



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

Campus Wide Business Managers Meeting

August 13, 2025

1:30pm – 3:00pm CT

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**
 - Faculty Senate Discussion
 - Enterprise Risk Management (ERM)
- **Michael Ebbs, AVC Financial Strategy**
 - General Updates
- **George Ninan, AVC Financial Operations**
 - Year-End Close Update
- **Chris Madeksho, ITS Lead Cybersecurity Analyst**
 - Device Location and Update
- **Chandra Alston, VC Human Resources**
 - Human Resources Updates
- **Melanie Burlison, Asst. VC Institutional Compliance**
 - Conflict of Interest (COI) Annual Disclosure Process

Faculty Senate Discussion

Raaj Kurapati



Enterprise Risk Management (ERM)

Raaj Kurapati



Objectives of our ERM program:

- Meet regulatory requirements for risk assessment
- Have clear documentation of enterprise risks and promote organizational resilience
- Assure broad institutional participation
- Develop a robust Divisional/Academic Unit level ERM risk Assessment and Management process
- Ensure process flexibility to allow for continuous assessment and update

What is ERM?

- Structured, comprehensive approach to managing risks to the university's mission
- Benefits of ERM
 - Enhanced resilience and agility
 - Improved decision-making
 - Better resource allocation
 - Regulatory compliance
 - Protection of assets and reputation



Enterprise Risk Management Model

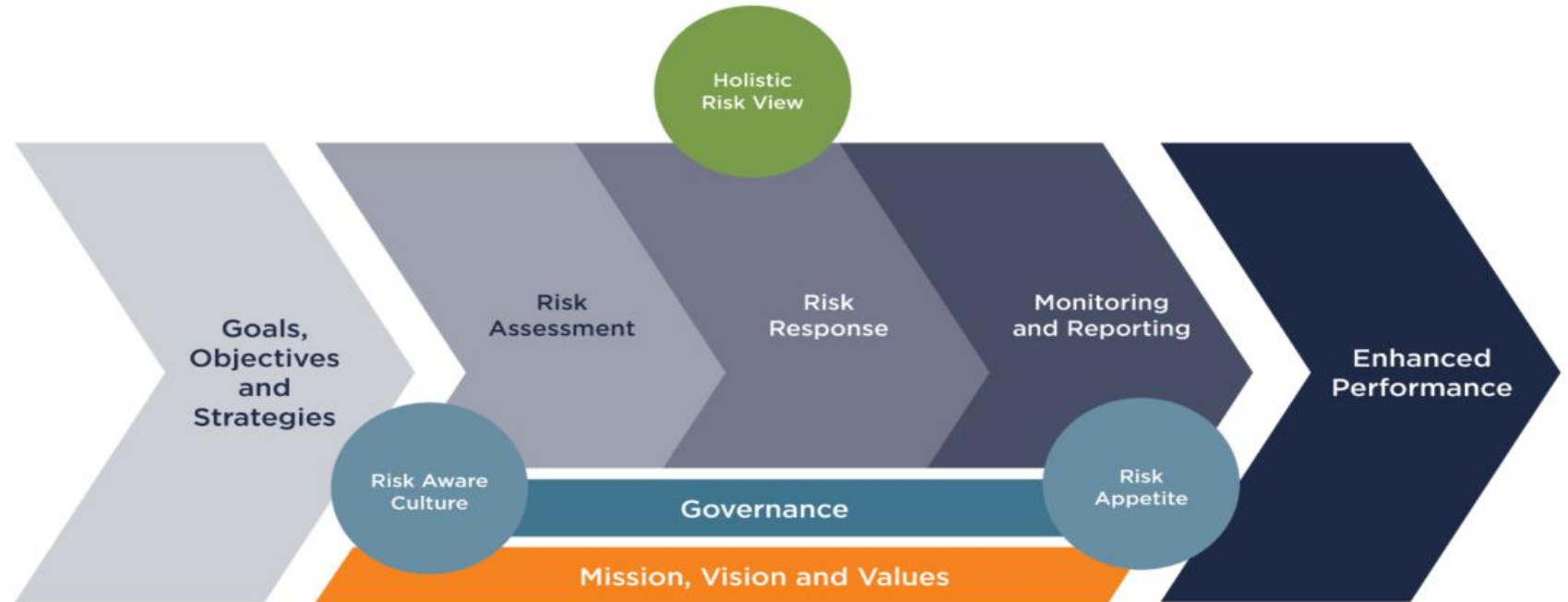
- State regulatory requirement:

