



PLANNING & BUDGET COUNCIL MEETING MINUTES

Date: November 24, 2025

Time: 9:00 AM

Voting Members	Title	Present?
Raaj Kurapati	Executive Vice Chancellor and COO	Yes
Dr. Ashley Harkrider	Interim Dean - College of Health Professions	Yes
Dr. Cindy Russell	VC for Academic, Faculty and Student Affairs	Yes
Dr. Jessica Snowden	VC for Research	Yes
Dr. Wendy Likes	Dean - Nursing	Yes
Dr. Mike Hocker	Dean - Medicine	Yes
Dr. Reginald Frye	Dean - Pharmacy	Yes
Keshia Giboni	Financial Coordinator - CoP, Staff Senate President	Yes
Dr. Karen Derefinko	Faculty Senate President	Yes
Dr. Ken Tilashalski	Dean - Dentistry	Yes
Dr. Charles Snyder	VC for Student Success	Yes
Dr. Karla Leeper	VC for Communications and Marketing	Yes
Non-Voting Members	Title	Present?
Michael Ebbs	AVC, Financial Strategy	Yes
George Ninan	AVC, Financial Operations	Yes
Melissa Moore	Associate General Counsel	No
Benjie Harmon	AVC Financial Planning and Budget	Yes

Approve Agenda & Minutes from Prior Meetings

- **AGENDA:** The agenda was reviewed, Mr. Raaj Kurapati



- **MINUTES:** Minutes from the October, 2025 meeting were reviewed by Mr. Raaj Kurapati, and then he called for a motion to accept. The motion was made by Dr. Cindy Russell. The minutes were accepted with no changes requested.

General Update - Raaj

- Mr. Kurapati gave an update on the College of Medicine building and updated what he could share on the designer, etc. He also gave a brief update on where we were projected for the end of the fiscal year, even though the state had not yet closed the fiscal year due to ongoing DASH issues. He mentioned we were continuing to make great strides to eliminate our previous deficit and that reserves were now backed by cash, where they had not been in the past.

Tuition Strategy and Revenue Planning

- Raaj proposed looking at a 2% central increase that would yield approximately \$1 million in net tuition revenue. Benjie shared a worksheet provided to each college that contained 25-26 tuition rates for each college and program.
- Benjie also referred to a form specific to each college that was sent to the respective deans and financial directors and asked for the highlighted information to be updated on the college/program's key competitors and peer, which will aid in the specific and strategic tuition discussions that would be commencing.
- Raaj emphasized the importance of demonstrating operational efficiency when requesting tuition increases.
- Dr. Harkrider raised concerns about tuition increases for non-professional programs given the limited student loan availability in those fields.



- The group also discussed the need for a comprehensive tuition strategy and scholarship approach to remain competitive in the marketplace.

Faculty Research Incentive Policy

- Dr. Snowden gave a brief update on the progress of the Faculty Research Incentive Policy with more to follow after more internal discussions.

Continued Discussion of Strategic Investment Requests for FY 27

- Continued the group process to discuss and prioritize strategic investment funding requests.

Strategic Enrollment Plan, Recruitment and Marketing, Student Success

- Dr. Russell gave an update on the THEC meeting and the following topics and updates
 - Update on Strategic Enrollment Plan
 - We have concluded our engagement with Huron and now are on our own to take what was broadly discussed throughout their almost year-long work with us and actualize what is needed for our success as an institution.
 - 4 foundational conditions for success that require focus for the success of the SEP
 - Interprofessional Education and Collaborative Practice (IPECP) - in classroom and clinical settings; will require flexibility in scheduling
 - Academic Portfolio - admit to limits for existing programs; purposeful addition of new programs
 - Fiscal and Enrollment Alignment - transparent alignment of limited fiscal resources with enrollment efforts



- Organizational Considerations - coordinated and shared set of responsibilities amongst both administrative and academic units to enable integrated decision making, reduce siloed activities, and maximize resources
 - 3 focused priorities with specific initiatives - detailed for the year 1 and 2 action plan
- Dr. Russell shared the following information on Marketing & Recruitment
 - Marketing Plan - institutional focus emphasizing UT Health Science Center's place as Tennessee's premier public institution for health education
 - Website redesign - align with marketing plan, creation of easier access to information
 - Institutional Recruitment Plan - delineating responsibilities of central admissions and colleges/programs
- With regards to Marketing plans, Cindy also briefed us on plans for Partnerships
 - Clinical Partnership Strategy - institution-wide partnerships to serve all relevant programs, prevent internal competition for slots, secure long-term relationships
 - Academic Partnership Engagement - partnerships to ensure that the educational experiences in those institutions position graduates to come to and be successful at UT Health Science Center
- Dr. Russell and Dr. Snyder shared information on Student Journey and Success Plan and briefly discussed a new platform with EAB being implemented and resource needs
 - Student Success Platform - implement EAB Navigate to assist with early identification of students in need of support



- Student Success Plan - identify populations at risk of missing progression markers and establish recognized intervention programs
- Each of these priority areas and initiatives take resources and time - whether financial, personnel, scheduling, coordinating, relationships. As we go forward together in support of increasing enrollment for the health of our institution, an openness to change and ongoing dialogue is crucial to our success.

Other Business

- Raaj provided an update on the voluntary retirement incentive program (VRIP), noting that it exceeded the target by a significant number, with approximately 25% of eligible employees participating.
- Raaj emphasized the need to strategically reinvest the savings into institutional priorities, such as growing enrollments and research areas. Hyman also mentioned that the system had closed its books, resulting in a positive financial position that allows for reinvestment rather than cuts.
- Additionally, Raaj discussed ongoing challenges with the DASH system's data quality and the need to address these issues before implementing a hybrid RCM model.

Closing Statements

- Raaj Kurapati ended the meeting at approximately 10:00AM