



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Campus Wide Business Managers Meeting

June 11, 2025
1:30pm – 3:00pm

Please use the sign-in sheet or type your full name and personnel number in the Zoom Chat for HR128 credit.

Agenda

- **Raaj Kurapati, EVC and COO**
 - DASH Updates
- **Michael Ebbs, AVC Financial Strategy**
 - General Updates
- **Tim Barton, Chief Safety Officer**
 - Enterprise Risk Management (ERM)
- **Chandra West-Alston, VC Human Resources**
 - Human Resources Updates

DASH Updates

Raaj Kurapati



General Updates

Michael Ebbs



General Updates

- New Reports

- Budget vs. Actuals Report (Report 51)
- Assignments with no Labor Schedule Report (RPT_ERP_505)
 - Be mindful of joint appointments
- Labor Schedules in Submitted Status Report (RPT_ERP_508)
- Can be accessed via Reports and Analytics and UT Dashboard

General Updates

- Closing Dates

- Procurement Cards

- June 25 for May 2025 reconciliation
 - July 10 for June 2025 reconciliation

- Labor distribution changes

- July 14

- Write-off Requests

- July 10

- Payables and travel

- July 10

General Updates

- Chairs of Excellence
 - Benefits will be removed by the system office
- Fringe issues
 - System working on solution to reallocate fringe by year-end
- Ledger reconciliation process
 - Ledger reconciliation work group
 - Goal is to have a ledger reconciliation process by end of summer

Enterprise Risk Management (ERM)

Tim Barton



Enterprise Risk Management Requirements

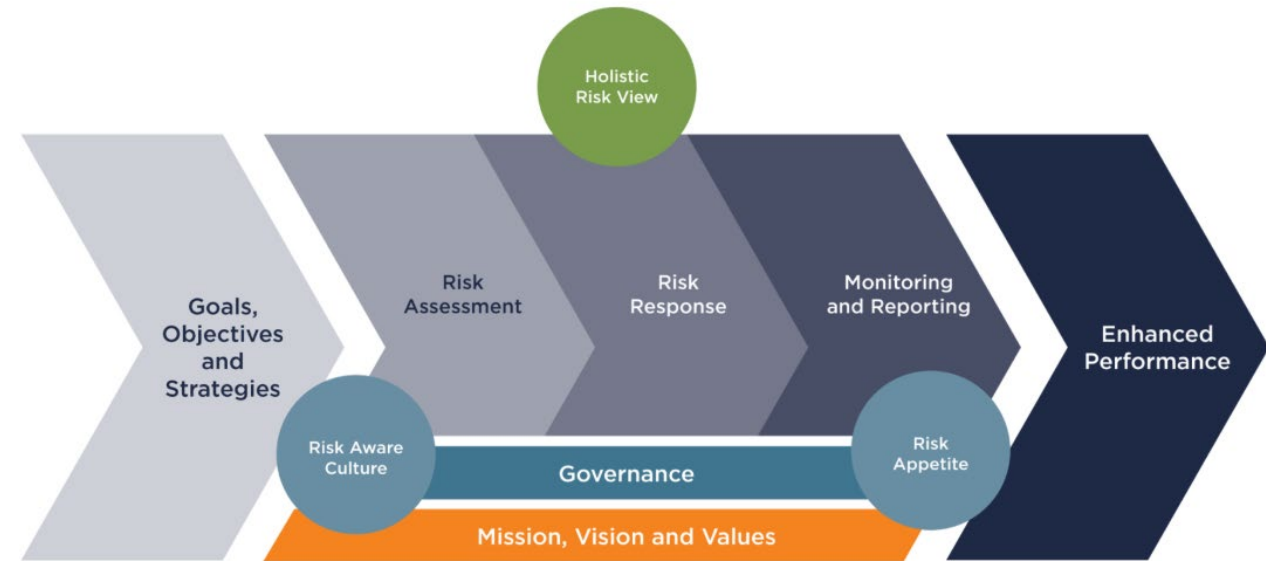
- State regulations

- TN State Financial Integrity Act of 1983 – State agencies must perform an annual risk assessment.
- TN Dept. of Finance and Administration –State guidelines are aligned with the COSO ERM framework.

