice.

Besides the regulatory and national accrediting body emphasis on the DNP degree as entry level preparation, the most important reason to for LCON's DNP programs is to prepare nurse leaders for the most crucial nursing shortage in our nation's history. Experts agree that strong, innovative leadership focused on the employee is key to that business' success, and nursing is no different. A DNP program with multiple concentrations will engage interprofessional partners and assist in closing the gap in education, leadership, and healthcare which will position LCON, the University of Memphis, our community, and our region to lead our nurses out of a nationwide nursing crisis.

The **DNP-FNP** curriculum will prepare expert registered nurses (RNs) in the primary care setting and manage healthcare needs across the lifespan (family nurse practitioner) with future growth

into multiple advanced nursing specialties (adult-gerontology acute care nurse practitioner; psychiatric mental health nurse practitioner). The **DNP-EL** curriculum will prepare advanced nurse experts in diversity, equity, and educational leadership to serve as expert clinical educators or academic nursing faculty. The **DNP-LS** curriculum will prepare nurses to lead strategic planning initiatives, manage multilevel systems changes and lead interdisciplinary programs in acute care, government agencies and community programs all while navigating complex reimbursement challenges.

Unique from any other programs in this region, these concentrations will prepare graduates as experts in health equity, diversity, and rural health. LCON DNP graduates will be clinical scholars who will translate research into practice, education, and leadership.

Alignment with State Master Plan

The nature, purpose, and scope of the DNP program, and its three concentrations, directly complements the State Master Plan targeting THEC's Future of Work efforts. As such, the DNP program meets the four overarching objectives of the Future of Work Task Force:

1. **To align industry and higher education.** As the expected degree for entry into practice of advanced practice nurses transitions away from a master's degree (MSN) to a doctoral degree (DNP), in alignment with other fields such as the Doctor of Pharmacy and Doctor of Physical Therapy, LCON's transition to the DNP program is essential to meet the soon to change requirements of licensing and certification bodies, as well as LCON's accreditation through Commission on Collegiate Nursing Education (CCNE).
2. **To prepare for the state's workforce needs of 2030 and beyond.** The 2022 Academic Supply for Occupational Demand Report lists advanced practice nurses as a need in four regions within the state. LCON would argue, though, that advanced practice nurses, including family nurse practitioners, function in much the same way as a physician assistant, which is listed as in high demand and in need in five total regions. Additionally, AACN reports a nurse faculty vacancy of 7.2%, which has led to over 80,000 qualified students being turned away from baccalaureate and graduate nursing programs in 2019. LCON has a similar faculty vacancy rate, at approximately 10%. The DNP concentrations in nursing education and executive leadership can help fill this gap,

further enhancing the pipeline of advanced practice nurses in both health care practice and academia.

3. **To ensure that skilled, credentialed Tennesseans are available to employers.** The implementation of the DNP concentrations at LCON, which prides itself on its diverse student body (38.5% minority and 23.5% first generation graduate students in fall 2022), will enable the college to supply advanced practice nurses to the State that more closely mirrors Tennessee's population. A health care workforce that reflects the populations served leads to better health outcomes as well as better patient and provider satisfaction.
4. **To increase the speed and agility of workforce development.** LCON's proposed BSN to DNP programs will facilitate the progression of baccalaureate prepared nurses to advanced practice at the doctoral level, providing graduates who meet not just the advanced practice competencies, but also skills in health care and/or educational leadership, translation of evidence into practice, and systems-based approaches to health care and nursing education. Similarly, the proposed MSN to DNP programs will provide master's prepared nurses the agility to develop these leadership, translation, and systems-based approaches in a timely manner to have a more immediate impact on health care and education in Tennessee and beyond.

Alignment with Institutional Mission

The Institute of Medicine (IOM, 2001) reported that the current health care system inefficiently uses resources, is poorly equipped to address the changing demographics of an aging and increasingly diverse population and does not have the reporting mechanisms or informatics to aggregate data that helps healthcare professionals provide safe and effective care. Further, providing care that is "safe, effective, patient-centered, efficient, and equitable" is the responsibility of all health professionals, and underscores the pivotal role of nurses who are at the front line of patient care, are the largest healthcare workforce, and provide the safety net for our health care system. Increasingly complex health care environments require nurses to possess the highest level of scientific knowledge and practice expertise to assure high quality patient outcomes. NONPF (2018) recommended the DNP as the minimal level of preparation for all advanced practice nurses by 2025. AACN, through its new Core Competencies for Professional Nursing Education, reaffirms NONPF's recommendations, providing for only one set of graduate level competencies (Level II), eliminating the master's level competencies in

favor of advancing the Doctor of Nursing Practice degree as entry level for the nurse practitioner role. The National Research Council's report entitled, "Advancing the Nation's Health Needs: NIH Research Training Programs" (2005) also noted the need for the nursing profession to develop a "non-research practice doctorate" to prepare expert practitioners who can also serve as clinical faculty.

The IOM (2010) issued the landmark report *The Future of Nursing: Leading Change, Advancing Health*. The report articulated nursing's critical role in shaping and advancing the future of health care in America. After a decade of studies, The IOM recommended that academic leaders across the nation should work together to double the number of nurses with a doctorate by the year 2020, with schools of nursing receiving the full support of academic leadership, funding agencies, and accrediting bodies to do so, paying particular attention to increasing diversity. While the number of nurses receiving a DNP annually increased from almost 1,300 in 2010 to just over 10,000 in 2021, there remains a severe shortage of doctoral prepared nurses with AACN reporting less than 2% of over 3.8 million registered nurses in the U.S. holding any doctoral degree in nursing or a nursing-related field. This has crucial implications for the profession's capacity to educate future generations of nurses.

Changing healthcare, professional mandates, and dynamics of diverse U.S. populations, require better educated nurse leaders working towards better health care, better population health, and lower cost. The LCON DNP programs will prepare advanced practice nurses, nurse educators, and nurse executives that help transform healthcare to be accessible, high quality, and cost effective. The DNP programs will enhance the core mission of the university, which is "to provide the highest quality education by focusing on research and service benefiting local and global communities," by providing an accessible and high-quality doctoral program to advanced practice nurses with a way to gain credentials preferred by the profession and to nurse leaders seeking the DNP as their terminal degree. The DNP program will add value to the community by providing accessible, flexible, and high-quality education. Our large number of underrepresented students who seek and complete the DNP degree will add value to serve the needs of medically underserved communities in the greater Memphis area, thus meeting the needs of citizens of Memphis, west Tennessee, and beyond.

Existing Programs at THEC Institutions

The following programs currently exist in THEC with a CIP code of 31.51.3818.

Table 2. Programs with Same CIP Code in THEC

Institution	Degree	Major
East Tennessee State University <ul style="list-style-type: none"> • Nursing and Healthcare Leadership • Family Nurse Practitioner • Adult-Gerontology Primary Care Nurse Practitioner • Psychiatric/Mental Health Nurse Practitioner 	DNP	Doctor of Nursing Practice
East Tennessee State University <ul style="list-style-type: none"> • Adult-Gerontology Acute Care Nurse Practitioner (TTU) • Executive Leadership in Nursing (ETSU) • Family Nurse Practitioner (ETSU) • Pediatric Nurse Practitioner – Primary Care (TTU) • Psychiatric/Mental Health Nurse Practitioner (ETSU) • Women’s Health Care Nurse Practitioner (TTU) • Nursing and Healthcare Leadership (ETSU) 	DNP	TN Joint Doctor of Nursing Practice
Tennessee Technological University <ul style="list-style-type: none"> • Adult-Gerontology Acute Care Nurse Practitioner (TTU) • Family Nurse Practitioner (ETSU) • Nursing and Healthcare Leadership (ETSU) • Pediatric Nurse Practitioner – Primary Care (TTU) • Psychiatric/Mental Health Nurse Practitioner (ETSU) • Women’s Health Care Nurse Practitioner (TTU) 	DNP	TN Joint Doctor of Nursing Practice
University of Tennessee Health Science Center <ul style="list-style-type: none"> • Dual Pediatric Acute Care and Pediatric Primary Care • Family Nurse Practitioner • Nurse Midwifery • Adult/Gerontology Acute Care Nurse Practitioner • Neonatal Nurse Practitioner • Nurse Anesthesiology • Psychiatric Mental Health Nurse Practitioner • Pediatric Primary Care Nurse Practitioner • Pediatric Acute Care Nurse Practitioner 	DNP	Nursing Practice

Institution	Degree	Major
University of Tennessee, Chattanooga <ul style="list-style-type: none"> • Adult Gerontology Acute Care Nurse Practitioner • Nurse Anesthesia • Nursing • Nursing Admin Systems • Family Nurse Practitioner Life Span 	DNP	Nursing
University of Tennessee, Knoxville <ul style="list-style-type: none"> • Family Nurse Practitioner • Nurse Executive Practice • Psychiatric Mental Health Nurse Practitioner • Pediatric Primary/Acute Care Nurse Practitioner • Nurse Anesthesia • Pediatric Primary Care Nurse Practitioner 	DNP	Nursing

Accreditation

LCON's baccalaureate and master's programs are currently accredited by CCNE through June 30, 2030. LCON would seek accreditation for the DNP program through CCNE. With program implementation expected to occur in spring 2024, LCON would anticipate accreditation for the program to take place between spring 2024 and fall 2024.

