



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCES™

Advisory Board Meeting
August 7, 2026
11:00 AM CT

Chancellor's Update and Special Recognitions

Peter Buckley, MD
Chancellor

We have an (entirely) new leadership team: Chancellor's cabinet



India Biddle
Executive
Administrative
Aide



Dr. Reginald Frye
Dean, College
of Pharmacy



Dr. Jessi Gold
UT System Chief
Wellness Officer



Dr. Ashley Harkrider
Dean, College of
Health Professions



Dr. Mike Hocker
Executive Dean,
College of Medicine



Raaj Kurapati
Executive Vice
Chancellor
and Chief
Operating
Officer



Dr. Karla Leeper
Vice Chancellor
for Strategic
Communications
and Marketing



Dr. Wendy Likes
Dean, College of
Nursing, Executive
Director and
Special Advisor
for Rural Health



Vikki Massey
Associate Vice
Chancellor
and IT Chief
of Staff



David Mills
Director of
Health Sciences,
Government
Relations and
Advocacy



Melisa Moore
Associate
General Counsel



Melissa Robinson*
Vice Chancellor for
Advancement



Dr. Cindy Russell
Vice Chancellor for
Academic, Faculty,
and Student Affairs



Dr. Jessica Snowden
Vice Chancellor for
Research, Interim
Dean, College of
Graduate Health
Sciences



Dr. Ken Tilashalski
Dean, College
of Dentistry



Dr. Charlie Snyder
Vice Chancellor
for Student Success



Paul Wesolowski
Vice Chancellor for
Strategic Partnerships

Research Strategy Update

Jessica Snowden, MD
Vice Chancellor for Research
Interim Dean, Graduate School

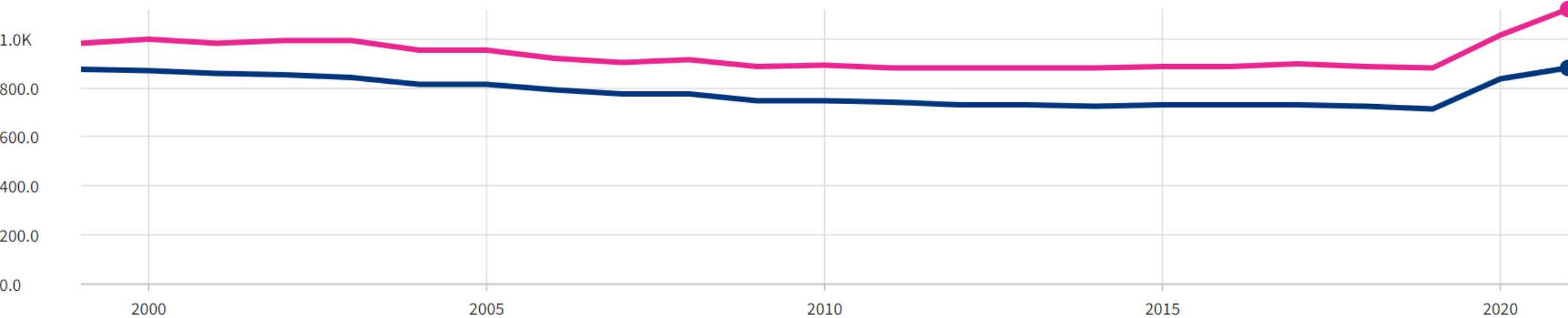
Discovery at Scale
***Building a research enterprise that improves
health across Tennessee***

Death rate in Tennessee (age-adjusted)

In 2021, the age-adjusted death rate in Tennessee was 1,211.3 deaths per 100,000 residents.

