



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Advisory Board Meeting

August 15, 2025
2:00 PM CT

Chancellor's Update



College Updates from the Deans



College of Nursing Updates

- Nursing Mobile Health Unit's FY25 impact includes 504 patient encounters and 2,870 community touchpoints.
- College launches first cohort in Nurse Executive DNP with 8 students.
- New Student Enrollment, August 2025: **239 – 20% increase** over previous August.

College of Graduate Health Sciences

Degree Type	New Fall 2025 Students
Masters	
Bioengineering	1
Dental Science	15
Epidemiology	4
Pharmacology	17
PhD	
Biomedical Sciences	31
Nursing Science	5
Pharmaceutical Sciences	8
Speech & Hearing	2

- New resources & programs
 - Grant Writing Seminar
 - Mentor/mentee training
 - Entrepreneurship workshop
 - Biorender image & analysis training
- Refreshing strategic plan to align with strategic enrollment & research goals

College of Dentistry Updates

- Commission on Dental Accreditation: May 13-15, 2025
- Healthy Smiles Initiative: Year 4 of 5
 - Working Group & Commissioner TN Dept. of Health
- Savannah
 - Benefactor has purchased land
 - Moving forward with plans for bldg./dorms
- Kingsport
 - UT D4 & ETSU Dental Hygiene rotations
 - Awaiting approval for 1-year post-graduate program
 - City of Kingsport: purchased 28k sq ft bldg.
 - Plans for major D4 rotation w/ cohort spending entire D4 yr.
 - Exploring partnership w/ NE State CC dental assisting program

New D4 Rotation,
master planning for
future expansion

Privately funded, land
purchased, partnership
with FQHC

College of Health Professions Updates

INTEGRATE: An over \$2 million HRSA grant recently was awarded to train 56 grad students from 8-degree programs & 2 universities (UTHSC, U of M) over 4 years to provide interdisciplinary care to medically under-served children, adolescents and young adults. Two Occupational Therapy faculty are the lead PIs at UTHSC.

The REACH project welcomed the 2025 cohort of Pre-Matriculation Academy scholars. For 4 weeks, scholars engaged in GRE prep, science labs, and job shadowing to enhance readiness for graduate-level health profession education.

Over 260 graduates earned one of 10 degrees offered by the COHP in 2025.



Two graduates of the 2024 Academy of Scholars were accepted into the Fall 2025 MOT and DPT graduate programs at UTHSC!

College of Medicine Updates

- Accreditation update
 - LCME Status report submitted August 1st to address 4 remaining areas of concern
- Student Satisfaction remains high on end-of-year surveys
 - M1 – 94%; M2 – 96%; M3 – 88%; M4 – Pending GQ results
- ACGME Resident Survey 2025
 - Residents' overall evaluation of program - 93% (up from 92%) positive and 3% (down from 5%) neutral
- Incoming Medical School Class – 177 students
 - Average MCAT – 513
 - Average MCAS GPA – 3.83
- Recruitment
 - Pediatrics Chair
 - Chief of Staff position
- College of Medicine Interdisciplinary Building (to be covered in detail by Raaj)

College of Pharmacy

- College

- Launched new graduate certificate program
- New faculty Bylaws approved by the college
- Ongoing curriculum revision – incorporating more active learning this year in preparation for August 2026 launch

- Student news:

- 124 students graduated on May 12
 - 19 earned Rural Health Certificate
- Welcomed 100 P1 students on August 4
- Class of 2029 White Coat Ceremony
- Samantha Townsend elected SGAEC President
- Ishita Kathuria was elected President of both the Graduate Student Executive Council (GSEC) and the International Students Association (ISA)



FY 2026 Financial/Budget Update

Raaj Kurapati
Executive Vice Chancellor and COO



Evolving Federal and State Regulatory Environment

Ensuring we are in full compliance with the Law and EO's:

- Actions being taken to comply with expectations around DEI
- Slow down in awards and proposed changes to Indirect Cost Recovery Rates

One Big Beautiful Bill Act: Higher Education Impacts (full impacts unknown until related regulations are published)

- FAFSA Asset Calculations
- Loan Repayment Plans
- Pell Infusion + Workforce Pell
- Student Loan Limits
- New Accountability Measures

Evolving Federal and State Regulatory Environment

Loan Repayment Plans:

- Loans distributed **on or after July 1, 2026**, can only be repaid using a standard repayment plan or an income-driven repayment plan, known as the Repayment Assistance Plan (RAP)
- Loans **before July 1, 2026**, will be able to access RAP and the IBR plan created by Congress, as well as non-income-based plans
 - Pre-2014 Borrowers: 15% of discretionary income with forgiveness after 25 years
 - Post-2014 Borrowers: 10% of discretionary income with forgiveness after 20 years

Evolving Federal and State Regulatory Environment

Loan Limits:

- Ends Grad PLUS Loans for grad/professional students starting **July 1, 2026**
 - Master's programs (3 years or less) will be capped at \$20.5K annually, total of \$100K lifetime
 - Professional programs (MD, Ph.D., JD, etc.) will be capped at \$50K annually, \$200K lifetime
- Graduate limits are in addition to undergrad, \$257K lifetime cap.
- Parent PLUS Loans capped at \$20K annually, \$65K lifetime per student.
- For Grad PLUS loans
 - Graduate students capped at \$20,500 annually
 - Professional students capped at \$50,000 annually

Professional programs at UT Health Science Center, per the DOE definition, are ONLY DDS, MD, PharmD. All other masters and doctoral programs are considered graduate programs.

