THE UNIVERSITY OF TENNESSEE HEALTH SCIENCES

Advisory Board Meeting
November 13, 2026
11:00 AM CT

Chancellor's Update and Special Recognitions

Peter Buckley, MD
Chancellor

Rural Health Care Center of Excellence

2026 Impact Updates

Dr. Wendy Likes, PhD, DNSc, APRN-Bc, FAAN, FAANP
PI, Center of Excellence Grant

COE Advancing Rural Health: Grants and Strategic Funding

Received:

- $500,000 to pilot a rural healthcare workforce hub in West Tennessee over two years.

Disbursed:

- $1.75 million in planning and implementation grants across seven organizations from West to East Tennessee.
- $135,000 in telehealth grants across six organizations

Healthcare Workforce Development

In August, the Center of Excellence was awarded $500,000 to pilot a rural healthcare workforce hub in West Tennessee over two years.

- **Year One:**

  → **Identify** and involve at least three school districts and five employer or clinical partners.

  → **Reach** students with healthcare career awareness programming

  → **Enable** them to complete university-aligned health coach or community health worker training.

Statewide Impact: Community Outreach and Key Collaboration

Community Engagement:

- Director Matt McDaniel, MPH, regularly travels to meet with grantees, participate in County Health Councils, and be the Center's eyes and ears in the field.

Educational Resources (322 participants):

9 Webinars:

- Mobile Monday Webinar Series
- Telehealth Tuesdays Webinar Series
- General Webinar Library – Voices from the Field, Grantwriting

Statewide Conference

Statewide Impact: Community Outreach and Key Collaboration

- **Digital Research Repository:** Grant Repo | Tableau Public
- **Launched Technical and Operational Assistance**
- **Gap analysis and Hotspotting**
- **Notable Sponsorships:**

Tennessee Charitable Care Network Regional Meeting Sponsor

- Southeast Regional Collaborative -- October 23, Chattanooga, TN
- Northeast Regional Collaborative – November 13, Johnson City, TN

Looking Ahead: Upcoming Events & Future Milestones

Value-Based Care Playbook Launch: November 10th

- Launching the Value-Based Care Playbook in collaboration with Synergy 3C

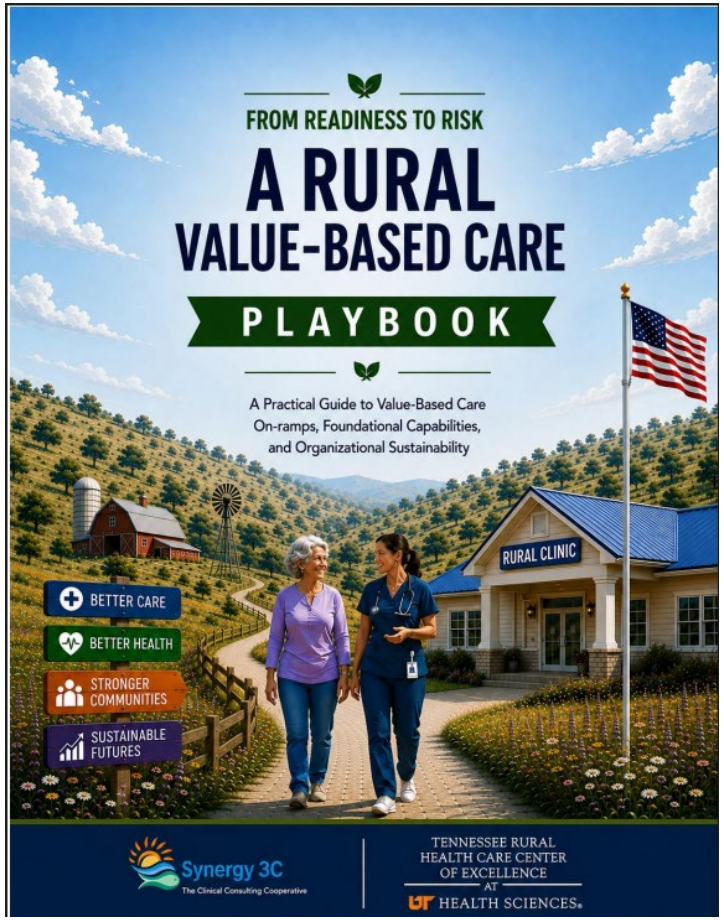
Rural Health Association of Tennessee Conference

- Matt Harris, PhD, to present *From Data to Action: Using Population Health Analytics to Transform Rural Healthcare in Tennessee*

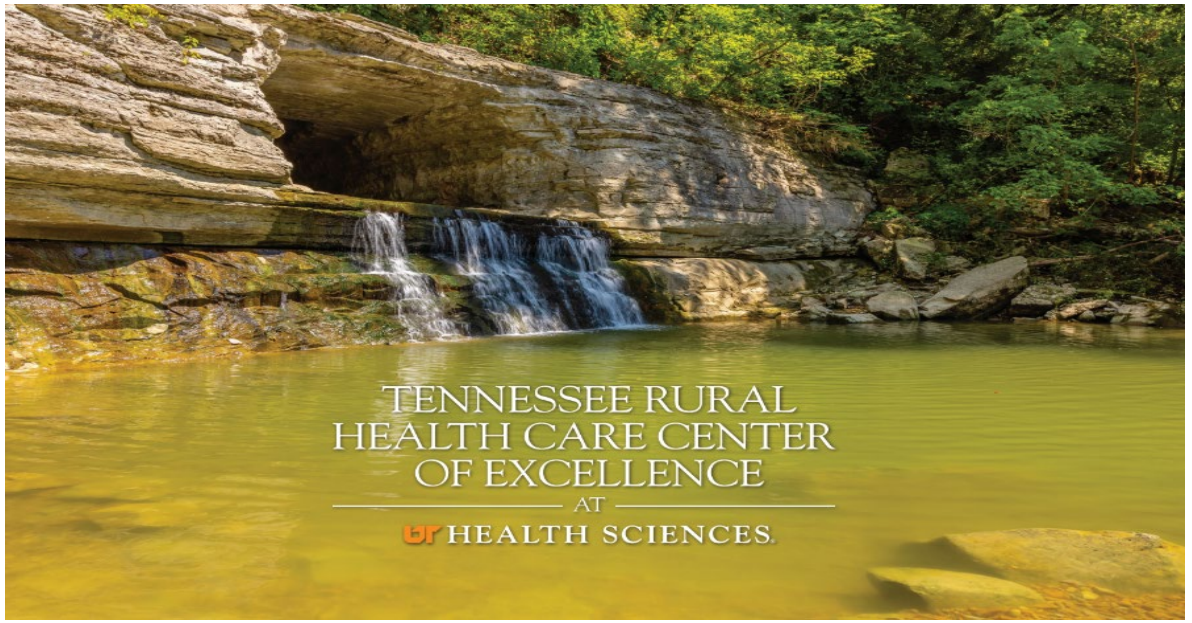
FY27 Planning & Implementation Grants

- Call for Letters of Intent garnered 93 letters, will notify participants of invitation to submit full application around Nov. 9th

Economic Impact Analysis



Save the Date for Second Annual Conference



Our second annual Tennessee Rural Health Care Center of Excellence conference will be held April 27, 2027 at the beautiful Montgomery Bell State Park in Burns, TN. Save the date and watch our website for the opening of registration. The one-day event will be held from 9:00 am to 3:00 pm.

RHTP: Tennessee's Momentum

RHTP Year 1: $206.9 million (ranked 19th)

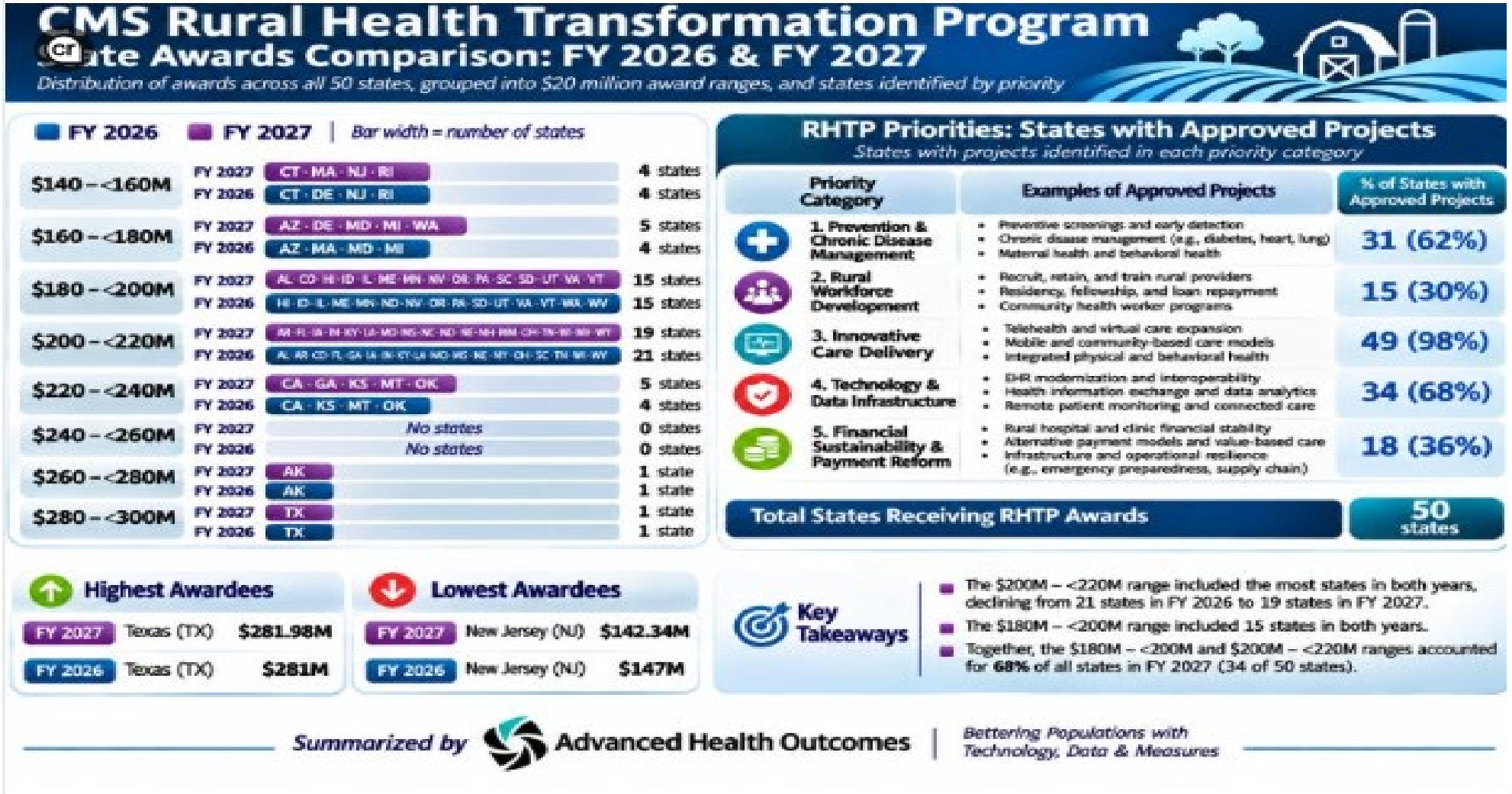
RHTP Year 2: $210.3 million (ranked 15th)

$100 million baseline- competitive

Tennessee's plan includes five focus areas:

- Improving access to healthcare
- Maternal and child health
- Technology infrastructure
- Preventative health and wellness
- Workforce development

RHTP: Tennessee's Momentum



Advancing Rural Health: Grants and Strategic Funding

Received:

- $22,634,545 and $12,102,972 in RHTP grants for UT and UTHS, respectively
- With LeBonheur- $8,917,300---$31,551,845

Year 2: GME and Workforce

https://rural-health.uthsc.edu/

Follow us on LinkedIn and Facebook

TENNESSEE RURAL HEALTH CARE CENTER OF EXCELLENCE

AT

UT HEALTH SCIENCE CENTER.

SCAN THE QR CODE BELOW TO:

- Share your contact information
- Join our newsletter
- Join our peer learning collaborative
- Work with the practice optimization team
- Share your community's top three rural health priorities

Together, we’re strengthening health care across Tennessee through strategic investment, education, and partnership.
Let's keep the momentum going.