Select to highlight

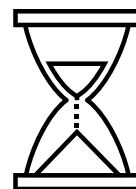
Tennessee United States



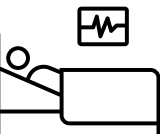
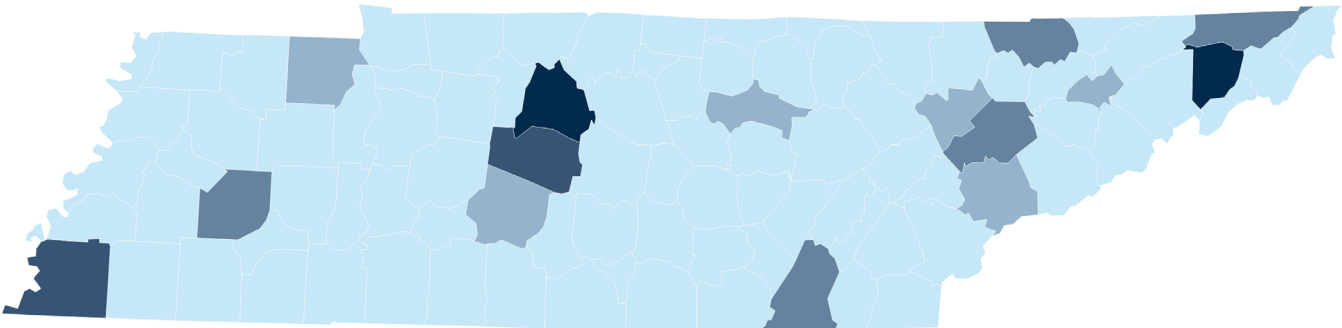
Survival should not depend on your zip code

3 years

Life expectancy gap

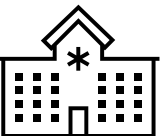


Rural Tennesseans live shorter lives with less access to healthcare



93 counties

Health Professional Shortage
Areas (HPSA)



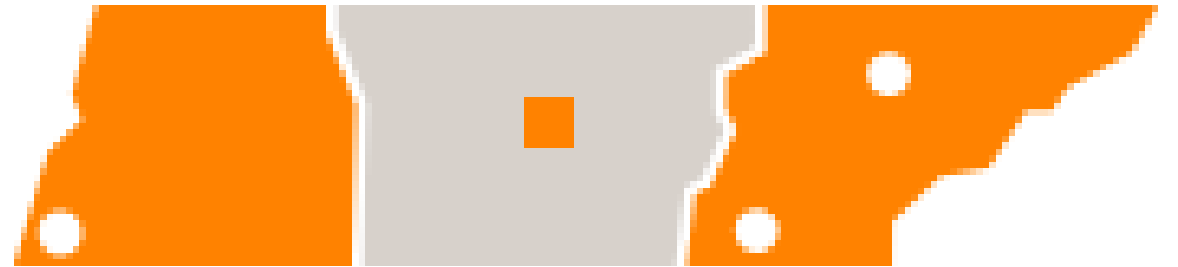
16

Rural hospital closures
since 2010



Innovation happens at the intersection of disciplines

- Engage with clinical, business, and educational partners across the state
 - Multiple campuses & colleges
 - Biotech opportunities
 - Entrepreneurial programs



Bridging the Gap

- Healthcare innovation requires:
 - Multidisciplinary science
 - Clinical validation
 - Real-world implementation
 - Data-driven evaluation
 - Community adoption
 - Workforce readiness