Administrative Structure

LCON is organized under the leadership of the Dean who serves as Chief Academic Officer of the college. The Associate Dean for Academic Programs (ADAP) provides oversight for both undergraduate and graduate programs and works closely with faculty and the directors of the respective programs: BSN program, RN-BSN program, MSN programs, PhD program, and the proposed DNP programs. The ADAP reports directly to the Dean. The Associate Dean for Student Success and Inclusion (ADSSI) works with academic advisors and academic service coordinators to provide student-centered services from recruitment and admission through graduation and licensure/certification. The ADSII also reports directly to the Dean and works in concert with the ADAP to ensure student success and inclusion are key foci in the implementation of academic programs throughout the college. The Associate Dean for Research (ADR) provides support to all faculty on research and scholarship, including

submissions for external and internal funding, support of grant implementation, and writing for publication. The ADR reports directly to the Dean. The Director of Clinical Education (DCE) provides support and leadership for clinical faculty including part time clinical faculty and preceptors and works closely with LCON's clinical placement coordinators to secure clinical sites in support of student clinical learning. Preceptor selection, training, and support will be vital for future DNP students to complete immersion practicum experiences and fulfillment of their final capstone project/portfolio. The Director of the DNP Program will provide leadership and oversight for development, implementation, and evaluation of the DNP program by working with DNP faculty, as well as the ADAP and ADSII to ensure high quality of the DNP Program. The LCON organizational chart is provided on page 12. More in depth descriptions of LCON leadership are provided below.

Dean of Nursing. The Dean is a 12-month administrative position held by a doctoral prepared, tenured full professor. The Dean serves as chief academic officer comparable to chief administrators of colleges and schools at the university. The Dean is vested with administrative authority in nursing budget and personnel. The Dean works closely with the Executive Vice President for Academic Affairs and Provost for needed resource and support to fulfill mission and to reach strategic goals of the LCON and the university. As the Chief Academic Officer of LCON, the Dean is responsible and accountable for ensuring high quality programs, sound academic policies, adherence to accreditation and regulatory requirements, and providing vision and leadership for the LCON. The Dean performs annual reviews for all full-time faculty, tenure and promotion reviews, and reviews of the ADAP, ADSSI, and the LCON staff. The Dean is vested and supported by the university's top leadership to sustain, advance, and accomplish the mission and goals of the LCON.

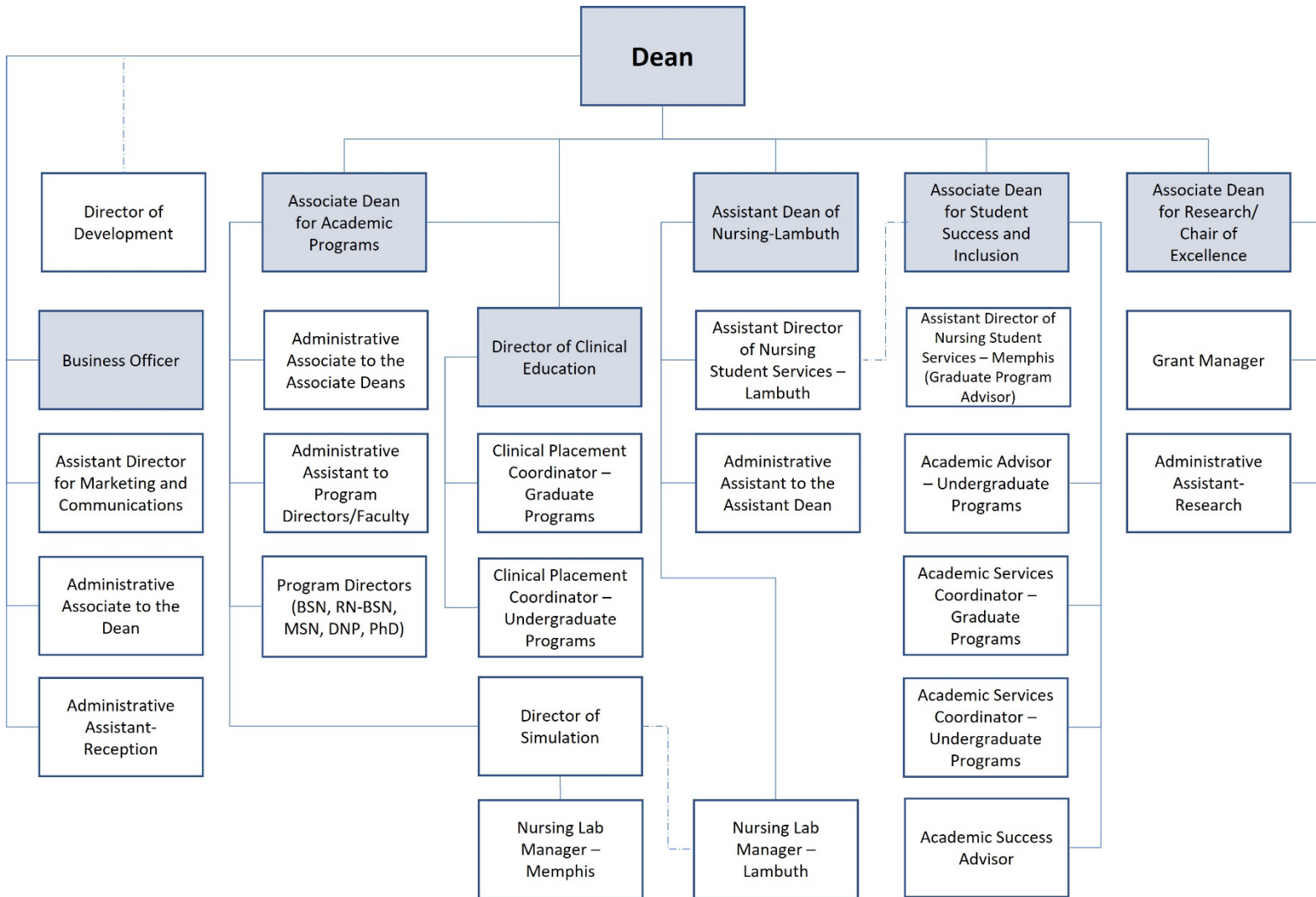
The Associate Dean for Academic Programs. The ADAP is 12-month administrative position held by a doctoral prepared clinical professor. The ADAP provides leadership and oversight for sustaining high quality of all nursing programs including the proposed DNP program. The ADAP reports to the Dean and works with faculty and directors of academic programs to support faculty teaching and student learning. The ADAP ensures the designed curriculum meets CCNE accreditation standards. The ADAP also serves as liaison to the university's Undergraduate and Graduate Councils and to the LCON's practice and community partners.

Associate Dean for Student Success and Inclusion. The ADSSI is a 12-month administrative position held by a doctoral prepared leader. The ADSSI provides leadership for student recruitment, admission, retention, graduation, and leadership development. The ADSSI manages student affairs, serves as a liaison to the academic counseling units of the university, plans and implements student related functions/activities (e.g., student orientations), coordinates registration activities for entering classes, administers student scholarships, and supports honor students. The ADSSI conducts town hall meetings to listen to student voices and uses data to improve processes and student related policies. All academic advisors and academic service coordinators report to the ADSSI.

Director of Clinical Education. The DCE is a 12-month administrative faculty position held by a doctoral prepared clinical associate professor. The DCE provides leadership and oversight for clinical education, supports clinical faculty, including part time faculty, and students, builds academic and practice partnerships, communicates evidence-based practice in clinical education, and promotes excellence in clinical education. The DCE will work with the Director of DNP Programs and graduate clinical placement coordinator for clinical placements for the DNP student practicum.

Director of DNP Programs. The Director of DNP Programs will be a 12-month faculty position that will be held by a doctoral prepared faculty with expertise and experience directing the program. The Director of DNP programs will work closely with the ADAP and DNP faculty to develop, implement, and evaluate the DNP program. The Director of DNP programs will provide leadership and oversight to ensure the DNP program meets accreditation standards and regulatory requirements.

Figure 1. LCON Organizational Chart



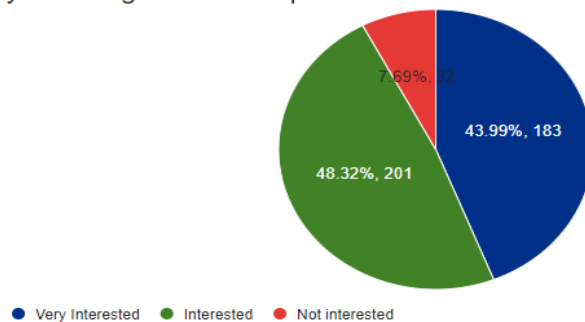
Section III: Feasibility Study

Student Interest

LCON conducted a survey to explore student interest in the proposed DNP program. In November 2022, the college surveyed UofM enrolled BSN and MSN students who would graduate within the next 15 months. The survey asked: “How likely do you plan to pursue a DNP in the next two years?” Response choices were “not likely”, “somewhat likely”, and “very likely.” Nearly 91% of students who responded to the survey (N=450) reported “Somewhat likely” or “very likely” to pursue a DNP degree within the subsequent two years, showing great interest in the DNP program, as shown in Figure 2.

Figure 2. Likelihood of Pursuing DNP within 2 Years

Q2 - Please indicate your interest level in LCON offering a DNP program by selecting one of the options below.



The tremendous interest of pursuing a DNP program among current nursing graduate students and MSN prepared nurses in the region signify the need for a DNP program at LCON. LCON offers the most affordable and accessible option for higher education in Tennessee and can offer the same quality of doctoral education in nursing for an average of approximately \$100 less per credit hour than that offered by nearby institutions. The LCON DNP will be delivered online assuring accessibility, flexibility, affordability, and high quality.

Local and Regional Demand

In March 2017, the Tennessee Higher Education Commission (THEC) produced a Market Assessment and Feasibility Analysis for the Doctor of Nursing Program. In the report’s

Executive Summary, Tripp Umbach mentions the significant need for educators with nursing education doctorates and PhDs to serve as faculty. The executive summary goes on to mention the AACN shift in program level mandates. In fact, the AACN 2021 Essentials mandates two levels of nursing degree educational programs, (1) baccalaureate and (2) doctorate. Additionally, NONPF is demanding that all NPs must be DNP prepared by 2025.