College of Medicine Interdisciplinary Building

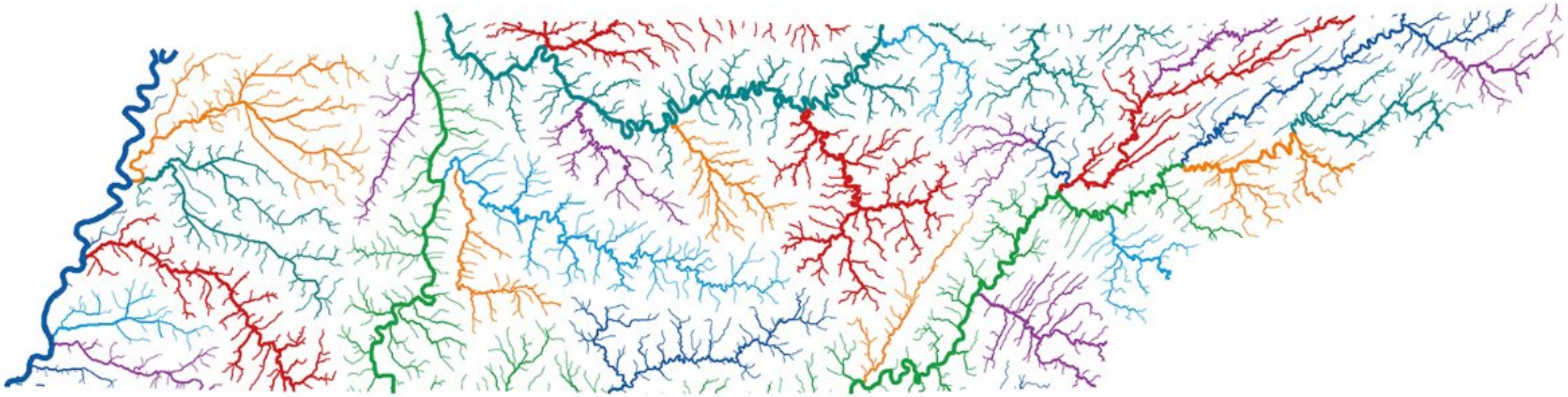
Design Update

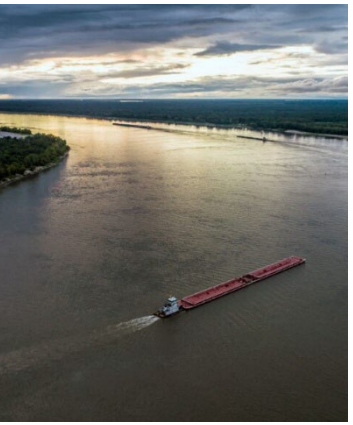
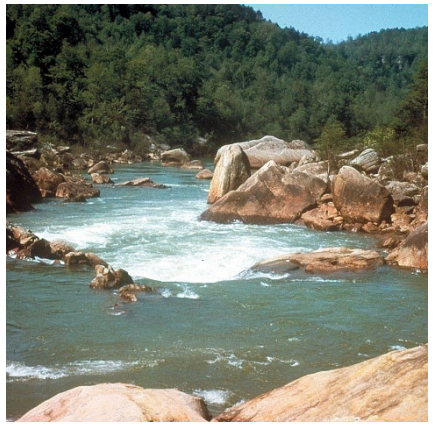
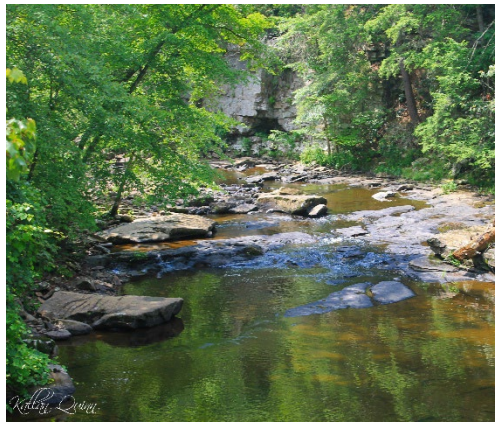
Raaj Kurapati
Executive Vice Chancellor and COO

Scott Rose
HOK

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCES

hok



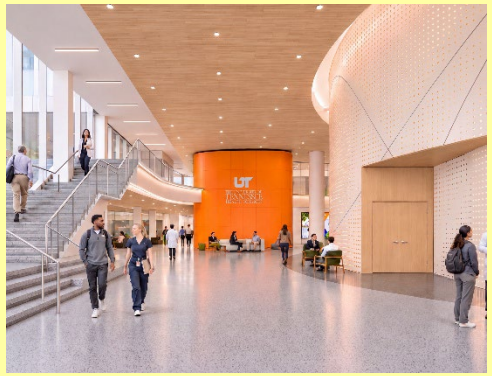








THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCES





Commons



Academic



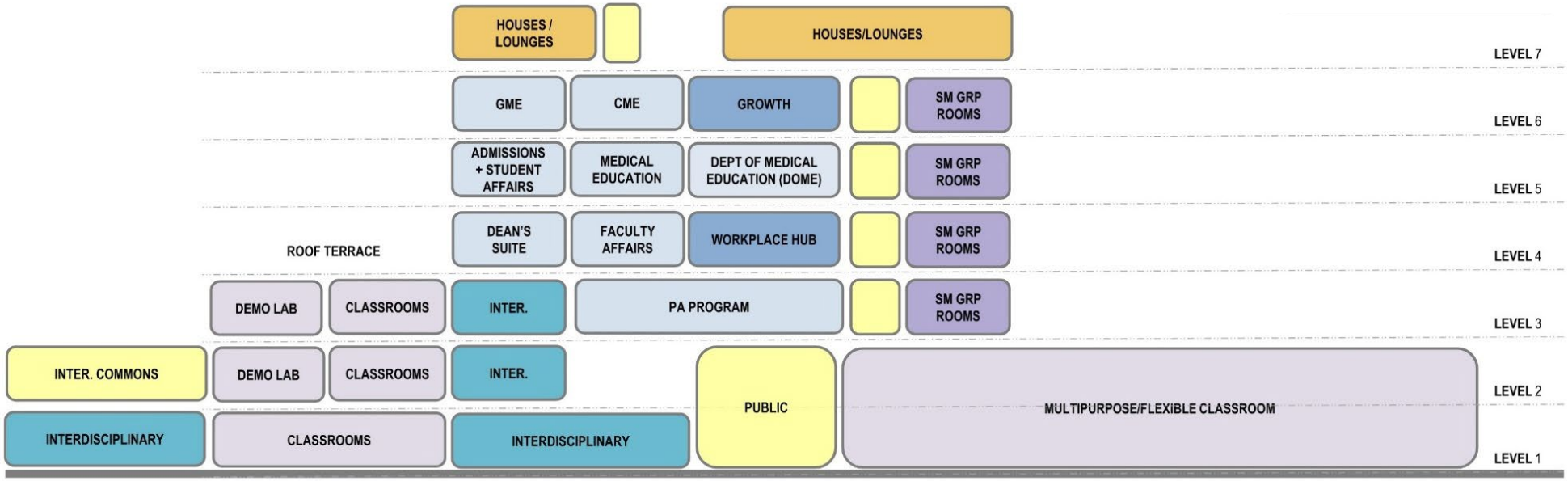
Interdisciplinary



Workplace



Student Houses





Entry Lobby



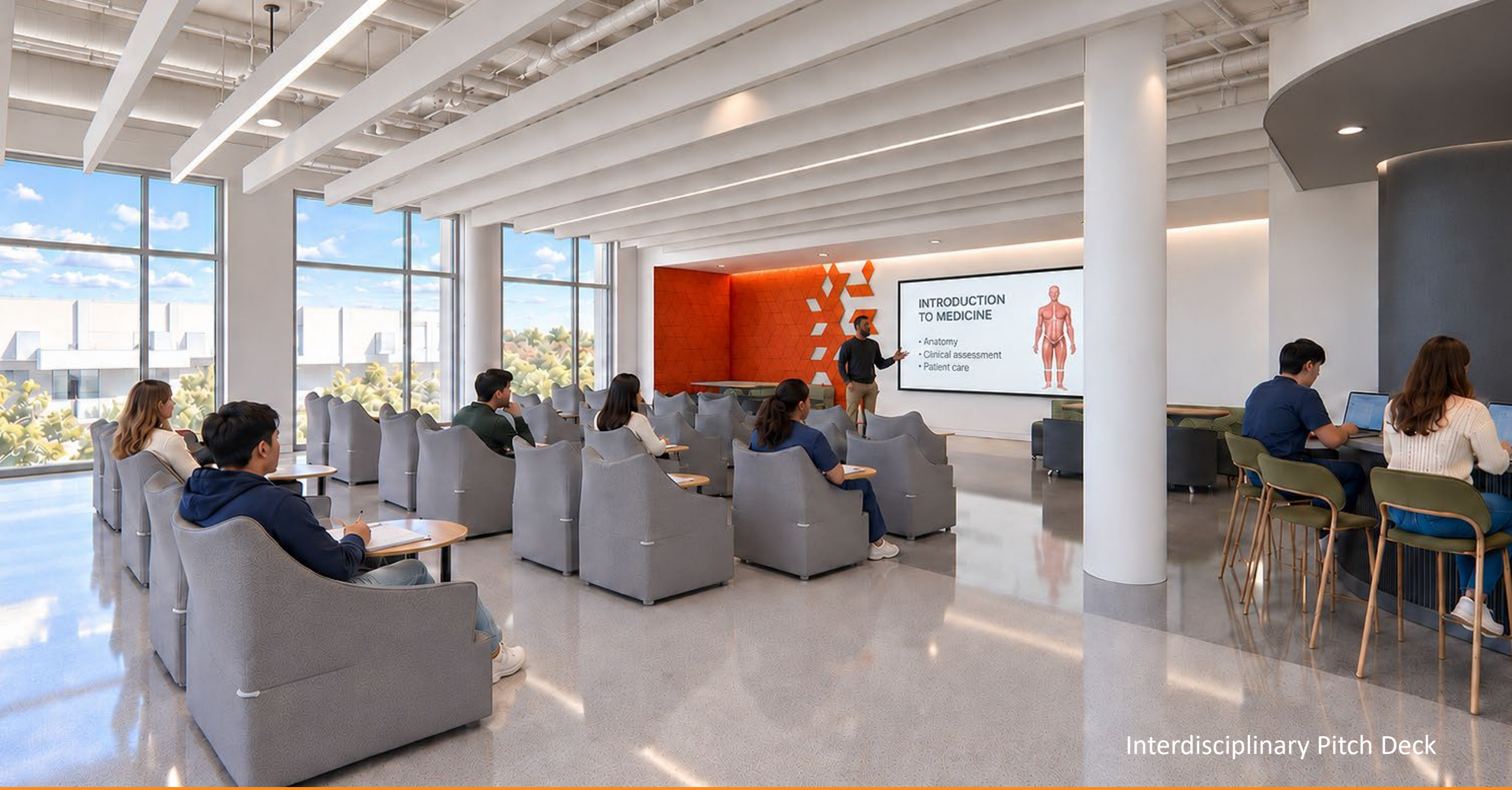
Health Sciences Forum



Large Classrooms



Lobby & Mobile Health Lab



Interdisciplinary Pitch Deck





Faculty and Student Engagement Zones





Level 2 Interdisciplinary Commons

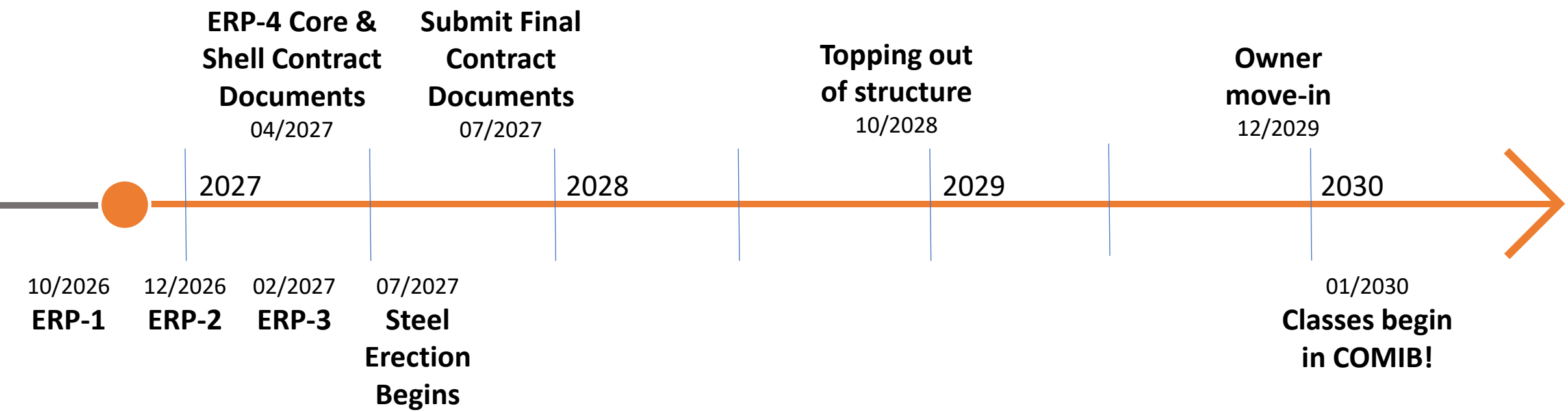


Level 7 Student Houses



Level 7 Student Cloister

Project Timeline




THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCES

Campus Master Plan

Raaj Kurapati
Executive Vice Chancellor and COO

Dana Perzynski
Ayers Saint Gross

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCES

AYERS SAINT GROSS

Agenda

1. • **Master Plan Overview**
2. • **Memphis Space Needs**
3. • **Memphis Proposed Plan & Implementation**
4. • **Knoxville, Nashville, & Chattanooga**



Monroe Avenue Concept

What Defines this Campus Master Plan

This ***statewide plan*** for the University of Tennessee Health Sciences…

- builds on current momentum of the new College of Medicine Interdisciplinary Building and other facility projects
- enhances our urban core with safer streetscapes, eliminates older facilities, renovates education and research buildings, and adds new student service components including housing, dining, and recreation
- provides the appropriate spaces needed for current and future education, research, and service functions

Institution-Wide Drivers for the Master Plan

KEY PLANNING DRIVERS

- Accommodate Enrollment Growth
- Determine Space Needs
- Support Interprofessional Education and Research
- Expand Research, Clinical Care, and Public Service
- Support Wellness
- Align Facilities with Program Needs
- Enhance Public Realm, Connectivity, and Safety
- Simplify Wayfinding and Parking

STRATEGIC PLAN PILLARS

Engaging Communities
Strengthening partnership to engage communities.