UT Health Science Center

Proposed FY 2026 Total Base and Non-recurring Budget

Fund Group	FY25 Revised	FY26 Proposed	Change \$	Change %
Unrestricted Educational & General (E&G) Funds	\$ 366,224,813	\$ 376,861,005	\$ 10,636,192	3%
Unrestricted E&G - nonrecurring	-	7,802,300	7,802,300	-
Total Unrestricted E&G	366,224,813	384,663,305	18,438,492	5%
Unrestricted Auxiliaries	4,151,808	4,451,818	300,000	7%
Subtotal: Unrestricted	\$ 370,376,621	\$ 389,115,113	\$ 18,738,492	5%
Restricted Funds	322,091,494	322,146,179	54,685	0%
Total Revenues	\$ 692,468,115	\$ 711,261,292	\$ 18,793,177	3%

UT Health Science Center

Projected Indirect Cost Recovery (IDCR) Revenue Decrease

	FY 26 (projected)	FY 25	FY 24
Total Research Awards	\$ 61,313,555	\$ 81,751,406	\$ 96,223,887
Indirect cost	\$ 14,102,118	\$ 19,155,848	\$ 22,911,925
	23%	23.43%	23.81%
Change YOY	\$ (5,053,730)	\$ (3,756,077)	
Rounded off	\$ (5,000,000)		

UT Health Science Center

FY26 Updated Educational and General (E&G) Budget Summary with Reduction by Colleges/Division

College/Division	FY 2025/26		FY 2025/26
	Budget Subject to Reduction	Percent Reduction	Total Reduction Amount
Total Colleges	128,874,689		4,147,315
Divisions			
Chancellor's Office	1,485,053	3.00%	44,552
AFSA	13,712,560	3.00%	411,377
EVC/COO	39,648,906	3.00%	1,189,467
Research	10,034,891	3.00%	301,047
VC Strategic Partnership	645,992	3.00%	19,380
Marketing	1,036,614	3.00%	31,098
Total Divisions	66,564,016		1,996,920
Total Univeristy of Tennessee Health Science Center			6,144,235

UT Health Science Center

FY26 Updated Educational and General (E&G) Budget Summary

	FY 2025-26		FY 2025 - 26		
Revenues	Proposed Budget		Updated Budget		Change %
Tuition and Fees	\$	97,493,997	\$	97,493,997	0%
State Appropriations	\$	242,462,372	\$	242,462,372	0%
Sales & Services	\$	21,089,214	\$	20,133,400	-5%
Grants and Contracts	\$	21,996,922	\$	16,996,922	-23%
Other Sources	\$	1,198,921	\$	1,010,500	-16%
Total Revenue	\$	384,241,426	\$	378,097,191	-2%

	FY 2025-26		FY 2025 - 26		
Expenditures & Transfers	Proposed Budget		Updated Budget		Change %
Total Expenses	\$	371,162,384	\$	365,018,149	-2%
Total Transfers	\$	13,079,042	\$	13,079,042	0%
Total Expenditures & Transfers	\$	384,241,426	\$	378,097,191	-2%

Capital Update:

College of Medicine Interdisciplinary Building

Raaj Kurapati
Executive Vice Chancellor and COO



EXISTING CAMPUS

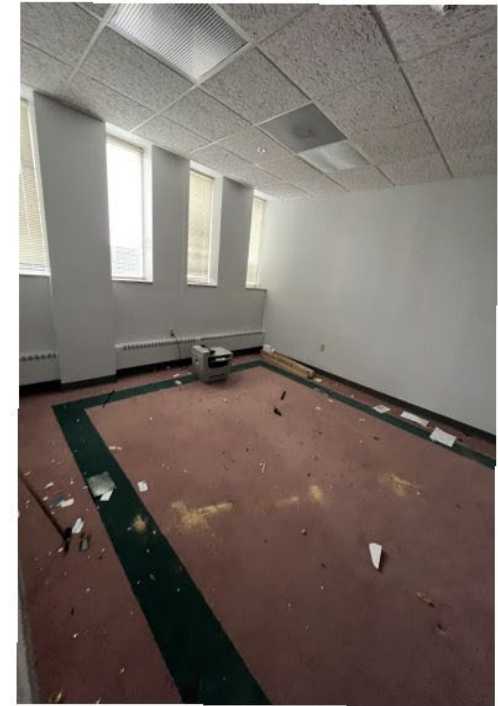
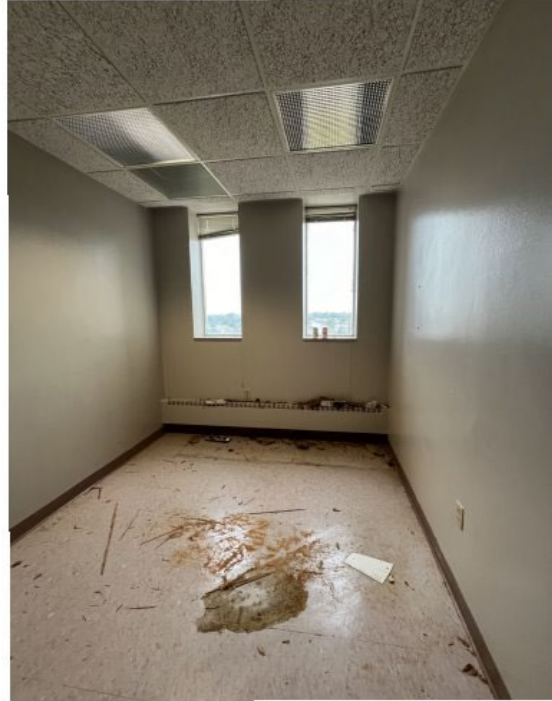
Current State – 910 Madison (1965)