In further response to the key findings of this study, the employment projections for NPs are dated and no longer valid due to the COVID-19 global pandemic. In fact, two years out from the original projections made in this report the need is growing exponentially. The following data and examples will shed light on the current needs and market demands for NPs.

Tennessee schools of nursing turned away nearly 2,000 qualified applicants at all levels of nursing from associate to graduate degree applicants (Tennessee Board of Nursing, 2019). Turning away qualified applicants is very disturbing given the lack of educational preparation of Tennessee nurses: 9% diploma, 43% associate degree, 36% BSN, 14% MSN, and 3% doctorate (Tennessee Board of Nursing, 2016). Alas, highly qualified Tennesseans want to obtain baccalaureate and graduate degrees in nursing but cannot because of Tennessee's shortage of qualified faculty to maintain even current levels of enrollment.

The greatest barrier to assuring a well-educated nursing workforce is the severe shortage of doctoral-prepared faculty to teach nurses at all levels. In 2019, Tennessee schools reported 10% faculty vacancies, and the number is expected to rise as the current number of doctoral graduates is insufficient to fill positions. Robust growth in nursing educational capacity is not possible without swift and substantive changes. Support and implementation of doctoral programs is a positive step toward closing the nursing faculty shortage gap.

Table 3 provides national data from AACN on qualified applications not offered admission for enrollment into DNP programs. Furthermore, Figure 4 shows that Memphis is the second major city in Tennessee that seeks DNP prepared nurses.

Table 3. Qualified Applications Not Offered Admission to DNP Programs

	Doctoral DNP
Schools Reporting	392
Seats Available	17,564
Number of Programs Without Seat Limitations	76
Completed Applications Received	37,615
Applications Meeting Admission Criteria	26,994
Qualified Applications Offered Admission	22,042
Students Enrolled and Registered:	
Programs With Seat Limitations	11,540
Programs Without Seat Limitations	4,681
Qualified Applications Not Offered Admission	4,952

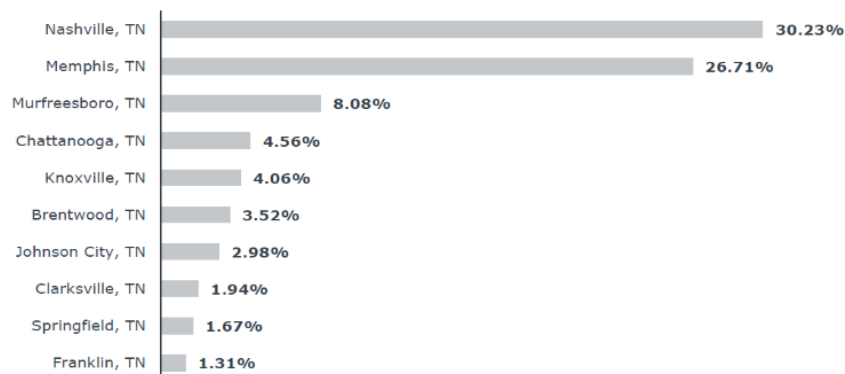
**Adapted from American Association of Colleges of Nursing 2022 Table 39*

Figure 3. Top Cities Seeking Doctoral-Level NP Applicants in Tennessee, 2021-2022

Top Cities Seeking Doctoral-Level Nursing Practice Applicants

September 2021 - August 2022, Statewide Data

n = 2,216 job postings



Employer Demand

The role of DNP-prepared nurses outside of academic settings has not been clearly articulated and explored in Tennessee. Employers and market demand do not solely influence decisions about DNP program development and implementation – requiring leadership to also consider factors such as impact on institutional research classification and budget. The Carnegie

Classification® system rewards doctorates conferred in programs such as DNPs, and many institutions that have attained the Highest Research (R1) category in recent cycles attribute their achievement to growth in mostly professional doctorate programs.

The need for NPs in Tennessee is projected to grow rapidly across the next decade due to growing demand for health care services, especially preventative care, and demand from the aging population (Figure 4). As such, the growth of doctoral nursing programs has begun to increase (Figure 5 demonstrates nationwide growth), although not rapidly enough to meet the overall NP demand (Figure 6 provides DNP student enrollment data). Doctoral completions for CIP Code 51.3818 in the States of Tennessee, Mississippi, and Arkansas are provided in Table 4, with further delineation provided in Figure 7.

Figure 4. NP Projected Employment (Statewide Private Analysis), 2022-2032

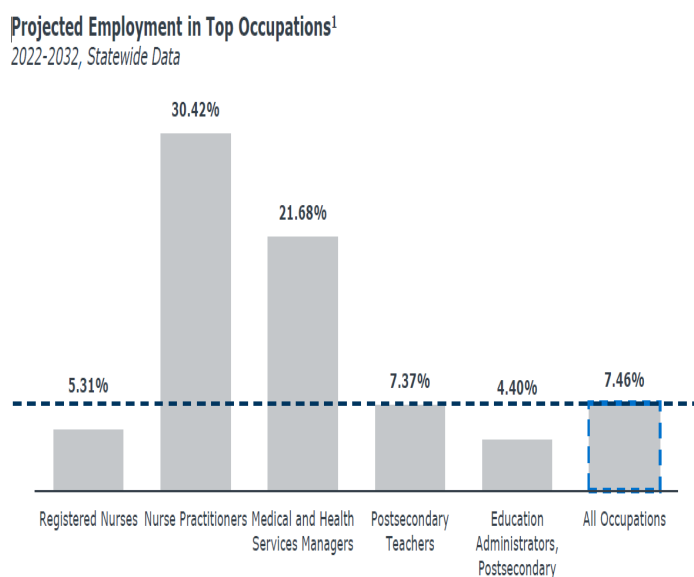


Figure 5. Growth of DNP Programs 2012-2021

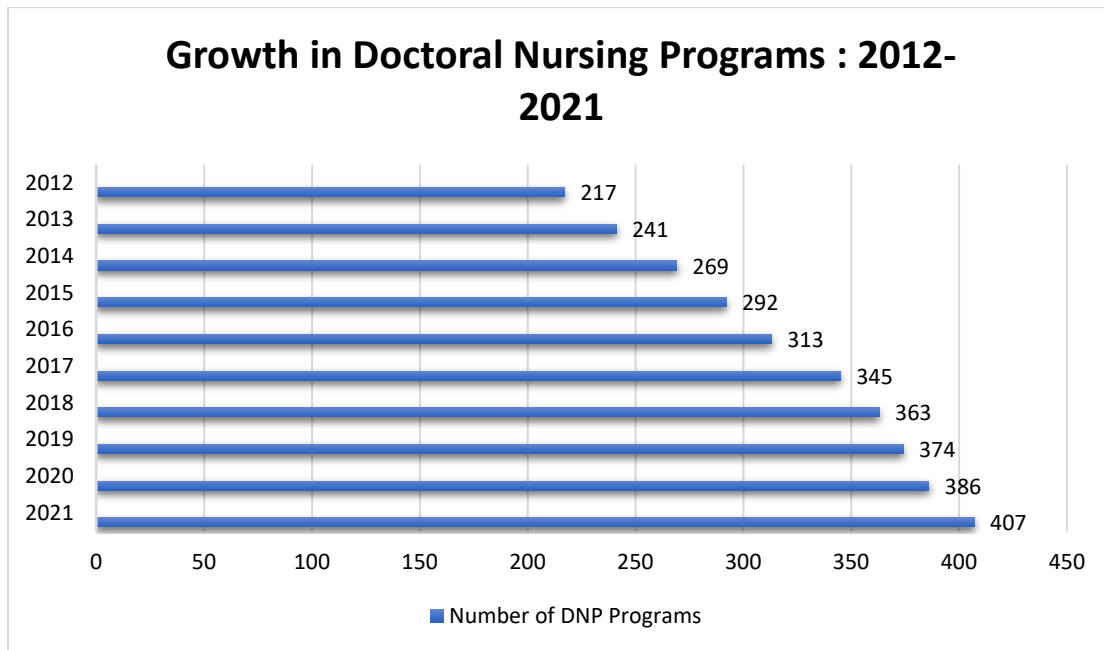


Figure 6. Growth in DNP Enrollment, 2017-2021

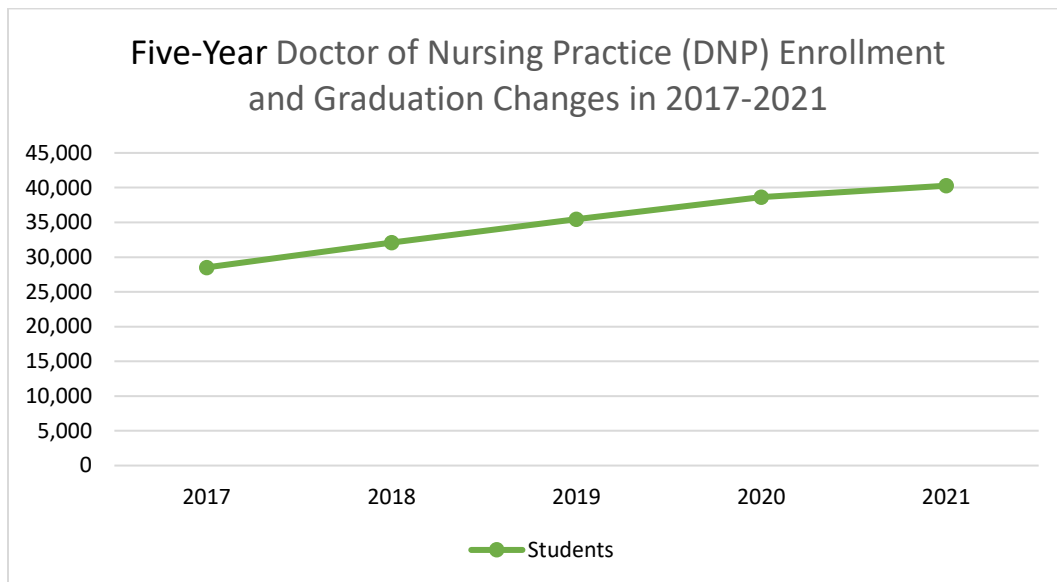


Table 4. Doctoral Completions for CIP Code 51.3818

Analysis of CIP Code 51.3818 ("Nursing Practice") Doctoral-Level Completions in Arkansas, Mississippi, and Tennessee