- TN State Financial Integrity Act of 1983 – requires annual risk assessment.
- TN Dept. of Finance and Administration – COSO ERM framework.

- University of Tennessee System

- UT System ERM Process
- Campus ERM programs
 - Risk recognition and response
 - Enhance resilience and agility
 - Promote communication

Enterprise Risk Management Model*



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

UT Health Science Center ERM Organizational Structure

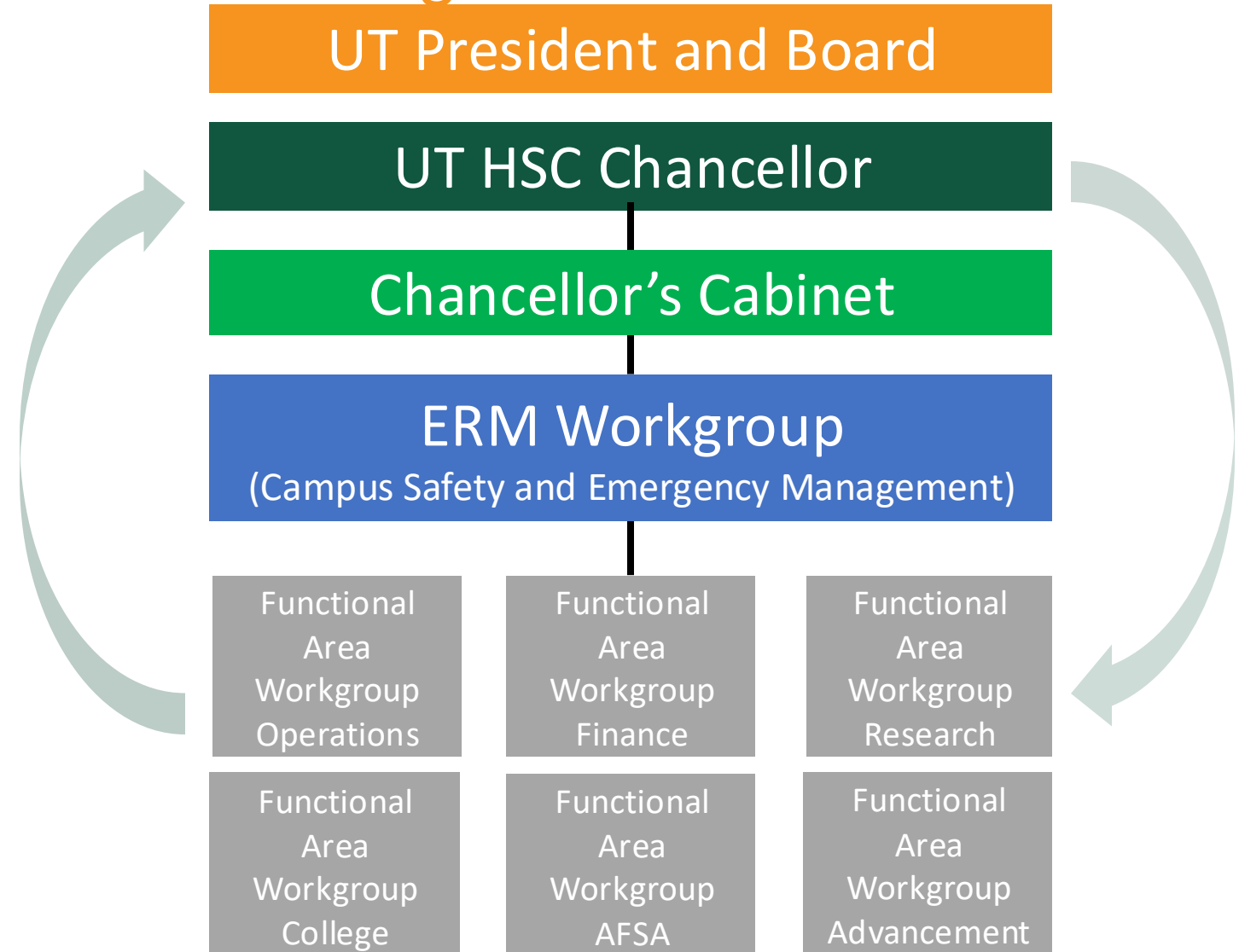
President and Board: Establish UT System strategic objectives and priorities