Educational Excellence
Promoting quality interprofessional education.

Expanding Research
Growing research, innovation, and entrepreneurship.

Advancing Health
Expanding quality care across Tennessee.

Developing Talent
Creating an environment of success for all.

Aligns with a Strategic Plan Pillar

Process and Engagement

30 **Buildings** toured

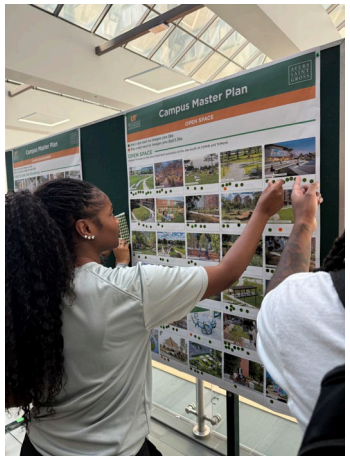
75 Individuals engaged in **14 listening sessions**

275+ Individuals engaged in **three poster sessions**

311 Total responses in the **campus-wide survey**









GATHER

SEPT – MAY 2025/2026

Workshops 1-3

- Project Kick-off
- Memphis Tours, Interviews, & Space Needs
- Knoxville, Nashville, and Chattanooga Tours, Interviews, & Space Needs

GENERATE

JUNE – AUG 2026

Workshops 4-5

- Analysis Summary, Principles, & Concept Plan
- Scenario Planning

SYNTHESIZE

SEPT – NOV 2026

Workshops 6-8

- Draft Plan with Phasing/Implementation
- Refine Draft Plan with Cost Estimate
- Final Plan Review

APPROVALS

NOV – JUNE 2026/2027

Presentations

- UT Health Sciences Advisory Board (November)
- UT Board of Trustees (February)
- Tennessee Higher Education Commission (April)
- State Building Commission (May)

Master Plan Dashboard

Enrollment (On-Campus)

	Fall 2025	Aspirational Target
Memphis	2,315	2,909
Knoxville	472	1,003
Nashville	87	520
Chattanooga	30	120

Space Needs (Total NASF)

	Existing w/ Planned Projects	Aspirational Target Demand
Memphis	1,588,000	1,473,000
Knoxville	106,000	168,000
Nashville	12,000+	60,000
Chattanooga	10,000+	23,000

Projects (Memphis Only)

	Cost Estimate*
Current	$419.8M
Near-Term (2029 $s)	$280.4M
Mid-Term ($2034 $s)	$237.3M
Long-Term	TBD
Public Realm (near-term + mid-term)	$8.7M

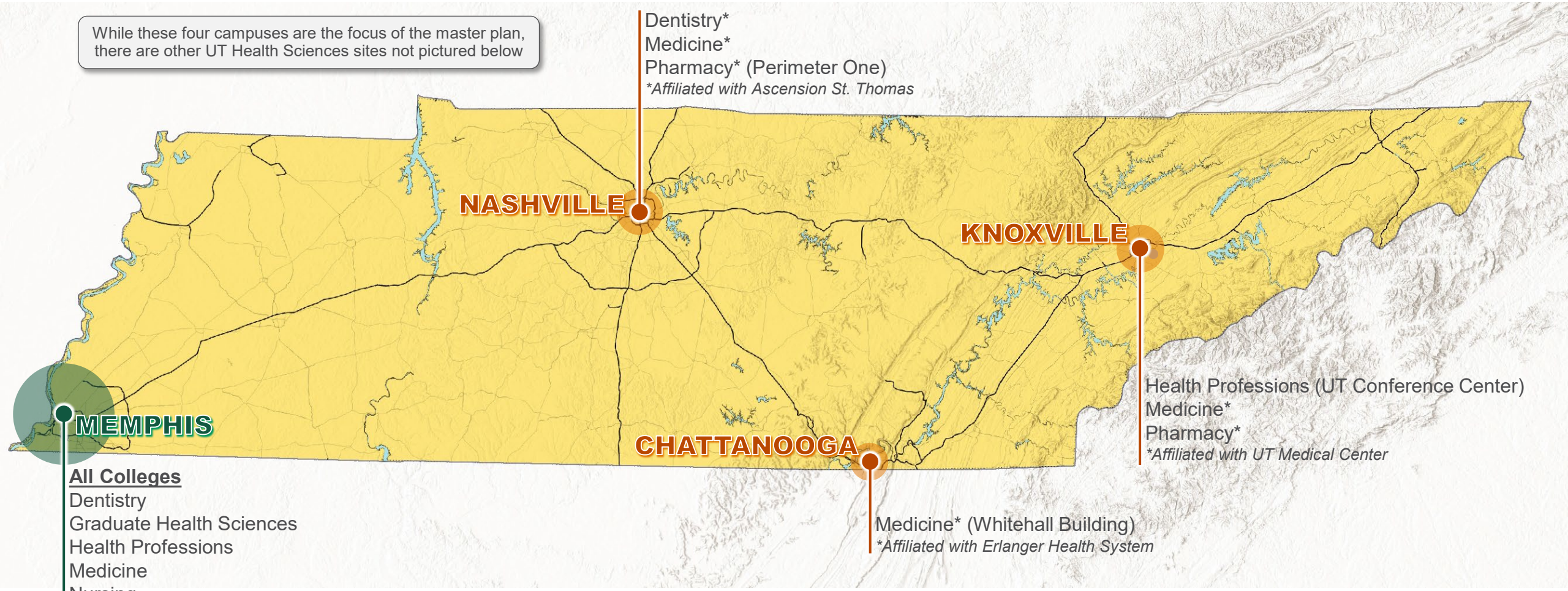
10-Year Outcomes (Memphis Only)

	Total GSF
Renewal – Minor	253,000
Renewal – Major	929,000
New Construction	734,000
Demolition	645,000

**Cost estimates are total project costs with 4% escalation per year.*

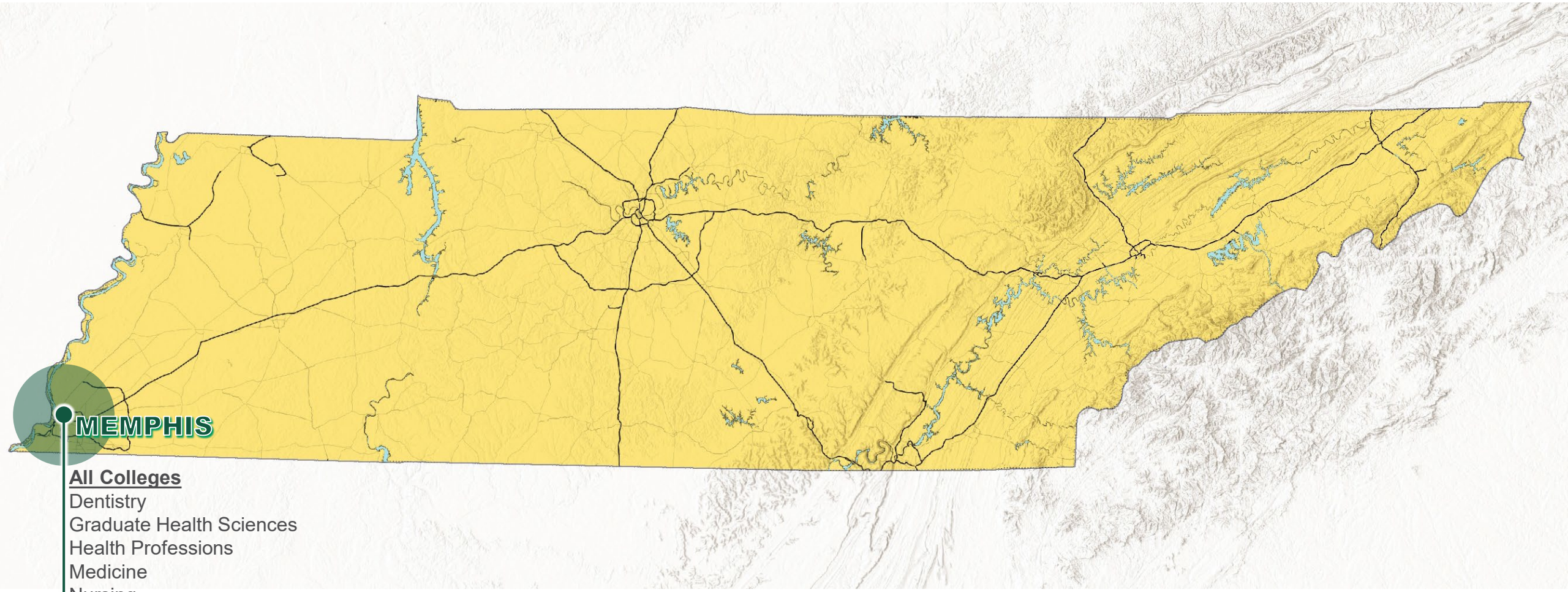
UT Health Sciences Current Presence

Including a total of 779 (and counting) educational and clinical training sites across the state



Memphis Campus

Space Needs Summary



All Colleges
Dentistry
Graduate Health Sciences
Health Professions
Medicine
Nursing
Pharmacy

Memphis

On-Campus Enrollment

	Fall 2025	Aspirational Target	Change	% Growth
Dentistry	**566**	**616**	**+50**	**9%**
Dental Hygiene (BSDH)	76	96		
Dentistry (DDS)	490	520		
Graduate Health Sciences	**287**	**309**	**+22**	**8%**
Biomedical Engineering (Joint W/UoM) (MS)	4	4		
Biomedical Engineering (Joint W/UoM) (PhD)	3	3		
Biomedical Sciences (MS)	3	3		
Biomedical Sciences (PhD)	115	121		
Dental Science (MDS)	40	42		
Health Outcomes & Policy Research (PhD)	15	16		
Nursing Science (PhD)	21	22		
Pharmaceutical Sciences (PhD)	55	64		
Pharmacology (MS)	22	26		
Nondegree	9	9		
Health Professions	**328**	**377**	**+49**	**15%**
Clinical Laboratory Sciences (MSCLS)	15	16		
Cytopathology Practice (MCP)	16	19		
Medical Laboratory Science (BSMLS)	6	15		
Occupational Therapy (MOT)	75	88		
Occupational Therapy (OTD)	4	5		
Pathologists' Assistant (MHS)	22	44		
Physical Therapy (DPT)	190	190		
Medicine	**661**	**990**	**+329**	**50%**
Medicine (MD) - M1/M2	350	500[1]		
Medicine (MD) - M3/M4	255	370		
Physician Assistant (MMS-PA)	56	120		
Nursing[2]	**306**	**377**	**+71**	**23%**
Nursing (BSN)	212	242		
Nursing Practice (DNP) - Nurse Anesthesia	94	135		
Pharmacy	**167**	**240**	**+73**	**44%**
Pharmacy (PHARMD)	167	240[3]		
Total	**2,315**	**2,909**	**+594**	**26%**

