



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Advisory Board Meeting

February 6, 2026
10:30 AM CST



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Chancellor's Update and Special Recognition

Presented by:

Dr. Peter Buckley

Chancellor



THE UNIVERSITY OF
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College of Medicine Update

First 100 Days: Building Momentum for the Future of the College of Medicine

Presented by:

Executive Dean: Michael B. Hocker, MD

First 100 Days...



- Focused on three priorities:
 - Listening and Learning to faculty, students, staff, and partners
 - Strengthening leadership and operational foundations
 - Understanding & Advancing the College of Medicine's statewide mission and future growth

Listening & Engagement: Setting the Tone



- Extensive engagement across the College of Medicine
- One-on-one meetings with department chairs, associate deans, and senior leaders
- Meetings with medical students across campuses, including Memphis-based MS 1 & 2 students
- Faculty forums, town halls, and informal listening sessions
- Engagement with clinical partners, hospital leadership, and external stakeholders
- Early and ongoing collaboration with UT System leadership and campus partners
- **Key takeaway: Strong alignment around mission, culture, and the need for statewide integration**

Education Excellence & Accreditation



Successful LCME accreditation reaffirmation

- Full accreditation achieved — a significant institutional milestone
- Reflects:
 - Strong educational outcomes
 - Faculty engagement and governance
 - Student support and learning environment
 - Statewide regional campus collaboration and comparability
- Provides a stable foundation for future programmatic growth and expansion

This outcome protects and strengthens the College's national reputation.

UTHSC: A National Leader in Health Science Education & Training

3rd of 21

UTHSC ranks 3rd overall among 21 peer institutions for both its number of residency programs and total number of residents.



ELITE RESIDENCY PROGRAMS

109 Residency Programs 

This places UTHSC as 1st among its 5 aspirational peer institutions and 1st among its 7 comparable peers.

1,283 Residents 

This also ranks UTHSC as 1st among its 5 aspirational peers and 1st among its 7 comparable peers.

RESEARCH, FACULTY & ACADEMIC IMPACT



R1 Research Institution

UTHSC holds the prestigious “R1: Doctoral Universities – Very high research activity” classification, a status shared by only 7 of the 20 peer institutions listed.

1,292 

Full-Time Faculty

In 2023, UTHSC ranked 9th out of 21 institutions for faculty size, and 3rd among its 7 comparable peers.

1,203 

Degrees & Certificates Awarded

For the 2023-2024 academic year, UTHSC ranked 7th out of 21 peer institutions for the number of completions.

3,121 

Total Students

Based on Fall 2023 enrollment data, UTHSC ranks 10th in total student body size among the 21 peer institutions.

Research Momentum

Strengthening and elevating the College of Medicine–led research

Listening and alignment

- Met directly with department chairs and physician-scientists to understand active research portfolios and barriers to growth

Clear research priorities

- Clinically relevant
- Translational in nature
- Directly connected to Tennessee’s health needs

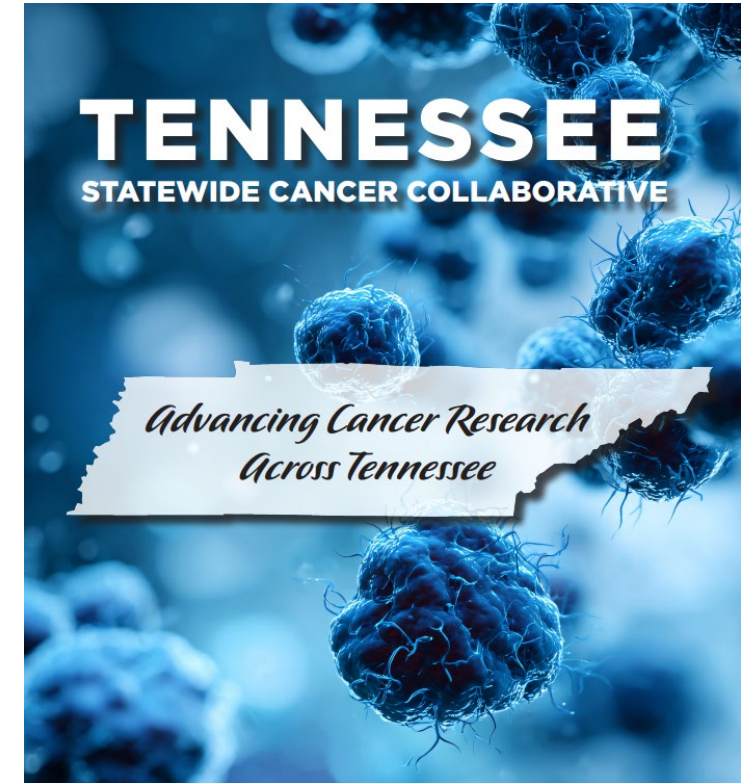
Building momentum

Statewide cancer collaboration:

- Supported and aligned College of Medicine research with statewide cancer initiatives, strengthening coordination across prevention, early detection, clinical trials, and outcomes research

NASH Building transformation:

- Advancing plans to restructure and modernize the NASH Building, creating floors of flexible, collaborative research space designed to support team-based, medicine-led research
 - Transitioning to open, “lab-neighborhood” environments that promote collaboration, shared resources, and translational work
 - Establishing the NASH Building as a central hub for College of Medicine research



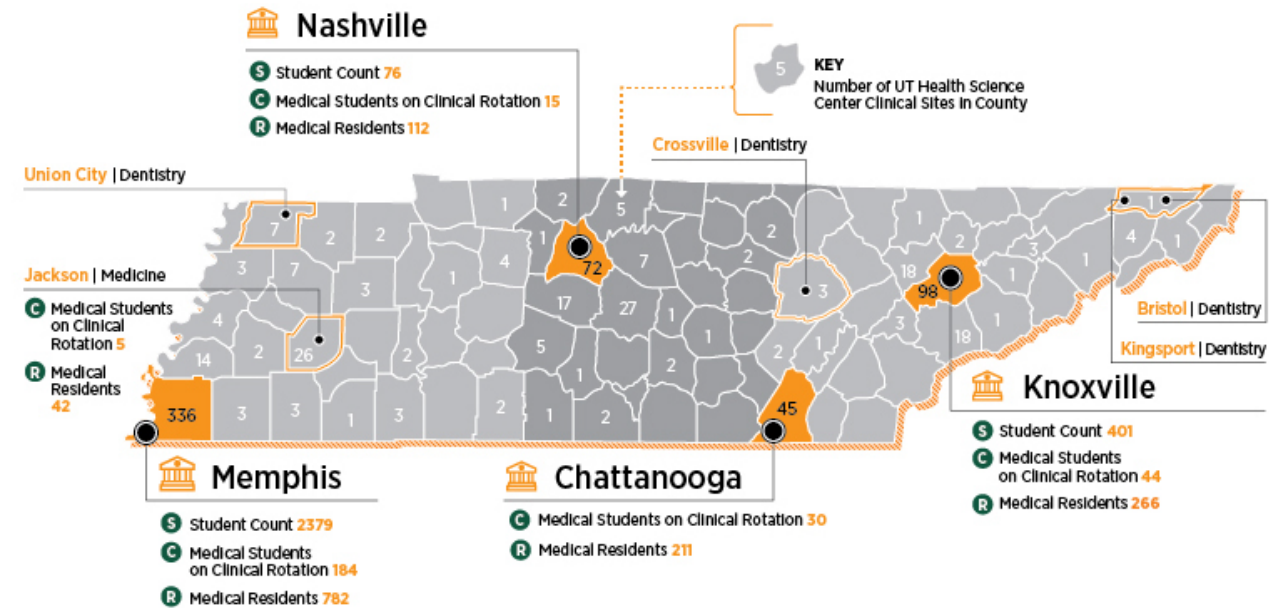
Overall focus:

Research that improves patient care, strengthens medical education, and serves the health needs of Tennesseans.

One Statewide College of Medicine

Advancing a unified statewide vision

- Reinforcing the College of Medicine as one integrated statewide institution
- Focus on:
 - Consistency across campuses
 - Shared standards and expectations
 - Leveraging regional strengths
- Early groundwork laid for deeper integration across Memphis, Knoxville, Chattanooga, and Nashville



Looking Ahead: Strategic Growth

Key future-focused priorities

- **Planned expansion of class size to 250 students**
 - Aligned with Tennessee's long-term physician workforce needs
 - Dependent on clinical capacity, faculty growth, and facilities
- **Early pipeline development across Tennessee**
 - Creation of high school and undergraduate pipeline programs focused on UT campuses and partners statewide
 - Early identification, mentoring, and preparation of Tennessee's best and brightest students for careers in medicine
 - Strengthening pathways from education → medical school → residency → practice in Tennessee
- **Continued investment in:**
 - Faculty recruitment and retention
 - College of Medicine-led research excellence
 - Comprehensive student support
- **Expansion of partnerships** to support education and training statewide



Culture & Leadership Philosophy

Establishing a clear leadership approach

- Transparency and trust
- Collaboration across departments and campuses
- Servant Leadership with focus on people, culture, and long-term sustainability
- Commitment to kindness, compassion, accountability, and excellence



Facilities & Learning Environment

Modernizing space to support 21st-century medical Education

- Early planning and engagement around new and renovated learning spaces
- Focus on:
 - Team-based learning environments
 - Technology-enabled education
 - Innovative classrooms
 - Interprofessional learning
- Alignment between facilities planning and long-term enrollment growth



With a strong foundation in place, the time is now to move forward advancing medicine through clear strategic priorities and statewide collaboration.