- UT System driver for ERM

- Compliance with the state statute
- UT System has a defined ERM Process
- Improved coordination across UT System.
- Building capability and agility on all UT campuses.

Enterprise Risk Management Model*



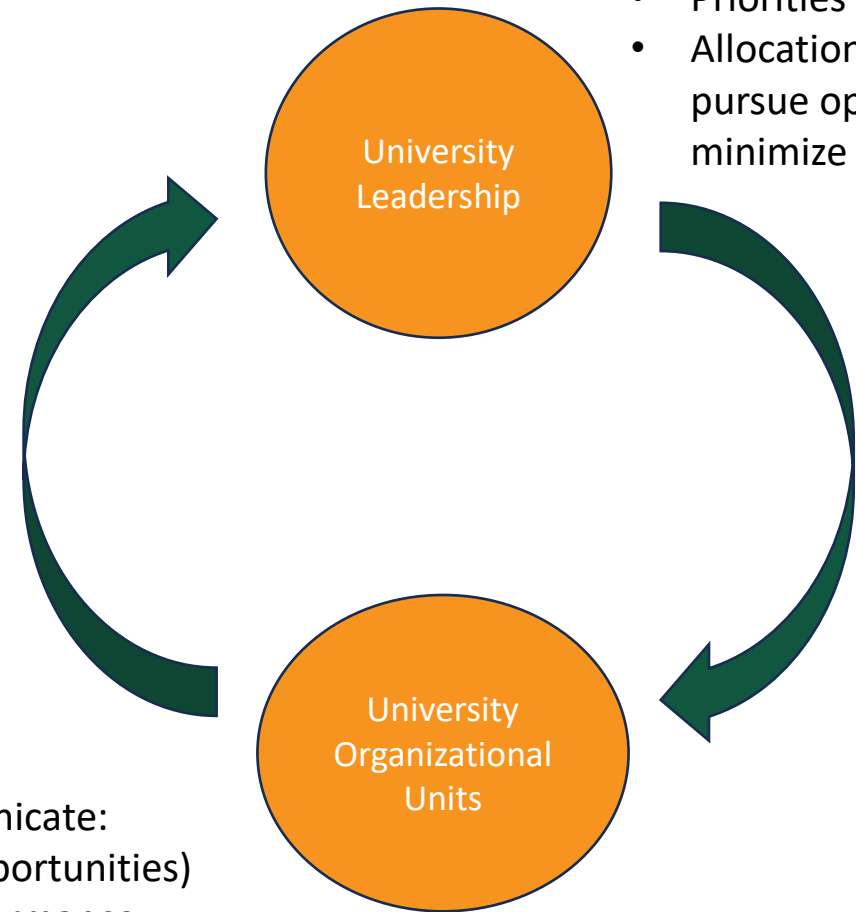
*Based on COSO's *Enterprise Risk Management: Integrating with Strategy and Performance* (2017).

What is Enterprise Risk Management (ERM)?

- A top-down & bottom-up framework for risk management
 - Assessing risks
 - Establish a risk response strategy
 - Monitor progress
- Leverage stakeholder knowledge and perspective to communicate risk to leadership
- Leadership provides strategic direction for the university

Recognize and communicate:

- Risks (threats & opportunities)
- Monitoring of performance indicators



Establish and communicate:

- Strategic goals
- Priorities
- Allocation of resources to pursue opportunities and minimize risk

Examples of Risks (Threats and Opportunities)