Institutions with Most Reported Completions

2015-2016 and 2019-2020 Academic Years, Regional Data

Institution	Reported Completions, 2015-2016 Academic Year	Market Share, 2015-2016 Academic Year	Reported Completions, 2019-2020 Academic Year	Market Share, 2019-2020 Academic Year
The University of Tennessee Health Science Center*	Not Offered	N/A	80	31.37%
Vanderbilt University	43	54.43%	70	27.45%
University of Southern Mississippi*	Not Offered	N/A	28	10.98%
University of Arkansas*	10	12.66%	18	7.06%
Belmont University	8	10.13%	11	4.31%
Union University	0	0.00%	10	3.92%
Arkansas State University*	4	5.06%	8	3.14%
Mississippi University for Women	1	1.27%	7	2.75%
University of Central Arkansas*	11	13.92%	6	2.35%
King University*	0	0.00%	5	1.96%

Asterisk (*) denotes institution reports relevant degree completions with a 100% distance-delivery option during

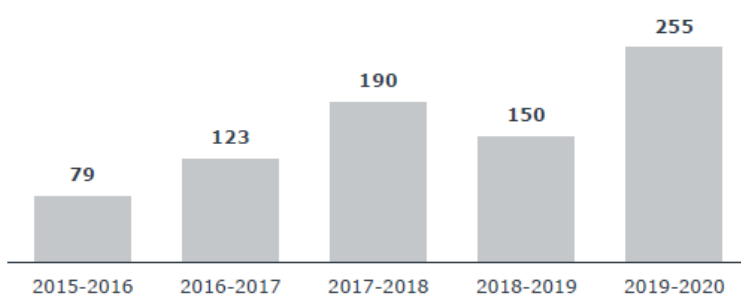
Figure 7. Doctoral Completions for CIP Code 51.3818

Analysis of CIP Code 51.3818 ("Nursing Practice") Doctoral-Level Completions in Arkansas, Mississippi, and Tennessee

Relevant degree completions for doctoral-level nursing practice, and the number of institutions reporting relevant completions.

Completions Reported Over Time

2015-2016 to 2019-2020 Academic Years, Regional Data



+39.78%

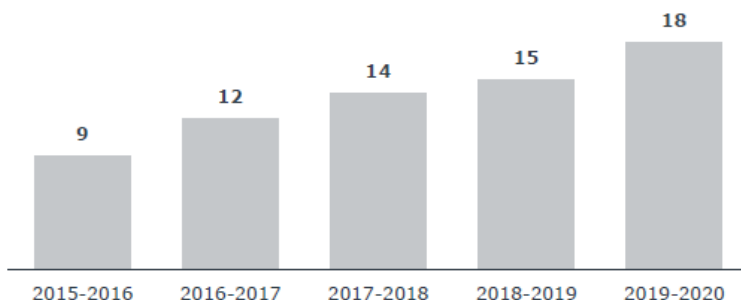
Average Annual Completions Growth

2015-2016 to 2019-2020 Academic Years, Regional Data

- Average annual 19.29% growth in number of institutions in the same period

Institutions Reporting Completions over Time

2015-2016 to 2019-2020 Academic Years, Regional Data



66.67%

Institutions Reporting Completions with a 100% Distance-Delivery Option

2019-2020 Academic Year, Regional Data

According to the U.S. Bureau of Labor Statistics (BLS) Geographical Profile for Nurse Practitioners as of May 2021, shows Tennessee as the state with the highest concentration of jobs and location quotients in NPs (Table 5). Additionally, the BLS Employment Projections show that the NP sector is the fastest growing occupation in 2021, and this trend is expected to continue through 2031, with 45.7% employment growth over the next decade (Table 6). Collectively, this data implies the national and state demand for a DNP program at LCON is not

only warranted, but long overdue. Failure to implement a DNP program limits the University's ability to compete for market share locally and nationally.

Table 5. US Bureau of Labor Statistics (BLS) Geographical Profile for NPs, May 2021

States with the highest concentration of jobs and location quotients in Nurse Practitioners:

State	Employment (1)	Employment per thousand jobs	Location quotient (9)	Hourly mean wage	Annual mean wage (2)
Tennessee	11,360	3.80	2.28	\$ 45.73	\$ 95,120
Mississippi	3,860	3.51	2.10	\$ 53.73	\$ 111,750
West Virginia	1,780	2.71	1.63	\$ 50.36	\$ 104,750
Alaska	770	2.60	1.56	\$ 54.72	\$ 113,820
Missouri	6,940	2.54	1.53	\$ 49.76	\$ 103,490

Table 6. US Bureau of Labor Statistics Employment Projections, All Occupations

2021 National Employment Matrix title	2021 National Employment Matrix code	Employment, 2021	Employment, 2031	Employment change, 2021-31	Percent employment change, 2021-31	Median annual wage, 2021 ⁽¹⁾
Total, all occupations	00-0000	158,134.7	166,452.1	8,317.4	5.3	\$45,760
Nurse practitioners	29-1171	246.7	359.4	112.7	45.7	\$120,680
Wind turbine service technicians	49-9081	11.1	16.1	4.9	44.3	\$56,260
Ushers, lobby attendants, and ticket takers	39-3031	63.2	88.8	25.6	40.5	\$24,440
Motion picture projectionists	39-3021	2.0	2.8	0.8	40.3	\$29,350
Cooks, restaurant	35-2014	1,255.6	1,715.6	459.9	36.6	\$30,010
Data scientists	15-2051	113.3	153.9	40.5	35.8	\$100,910
Athletes and sports competitors	27-2021	15.8	21.5	5.7	35.7	\$77,300
Information security analysts	15-1212	163.0	219.5	56.5	34.7	\$102,600
Statisticians	15-2041	34.2	45.3	11.2	32.7	\$95,570
Umpires, referees, and other sports officials	27-2023	13.2	17.4	4.2	31.7	\$35,860
Web developers	15-1254	95.3	124.1	28.9	30.3	\$77,030
Animal caretakers	39-2021	290.7	377.6	86.9	29.9	\$28,600
Choreographers	27-2032	6.3	8.1	1.9	29.7	\$42,700
Taxi drivers	53-3054	128.5	165.1	36.6	28.5	\$29,310
Medical and health services managers	11-9111	480.7	616.9	136.2	28.3	\$101,340
Logisticians	13-1081	195.0	249.1	54.1	27.7	\$77,030
Physician assistants	29-1071	139.1	177.5	38.4	27.6	\$121,530
Solar photovoltaic installers	47-2231	17.1	21.7	4.6	27.2	\$47,670
Animal trainers	39-2011	52.9	67.2	14.3	27.1	\$31,280
Physical therapist assistants	31-2021	96.5	122.1	25.6	26.5	\$61,180
Software developers	15-1252	1,425.9	1,796.5	370.6	26.0	\$120,730
Epidemiologists	19-1041	8.6	10.9	2.2	25.8	\$78,830
Occupational therapy assistants	31-2011	43.4	54.5	11.0	25.4	\$61,730
Home health and personal care aides	31-1120	3,636.9	4,560.9	924.0	25.4	\$29,430
Personal care and service workers, all other	39-9099	104.4	130.4	26.0	24.9	\$29,610
Dancers	27-2031	6.2	7.7	1.5	24.5	
Health specialties teachers, postsecondary	25-1071	246.7	306.1	59.4	24.1	\$102,720
Entertainment attendants and related workers, all other	39-3099	4.7	5.8	1.1	23.2	\$24,170
Operations research analysts	15-2031	104.2	128.3	24.2	23.2	\$82,360
Roustabouts, oil and gas	47-5071	37.3	45.9	8.6	23.0	\$38,920

Footnotes:

⁽¹⁾ Data are from the Occupational Employment and Wage Statistics program, U.S. Bureau of Labor Statistics. Wage data cover non-farm wage and salary workers and do not cover the self-employed, owners and partners in unincorporated firms, or household workers.

Note: Data is unavailable for values denoted with a "—".

Source: Employment Projections program, U.S. Bureau of Labor Statistics

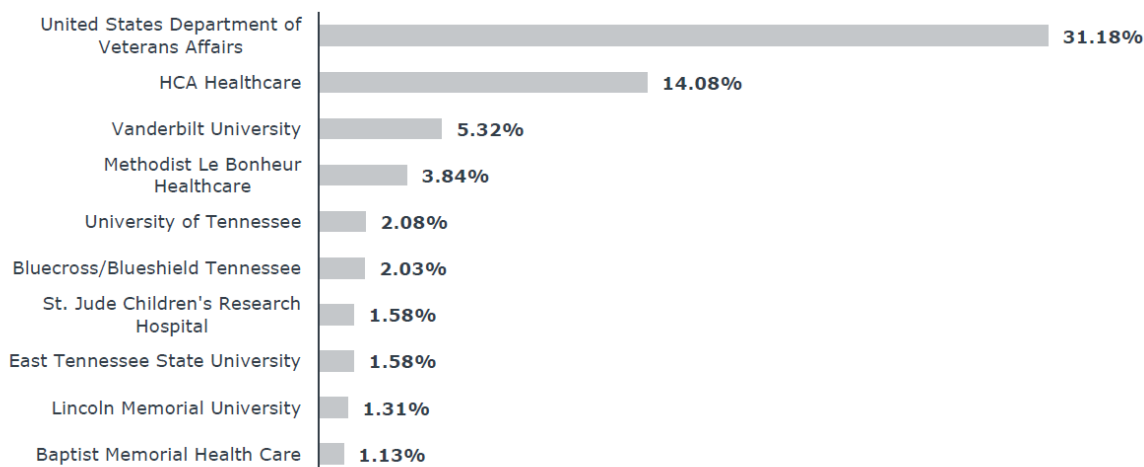
Figure 6 provides data on employers in the State of Tennessee seeking doctoral-prepared nursing practitioners.