Building a Virtuous Cycle of Research Impact

THE OLD WAY More Grants Alone



Investment priorities to support to Healthy Tennesseans, Thriving Communities



Cardiovascular
Health



Cancer



Neuroscience



Infectious
disease

Population & Rural health

Novel therapies

Data Science & Discovery



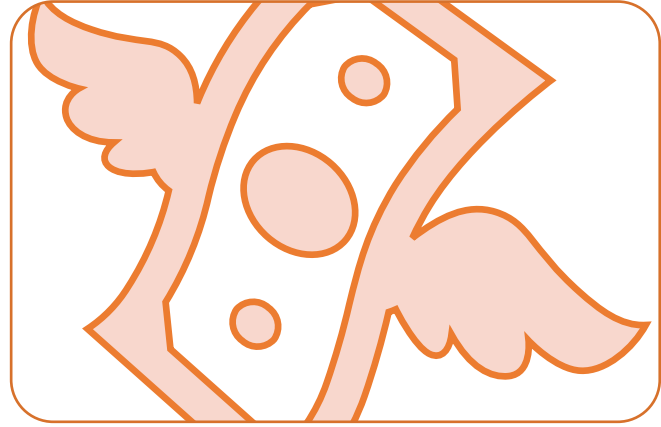
Scale Strengths

- Existing programs
- Collaborative potential
- Strengthen pipeline



Connect to patient impact

- Discovery & entrepreneurship
- Population & rural health
- Visible impact



Expand funding

- Increase competitiveness
- Diversify funding

OUR RESEARCH GROWTH STRATEGY

Six Strategic Levers to Build a Stronger Research Enterprise and Greater Impact





**Getting to Unprecedented Health:
Healthy Tennesseans, Thriving Communities**

Clinical Partnerships Update

Peter Buckley, MD
Chancellor

FY2026 Preliminary Financials

Raaj Kurapati
Executive Vice Chancellor and COO

The Journey – FY24-27

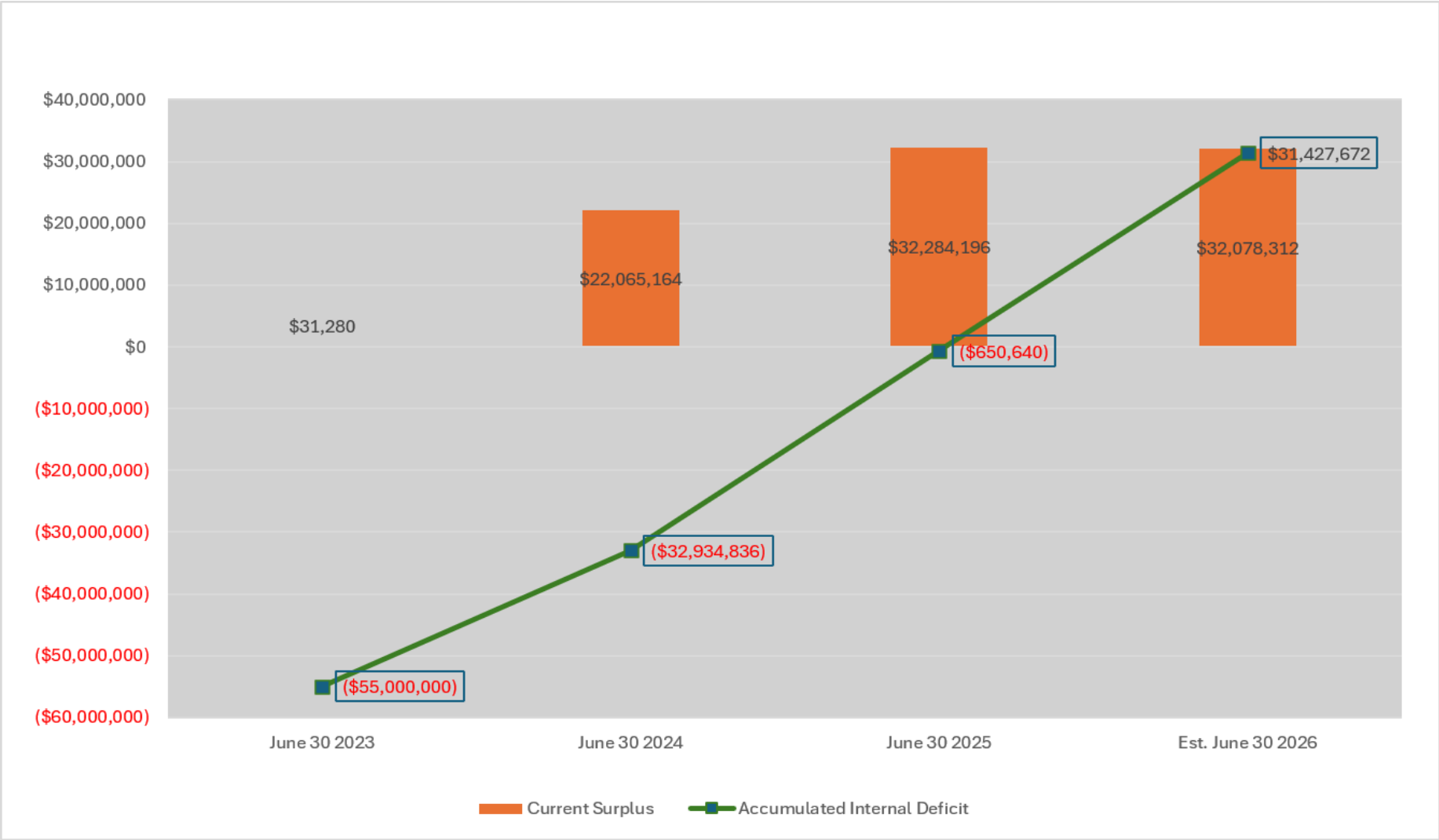
- A critical review of finances in FY24 identified several concerns
- A plan was developed to address various issues identified
- Plan implemented in January of 2024
- The march toward balancing our budget (goal was to fully address the issues identified over 4-5 fiscal years)
- Build Financial Transparency and Accountability
- Move toward a responsible and sustainable financial model