THE UNIVERSITY OF
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College of Medicine Interdisciplinary Building Update

Presented by:

Mr. Raaj Kurapati, Executive Vice Chancellor and COO
Representatives from HOK-brg3s

Space Utilization Study

Space Utilization Study

Home Dashboard



Campus



Building



Floors

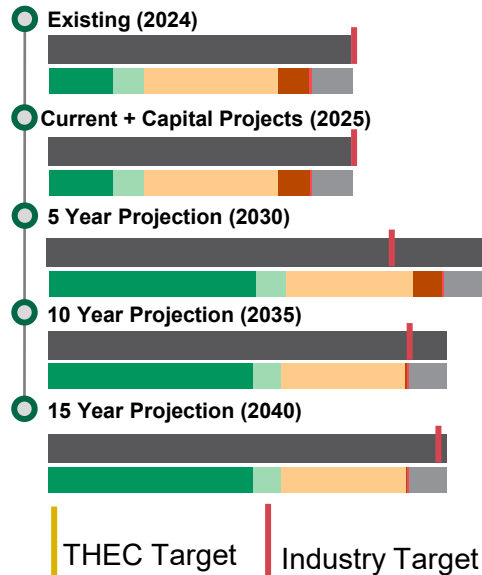


Colleges

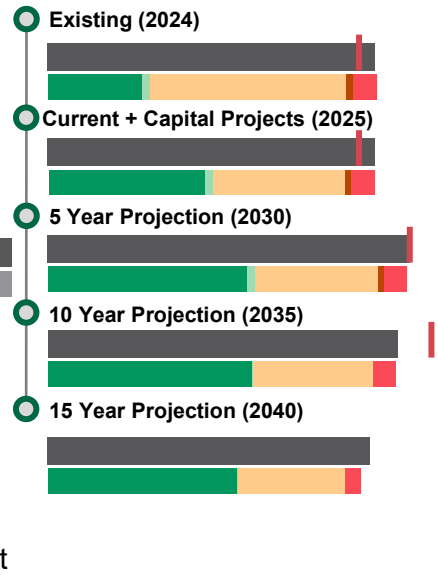


Space Utilization Summary

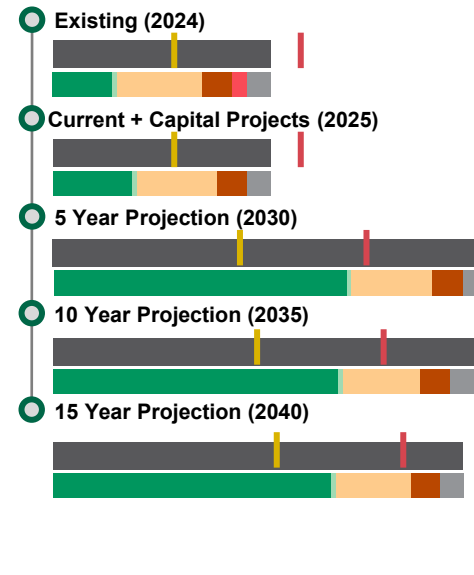
Part I - Classrooms



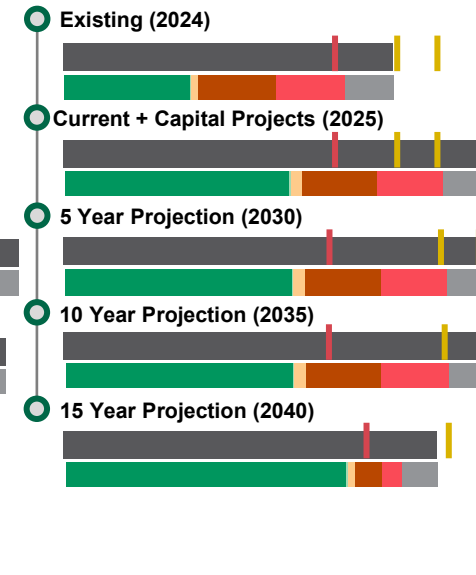
Part II – Scheduled Teaching Labs



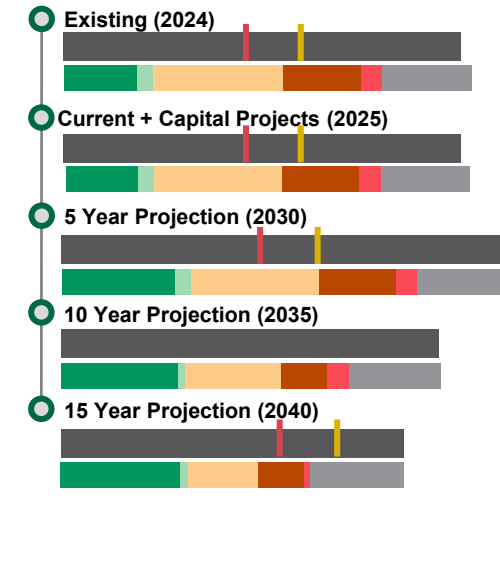
Part III – Unscheduled Open Labs



Part IV – Research Space



Part V - Office



BUILDING CONDITION:



Summary

- Current amount and quality of space not adequate to support enrollment growth.
- College of Medicine Building (5 Year)
 - Allows to meet enrollment growth and provide appropriate quality of space for teaching and study
 - Provides purpose-built workplace to increase utilization and decant 910, 920 Madison buildings
- Future research investment needs to provide renovation to alleviate unsatisfactory space

College of Medicine
Interdisciplinary Building
Programming

Programmatic *Process & Outcomes*

6
Colleges engaged

16
Interviews

5
Full Workshops

All
Buildings Toured

A physical and cultural hub
for interprofessional
education (IPE) and breaking
down silos.

Interdisciplinary Hub



Modernize & Replace Outmoded Facilities

Address aging building
systems, space constraints,
and fragmented layouts.



Community Impact

Strengthens UTHSC's
mission to improve health
outcomes.