Figure 8. Top Tennessee Employers Seeking Doctoral-Level Nursing Practice Applicants

Top Employers Seeking Doctoral-Level Nursing Practice Applicants

September 2021 - August 2022, Statewide Data

n = 2,216 job postings



Community and Industry Partnerships

The LCON has established extensive, contractual clinical affiliations. The proposed DNP program will use the existing clinical affiliations in support of DNP practicum experiences. Memphis major hospitals – Methodist Le Bonheur Health Care, Baptist Memorial Health Care, as well as West Tennessee Healthcare near LCON's Lambuth campus, have noted support for the proposed DNP program (see Letters of Support in Appendix A). Table 6 lists LCON's current contractual clinical affiliations.

Table 7. LCON Clinical Partners

Absolute Family Health	Frix-Jennings Clinic	Oakland Primary Care
Acute Care	Frix-Jennings Clinic-Henderson	OB/GYN Centers of Memphis
Adams Patterson OB-GYN	Genex Services Inc.	OB-GYN Specialists
Affordable Urgent Care Clinic	Geriatrics Group of Memphis	Occu Med

Alamo Nursing & Rehabilitation Center	Germantown Internal Med Assoc	Oxford Obstetrics & Gynecology Associate
AMMC Women's Clinic	Germantown Minor Medical	Paris Henry County Clinic
Apex Cardiology	Germantown Municipal School District	Paris Pediatrics
Apple Grove	Germantown Wellness	Paris Women's Center
Arkansas Children's Hospital 26	Getwell Community Clinic, LLC	Parkwood Behavioral Health System
Arkansas Department of Health	Getz Internal Medicine & Behavioral Services	Pediatric & Adolescent Clinic
Armour Family Medicine	Gibson County Special School District	Pediatric and Adolescent Medicine-Chattanooga
Avalon Hospice	Good Life Medical Center, LLC	Pediatric Associates of West Memphis
Baptist Medical Group - Cordova	Grace Healthcare of Cordova	Pediatric Association Kronenberg
Baptist Medical Group (Memphis) Humphreys	Graham Primary Health Care	Pediatric Consultants, PC
Baptist Memorial Home Care, Inc.	Great River Medical Center	Pediatric Physicians
Baptist Memorial Hospital for Women	Greenwood Children's Clinic	Pediatrics East Collierville
Baptist Memorial Hospital-Collierville	Greystone Medical Clinic	Physician's Quality Care
Baptist Memorial Hospital-Desoto	Grove Primary Care Clinic, LLC	Physicians Quality Care- Milan
Baptist Memorial Hospital-Germantown	Hardeman City Community Health Center	Physicians Quality Care-Jackson, TN
Baptist Memorial Hospital-Memphis	Hawkins Family Medicine	Porter Leath Children's Center
Baptist Memorial Hospital-Union County	Haywood County Schools	Potts Camp Family Medical Clinic
Baptist Memorial Medical Group-Arlington	Health First Family Medical Clinic	Premier Internal Medicine
Bartlett Raleigh Internal Medicine	Health Loop-Hollywood	Premier Women's Care

Bartlett Women's Clinic	Health Loop--Third Street	Primary Care Center of Halls
Baxter Regional Comprehensive Women's Center	HealthSouth Rehabilitation Hospital of Memphis	Primary Care Center-Trenton
Bellevue Clinic	HealthSouth Rehabilitation-North	Primary Care Pediatrics
Bells Nursing & Rehabilitation Center	Heart and Vascular Institute, LLC	Primary Care Specialists Memphis
Betty Jo Dulaney, MD, PLLC	Heart of Texas Community Health Center	Primary Care Specialists- South-Jackson
Bluff City Obstetrics and Gynecology	Henry County Medical, et. al.	Primary Health Care-Methodist
BMG Humphrey's Family Practice	Hernando Family Medical o Hickory Flat Clinic	Prime Care Medical Center-Henderson
Bowden Internal Medicine	Hometown Urgent Care	Prime Medical Group
Brandy Davis, MD	Hope Primary Care Center	Prime Medical Group P.C
Brighton Family Medicine	Infectious Disease Associates	Primecare Clinic, PLLC- Bolivar
Caballero Family Healthcare	Internal Health & Medical Services	Psalms, Inc.
Camden Family Care Clinic	Internal Medicine Associates of Memphis	Rainbow Health & Rehab of Memphis
Cannady Medical Center o Care Rite, PLLC	Jackson Clinic	Raleigh Group Pediatric-Memphis
Caruthersville Clinic	Jackson-Madison County Board of Education	Raleigh Group Pediatrics-Eads
Child and Adolescent Clinic	Jackson-Madison County General Hospital	Randolph Women's Center
Children's Clinic of Oxford - MS	Jackson-Madison County Health Department	Regional Hospital of Jackson
Children's Clinic-West Memphis - AR	Jenkins & Nease Internal Medicine	Regional InterFaith Association (RIFA)
Choices-Poplar Ave (Memphis)	Lafayette County Health	Regional One Health
Christ Community Health Center- Frayser	Lakeland Family Medicine-Lakeland	Regional One Health (The Med)
Christ Community Health Services - 3rd St.	Lakeland School District	Regional One Health Extended Care Hospital

Christ Community Health Services - Broad	Lakeside Behavioral Health Systems	Regional Primary Care
Christian Family Medical	Lance Whaley, MD Obstetrics & Gynecology	Regional Women's Center
Christian Family Medicine of Henderson	Lauderdale Community Hospital	River City Pediatrics
Christian Family Medicine of Ripley	Laurelwood Health Care Center	Ruch Clinic
Clay-Battelle Health Services Association	Laurelwood Pediatrics	Rural Health Clinics of West TN
Clopton Clinic	Le Bonheur Children's Medical Center	Saint Francis Hospital
Collierville Family Medical Center	Lee County Mississippi Health Department	Saint Francis Hospital-Bartlett
Collierville Internal Medicine	Lifespan Health- Savannah, TN	Saint Francis Medical Partners
Collierville Medical Specialist	Lindsay Clinic	Saint Francis Medical Partners-East
Collierville Municipal School District	Lunceford Family HealthCare	Shelby County Health Department
Collierville Pediatric	Lunceford Family HealthCare	Shelby County Schools
Community Family Medical	Magnolia Women's Clinic	Signature Healthcare at St. Francis
Complete Care PC	Marion Minor Med	Signature Healthcare at St. Peter Villa
Complete Health Care Center 27	Martin Medical Center	Signature Healthcare of Memphis
Comprehensive Medical Associates-Memphis	Mary Margaret Hurley, M.D., PC	Signature Healthcare of Memphis
Comprehensive Primary Care- Atoka, TN	May Medical Group	Signature Healthcare of Primacy
Comprehensive Primary Care- Bartlett	McDonald Murrmann Woman's Clinic	Skyline Women's Health Associates
Consolidated Medical Practices	McKenzie Medical Center	Solutions Medical Center
Convenient Care Clinic- Dyersburg	McKnight Clinic	Southcrest Women's Healthcare, PLLC

Cornerstone Women's Center	Meadows of Fulton, The	Southwind Medical Specialists-Methodist
Cresthaven Internal Medicine	Medicos Para la Familia	Speight Family Medical
Crittenden Regional Family Practice	MedSouth Medical Center	Springer Medical Associates
Crittenden Regional Hospital	Memphis & Shelby Co Peds Group-Shelby	St Francis Medical Partners East
Crossroads Hospice of Tennessee	Memphis & Shelby County Pediatric Group	State of Tennessee, Department of Health
Delta Health Center, Inc.	Memphis Cardiology and Vein Center	Stern Cardiovascular Foundation
Delta Medical Center	Memphis Childrens Clinic-Southaven	The Children's Clinic of Jonesboro
Delta Medical Center	Memphis Health Center	The Children's Clinic-Jackson
Desoto Children's Clinic	Memphis Jewish Home & Rehab	The Med
Desoto Community Health Center	Memphis OB/GYN (MOGA) Bartlett	The Thomas Clinic
Desoto County Schools	Memphis OB/GYN (MOGA) Southaven	The Women's Place - McNairy Clinic Corp
Desoto Family Medical Practice	Memphis Ob/Gyn Associates-Wolfchase	Thrasher Clinic
Desoto Healthcare Center	Memphis OB/GYN Associates-Germantown	Total Health and Wellness Inc.
Diffine Family Practice	Memphis OB/GYN Associates-Humphreys	Trezevant Manor
Diocese of Memphis Catholic Schools	Memphis Pediatrics, PLLC	Tri-State Medical Group
Doctors Hospital	Memphis Women's Consultants	Trumann Family Health Center
Dr. Carol Lynn Gynecology	Mercy Springfield Communities	Tunica Resorts Medical Clinic
Dr. Cary Finn and Associates	Mestamacher Clinic for Women, PLLC	Union County Health Department
Dr. Edgar Blecker, MD	Methodist Extended Care Hospital, Inc.	Unity Medical Clinic at Getwell
Dr. Ilsa Sanchez, MD, PLLC	Methodist University	University Health Services, Inc.
Dr. Jayanta Dirghangi	Methodist Germantown	University of Chicago Medicine