NOTES

Aspirational enrollment targets may differ from FY30 enrollment plan

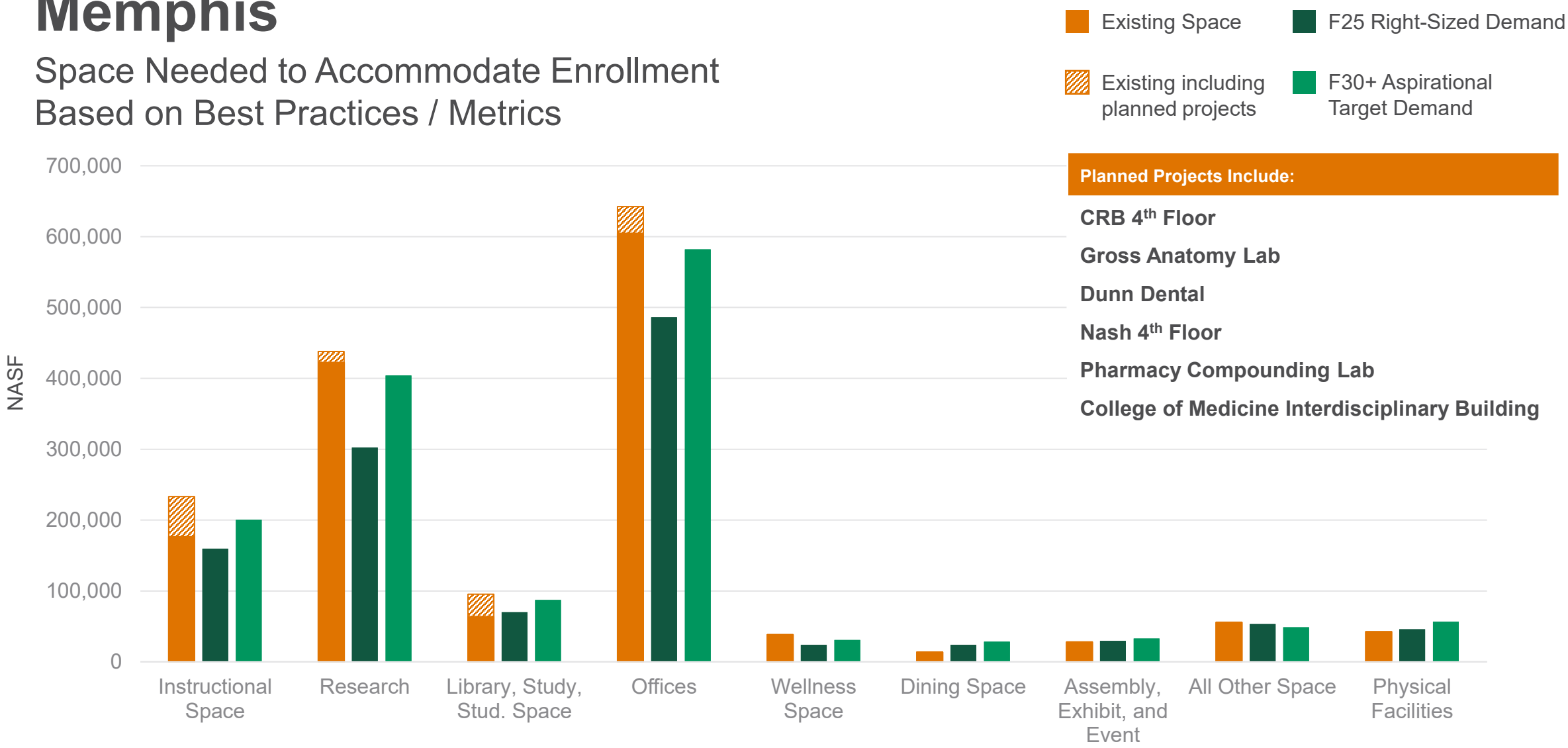
[1]250-student cohort

[2]Nursing also has an online DNP program and students come on campus for skills / simulation

[3]60-student cohort

Memphis

Space Needed to Accommodate Enrollment Based on Best Practices / Metrics



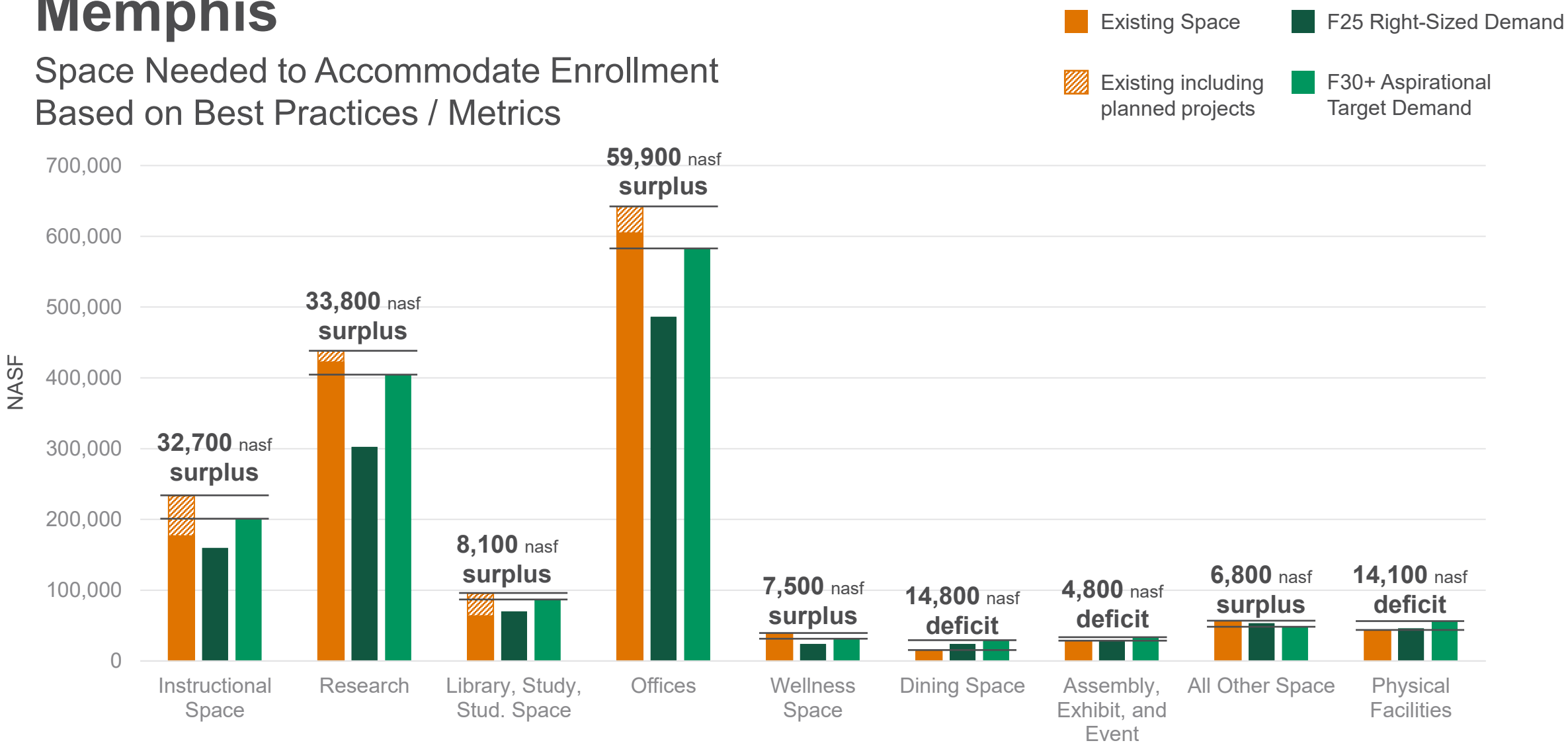
Planned Projects Include:

- **CRB 4th Floor**
- **Gross Anatomy Lab**
- **Dunn Dental**
- **Nash 4th Floor**
- **Pharmacy Compounding Lab**
- **College of Medicine Interdisciplinary Building**

TOTALS:	1,588,000 NASF	1,196,000 NASF 392,000 nasf surplus	1,473,000 NASF 115,000 nasf surplus

Memphis

Space Needed to Accommodate Enrollment Based on Best Practices / Metrics



Memphis

We don’t have a quantity of space problem, we have a quality (and governance) of space issue



Coleman Building



930 Madison Building



Johnson Building



Pauline Garage



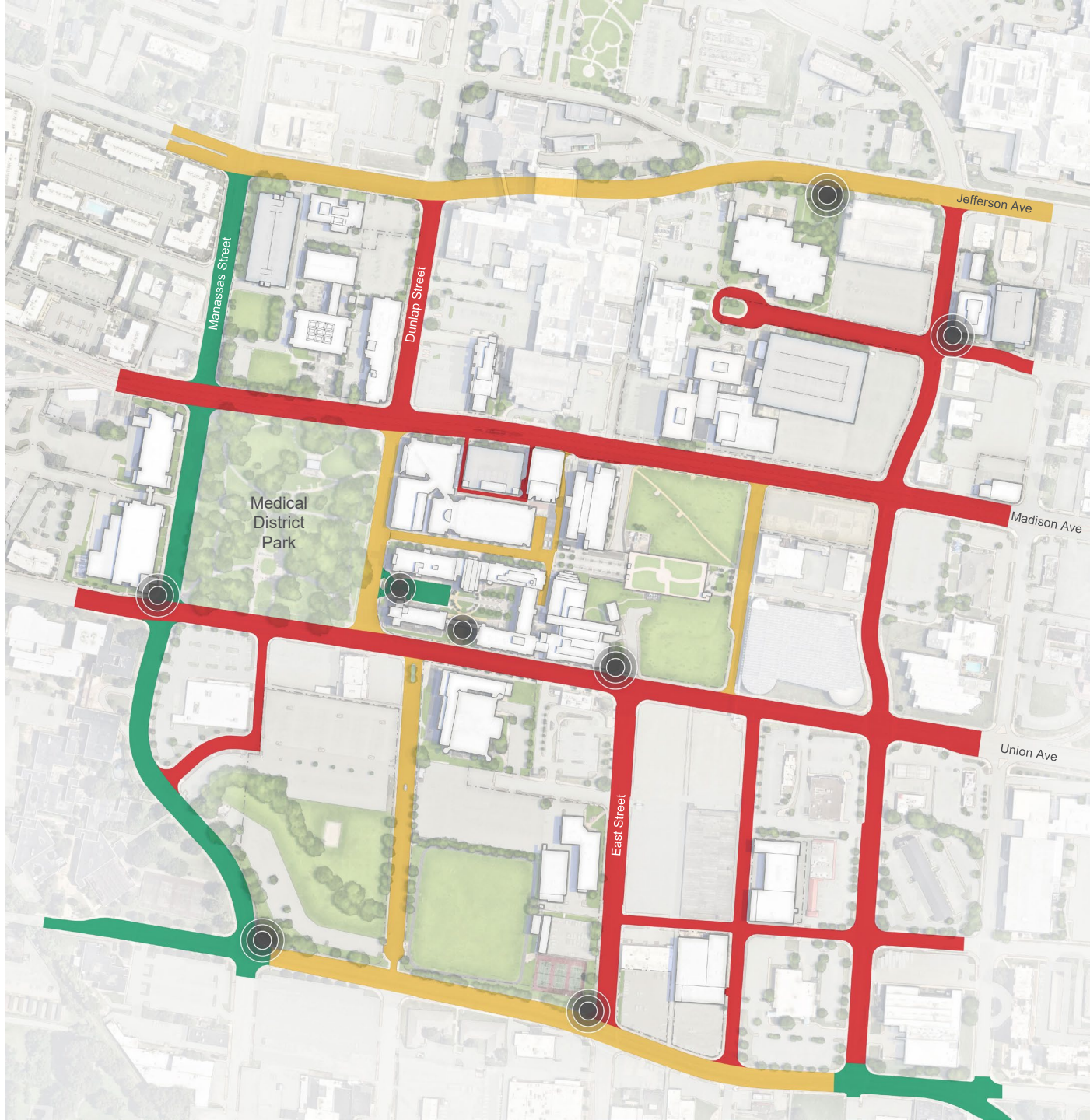
GEB Tiered Classrooms

Memphis

Campus safety, accessibility, and mobility are not people-centered







Existing Campus Signage
High Public Realm Quality
Moderate Public Realm Quality
Poor Public Realm Quality

Across the campus, significant work is already underway, and yet, **investment is still needed to elevate the campus.**



Key Strategies

1 Support Interprofessional Education and Research

Create modern academic and research hubs through renewal and new construction to meet the needs of today's learners and scientists, including updated space governance policies that support it.

2 Expand Education, Research, Clinical Care, and Public Service

Grow and maximize UT Health Sciences' presence across the state with key partners.

3 Align Facilities with Program Needs

Demolish significantly outdated and underperforming facilities that are a financial drain and recruitment / retention barrier. Focus investment and renovation on those that meet the mission.

4 Enhance the Public Realm, Pedestrian Connectivity, Safety, and Wellness

Create a welcoming, vibrant, and pedestrian-friendly campus setting.

Funded, In Design, or Under Construction

PROJECT	COST ESTIMATE*
State Funds	**$415.7M**
A. College of Medicine Interdisciplinary Building	$350.0M
B. Nash Building Basement & 1st Floor Buildout	$18.2M
C. Cancer Research Building 4th Floor Buildout	$7.5M
D. GEB Gross Anatomy Lab Renovation	$32.0M
E. 807 Jefferson Building Interior Renovation	$8.0M
E&G Residual and Donor Funds	**$4.1M**
F. Dunn Dental Building Renovation	$2.5M
G. Pharmacy Compounding Lab Renovation	$1.6M



*Cost estimates are total project costs provided by UT Health Sciences.