UT Health Sciences – Restricted and Unrestricted Funds Financial Statements

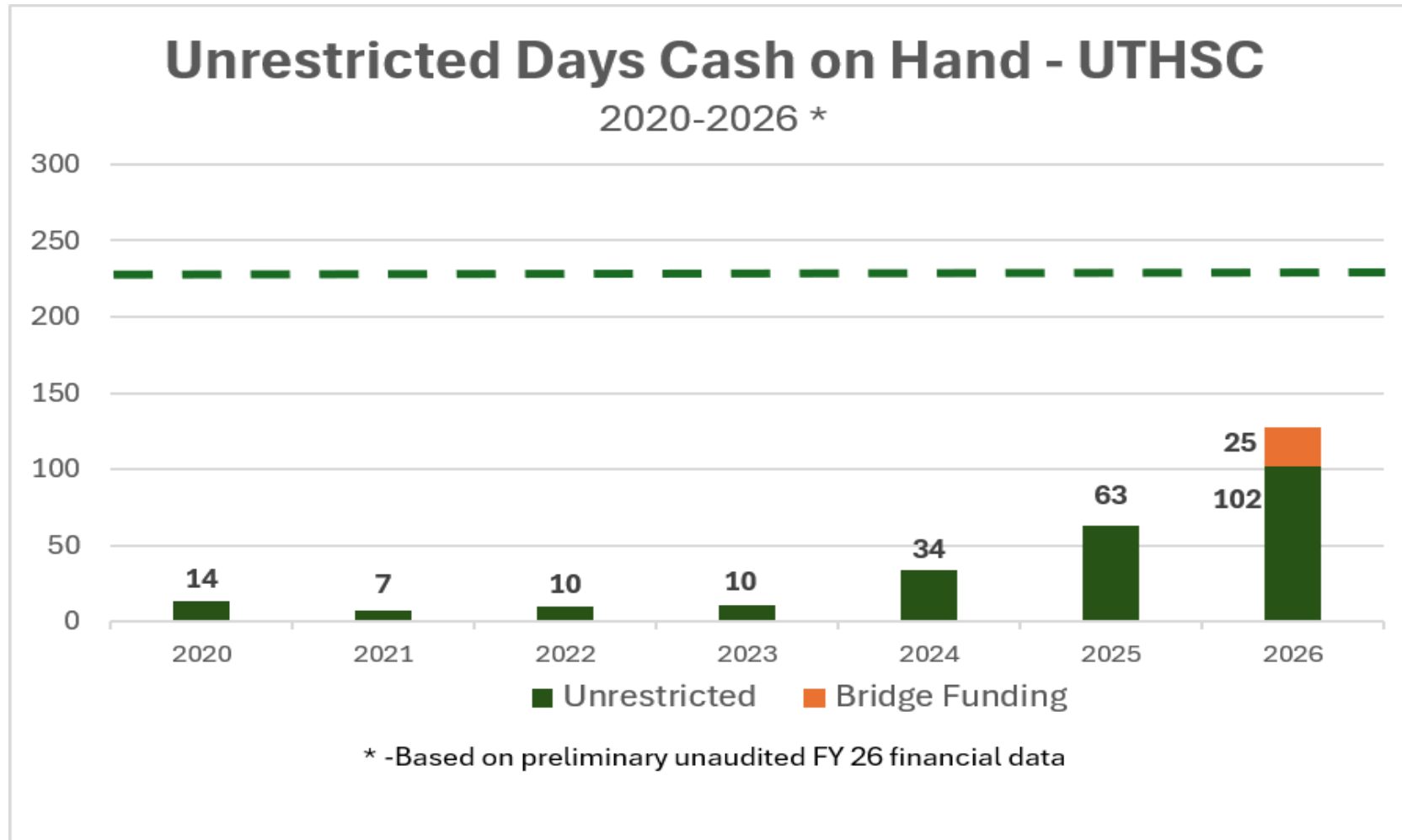
Revenues	Budget	YE Actuals*	Change \$	Change %
Tuition and Fees	\$ 97,493,997	\$ 99,747,573	\$ 2,253,576	2.31%
State Appropriations	240,376,624	239,932,200	(444,424)	-0.18%
Sales and Service	20,133,400	20,110,555	(22,845)	-0.11%
Grants and Contracts	16,996,922	26,139,148	9,142,226	53.79%
Other Sources	1,010,500	1,119,329	108,829	10.77%
Auxiliaries	4,451,818	3,620,458	(831,360)	-18.67%
Total Unrestricted Revenues	380,463,261	390,669,264	10,206,003	2.68%
Restricted	322,146,179	357,476,463	35,330,284	10.97%
Total Revenues	\$ 702,609,440	\$ 748,145,727	\$ 45,536,287	6.48%
Expenditures and Transfers	Budget	YE Actuals*	Change \$	Change %
Total Expenses	\$ 365,198,260	\$ 343,589,617	\$ 21,608,643	5.92%
Total Transfers	15,265,001	15,001,335	263,666	1.73%
Total Unrestricted Expenditures and Transfers	380,463,261	358,590,952	21,872,309	5.75%
Restricted	322,146,179	355,535,259	(33,389,080)	-10.36%
Total Expenditures and Transfers	\$ 702,609,440	\$ 714,126,211	\$ (11,516,771)	-1.64%
Operating Surplus		\$ 34,019,516		