Primary Space Types

- Offices
- Conference Rooms
- Clinical Suites
- Waiting Rooms
- Classrooms

Current Building

- Past useful life
- Classrooms will not accommodate contemporary medical training
- Outdated facility undermines our reputation and competitiveness for faculty and students
- Lack of home for COM undermines alumni engagement and philanthropy



910 MADISON

EXISTING CAMPUS

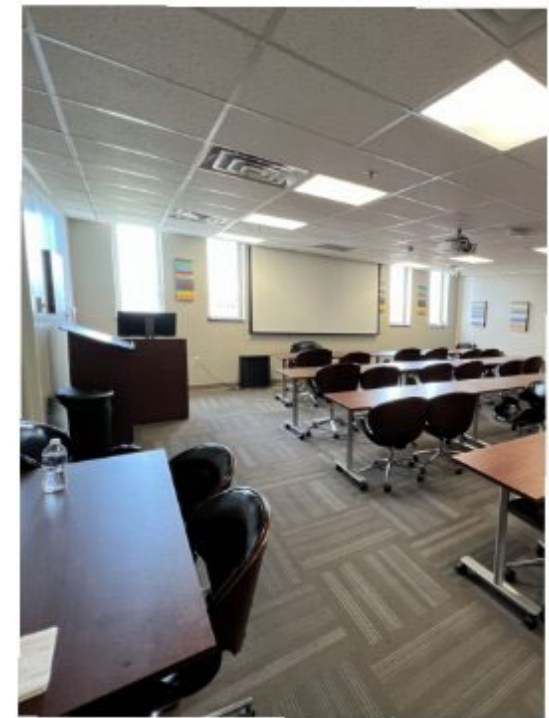
Current State – 920 Madison (1975)

Primary Space Types

- Offices
- Conference Rooms
- Clinical Suites
- Waiting Rooms

Current Building

- Building can be repurposed with significant investment in renovation of space and upgrades to mechanical systems
- Could provide space for COM and CHP clinical functions



920 MADISON

EXISTING CAMPUS

Current State – Campus Conditions

Building Name	Year Constructed	Building Size (GSF)	Overall Combined Score
910 Madison	1965	150,000	48
920 Madison	1975	148,000	53
930 Madison	1990	221,000	49
Lamar Alexander Building	1984	95,000	48
Cancer Research	2006	105,000	62
Chandler Building	1962	17,000	
Multidisciplinary Simulation Center	2017	56,000	63
Coleman Building	1980	164,000	49
Crowe Building	1928	58,000	
Delta Dental	2022	84,000	
Doctors Office Building	1975	87,000	45
Dunn Dental	1975	122,000	49
Food Bank	1948	33,000	46
General Education Building	1975	243,000	50
Johnson Building	1946	102,000	48
Link Building	1990	59,000	52
Madison Plaza	1990	19,000	56
Molecular Sciences Building	1949	111,000	46
Nash Addition	1990	67,000	
Nash Building	1952	109,000	
Pharmacy Building	2011	209,000	63
Regional Biocontainment Lab	2009	31,000	62
Wassell Randolph Student Alumni Center	1966	100,000	49
Translational Research Building	2015	140,000	62
Van Fleet Cancer Center	1950	91,000	
Wittenborg Building	1926	61,000	47
Vivarium Building	2013	27,000	

THE UNIVERSITY OF TENNESSEE
HEALTH SCIENCE CENTER



■ Good

■ Fair

■ Poor

The Competition

Cedars-Sinai Medical Center Advanced Health Sciences Pavilion

Los Angeles, California



Discovery Meets Recovery

Cedars-Sinai Medical Center is dedicated to excellence, compassion and innovation in the areas of healthcare delivery, research, education and community support. Their commitment to these values is reflected in the new Advanced Health Sciences Pavilion home of the Cedars-Sinai Heart Institute, neurosciences programs, and Regenerative Medicine Institute.

The facility helps integrate world-class patient care, medical research and teaching into a visionary collaborative environment.