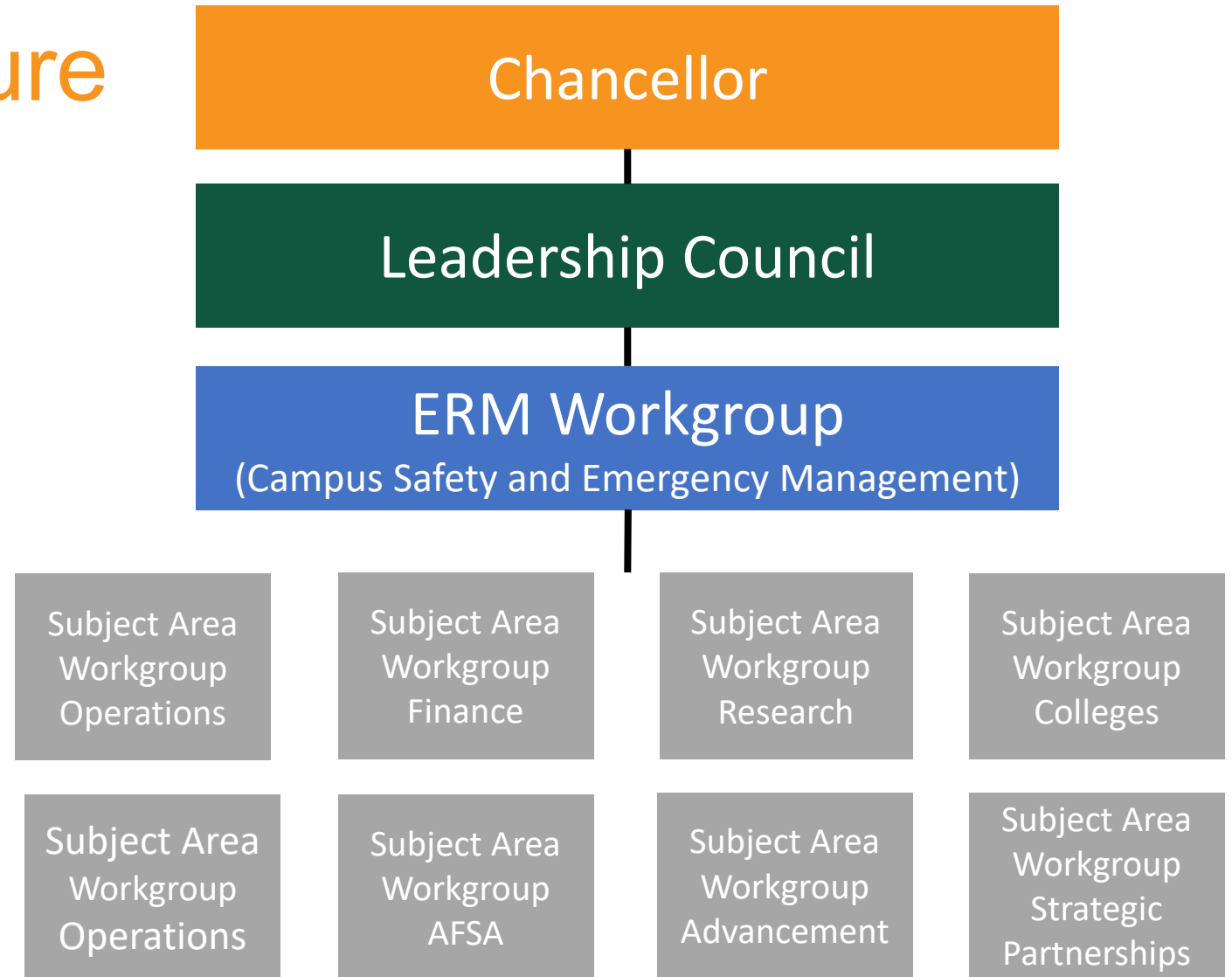
- Declining enrollment
- Recruitment and Retention
- Fraud
- Facilities – lack of specialized facilities; deferred maintenance
- Regulatory and legal compliance
- Clinical partnerships