Site Selection Process



Final Program Document



College of Medicine
Interdisciplinary Building
Design & Construction

A new home



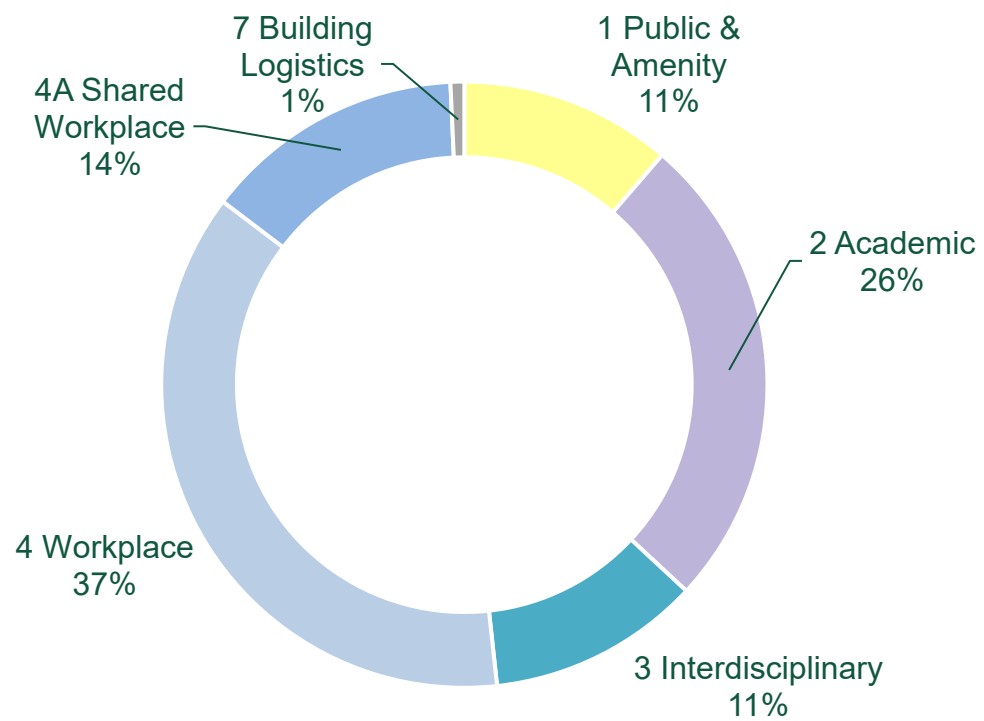
250 – MD learners/year

60 – PA doubling population

~ Research spaces excluded,
Interdisciplinary program

Interdisciplinary program –
supplemental to current spaces

COM&IB: Program



Total Net Square Feet: 149,925SF






Total Gross Square Feet: 275,000sf

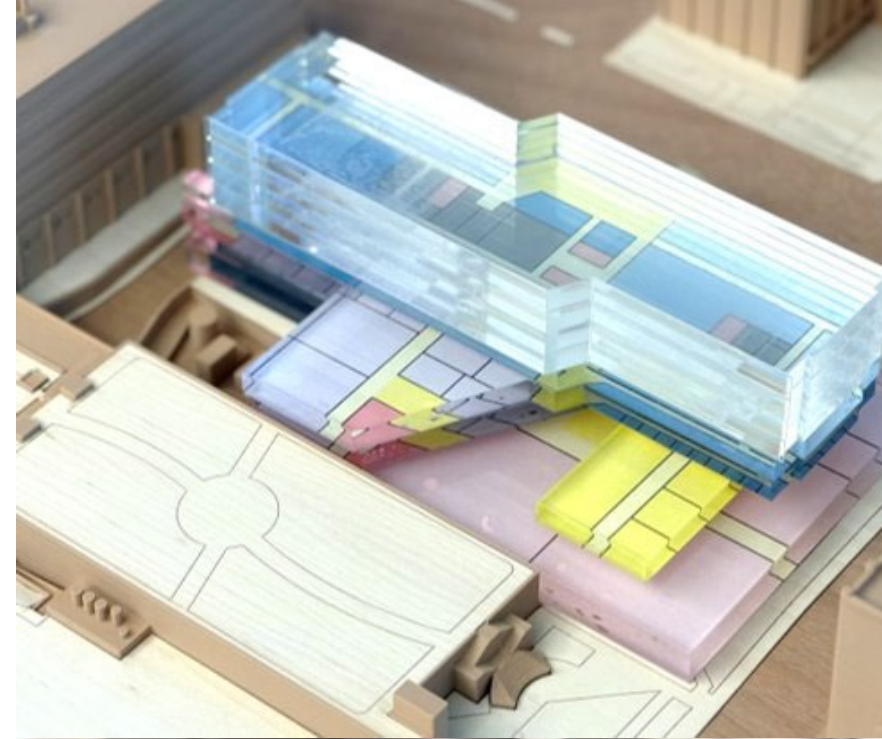