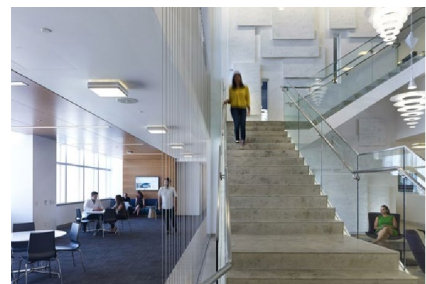
Designed to bridge the gap between discovery and patient care, this new facility puts translational labs in close proximity to clinical settings so physician-scientists can truly transform medical care at Cedars.

The design team created a transformational translational facility that breaks down traditional institutional boundaries by combining patient care, clinical offices, physician education/training and research in a single building.

Size: 820,000 sq. ft.

Key Features:

- Interdisciplinary Research Facility
- Urban Campus Site
- Parking Garage
- Patient Drop-off/Entry
- Sustainable Design (LEED Gold)
- Research + Patient Care
- Core Facilities: Imaging, Vivarium



Morgan State University Health and Human Services Center

Baltimore, Maryland



Enriching Collaboration Among Morgan’s Academic Programs in Health and Human Services

This technology-rich academic building consolidates the Health Sciences and serves as a beacon for wellness on campus.

Allowing MSU to increase research and clinical service capacity, the facility is designed to service the counseling and health care needs of students in appropriate facilities, extend Morgan’s outreach to and engagement of the community, and support the quality of academic life for students, faculty, and staff.

Classroom design prioritizes flexibility, replacing a tiered lecture hall with a versatile flat-floor space adaptable for community events. Varied classroom sizes, dividable walls, and technology integration support distance and hybrid learning.

Simulation spaces offer hi-fidelity in-patient rooms for acute care simulations, each equipped with two headwalls for versatility, as well as adjacent control rooms and debriefing rooms.

Size: 208,500 sq. ft.

Key Features:

- Health Sciences Education Facility
- Active Learning Classrooms
- Simulation Center
- Urban Campus Site
- Sustainable Design (LEED Gold)
- Engages Community

Morgan State University
Health and Human Services Center



University of Kentucky Health Education Building

Lexington, Kentucky



*Designed to
Equip the Next
Generation of Best- in-
Class Healthcare
Professionals in
the Region*

The University of Kentucky's new Health Education Building (HEB) symbolizes the institution's commitment to cultivating top-tier healthcare professionals and leaders dedicated to advancing well-being. Spanning 500,000 square feet, the facility, set to open in 2026, will unite the colleges of Medicine, Nursing, Health Sciences, and Public Health, along with the Center for Interprofessional and Community Health Education.

Positioned strategically between the medical center complex and the academic campus,

the HEB ensures convenient access for faculty and students. It aims to be a learner-centric hub with cutting-edge technology seamlessly integrated with other campus locations. The building will feature flexible active learning classrooms, skills labs, high-fidelity simulation, standardized patient spaces, college learning communities, faculty offices, and collaborative study areas.

Supporting growth in all departments, the design incorporating diverse research and experiential learning spaces.

Size: 500,000 sq. ft.

Key Features:

- Medical + Health Education Facility
- Active Learning Classrooms
- Simulation Center
- Interprofessional Education
- Sustainable Design (LEED Silver)

Future State

Future State – New COMIB Facility

Optimized Workplace

Dynamic environment, future calibration

Growth Enabled

New home, increased cohort sizes



Increased Partnerships

Facilitate more internal and external collaborations

Integrated Program



Public + Amenity

+



Academic

+



Interdisciplinary

+



Workplace

PUBLIC AMENITY SPACES

(16,935nsf)

Public Spaces ~ 2,850 nsf

- Building Lobby
- Pre-function
- Health Food Kiosk/ Grab 'n go

Amenities ~ 625 nsf

- Media/ Recording room
- Lockers

Wellness ~ 400 nsf

- Wellness/ Quiet Rooms

Learner Study/Collab ~ 12,740 nsf

- Interdisciplinary Health Commons
- Interview/Seminar Room
- COM Houses + Kitchenette
- Informal collaboration
- Student Study booths/rooms 2-4p



BUILDING LOBBY
MORGAN STATE UNIVERSITY

ACADEMIC SPACES

(38,300nsf)