Dream Center of Jackson	Methodist North	University of Illinois
Drs. Rentrop and Geater, Offices of	Methodist South	University of Illinois at Chicago
Dyersburg Clinic Corporation	Methodist-Le Bonheur Healthcare Affiliated	University of Memphis
Dyersburg Family Walk-In Clinic	Michie Healthcare Associates	University TN Medical Group OB/GYN
Dyersburg Regional Womens Center	Mid-South Medicine	UT Medical Group, Inc.
Easley Delones Family Medical	Mid-South Pediatrics- Marion, AR	UT through its Boling Center
East Memphis Internal Medicine	Midland Memorial Hospital	VA South Clinic
Eastmoreland Internal Medicine- Methodist	Mid-South Minor Med	Verzosa Ungab Internal Medicine
Elite Pediatric and Adolescent Medicine	Mid-South OB/GYN	Veterans Affairs, Department of
Endocrinology Consultants	Mid-South Women's Clinic	Veterans Affairs, Department of
Engbretson Center for Women	Midtown Internal Medicine- Methodist	Victoria Independent School District
Erlanger Health System	Milan Medical Center	Village at Germantown, The
Evans Medical Clinic-Huntington	Miller Family Medical Center	WCI School Health Services, LLC
Express Care West Medical Clinic	Millington Family Healthcare	Weakley County Health Department
Faith Health Center	Mississippi State DOH	Well Child
Family Care Walk-In Clinic	Monongalia General Hospital	Well Child, Inc.
Family Care Walk-In Clinic- Humboldt	MS State Dept. of Health	Western Mental Health Institute
Family Care Walk-In Clinic- Jackson	My NP Family Health & Wellness Clinic, LLC	Whitehaven Pediatrics
Family First Clinic of Clarksdale	NEA Baptist Clinic	Whiteville Family Medical Clinic
Family First Clinic of Hernando	NEA Baptist Clinic Paragould	Williams Medical Clinic
Family First Medical Center- Covington	NEA Baptist Clinic-Trumann	Wolf River Pediatrics- BMG
Family Medical Clinic of North Miss	New Albany Pediatrics	Womens Healthcare Office of OB/GYN

Family Medicine-Bartlett	Newstart Family & Obstetrical Care	Women's Physician Group
Family Physicians Group-Collierville	Newstart Family and Obstetrical Care	Wynne Medical Clinic
Family Physicians Group - Memphis	Northbrook Healthcare & Rehab Center	YMCA at Schilling Farms
Fast Pace Urgent Care Clinic	Northlake Women's Healthcare	Youth Villages
Forest Hill Family Practice	Northwest Tennessee Head Start	Yukon Pediatric Clinic
Foundation Medical		

Section IV: Enrollment and Graduation Projections

Enrollment projections are based several factors:

1. National trends for DNP enrollment, including trends for BSN-DNP and MSN-DNP programs.
2. Current enrollment trends for LCON's master's degrees.
3. Current LCON enrollment data for part-time/full-time students.
4. Mix of LCON students in current MSN concentrations.
5. Current LCON and national data regarding attrition.

According to AACN, the number of DNP programs in the United States has continued to grow, as has the number of DNP students across the country. From 2012 to 2021, the number of programs increased almost 2000% (217 to 407) and the number of students increased 460% (14,699 to 40,834). Enrollment increases in DNP programs over the last few years has been at 4%, per AACN. Also, approximately 60% of DNP students are in BSN-DNP programs, with the remaining 40% in MSN-DNP programs.

At LCON, enrollment in its master's programs has remained steady for the last several years, with a slight decline in academic year 2021-2022. LCON's master's programs are the same concentrations that will be transitioned to the DNP level upon approval of the DNP program including family nurse practitioner, executive leadership, and nursing education. DNP admission and enrollment projections were thus determined using the average MSN admissions at LCON over the last 3 years (90 students per year with Fall, Spring, Summer admissions) with a 4% projected increase in admissions over each of the first 7 years. Based on the feasibility study, it is believed that these enrollment projections are realistic and based on student demand. LCON also used program entry data (BSN versus MSN) based on AACN's current 60% enrollment in BSN-DNP programs and 40% MSN-DNP programs to determine initial enrollment projections for the MSN-DNP program. This would give an initial expected annual enrollment of 50 students per year.

Over 98% of MSN students at LCON are part-time students. LCON assumes that this will remain the case for its DNP programs. As such, overall DNP enrollment projections per year will be determined using a part-time progression for 100% of admitted students. Additionally, LCON

assumes for its BSN-DNP programs, that enrollment for each concentration will be based on current enrollment trends within the college. Current data demonstrates 78% of students are in the family nurse practitioner concentration (DNP concentration of advanced practice nursing: family nurse practitioner), 11% are in the nursing education concentration (DNP concentration of educational leadership), and 11% are in the executive leadership concentration (DNP concentration of leadership science. For its MSN-DNP program, LCON estimates that over the first 7 years of program implementation half of students will take the generic MSN-DNP program (getting a DNP in their current specialty). Of the remaining admitted students, LCON estimates that 20% will be in the advanced practice nursing: family nurse practitioner concentration, 20% will be in the educational leadership concentration, and 10% will be in the leadership science concentration.

According to AACN data, nationally the current attrition rates for DNP students are at approximately 19% (average of matriculating cohorts from 2006-2015). For its MSN programs over the last three years, LCON has had an average attrition rate of 29%. LCON's higher attrition rate may be due to more diverse student body with a higher number of first-generation students. These students are also having to work to support family and their education, with many lacking supportive employer structures for tuition remission for advanced degrees. However, over the last few years, LCON has created an Office of Student Success and Inclusion, with its Associate Dean making great strides in supporting the college's online student community, including financial support (grants, scholarships), academic support (counseling, tutoring), and learning environment (online learning communities, graduate student organization, wellness resources). As such, in determining enrollment and graduation projections, LCON used 24%, the midpoint of AACN's average of 19% for attrition and LCON's of 29%. Additional AACN data demonstrates that of those who leave the program, approximately 25% leave within the first year, 25% after one year, 20% after two years, 15% after three years, and 15% after four or more years. LCON used these annual attrition rates in making its annual enrollment projections.

A summary of projected enrollment and graduates is provided in the following table. LCON developed the table using comprehensive calculations based on admission (per point of entry [BSN/MSN] and concentration), progression (full-time vs part-time, point of entry, and concentration), and retention data (attrition rate) as described above. This data can be made available upon request.

Table 8. Projected Enrollments and Graduates

Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2024-2025	70	11	0
2	2025-2026	147	16	8
3	2026-2027	215	20	27
4	2027-2028	266	23	69
5	2028-2029	280	23	72
6	2029-2030	264	25	77
7	2030-2031	305	26	81

Section V: Projected Costs to Deliver the Proposed Program

Faculty and Instructional Staff

LCON currently has 57 full-time faculty, including 14 with a research doctorate and 23 with a practice doctorate, available for teaching in the DNP program. LCON currently has four unfilled tenure track positions, which will be filled by a candidate with a research doctorate, and one unfilled director of simulation position, which will be filled by a candidate with a practice doctorate. When these positions are filled for academic year 2023-2024, LCON will have 18 faculty with research doctorates and 24 faculty with practice doctorates. All doctoral prepared faculty can guide students in the DNP program.

Four additional faculty positions will be requested to start at program implementation, with another two positions in year 5. These additional faculty positions will be necessary to accommodate enrollment growth as well as mentorship/guidance for students completing their immersion (capstone) projects. Salary and benefits for each additional faculty member are estimated to average starting salary of \$80,000 with benefits calculated at 35.86% (\$28,688). The THEC financial projections form also includes an annual increase of 3% for each year after hire.

LCON's current MSN programs use approximately 10 adjunct faculty instructors per semester to for some specialty and clinical courses. These adjunct faculty will be available to teach the same courses within the new DNP curricula (after phasing out the MSN programs). With an increase in enrollment for the DNP programs projected over the first five years, LCON anticipates an additional 5 adjunct faculty instructors will be needed for clinical courses, mostly within the DNP-FNP concentration, per semester. The 5 additional faculty would teach one 3-credit course per each of three semesters, at a current cost of \$1,545 per credit hour. This would be an increased cost of \$69,525 in salary.

Non-Instructional Staff

LCON's support structures within its offices of Academic Programs and Student Success and Inclusion will provide some staff resources to support the program. Administrative positions include the Associate Dean for Academic Programs, Associate Dean for Student Success and

Inclusion, Director of Clinical Education, and Director of Simulation. Academic positions include the Director of DNP Programs and individual concentration program assistant directors (family nurse practitioner, educational leadership, and leadership science). Additional administrative staff currently include an Assistant Director of Nursing Student Services – Memphis, an Academic Success Advisor, an Academic Services Coordinator – Graduate Programs, a Clinical Placement Coordinator – Graduate Programs, and an Administrative Associate to the Associate Dean for Academic Programs.

To provide individualized student support, however, LCON foresees the need for an additional two DNP program advisors at program implementation. These staff positions are estimated to have a starting salary of \$55,000, with benefits calculated at 35.86% (\$19,723). The THEC financial projections form also includes an annual increase of 3% for each year after hire.

Graduate Assistants

LCON will not require the hiring of any additional graduate assistants to support the DNP program. Graduate assistants currently serve the college as teaching assistants, simulation lab assistants, or administrative support (e.g., marketing, student success, data management). As such, LCON does not foresee a need for an increase in graduate assistants due to the DNP program.

Accreditation

LCON's BSN, MSN, and post-graduate certificate programs are accredited through the Commission on Collegiate Nursing Education (CCNE). As LCON is already accredited, the fee for adding a new degree program is \$2,000. LCON will also have to pay a flat fee for hosting the program evaluation, which is \$1,750. These are both one-time fees.

Consultants

LCON will not be utilizing any consultants during implementation or within the first 7 years of operation of the DNP program.

Equipment

LCON does not anticipate any equipment needs for the DNP program during implementation or within the first seven years of operation. While the DNP program will be fully online, students may participate in activities at the college, including objective structured clinical examinations (OSCEs) or practicum experiences. As such, LCON's current equipment infrastructure will more than support the needs of the DNP program.

Information Technology

The University of Memphis and LCON have robust information technology services, including services available for online students (with the proposed DNP program being fully online). Given the breadth of services already provided, LCON does not foresee any additional expenditures required for information technology for the DNP program.