COM&IB: Program

WORKPLACE	25,000gsf				
WORKPLACE	25,000gsf				
WORKPLACE	25,000gsf				
WORKPLACE	25,000gsf				
ACADEMIC	27,000gsf	PUBLIC 5,000gsf		INTERDISCIPLINARY 11,000gsf	ACADEMIC 10,600gsf
ACADEMIC	27,000gsf	PUBLIC 5,000gsf		INTERDISCIPLINARY 11,000gsf	ACADEMIC 10,600gsf
ACADEMIC	27,000gsf	PUBLIC 15,000gsf		INTERDISCIPLINARY 11,000gsf	ACADEMIC 10,600gsf

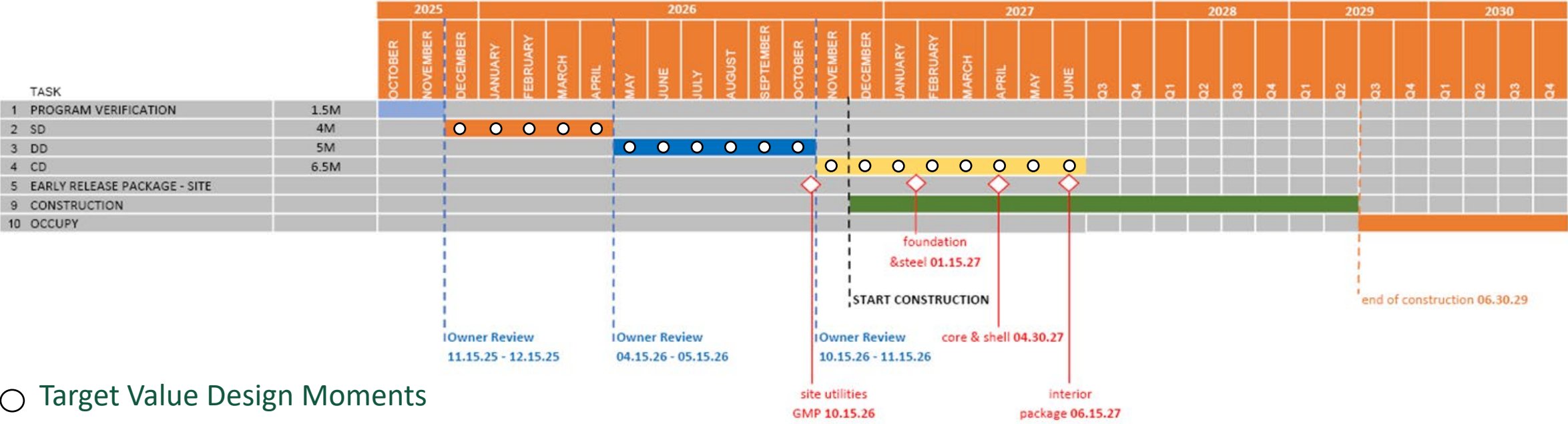
Option for vertical distribution of program.