Multipurpose 225p/450p ~ 13,500 nsf

- (2) 225p capacity spaces

Large 60p/120p ~ 14,400 nsf

- (8) 60p capacity spaces

Medium 30p/60p ~ 1,800 nsf

- (2) 30p capacity spaces

Small Group rooms ~ 7,200 nsf

- (16) 15p capacity spaces

Support spaces ~ 1,200 nsf

- Storage and supplies
- IT Suite



ACADEMIC SPACES – 225 COHORT SIZE

**Multipurpose Space: 450
seats**

(450) x 1

or

(225) x 2

**Large/Med Classroom: 480
seats**

(60) x 8

or

(120) x 4

**Seminar/Small Group: 240
seats**

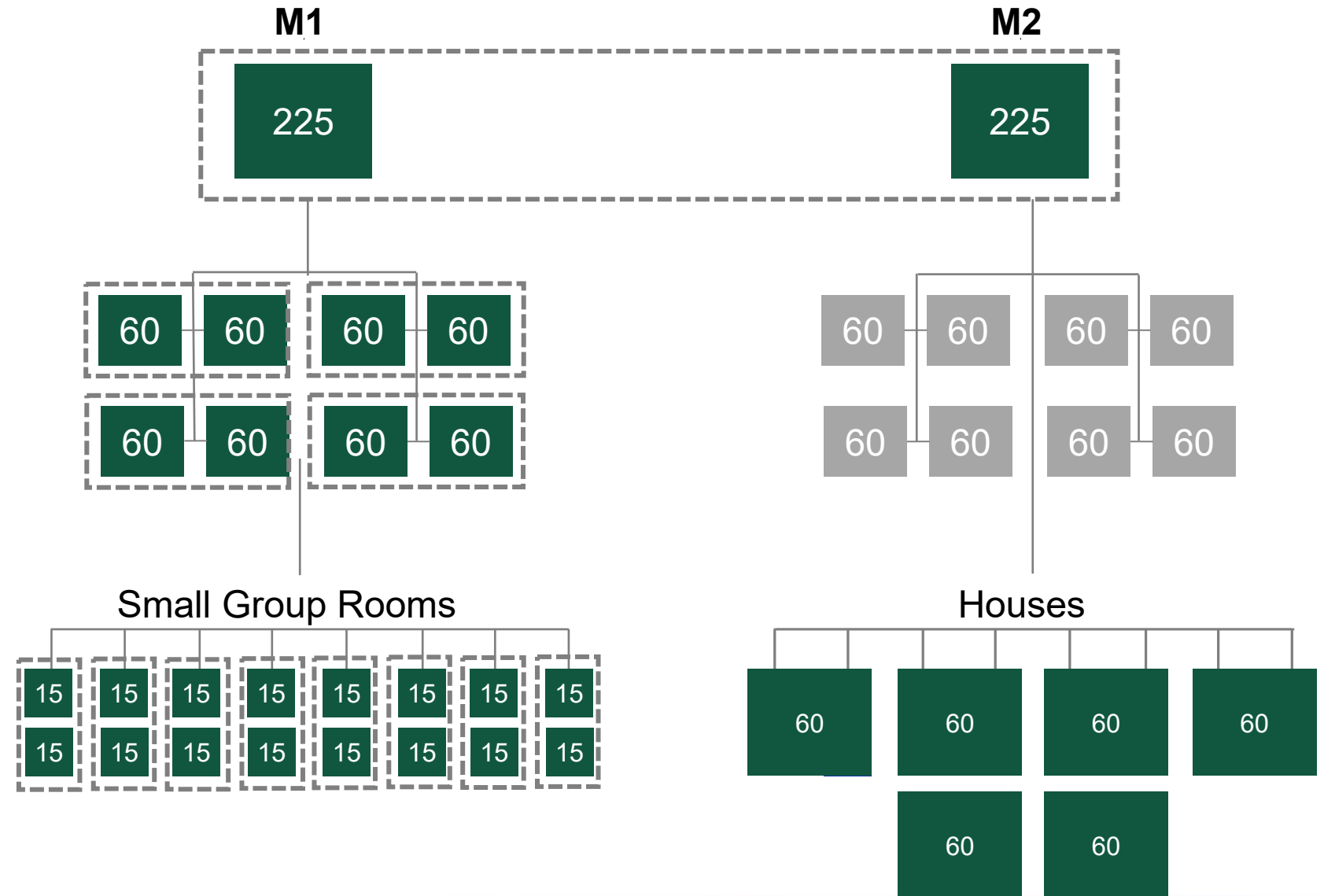
(15) x 16

Or

(8) X 30

Houses

(6) x 60 - houses



INTERDISCIPLINARY PROGRAM

(17,000 nsf)

Digital Health + Innovation ~ 3,000 nsf

- Computational/ visualization suite
- Health maker space/ 3D bioprinting

Specialty Sim ~ 7,000 nsf

- Disaster response/ hyperflexible sandbox
- Mobile Health Lab

External Partnership ~ 7,000 nsf

- Health Incubator
- Technology Innovation Lab



COMPUTATIONAL VISUALIZATION SUITE

WORKPLACE PROGRAM

(76,415nsf)

FLEXIBLE MODEL (55,563 nsf):

Overall Workplace ~ 55,563 nsf

- Option 1: Approx 630 people
(mix of workstations and enclosed offices)
- or
- Option 2: Approx 500 people
(all equal enclosed offices)

Shared Workplace ~ 20,852* nsf

- Reception/Waiting
- Meeting rooms
- Break areas
- Hoteling/touchdown
- Informal collaboration
- Storage and support

*Includes future growth – 2,750 sf

- 25 offices approx.