Capital Maintenance

Building Projects

Not Included in the Following Proposed Projects, unless otherwise noted:

- Building system repair and replacement
- HVAC controls
- Central and boiler plant replacement
- Building exteriors
  - Window and door replacement
  - Roof repair and replacement
  - Exterior wall repairs
  - Waterproofing repairs
- Infrastructure modernization
- Elevator repair and replacement
- Structural repairs

Annual capital maintenance costs are 2-3% of asset value



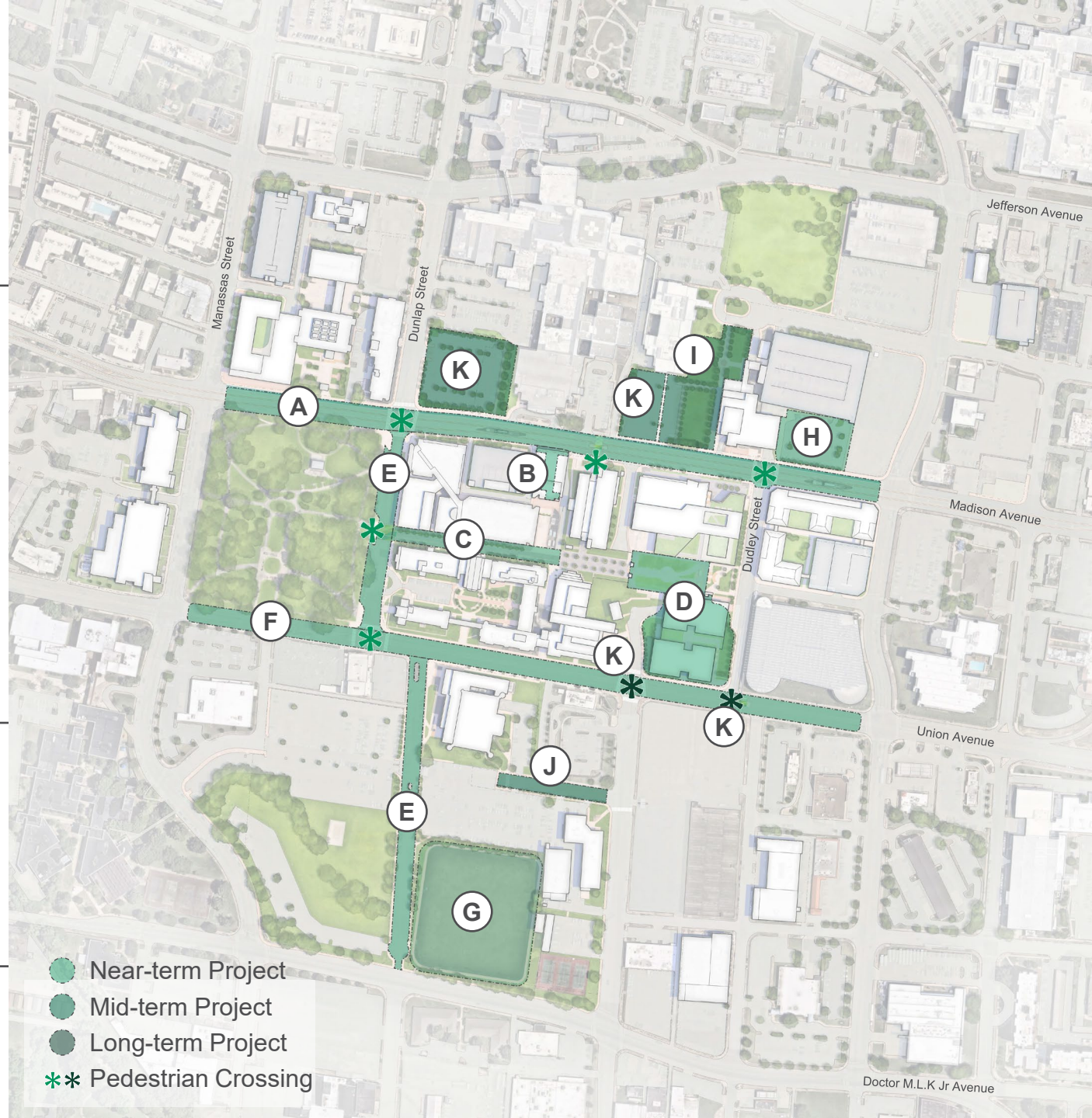





Public Realm

PROJECT	COST ESTIMATE*
Near-term (0-5 years)	**$5.9M**
A. Madison Ave. Streetscape, Intersection, & Crossing Improvements	$1.6M
B. Alexander Building Exterior Improvements	$.6M
C. Monroe Ave. Pedestrian Corridor	$.6M
D. TriMetis Roofscape & Open Space Redesign	$.9M
E. Dunlap St. Streetscape Improvements	$.6M
F. Union Ave. Streetscape & Intersection Improvements	$.7M
G. Docs Field Improvements	**$.6M
H. Parking Lot Improvements (Hamilton Eye)	$.3M
Mid-term (6-10 years)	**$2.8M**
I. Site of 910 & 920 Madison Buildings / Madison Plaza Parking Lot Addition & Open Space	$1.6M
J. Beale Cove Streetscape Improvements	$.4M
K. Parking Lot Improvements (Molecular Sciences Building site, Regional One I)	$.8M
Long-term (10+ years)	
L. Union Ave. Intersection Improvements (associated with Multiphase Interdisciplinary Research Building)	

**Cost estimates are total project costs escalated to 3 years (2029) in the near-term and 8 years (2034) in the mid-term at 4% per year.*
***Total project cost provided by UT Health Sciences.*