 Circulation and Amenity	 Workplace
 Academic	 Building Support
 Medical Education	



Project Schedule

UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER - COLLEGE OF MEDICINE INTERDISCIPLINARY BUILDING



○ Target Value Design Moments

◇ Construction Package Releases



View from Madison Avenue and Dudley St.

Healthy Tennesseans. Thriving Communities.

UT HEALTH SCIENCE CENTER.

Thank you and Questions





THE UNIVERSITY OF
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Enterprise Risk Management

Presented by:

Mr. Raaj Kurapati

Executive Vice Chancellor and Chief Operating Officer

Enterprise Risk Management (ERM)

- Regulatory requirement:
 - TN State Financial Integrity Act of 1983
 - TN Dept. of Finance and Administration
- Identifies risks to mission defined in *Strategic Plan, 2023-28*
- Drives **Organizational Resilience**



ERM Risk Assessment

- Engaged 100 leaders from 25 work units to identify:
 - Core drivers and strategic goals of their unit
 - An inventory of 437 risks (threats and opportunities) to their mission
 - Risks fell into 18 Risk Themes

Risk Ranking	Risk Themes
1	Infrastructure
2	Business Continuity
3	Finance and Funding
4	Change Management
5	Partnerships
6	Reputational Risk
7	Educational Alignment
8	Safety and Security
9	Technology Utilization
10	Talent Management
11	Legal and Compliance
12	Organizational Administration
13	Enrollment
14	Student Wellness
15	Foreign Workforce and Students
16	Cybersecurity
17	Natural Disaster
18	Perceived Value of Higher Ed. And Science