Architectural Concepts, Cost, and Timeline

University of Tennessee Health Science Center

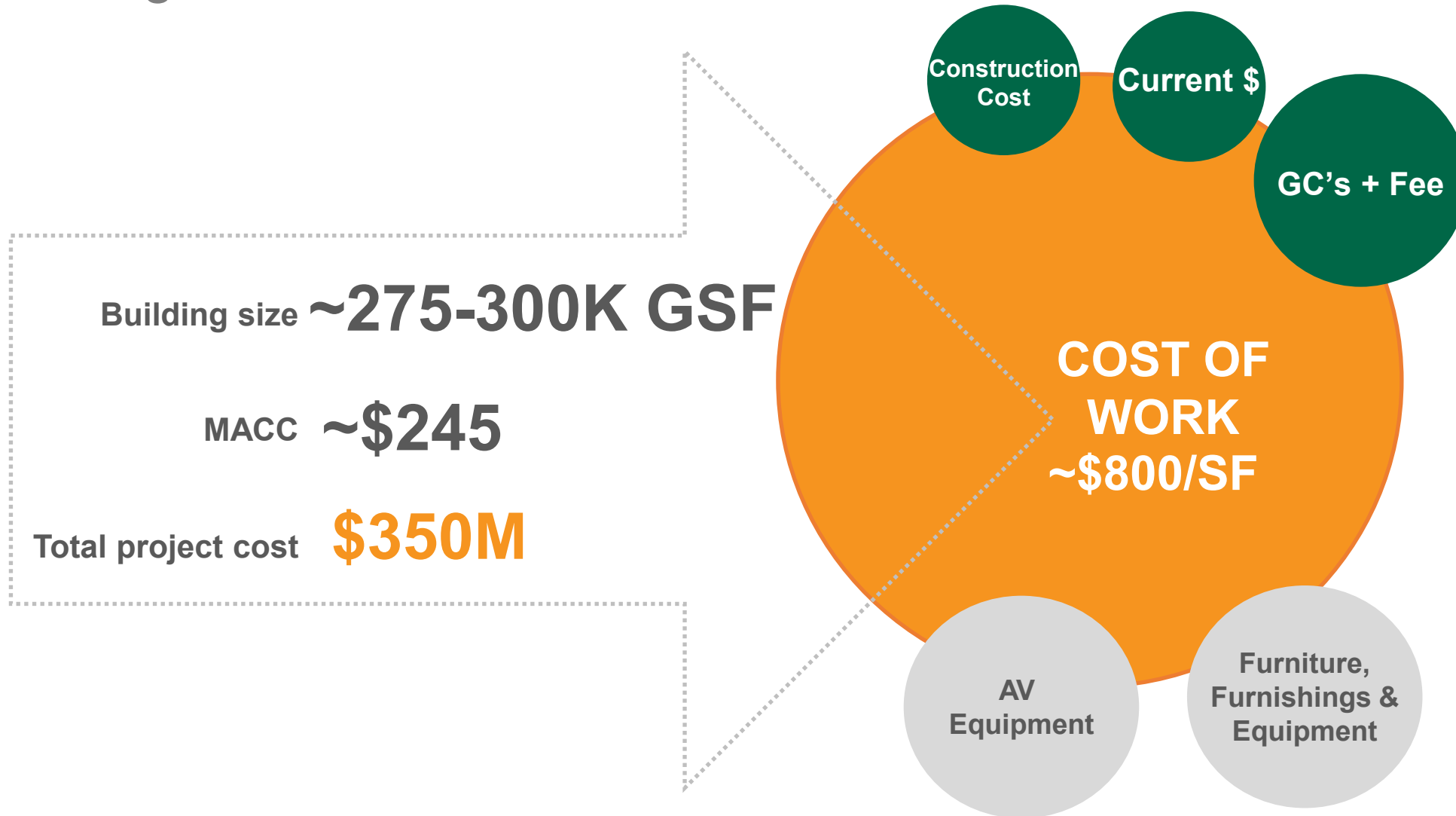




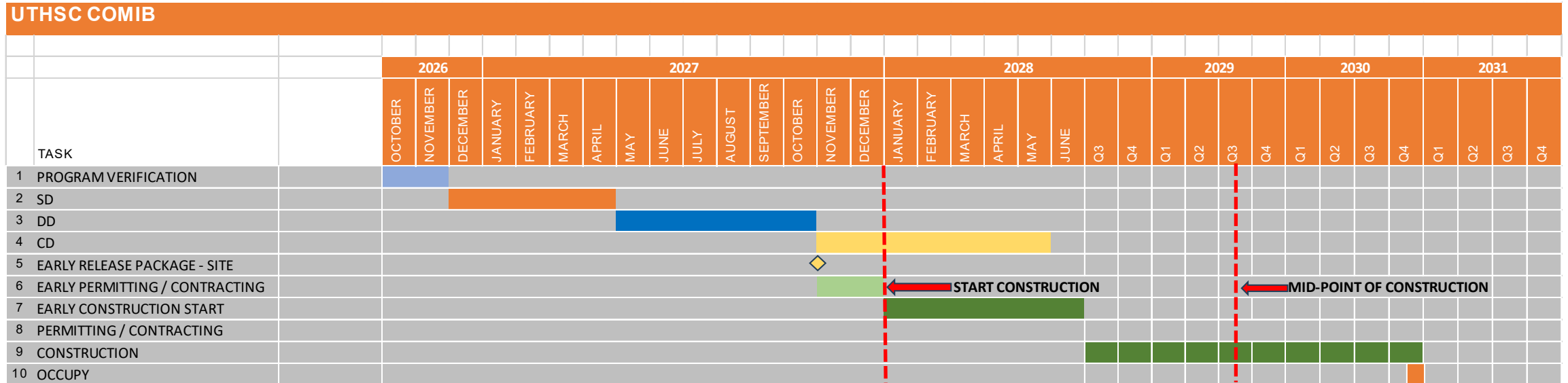
Project Vision

- Capacity
- Flexibility
- Security
- Technology Integration
- Expedited Construction and Occupancy Schedule

Building Cost - Size



Design Schedule



We Want You!