* - Based on preliminary unaudited results. Includes VRIP payments (\$6.1m) plus benefits (\$2.1m).

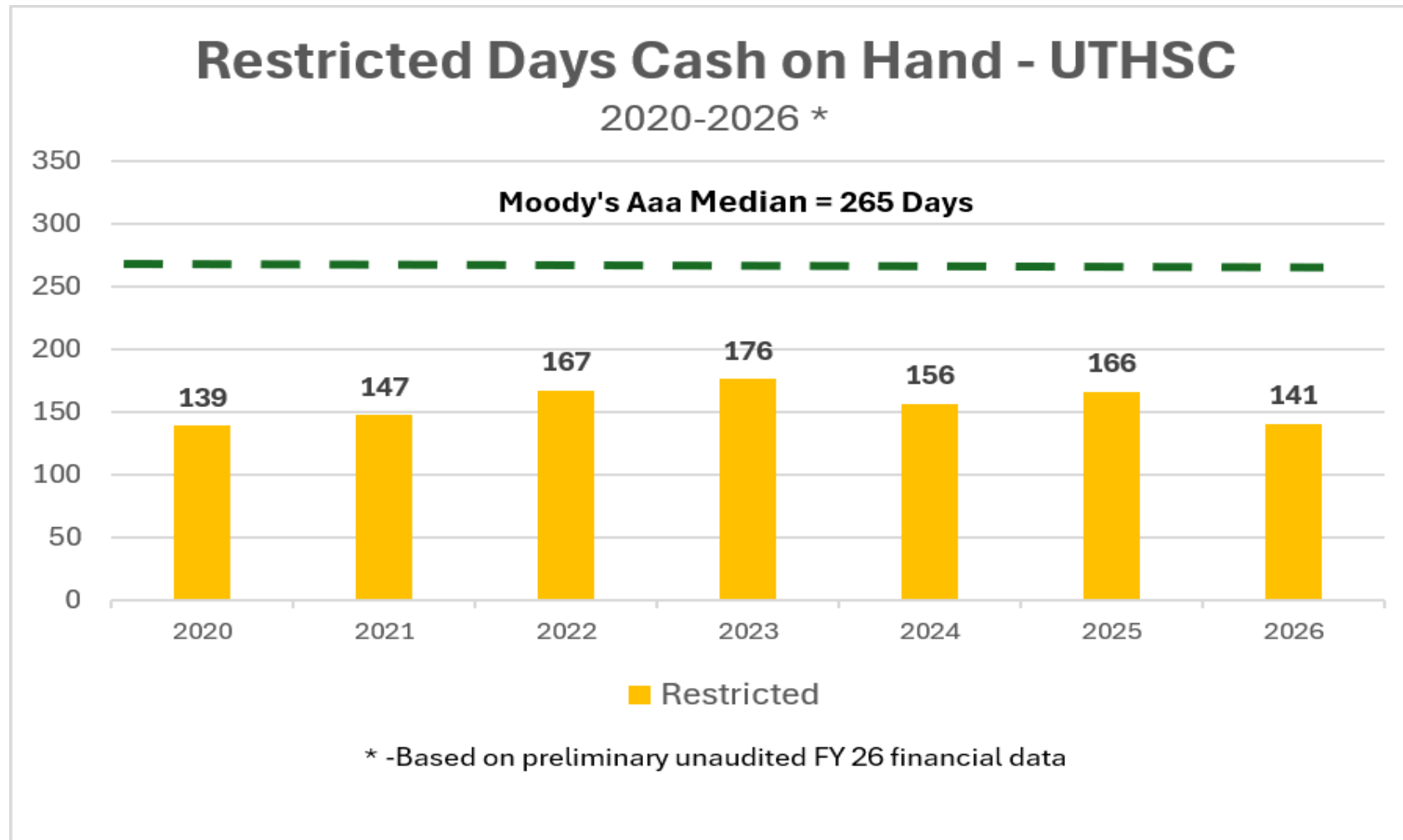
Change in Accumulated Internal Deficit



UT Health Sciences



UT Health Sciences



Capital Update

Raaj Kurapati
Executive Vice Chancellor and COO

College of Medicine Interdisciplinary Building

TOTAL PROJECT COST