Campus Improvement Precedents

Campus Engagement Session Takeaways

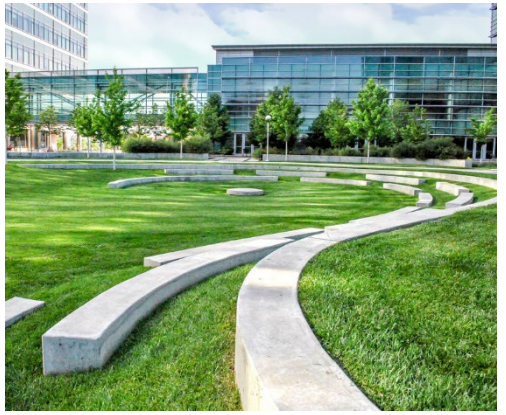




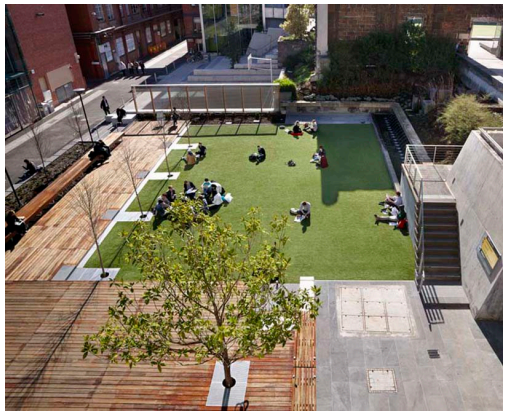
Improvements to Pedestrian Crossings



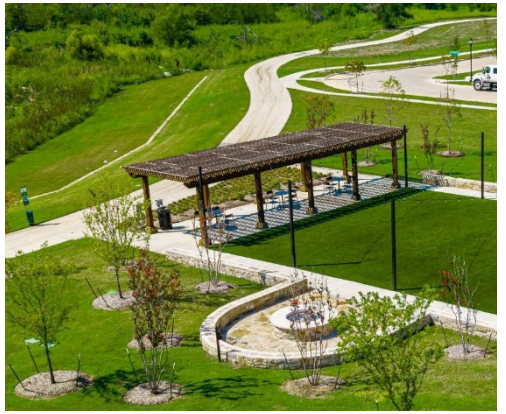
Campus Wayfinding



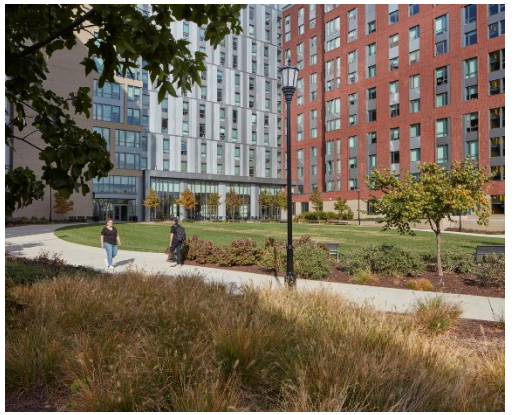
Terraced Seating



Rooftop Access



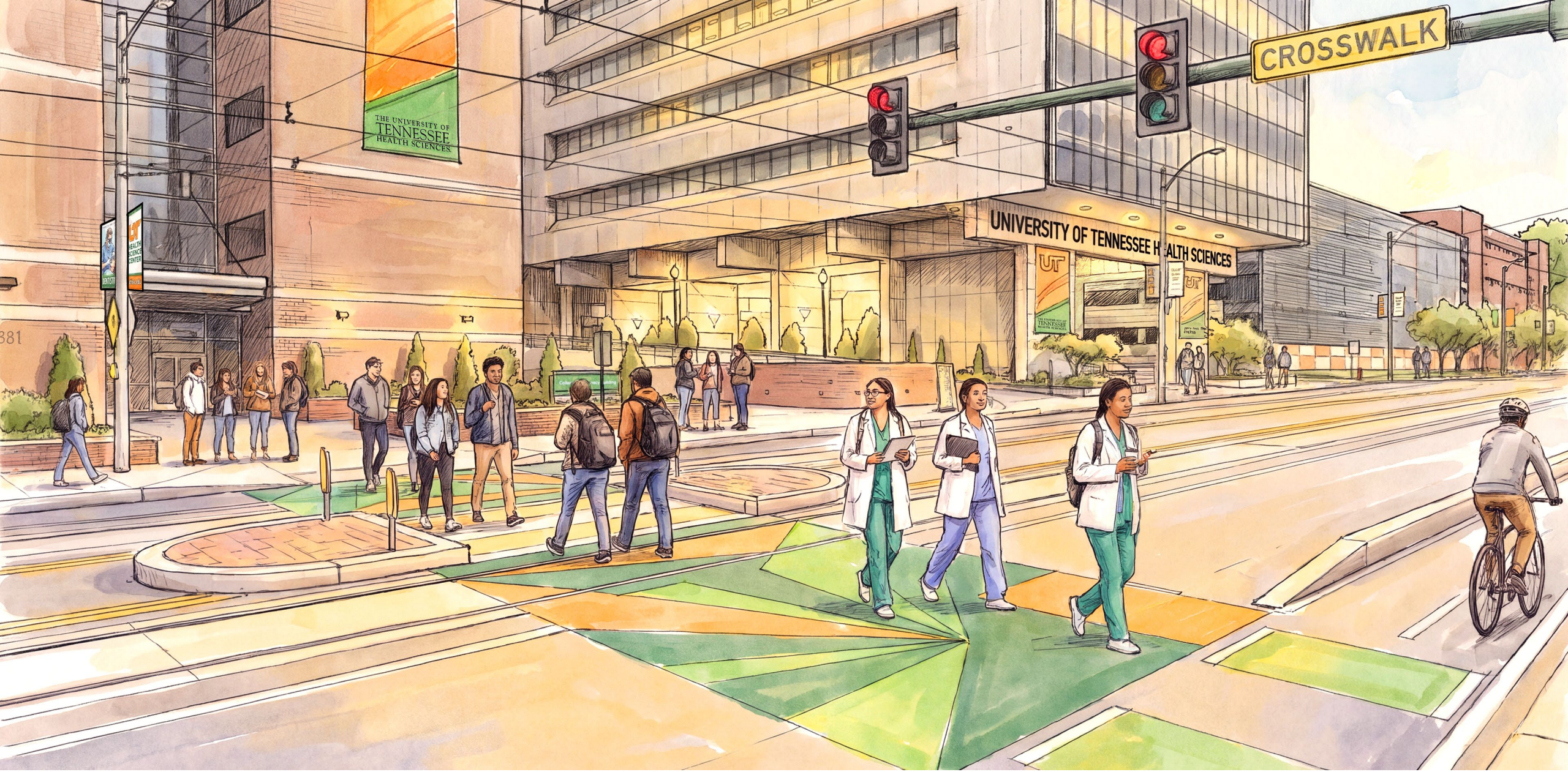
Shade Structures



Natural Plantings



Madison Avenue and Alexander Building Improvements // Existing



Madison Avenue and Alexander Building Improvements // Proposed Concept



Monroe Avenue Pedestrian Spine Improvements // Existing

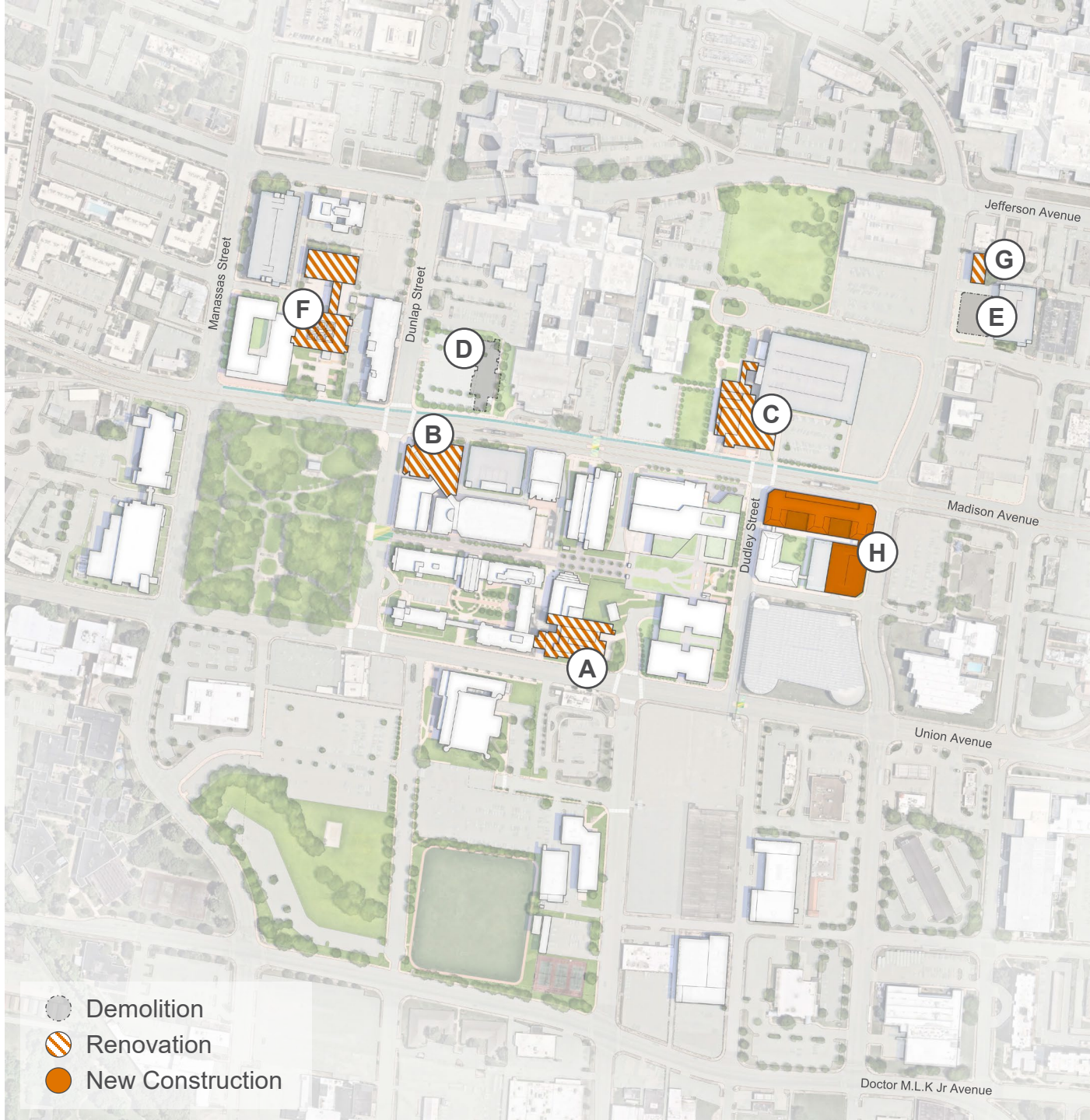


Monroe Avenue Pedestrian Spine Improvements // Proposed Concept

Near-term

0-5 Years

PROJECT	COST ESTIMATE*
State Funds / E&G Residual and Donor Funds	**$89.0M**
A. Nash Building 5th Floor Buildout	**$17.4M
B. General Education Building (GEB) A Wing Classroom Renovations – Minor/Major	$10.1M
C. 930 Madison Building Renovation – Major (with mechanical upgrades***)	$54.4M
D. Molecular Sciences Building Demolition	$4.2M
E. Doctors Office Building Demolition	$2.9M
Potential Public-Private Partnerships / TSSBA	**$191.4M**
F. Student-Alumni Center (SAC) Renovation – Major	$14.3M
G. Pauline Annex Renovation – Major	****$.5M
H. Housing & Dining Development – Ph 1	**$92.2M
I. Capital Maintenance Partnership *(not labeled)*	**$84.4M

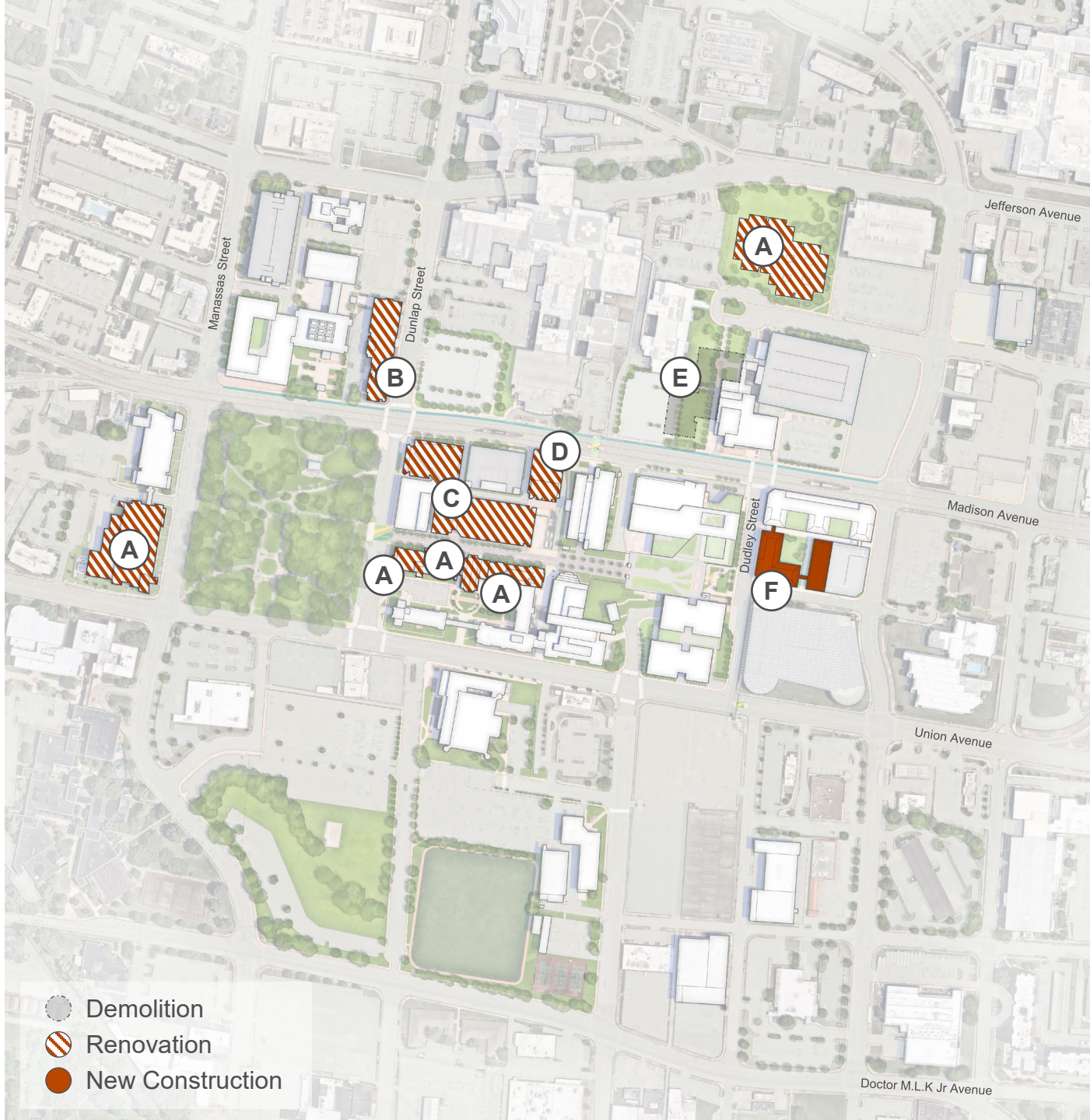


*Cost estimates are total project costs escalated to 3 years at 4% per year (2029).
**Total project cost provided by UT Health Sciences.
***Construction cost provided by UT Health Sciences.
****Cost estimate covers UT Health Sciences' portion (50%) of project.

Mid-term

6-10 Years

PROJECT	COST ESTIMATE*
State Funds / E&G Residual and Donor Funds	**$237.3M**
A. Research Modernization (Johnson, Link, Wittenborg, TSRB, Coleman)	**$113.6M
B. Van Vleet Renovation – Major	$63.3M
C. General Education Building (GEB) Reno – Minor	$28.6M
D. Alexander Building Renovation – Minor	$18.9M
E. 910 Madison Building / 920 Madison Building / Madison Plaza Demolition	$12.9M
Potential Public-Private Partnerships	
F. Housing & Dining Development – Ph 2	TBD



*Cost estimates are total project costs escalated to 8 years at 4% per year (2034).
**Total project cost provided by UT Health Sciences.

Long-term

10+ Years

PROJECT

State Funds / E&G Residual and Donor Funds

A. Multi-phase Interdisciplinary Research Building (with new central plant)

B. Coleman Building Demolition

C. 1018 & 1022 Madison Demolition

Potential Public-Private Partnerships

D. Student-Alumni Center (SAC) Housing Development



10-Year Outcomes

1,182,000	*GSF of renovation*
+ 734,000	*GSF of new construction*
1,916,000	*GSF of total area supporting modern instruction, research grown, housing, and the student experience*

+

645,000	*GSF of renewal through demolition*

+

6,400	*linear feet of streetscape improvements*



Total Project Costs

	State Funds	E&G Residual and Donor Funds	Potential Public-Private Partnerships / TSSBA	Public Realm Projects	TOTAL
Funded, In Design, or Under Construction	$415.7M	$4.1M	-	-	**$419.8M**
Near-term (0-5 years)	$89.0		$191.4M	$5.9M	**$286.3M**
Mid-term (6-10 years)	$237.3M		TBD*	$2.8M	**$240.1M***
Long-term (10+ years)	TBD		TBD	TBD	**TBD**

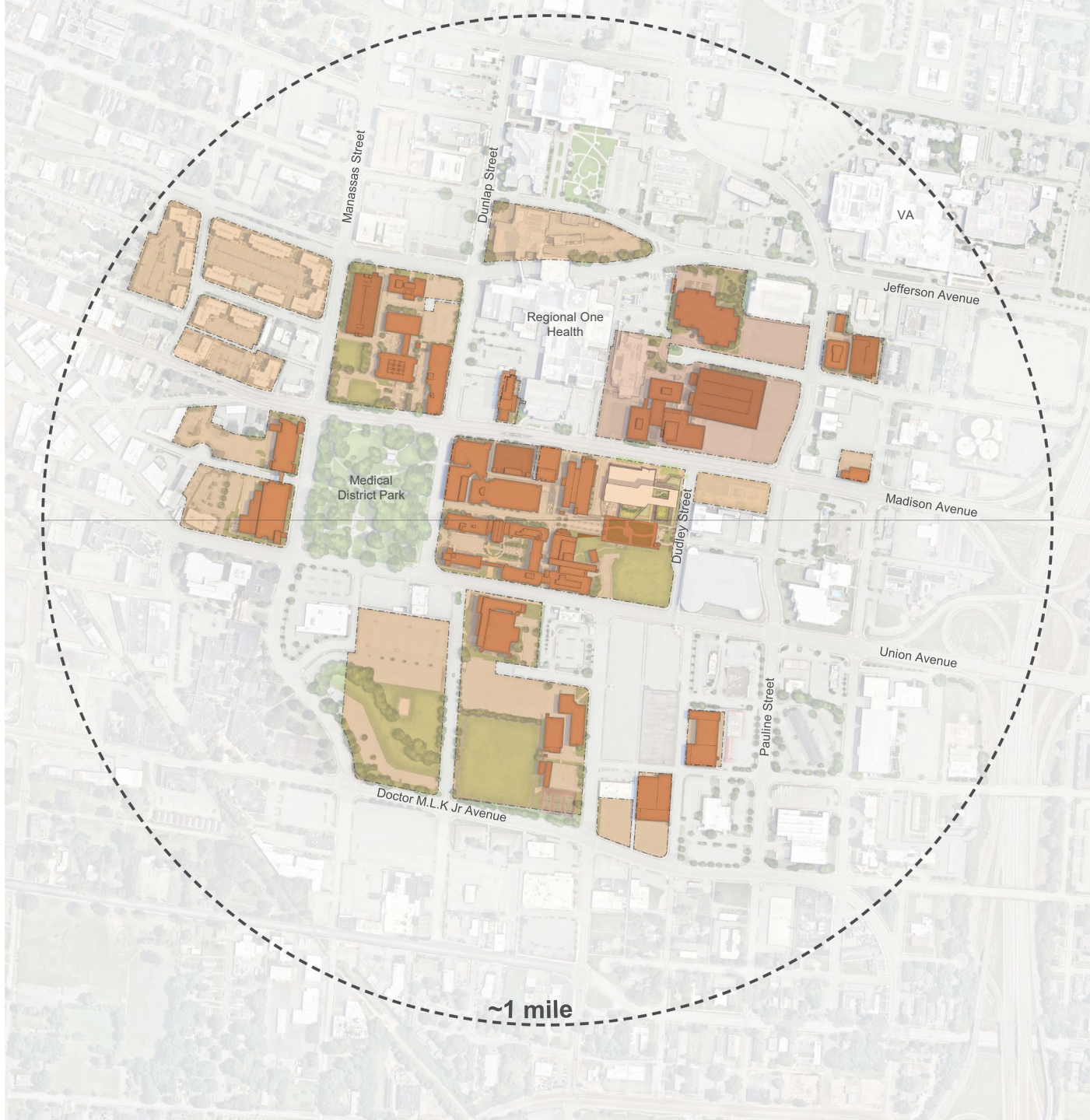
**Does not include P3 housing projects and associated costs*

Cost estimates are total project costs with 4% escalation per year.