Top 10 Risks

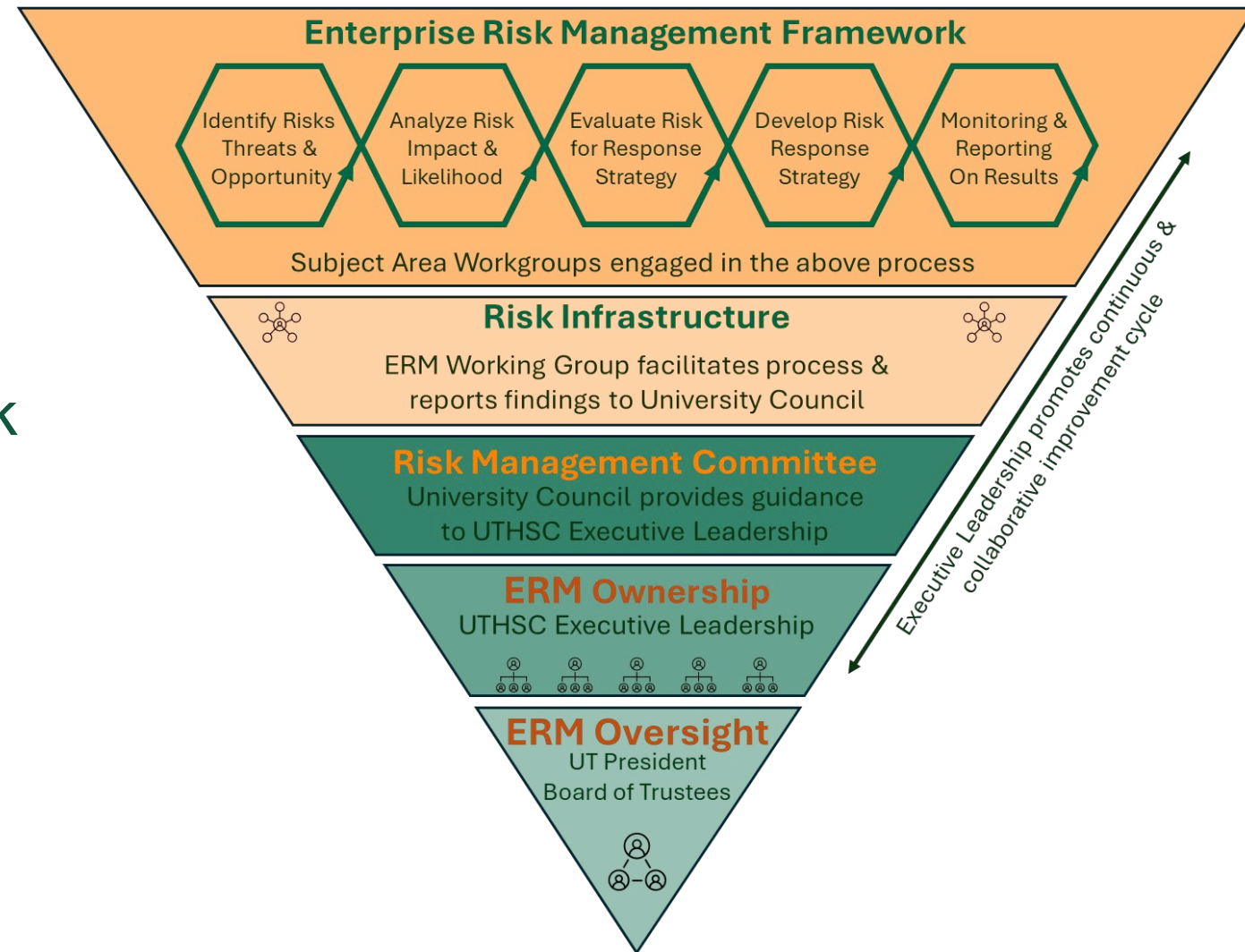
1. Infrastructure
2. Business Continuity
3. Finance and Funding
4. Change Management
5. Partnerships
6. Reputational Risk
7. Educational Alignment
8. Safety and Security
9. Technology Utilization
10. Talent Management



Next Steps

Leverage risk awareness to:

- Inform future strategic planning efforts and risk response.
- Drive interdepartmental coordination through shared risk recognition.
- Enhance middle-management capacity to:
 - Achieve efficiencies
 - Improve agility
 - Implement risk response plans
 - Pursue strategic objectives





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AY26-27 Tuition and Mandatory Fees Proposal

Presented by:

Mr. Raaj Kurapati

Executive Vice Chancellor and Chief Operating Officer

Tuition Strategy – Key Considerations

- UT Board of Trustees expectations of peer comparisons and expectation to minimize student impact
- Overall student support and satisfaction data (investments needed based on student survey responses)
- Inflationary pressures and economic trends, including the commitment to share the burden as part of the proposed formula for funding operating costs increases.
- Prior and anticipated legislative support
- Overall budget management and financial trajectory at UT Health Science Center, including anticipated investments in facilities and related financial commitments
- Change management at UT Health Science Center
- Need to continue to build an institutional scholarship strategy, including setting aside funds for need based aid

Tuition Strategy – Key Considerations, continued

Moved tuition strategy to a program-by-program tuition evaluation/analysis vs simply across-the-board increases

- Evaluated each college/program with peers and competitors based on quantitative AND qualitative factors, including:
 - Current tuition rates as compared to Tennessee and national peers
 - Program rankings as compared to Tennessee and national peers
 - An analysis of aspirational peers' rankings tuition rates/structures
- Considered THEC's proposed planning tuition increase range (0-4%) to evaluate each program against peers/competitors (Tennessee and National) AY25-26 tuition rates
- Engaged with Deans of each college to evaluate and determine whether a rate increase is appropriate and reasonable
- Adjusted rates (some up and others down) to ensure they align with our competitive peers and reflect our program rankings both within the state and nationally
- Maintained the previously developed international student tuition rate equivalent to at least 200% of in-state rate or up to 250% of in-state rate, respectively

Tuition Strategy – Key Considerations, Continued...

Recommending a reasonable across the board adjustment of roughly 1.8-2%. Tuition proposal considered by the Planning and Budget Council and unanimously approved.

Use of Funds:

- In keeping with our commitment to the State of Tennessee to share the cost of annual operating increases, a portions of tuition increase will be used to fund our (40%) share of annual operating cost increases.
- \$1M will be set aside for additional need-based scholarships
- Any residual funds will be held to fund institutional priorities, including:
 - Current and future debt service commitments
 - Strategic investments that will be vetted through the annual budget process overseen by the Planning and Budget Council (PBC).
- Decisions on any budget allocations approved will be incorporated into the FY27 budget which will be presented to the UT Health Science Advisory Board in May 2026, and subsequently to the UT Board of Trustees.