\$350.0M

SBC 540-013-04-2025 | Designer: BRG3S | Contractor: Flintco

SUBSTANTIAL COMPLETION

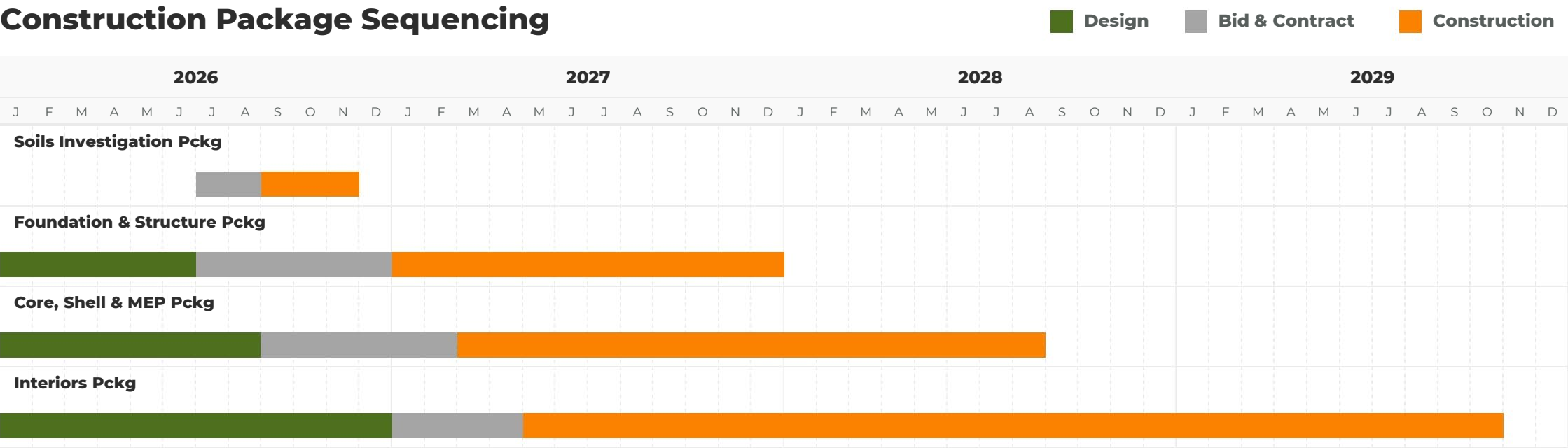
Nov 2029

Currently in Design Development

PROJECTED OCCUPANCY

Jan 2030

Target Move-In Date



Active Construction — Near-Term Completions

807 Jefferson (M.E.P. Renovation)

IN CONSTRUCTION

TOTAL COST

\$6.2M

SUBSTANTIAL COMP.