FACTORS FOR IDENTIFYING RISK THREATS AND OPPORTUNITIES

PLEST: EXTERNAL FACTORS	ROCOA: INTERNAL FACTORS
POLITICAL FACTORS <i>Elections; change of government, leadership, appointees, legislators; potential agency regulatory or policy changes, etc.</i>	RESOURCE FACTORS <i>Funding (allocations or extramural), staffing levels, technologies, workspace, etc.</i>
LEGAL FACTORS <i>New/amended laws, relevant court cases, agency regulations, etc.</i>	ORGANIZATIONAL FACTORS <i>Culture; reputation; governance; structure; policies and procedures; etc.</i>
ECONOMIC FACTORS <i>Economic growth or stagnation, interest rates, inflation, employment rates/unemployment, salary market changes, etc.</i>	CAPABILITY FACTORS <i>Employees with requisite knowledge, skills, abilities, and experience, etc.</i>
SOCIAL FACTORS <i>Population and demographic changes, cultural trends, social norms and attitudes, socio-cultural changes, etc.</i>	OPERATIONAL FACTORS <i>Communications, processes, monitoring, outcomes, etc.</i>
TECHNOLOGICAL FACTORS <i>Technological development, changes in the availability or price of new technologies, technological infrastructure, potential changes in technological standards, etc.</i>	ALIGNMENT FACTORS <i>Mission, vision, strategies, tactics; department and organization; internal and external; etc.</i>

UTHSC ERM Organizational Structure

- **Chancellor:** Sets strategic direction
- **Leadership Council:** Evaluates risks, identifies priorities, facilitates collaboration
- **ERM Workgroup:** coordinates ERM effort
- **Subject Area Workgroups:** Contribute stakeholder perspectives and insight



UTHSC ERM Process

- Risk Assessment:

- Facilitated by Campus Safety
- Engagement of leaders from subject area workgroups to identify, detail and analyze risks
- Results shared with Leadership Council

- Risk Response:

- Subject area workgroups develop risk mitigation plans and assign a responsible official

- Risk Monitoring:

- Responsible official tracks and reports key risk indicators

The risk assessment will be revisited annually to identify emerging risks, changing risk climate, etc.



Human Resources Updates

Chandra West-Alston



Leave Requests (Paper or Electronic) & Leave Balances



Add Absence

Request an absence and submit for approval



Absence Balance

Review current plan balances and absences taken or requested

July 1, 2025 Increases

- Spreadsheets forthcoming to Assistant Deans and Business Leads for each college or unit.
 - In Column “S” indicate ONLY the EXCLUDED employees
 - In Column “AA” indicate the reason
- Employees must be active on the university’s payroll on or before January 1, 2025.
- 2.6% increase for employees, unless...

July 1, 2025, Increases

- Will receive no salary increase as of July 1, 2025, if:
 - i. Unsuccessful/unacceptable “current/in progress” work performance has been documented in the employee’s HR Employee Relations records. Active write up within the last 12 months.
 - ii. Performance evaluation score is a “9” or below.
 - iii. The Office of Human Resources will notify the employee in writing that he/she is being denied a salary increase due to unsuccessful/unacceptable work performance; and;
 - iv. The Chief Business Officer/Human Resources Officer or designee submits the employee’s name and personnel number to CHRO, Brian Dickens by July 20, 2025.

July 1, 2025, Increases

- Employees denied a salary increase because of unsuccessful/unacceptable work performance may appeal the denial in writing to the Office of Human Resources.
- Once work performance is deemed fully successful/effective during FY 2025-26, a salary increase may be given to the employee at that point in time. If a salary increase is given, under no circumstances shall it be retroactive. Appropriate documentation illustrating the employee's change in performance should be approved by the Human Resources Officer and Chief Business Officer of the campus/institute.

Upcoming Meetings

Wednesday, August 13

Wednesday, October 8

Wednesday, December 10

All Meetings 1:30-3:00 pm CT