Example: Nursing Undergraduate Comparison with Board Approved Peers

			Board approved Peers - '25/26											
UTHSC Proposed FY '26/27			Oklahoma		UT- HSC - San Antonio		Texas Tech		Nebraska		Arkansas		LSU	
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
BSN Accelerated	\$ 13,806	\$ 39,342	\$ 9,510	\$ 30,538	\$ 14,240	\$ 44,972	\$ 9,207	\$ 25,407	\$ 15,264	\$ 41,076	\$ 13,320	\$ 23,220	\$ 8,931	\$ 19,104
BSN Traditional	\$ 9,203	\$ 26,229	\$ 5,706	\$ 18,323	\$ 10,033	\$ 31,558	\$ 6,905	\$ 19,055	\$ 10,176	\$ 28,752	\$ 8,016	\$ 15,480	\$ 15,857	\$ 19,104
	2% Increase	2% Increase												
			In-State	Out-of-State										
BSN Accelerated	Median - Board Approved Peers		\$ 11,415	\$ 27,973										
BSN Traditional	Median - Board Approved Peers		\$ 9,025	\$ 19,080										

Example: Nursing Undergraduate Comparison with Direct Competitors

[illegible]

Example: Pharmacy Comparison with Board Approved Peers

			<i>Board Approved Peers - '25/26 Tuition Rates</i>											
UTHSC Proposed FY '26/27			Oklahoma		UT- HSC - San Antonio		Texas Tech		Nebraska		Arkansas		LSU	
In-State Out-of-State			In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
Pharm D	\$ 24,785	\$ 30,329	\$ 25,478	\$ 25,478	NA	NA	\$ 19,977	\$ 35,889	\$ 30,525	\$ 30,525	\$ 24,289	\$ 24,289	NA	NA
2% increase 2% Increase														
			In-State	Out-of-State										
Pharm D	Median - Board Approved Peers		\$ 24,884	\$ 28,002										

Example: Pharmacy Comparison with Competitors in Tennessee

			<i>Direct Competition '25/26</i>									
	UTHSC Proposed FY '26/27		Belmont		ETSU		Libscomp		South College		Union	
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
Pharm D	\$ 24,785	\$ 30,329	\$ 44,630	\$ 44,630	\$ 29,395	\$ 35,425	\$ 44,150	\$ 44,150	\$ 50,660	\$ 50,660	\$ 49,578	\$ 49,578
	4% increase	4% Increase										
			In-State	Out-of-State								
Pharm D	Median - In-state Competition		\$ 44,630	\$ 44,630								

Mandatory Fee Adjustments

- No adjustments to mandatory fees for the Academic Year 2026-2027 are being proposed.

Undergraduate Resident Tuition and Mandatory Fee Adjustments

Proposed Tuition & Mandatory Fees	2025-26	2026-27	Change	
In-State Bachelor of Science Dental Hygiene	\$10,745	\$10,960	\$215	2.0%
In-State Bachelor of Science Nursing (traditional)	\$9,023	\$9,203	\$180	2.0%
In-State Bachelor of Science Nursing (accelerated)	\$13,535	\$13,806	\$271	2.0%
In-State Bachelor Medical Technology	\$8,512	\$8,682	\$170	2.0%
RN-to-BSN – Undergraduate (per Credit <u>Hour</u>)**	\$400	\$400	\$0	0.0%
Mandatory Fee	\$1,339	\$1,339	\$0	0.0%
***Combined Tuition and Mandatory Fee Increase, Bachelor of Science – Nursing – Accelerated Program	\$14,874	\$15,145	\$271	1.8%

** The undergraduate RN-to-BSN program is based on 30 credit hours and is billed by credit hour. A student may complete this program in as little as one-year. However, the frequency of courses will be flexible based on an individual students needs. The total cost of the program is \$12,000 and is not dependent on whether the student completes it in one-year or longer.

*** The Undergraduate program, Bachelor of Science in Nursing (Accelerated), is used to demonstrate the total increase in tuition and mandatory fee impact.

Estimated Financial Impact

Estimated Financial Impact ***		
Gross Tuition		\$2.2 million
Mandatory Fees - No proposed Increase		\$0
*** Based on Fall 2025 Enrollment per College/Program		

Questions



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Other Business, Feedback and Discussion