Library Resources

The University of Memphis has adequate library resources to meet the needs of the DNP program, including the Ned R. McWherter Library, the Health Sciences Library (located in the Community Health Building along with LCON), and the L. L. Gobbel Library on the Lambuth Campus. As such, the program will require no additional library acquisitions or support services for the DNP Program.

Marketing

LCON whole-heartedly supports increasing diversity in the nursing workforce as evidenced by efforts to yield a diversity rate of 39.3% in faculty as compared to the national rate 15.9%, and a diversity rate in students off 51.1% compared to the national rate of 29.5%. As such LCON's outreach and marketing for the DNP program will aim to increase awareness of and promote access of the DNP program to racially, ethnically, and culturally diverse communities in West Tennessee and beyond. LCON will:

- use websites, flyers, and social media to promote the DNP program to current diverse LCON graduate students (> 200) and LCON graduates/alumni (over 5,000) in the greater Memphis and Mississippi Delta areas,
- place advertisements in professional nursing journals targeting minority populations such as the Journal of National Black Nurses' Association, Journal of the National Association of Hispanic Nurses, Asian Journal of Nursing Research, Asian Journal of Nursing; Journal of Minority Nursing, and Men in Nursing, and
- target professional organizations such as The National Association of Black Nurses, The National Association of Hispanic Nurses, The American Assembly for Men in Nursing, The National Association of Indian Nurses of America, and the National Association of Asian Pacific Islanders.

Marketing costs for the DNP program will be minimal, as program marketing will be incorporated into the comprehensive marketing plan for LCON. However, LCON anticipates an additional \$7,500 annually to be spent on specific DNP program-targeted marketing and advertising.

Facilities

In July 2015 LCON moved to the \$60M Community Health Building (CHB). The CHB serves as one of the largest facilities for community health-related education and research in the Mid-South. The nearly 200,000 square foot CHB unites faculty, students, and staff of LCON (East Wing) and the School of Communication Sciences and Disorders (West Wing). In the CHB, there is a Nursing Learning and Testing Center equipped with 180 computers, Primary Care Educational Suite with health assessment and patient exam rooms, Simulation Center, Dean's Suite, Faculty Conference Rooms, and two student collaboration rooms. The Plough Lecture Hall of the CHB accommodates 180 nursing students with the state-of-the-art technology installed for smart classrooms and group discussions. In the CHB, there is a health science library, as well as an International Paper Nursing Science Research Suite that provides spacious rooms equipped with audio/visual technology and computers and internet, available for DNP students to work on their coursework, capstone projects, and/or data analysis, should they choose to be onsite. The CHB is equipped with \$5 million in audio/visual and information technology, and thus the proposed online DNP program will be technologically supported for distance learners and educators. As such, LCON foresees no additional expenditures to facilities to support the DNP program.

Travel

LCON proposes a minimal travel budget for the DNP Program Director to attend conferences related to doctoral education, such as the AACN Doctoral Education Conference. To cover travel, hotel, and per diem, LCON estimates a cost of approximately \$4,000 per year for travel for the DNP Program Director.

Other Resources

LCON does not anticipate any other resource allocation costs for implementation of the DNP program or its operation over its first seven years. There is technical support academics and learning in an online environment. There is technical support for peer review of proposals, manuscripts, research design, and data analysis, as needed. There is sufficient hardware and software and expertise in grant management. There is sufficient space for doctoral student study, meeting, and socializing.

Section VI: Projected Revenues for the Proposed Program

Tuition

Current tuition rates at the University of Memphis for all online graduate students is currently \$606 per credit hour (whether in-state or out-of-state student). Tuition projects were based on annual enrollment for three semesters (fall, spring, summer), using a part-time student average of 6 credits per semester. For the current academic year, the university did not increase tuition. For purposes of this projection, an estimated 2% tuition increase is included annually. Tuition revenue is summarized on the THEC Financial Projection Sheet provided in Appendix B.

In addition to tuition, students are assessed a \$30 fee per credit hour. While the THEC Financial Projection only includes tuition, the following table provides revenue from tuition and fees. Note that LCON charges some course specific fees, but these are not included in the fees listed below.

Table 9. Projected DNP Program Tuition and Fees

Year	Academic Year	Tuition	Fees	Tuition and Fees
1	2024-2025	\$843,552	\$41,760	\$885,312
2	2025-2026	\$1,724,555	\$83,700	\$1,808,255
3	2026-2027	\$2,392,124	\$116,100	\$2,508,224
4	2027-2028	\$2,952,141	\$143,280	\$3,095,421
5	2028-2029	\$3,107,907	\$150,840	\$3,258,747
6	2029-2030	\$3,252,547	\$157,860	\$3,410,407
7	2030-2031	\$3,367,518	\$163,440	\$3,530,958

Grants

LCON has a history of successful funding through the Health Resources and Services Administration (HRSA) for programs aimed at nursing workforce development, scholarships for disadvantaged students, and advanced practice education. Since 2019, LCON has received over \$6.25 million in HRSA funding. While LCON will not rely on grant funding to support the

DNP program and will not be allocating any revenue projections from grants at this time, the college will continue to submit grant applications to HRSA and other governmental and private agencies to support the growth of its DNP program.

Similarly, LCON is not, at present, anticipating any private grants or gifts to support the DNP program. However, the college will continue to work with the University of Memphis Office of Development to seek out and potentially secure such funding the future.

Other

LCON anticipates no additional revenue other than tuition and fees as described above.

Appendix A: Letters of Support

TO BE ADDED

TO BE ADDED

TO BE ADDED

TO BE ADDED

Appendix B: THEC Financial Projections Form

TO BE ADDED

5. Provost Update

Presentation

Presented by Abby Parrill

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 9, 2022

Committee: Academic, Research and Student Success Committee

Presentation: Provost Update

Presented by: Dr. Abby Parrill, Interim Provost

Background:

A brief report on academics, research, and student success will be provided.

6. Research and Innovation Update Report

Presented by Jasbir Dhaliwal

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 9, 2022

Committee: Academic, Research and Student Success Committee

Presentation: Research and Innovation Update

Presented by: Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation

Background:

Highlights of recent research awards received by the university and some details about a University Industry Cooperative Research Center (IUCRC) for which we have received a planning grant from the NSF.