Land Acquisition

The Campus Plan seeks to densify the core of campus.

The edges of campus will continue to be future partnership opportunities.



Proposed UT Health Sciences Influence
UT Health Sciences Owned Property
UT Health Sciences Owned Building

Key Strategies

1 Support Interprofessional Education and Research

Create modern academic and research hubs through renewal and new construction to meet the needs of today's learners and scientists, including updated space governance policies that support it.

2 Expand Education, Research, Clinical Care, and Public Service

Grow and maximize UT Health Sciences' presence across the state with key partners.

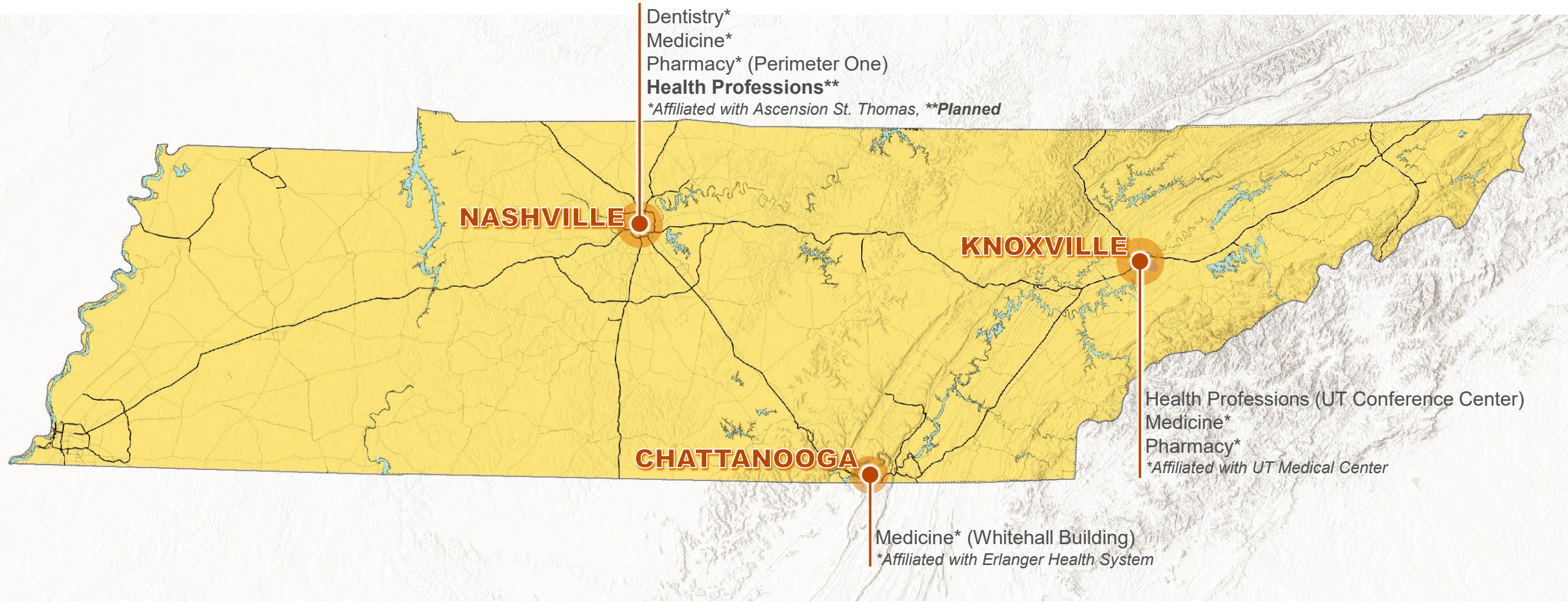
3 Align Facilities with Program Needs

Demolish significantly outdated and underperforming facilities that are a financial drain and recruitment / retention barrier. Focus investment and renovation on those that meet the mission.

4 Enhance the Public Realm, Pedestrian Connectivity, Safety, and Wellness

Create a welcoming, vibrant, and pedestrian-friendly campus setting.

Other Campuses Space Needs Summary



Knoxville

On-Campus Enrollment

	Fall 2025	Aspirational Target	Change	% Growth
Graduate Health Sciences	**16**	**20**	**+4**	**28%**
Speech and Hearing Science (PhD)	16	20		
Health Professions	**284**	**583**	**+299**	**105%**
Audiology & Speech Pathology (Joint W/UTK) (BSASP)[1]	105	105		
Audiology (AUD)	78	90		
Occupational Therapy (MOT)[2]	**0**	**100[3]**		
Physical Therapy (DPT)[2]	**0**	**150[4]**		
Pathologists' Assistant (MHS)	**0**	**32[5]**		
Speech-Language Pathology (MSSLP)	101	106		
Medicine	**50**	**200**	**+150**	**300%**
Medicine (MD) – M1/M2/M3/M4	**50**	**200[6]**		
Pharmacy	**122**	**200**	**+78**	**64%**
Pharmacy (PHARMD)	**122**	**200[7]**		
Total	**472**	**1,003**	**+531**	**113%**

NOTES

Aspirational enrollment targets may differ from FY30 enrollment plan

[1]Only 4th year (prior to that they are UTK students)

[2]MOT and DPT could add 100-120 students annually (split equally)

[3]New program; MOT is a 2-yr program (50-student cohort)

[4]New program; DPT is a 3-yr program (50-student cohort)

[5]New program; MHS is a 2-yr program (16-student cohort)

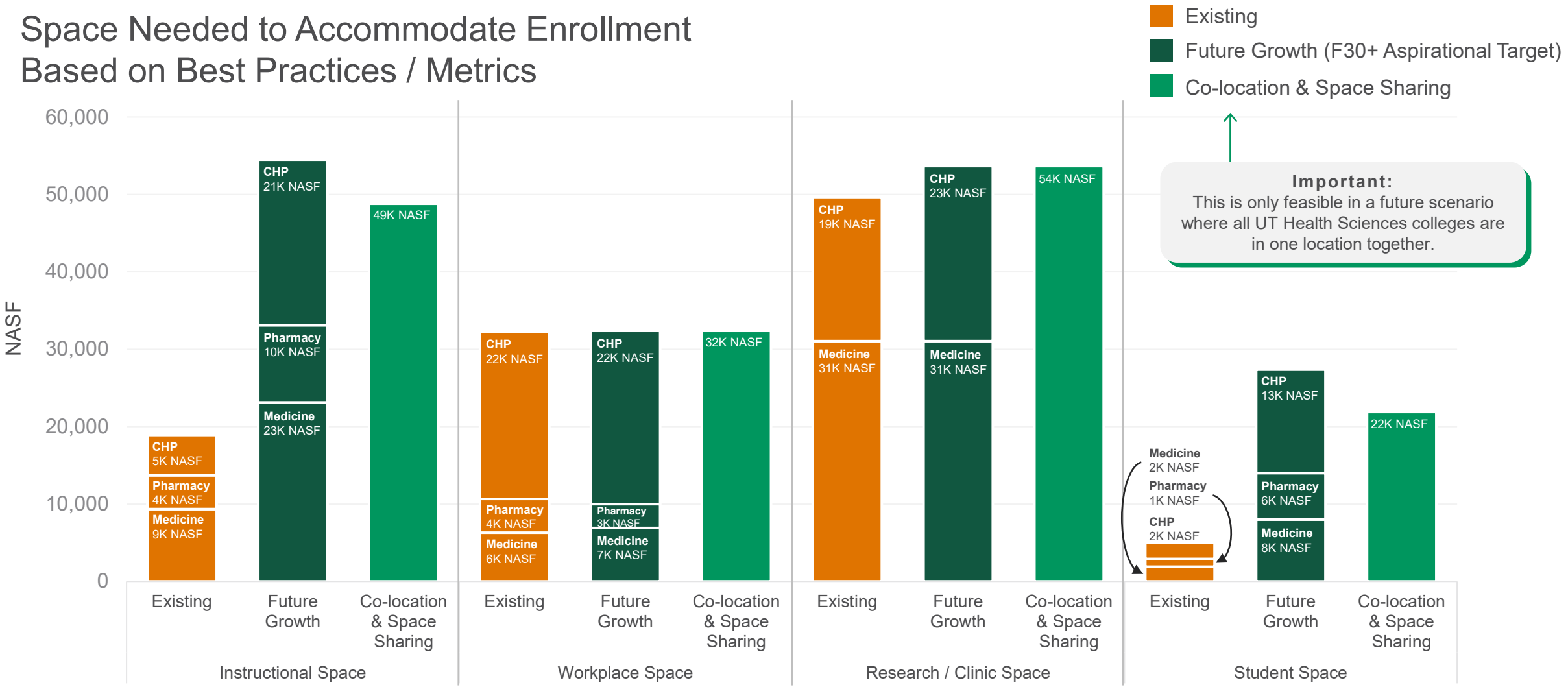
[6]50-student cohort

[7]50-student cohort

Programs in orange represent those that are new, have significant growth, or expanding

Knoxville

Space Needed to Accommodate Enrollment Based on Best Practices / Metrics

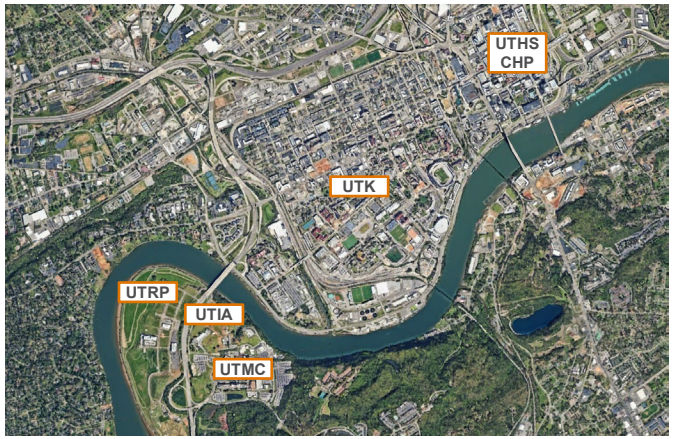


TOTALS: **106,000 NASF** **168,000 NASF** **157,000 NASF**
11,000 nasf saved

Knoxville

Partnership Opportunities





In addition to program space, continue to discuss the potential for student housing partnerships

- UTMC Hospital
- Renovation Opportunity
- New Construction Opportunity Site

Nashville

On-Campus Enrollment

	Fall 2025	Aspirational Target	Change	% Growth
Health Professions	**0**	**260**	**+260**	**N/A**
Medical Laboratory Science (BSMLS)[1]	0	40[2]		
Pathologists' Assistant (MHS)[2]	0	40[3]		
Physical Therapy (DPT)[3]	0	180[4]		
Medicine	**15**	**120**	**+105**	**700%**
Medicine (MD) – M1/M2/M3/M4	15	120[4]		
Pharmacy	**72**	**140**	**+68**	**94%**
Pharmacy (PHARMD)	72	140[5]		
Total	**87**	**520**	**+433**	**498%**

NOTES

Aspirational enrollment targets may differ from FY30 enrollment plan

[1]BSMLS is a 2-yr program (20-student cohort)

[2]MHS is a 2-yr program (20-student cohort)

[3]DPT is a 3-yr program (60-student cohort)