Jun 2026

OCCUPANCY / USE

Aug 2026

807 Jefferson (Interior Renovation)

IN CONSTRUCTION

TOTAL COST

\$8.M

SUBSTANTIAL COMP.

TBD

OCCUPANCY / USE

TBD

Campus Elevator Upgrades

IN CONSTRUCTION

TOTAL COST

\$8.22M

SUBSTANTIAL COMP.

Aug 2026

OCCUPANCY / USE

Sep 2026

GEB Boiler System

IN CONSTRUCTION

TOTAL COST

\$8M

SUBSTANTIAL COMP.

Jan 2027

OCCUPANCY / USE

Feb 2027

Active Construction — Ongoing Projects

Campus Fencing

IN CONSTRUCTION

TOTAL COST

\$1.56M

SUBSTANTIAL COMP.

Jan 2027

OCCUPANCY / USE

Feb 2027

Dunn Dental

CONTRACT PHASE

TOTAL COST

\$2.52M

SUBSTANTIAL COMP.

April 2027

OCCUPANCY / USE

May 2027

SOMA Apartment Acquisition

OWNER TRANSFER

TOTAL COST

\$4.00M

SUBSTANTIAL COMP.

TBD

OCCUPANCY / USE

TBD

Major Renovations & Lab Upgrades

PROJECT & KEY METRICS	DESIGN PHASE	BID & CONTRACT	CONSTRUCTION
Gross Anatomy Lab Cost: \$32M Sub. Comp: May 2028 Occ: Jul 2028	Const. Documents Est. Comp: Aug 2026	Bid Phase	Construction
Nash Vivarium & Nash 1st Floor Cost: \$18.2M Sub. Comp: TBD Occ: TBD	Schematic Design Est. Comp: TBD	Bid Phase	Construction
CRB 4th Floor Renovation Cost: \$7.5M Sub. Comp: TBD Occ: TBD	Budget Estimation Est. Comp: TBD	Bid Phase	Construction
807 Jefferson (M.E.P. Renovation) Cost: \$6.24M Sub. Comp: TBD Occ: TBD	In Construction	Bid Phase	Construction
Compounding Pharma Lab Cost: \$1.6M Sub. Comp: Dec 2026 Occ: Feb 2027	Design Completed	In Construction	Construction
807 Jefferson (Interior Renovation) Cost: \$8M Sub. Comp: TBD Occ: TBD	Design Phase	Bid Phase	Construction

Campus Infrastructure & Planning Initiatives

Energy RFP

SBC SUBMITTAL STAGE

TOTAL COST	SUBSTANTIAL COMP.	OCCUPANCY / USE
\$70.00M	TBD	N/A

Capital Master Plan

SYNTHESIS PHASE

TOTAL COST	SUBSTANTIAL COMP.	OCCUPANCY / USE
\$1M	Apr 2027	N/A

HVAC Controls (Multiple Bldgs)

DESIGNER SELECTION

TOTAL COST	SUBSTANTIAL COMP.	OCCUPANCY / USE
\$2.50M	Feb 2028	N/A

Access Controls

DESIGNER SOLICITATION

TOTAL COST	SUBSTANTIAL COMP.	OCCUPANCY / USE
\$3M	Dec. 2027	N/A

UT Health Sciences FY 27/28 Capital Budget Request

CAPITAL OUTLAY Nash 5th Floor Build-out \$15.5M Research Modernization \$83.0M SUBTOTAL\$98.5M	CAPITAL MAINTENANCE 930 Madison Mechanical Upgrades \$8.9M SUBTOTAL\$8.9M	DISCLOSURE Mixed Use P3 Housing and Retail \$81.0M SUBTOTAL\$81.0M
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Other Business

We invite you to stay for lunch.