UT THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Enterprise Risk Management (ERM)

Raaj Kurapati
Executive Vice Chancellor and COO



Objectives of our ERM program:

- Meet regulatory requirements for risk assessment
- Have clear documentation of enterprise risks and promote organizational resilience
- Assure broad institutional participation
- Develop a robust Divisional/Academic Unit level ERM risk Assessment and Management process
- Ensure process flexibility to allow for continuous assessment and update

What is ERM?

- Structured, comprehensive approach to managing risks to the university's mission
- Benefits of ERM
 - Enhanced resilience and agility
 - Improved decision-making
 - Better resource allocation
 - Regulatory compliance
 - Protection of assets and reputation



Enterprise Risk Management (ERM) Requirements

- State regulatory requirement
 - TN State Financial Integrity Act of 1983 – requires annual risk assessment.
 - TN Dept. of Finance and Administration – COSO ERM framework.
- University of Tennessee System
 - UT System ERM Process
 - Campus ERM programs
 - Risk recognition and response
 - Enhance resilience and agility
 - Promote communication

Enterprise Risk Management Model*



*Based on COSO's *Enterprise Risk Management: Integrating with Strategy and Performance* (2017).

UT Health Science Center ERM Organizational Structure

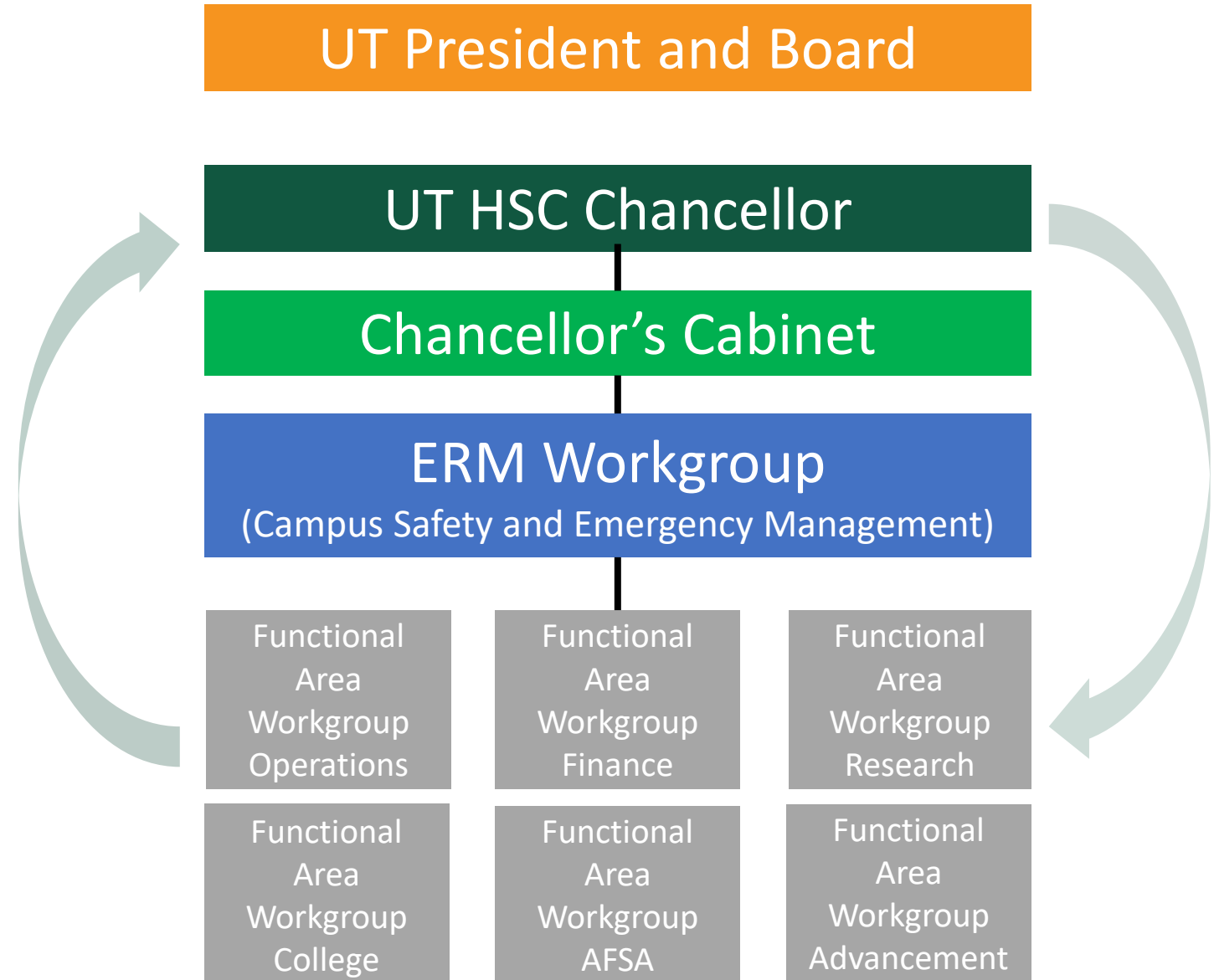
President and Board: Establish UT System strategic objectives and priorities