[4]25-30-student cohort, dependent on securing clinical rotations

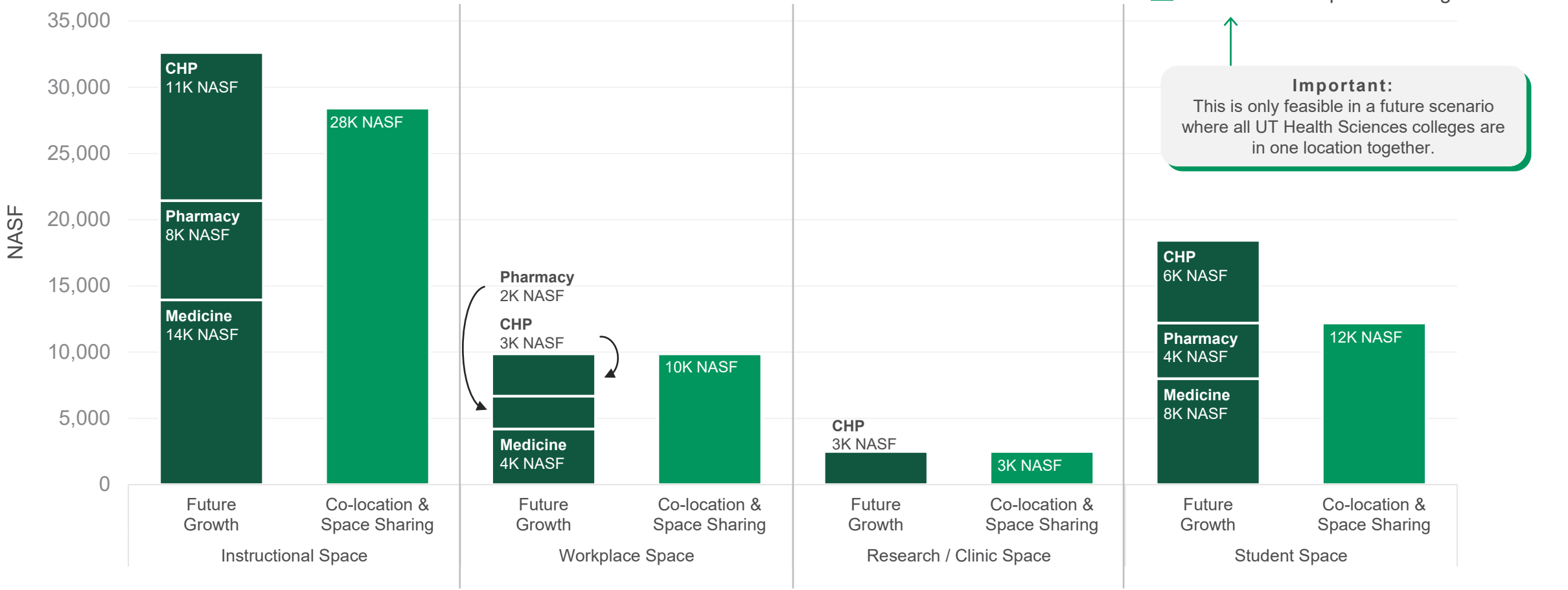
[5]35-student cohort, dependent on securing clinical rotations

Programs in orange represent those that are new, have significant growth, or expanding

Nashville

Space Needed to Accommodate Enrollment Based on Best Practices / Metrics

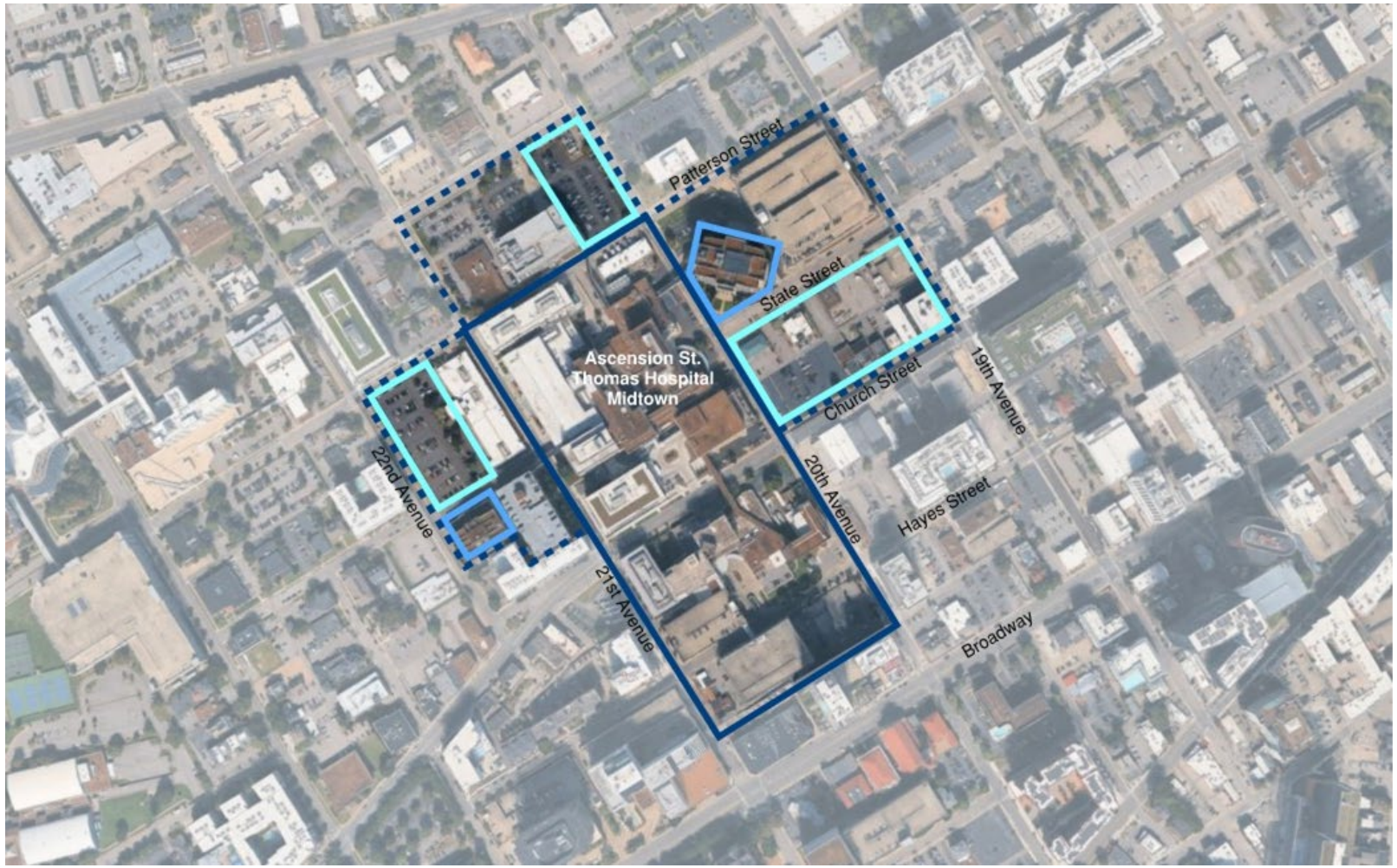
Note:
Don't have existing NASF for all colleges to calculate delta.



TOTALS: **60,000 NASF** **53,000 NASF**
7,000 nasf saved

Nashville

Partnership Opportunities



Short-term Renovation Sites

- Ascension St. Thomas Medical Partners Midtown Building
- 222 Medical Office Building
- Lease space on West Campus (not pictured)

Long-term Building Sites

- Ascension St. Thomas Heart, Parking Lot
- Hospital for Specialty Surgery/Howell Allen Clinic, Parking Lot
- Potential P3 development between State Street and Church Street

In addition to program space, continue to discuss the potential for student housing partnerships

Ascension Midtown

Ascension Midtown Ownership/Influence

Short-term Renovation Sites

Long-term Building Sites

Chattanooga

On-Campus Enrollment

	Fall 2025	Aspirational Target	Change	% Growth
Medicine	**30**	**120**	**+90**	**300%**
Medicine (MD) – M1/M2/M3/M4	24	96[1]		
Physician Assistant (MMS-PA)	6	24		
Total	**30**	**120**	**+90**	**300%**

Dentistry

Current D4 rotation site with other certificate programs

Discussions underway to increase presence through expanded programs

Pharmacy

Current P4 rotation site

Discussions underway to increase presence through expanded programs

NOTES

Aspirational enrollment targets may differ from FY30 enrollment plan

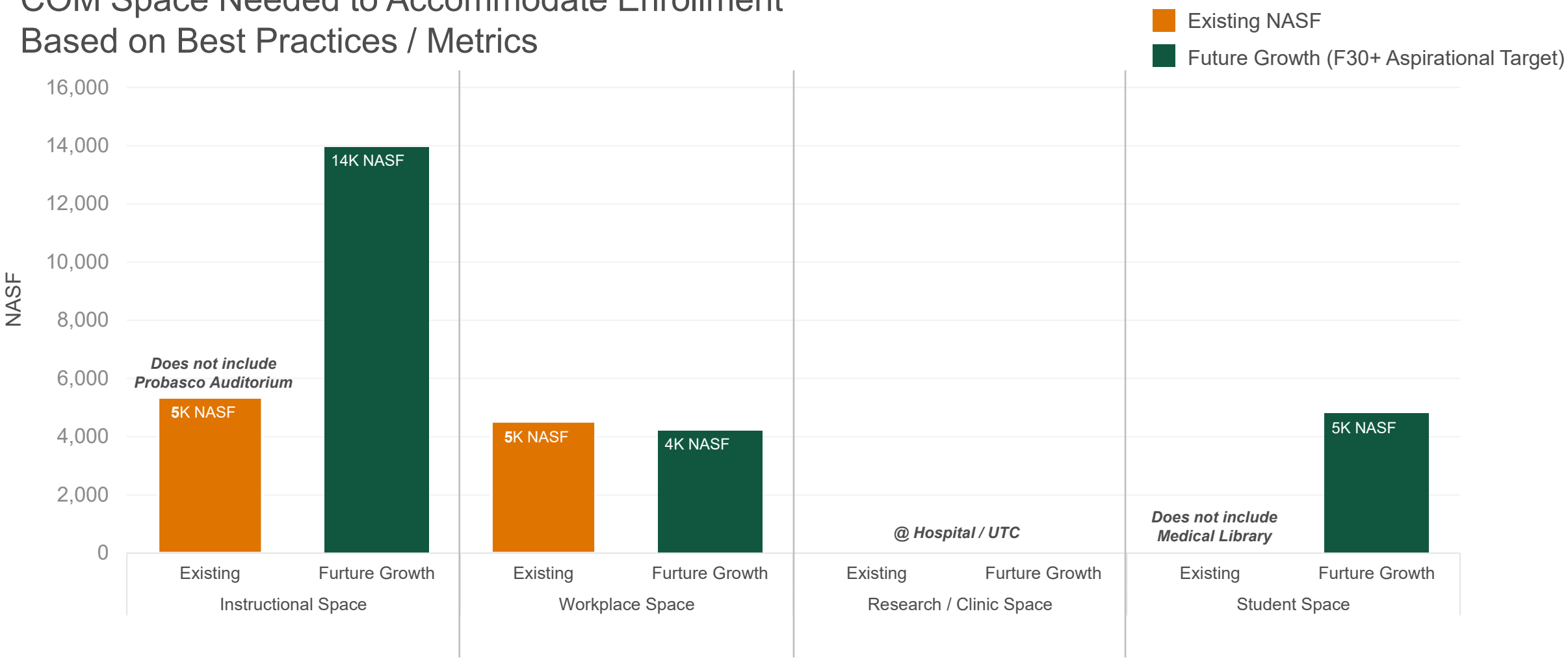
[1]24-student MD cohort with potential to increase to 30 students

Programs in orange represent those that are new, have significant growth, or expanding

Chattanooga

COM Space Needed to Accommodate Enrollment Based on Best Practices / Metrics

Note:
Don't have complete data for existing NASF to compare delta / % change.



TOTALS: **10,000 NASF** **23,000 NASF**

Chattanooga

Partnership Opportunities



Short-term Renovation Site
- Whitehall Building

Long-term Opportunity Site
- Central Avenue Parking Lot (TBD with Erlanger)

In addition to program space, continue to discuss the potential for expanded student housing partnerships

Erlanger Hospital Perimeter
Short-term Renovation Site
Long-term Opportunity Site?

Master Plan Dashboard

Enrollment (On-Campus)

	Fall 2025	Aspirational Target
Memphis	2,315	2,909
Knoxville	472	1,003
Nashville	87	520
Chattanooga	30	120

Space Needs (Total NASF)

	Existing w/ Planned Projects	Aspirational Target Demand
Memphis	1,588,000	1,473,000
Knoxville	106,000	168,000
Nashville	12,000+	60,000
Chattanooga	10,000+	23,000

Projects (Memphis Only)

	Cost Estimate*
Current	$419.8M
Near-Term (2029 $s)	$280.4M
Mid-Term ($2034 $s)	$237.3M
Long-Term	TBD
Public Realm (near-term + mid-term)	$8.7M

10-Year Outcomes (Memphis Only)

	Total GSF
Renewal – Minor	253,000
Renewal – Major	929,000
New Construction	734,000
Demolition	645,000

**Cost estimates are total project costs with 4% escalation per year.*

What Defines this Campus Master Plan

This ***statewide plan*** for the University of Tennessee Health Sciences…

- builds on current momentum of the new College of Medicine Interdisciplinary Building and other facility projects
- enhances our urban core with safer streetscapes, eliminates older facilities, renovates education and research buildings, and adds new student service components including housing, dining, and recreation
- provides the appropriate spaces needed for current and future education, research, and service functions

Other Business

Proposed 2027 Meeting Dates

Second Friday of February, May, August, and November:

- **Friday, February 12**
- **Friday, May 14**
- **Friday, August 13**
- **Friday, November 12**

Thank you.

We invite you to remain for lunch.

THE UNIVERSITY OF TENNESSEE HEALTH SCIENCES