Division of Research & Innovation Update

Academic Research and Student Success Committee

Dr. Jasbir Dhaliwal
Executive Vice President, Research & Innovation

December 9, 2022
Schiedt Family Performing Arts Center



DECEMBER 2022

Recent Awards Highlights



THE UNIVERSITY OF
MEMPHIS®

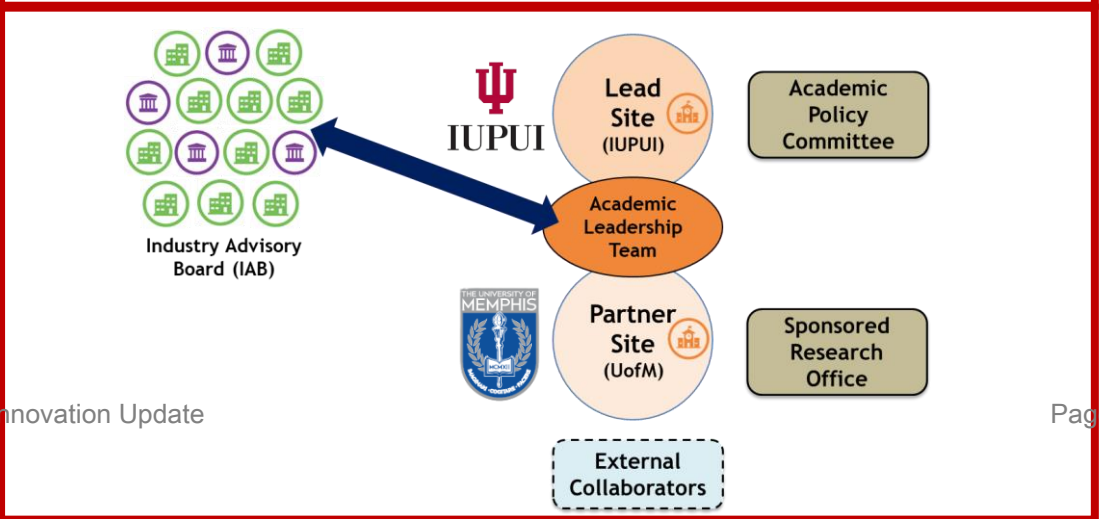
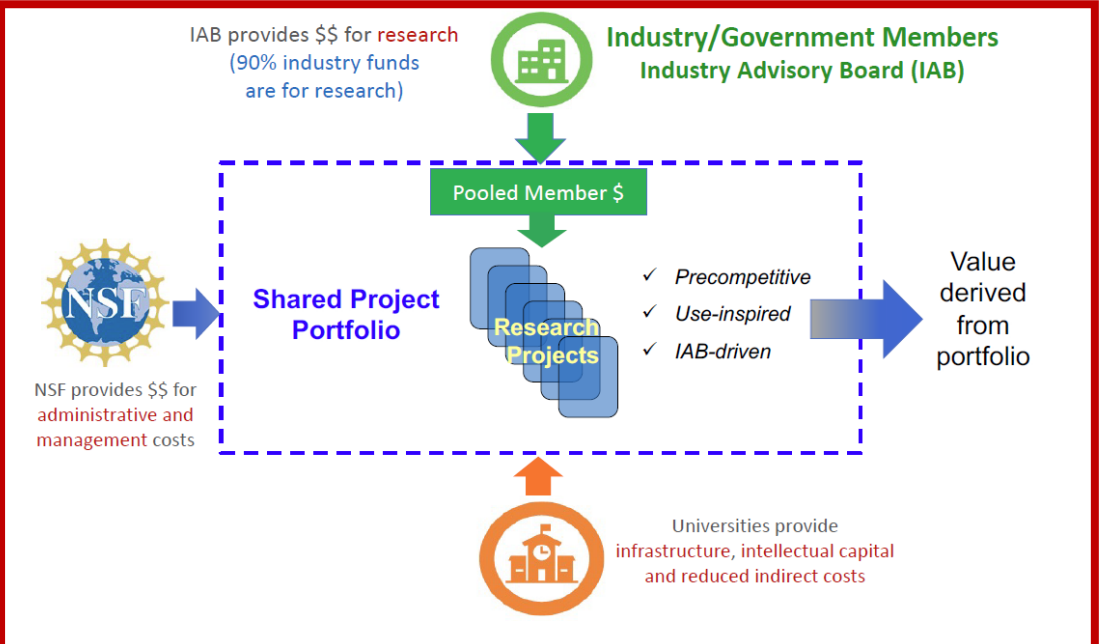
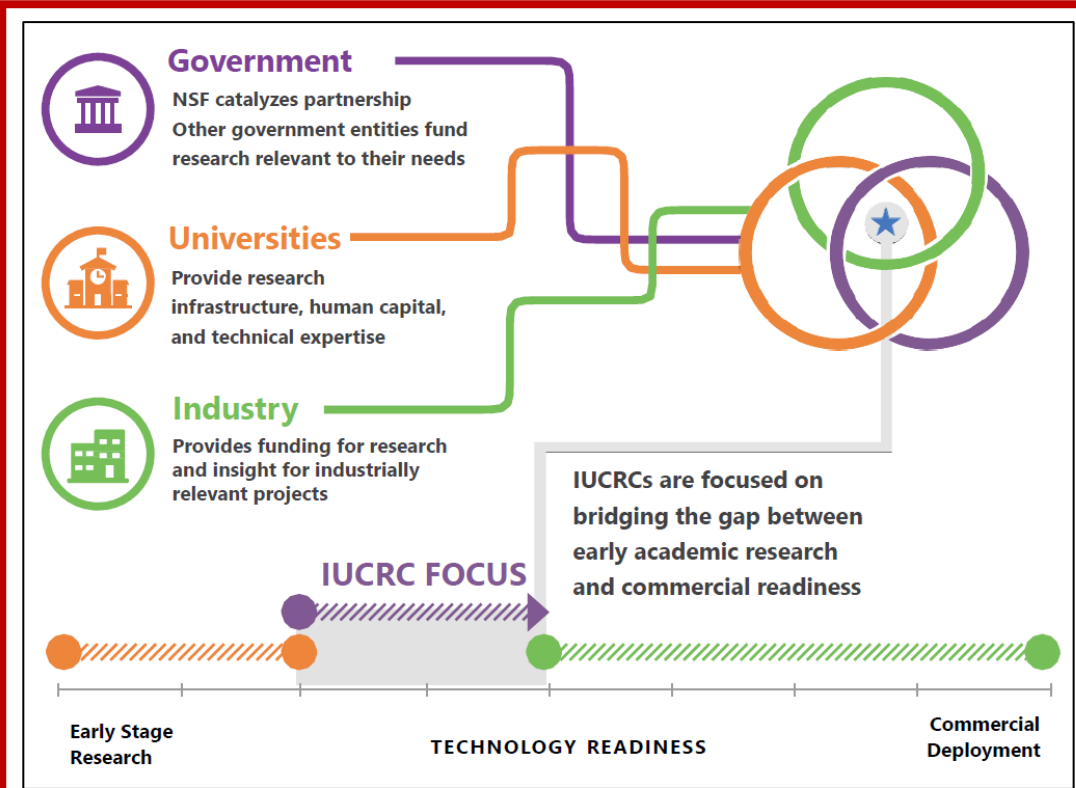
Board of
Trustees

Unveiling the Nature Of CID-42. The Best Candidate for a Gravitational Wave Recoiling Supermassive Black Hole	\$263,628	NASA	Muller Sanchez, Francisco
Change the Odds: A Multi-Platform Approach to Gambling Treatment	\$1,205,000	TDMHSAS	Whelan, James
Improving FedEx Supply Chain Demand Forecasting in Turbulent Environments	\$230,000	FedEx	Liang, Huigang
CAREER: From Slow to Fast, Micro to Macro, Single Events to Cascades: A Multi-scale Study of Seismic Event Triggering in Lab and Nature	\$219,965	NSF	Goebel, Thomas
High Energy Laser Targeting	\$406,825	Army Research Lab	Foti, Daniel
COVID-19 Health Disparities In Communities that are at High-risk and Underserved	\$448,872	CDC	Marian Levy
RESEARCH-PGR: Comparative Genomics of the Capitulum: Deciphering the Molecular Basis of a Key Floral Innovation	\$831,279	NSF	Mandel, Jennifer
University Technical Assistance Program (UTAP)	\$1,000,000	TDOT	Pezeshk, Shahram
Black Wealth Advancement through New Business and Knowledge (BANK) Development	\$1,400,393	EDA	Kraiger, Kurt
The Motivations and Experiences of Minority Arts Entrepreneurs	\$15,000	NEA	Hanson, Josef

IUCRC Preliminary Proposal Planning Grant at the University of Memphis: Center for Electrified and Autonomous Trucking (CEAT) ARSS

PI: Dr. Sabyasachee Mishra,
Professor, Herff College of Engineering (Civil)

What is IUCRC?




Perform cutting-edge pre-competitive basic research in science & engineering to drive innovation and societal impact

Center for Electrified and Autonomous Trucking (CEAT)

Mission: CEAT will address challenges faced by the freight, logistics and original equipment manufacturing related industries in the areas of electrification, autonomous operation, supply-chain and human factors through pre-competitive research.


Site 1




IUPUI


Indiana University - Purdue
University Indianapolis
Indianapolis, IN
46202


Site 2





University of Memphis
Memphis, TN
38152






Sabya Mishra
Civil / C-TIER



Mihalis Golias
Civil / C-TIER

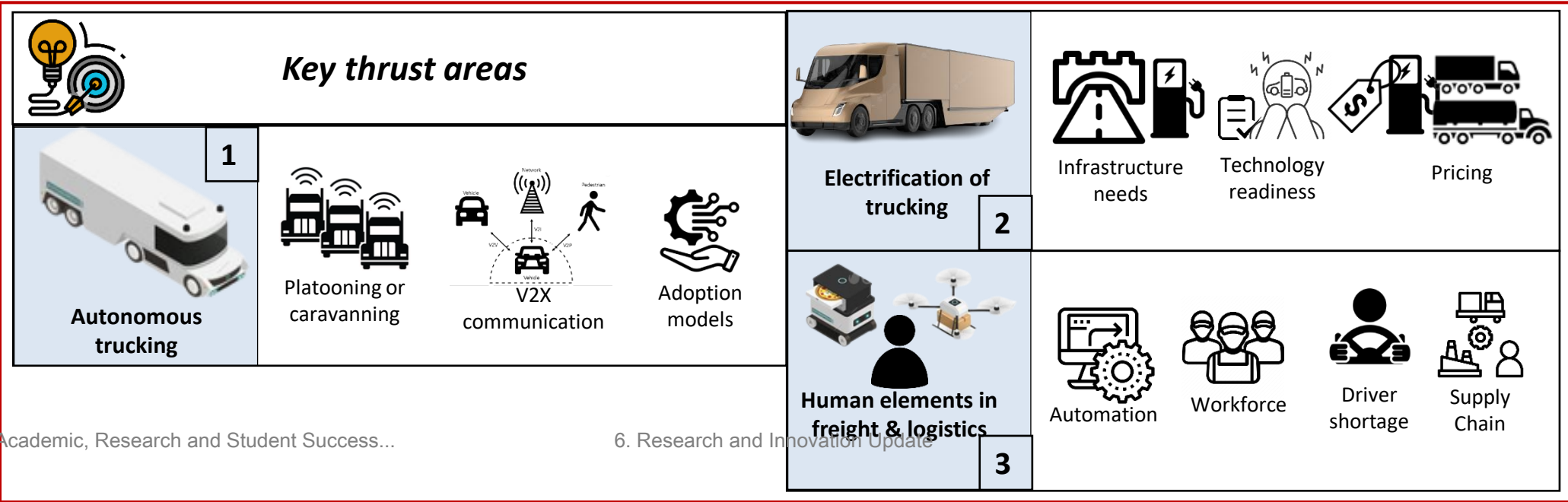

Mehdi Amini
Business/C-TIER


Hasan Ali
Electrical/C-TIER


Myounggyu Won
Computer Science/C-TIER


Alex Headley
Mechanical/C-TIER


Ishant Sharma
Industry Liaison Officer / C-TIER



Top candidate members and anticipated benefits

Appreciate Any Support in Engaging us with Industry Partners!



Leverage research dollars
Earn higher ROI when research is jointly funded.



Access to talent
Opportunity to mentor and train students to attain desired skills for work in your industry



Research cost avoidance
Internal research (access to facilities & lower human capital costs)



Access to IP
Gain royalty free, non-exclusive licenses on Intellectual Property produced in the center.



Access to network
Learn from interacting with center participants within your industry sector.



De-risk R&D
Share risk of early-stage research leading to disruptive business opportunities.

- IUCRC Program Funding Benefit: Every \$1 in member contributions leverages multiple of additional dollars in research funding.
- As per NSF, CEAT requires at least **SIX** Full members for a 2-University Center
 - Assume a Membership level of **\$50K** per member annually
 - Members total annual investment: **\$300K**
 - Universities subsidy on indirect costs capped at 10%: **\$100K**
 - NSF invests **\$300K**
 - Total Financial support : **\$700k** annually
 - Member's **\$50K** leverages **\$650k** annually
 - **ROI for members = 13:1**



ROI

Top candidate members



7. Additional Business

Presented by David Kemme

8. Adjournment

Presented by David Kemme