Chancellor: Determines strategic objectives, priorities and resource allocations for the Health Science Center

Leadership Council: Evaluates and coordinates risk recognition, response and advises on prioritization across divisions

ERM Workgroup: Coordinates ERM effort

Functional Area Workgroups: Contribute stakeholder perspectives and insight, establish risk response plans, monitor performance



UT Health Science Center ERM Process

Phase 1: Risk Assessment

Phase 2: Risk Response

- Risk response or mitigation plan
- Responsible official delegated
- Key Risk Indicators identified

Phase 3: Monitoring and Reporting

- Monitoring of KRIs
- Reporting of KRIs



Key Stakeholder that need to be engaged in this process

- **Major Administrative and Academic Units:**

- Academic, Faculty and Student Affairs
- Advancement
- College of Dentistry
- College of Medicine
- College of Pharmacy
- College of Nursing
- College of Health Professions
- College of Graduate Health Sciences
- Finance and Administrative Units
- Office of Research
- Strategic Partnerships
- Strategic Communications and Marketing
- Student Affairs/Life

- **Engaging Key Leaders:**

- Identify and engage the following individuals from your unit to participate:
- Leaders responsible for major work unit operations or goals.
- Leaders with a balance of diverse perspectives and experience
- Examples:
 - Deans
 - Program Directors
 - Department Chairs
 - Assoc. Vice Chancellors

ERM Risk Assessment Summary – Finance and Administration Units

- F&A risks tend to emphasize operational impacts.
- Intentional approach to change management to address uncertainty in external environment.
- DASH implementation risk varies with departmental utilization.

Risk Description:	Strategic:	Operational:	Compliance:	F&A Departments Impacted:
Federal policy changes resulting in university funding challenges	•	•	•	6 (50%)
Cyberthreats to infrastructure and operability		•	•	5 (42%)
DASH operational impacts (e.g., integration with Agiloft)		•	•	5 (42%)
Economic policy changes impacting cost of operations (e.g., tariffs, inflation)		•		5 (42%)
Federal policy changes impacting regulatory compliance (e.g., DEI, HIPAA, Title IX)	•	•	•	5 (42%)
Workforce recruitment and retention (e.g., maintaining institutional knowledge and skilled personnel)		•	•	5 (42%)
Budgetary reductions and inadequate allocations		•	•	4 (33%)
Physical infrastructure threats (e.g., leaks, inclement weather)	•	•	•	3 (25%)
Aging infrastructure (e.g. IT systems, aging buildings, aging equipment)	•	•		3 (25%)
Utilization of AI (efficiency vs. vulnerability)		•	•	3 (25%)

ERM Risk Assessment (Risk Footprint) Result Example

Institutional Compliance (N=1)			Core Drivers					Strategic Objectives	
	Risk Rating (1-9)	Velocity (High, Medium, Low)	Compliance with HIPAA requirements	Ensure medical billing practices comply with federal, state and local requirements	An institutional compliance environment supporting of existing regulatory compliance oversight efforts	HIPAA training solution	Institutional compliance committee capable of university-wide oversight of operations, including risk assessment and mitigation	Maximize completion rate of HIPAA training	Initiate the next round of the university's periodic institutional risk assessment
Risk Description									
Failure to comply with regulatory requirements.	9	High	●	●	●	●	●	●	●
Mishandling of PHI	9	High	●	●	●	●	●	●	
Cyberthreats impacting protected healthcare information.	9	High	●	●	●	●			
Culture of compliance	6	Low	●	●	●	●	●	●	●
Cyberthreats impacting computer-based learning platforms.	6	High	●	●		●		●	
Federal changes to regulatory requirements	6	Med	●	●		●			
Familiarity with organizational procedures (e.g., for reporting, data management, etc.)among applicable work units and personnel	6	Med	●	●	●		●		
Communication of regulatory changes to impacted work units	6	Low	●	●	●	●		●	●
Federal changes in disbursement and approval of medical billing requirements and practices	6	Med		●					●
Succession planning and maintaining operational continuity	4	Low	●	●			●	●	●
Adequate participation of institutional compliance committee members and work units	4	Low			●		●		●
Lack of effective communication about regulatory compliance requirements (HIPAA or otherwise)	3	High	●	●	●		●		
Alignment between risk mitigation measures (e.g., HIPAA training) and risk tolerance. (i.e., do we want to check the box on the training requirement or do we want an effective training solution).	2	Low	●	●	●	●	●		●
Sufficient budgetary allocations to maintain operations.	1	Low		●	●		●		●

Questions?



Other Business, Feedback and Discussion

**Please Join Us in the
Nash Atrium at 4:00 pm
for the Leadership
Welcome Reception**