Chancellor: Determines strategic objectives, priorities and resource allocations for the Health Science Center

Leadership Council: Evaluates and coordinates risk recognition, response and advises on prioritization across divisions

ERM Workgroup: Coordinates ERM effort

Functional Area Workgroups: Contribute stakeholder perspectives and insight, establish risk response plans, monitor performance



UT Health Science Center ERM Process

Phase 1: Risk Assessment

Phase 2: Risk Response

- Risk response or mitigation plan
- Responsible official delegated
- Key Risk Indicators (KRIs) identified

Phase 3: Monitoring and Reporting

- Monitoring of KRIs
- Reporting of KRIs



Key Stakeholder that need to be engaged in this process

- **Major Administrative and Academic Units:**

- Academic, Faculty and Student Affairs
- Advancement
- College of Dentistry
- College of Medicine
- College of Pharmacy
- College of Nursing
- College of Health Professions
- College of Graduate Health Sciences
- Finance and Administrative Units
- Office of Research
- Strategic Partnerships
- Strategic Communications and Marketing
- Student Affairs/Life

- **Engaging Key Leaders:**

- Identify and engage the following individuals from your unit to participate:
 - Leaders responsible for major work unit operations or goals.
 - Leaders with a balance of diverse perspectives and experience
- **Examples:**
 - Deans
 - Program Directors
 - Department Chairs
 - Assoc. Vice Chancellors

Next Steps

- Identify leaders from your area to participate in the ERM risk assessment
- Campus Safety will lead conversations around:
 - Identifying risks
 - Analyzing and Documenting Key risks
- Risk response plans subsequently to be developed for top risks

Institutional Compliance (N=1)			Core Drivers					Strategic Objectives	
Risk Description	Risk Rating (1-9)	Velocity (High, Medium, Low)	Compliance with HIPAA requirements	Ensure medical billing practices comply with federal, state and local requirements	An institutional compliance environment supporting of existing regulatory compliance oversight efforts	HIPAA training solution	Institutional compliance committee capable of university-wide oversight of operations, including risk assessment and mitigation	Maximize completion rate of HIPAA training	Initiate the next round of the university's periodic institutional risk assessment
Failure to comply with regulatory requirements.	9	High	●	●	●	●	●	●	●
Mishandling of PHI	9	High	●	●	●	●	●	●	
Cyberthreats impacting protected healthcare information.	9	High	●	●	●	●			
Culture of compliance	6	Low	●	●	●	●	●	●	●
Cyberthreats impacting computer-based learning platforms.	6	High	●	●		●		●	
Federal changes to regulatory requirements	6	Med	●	●		●			
Familiarity with organizational procedures (e.g., for reporting, data management, etc.)among applicable work units and personnel	6	Med	●	●	●		●		
Communication of regulatory changes to impacted work units	6	Low	●	●	●	●		●	●
Federal changes in disbursement and approval of medical billing requirements and practices	6	Med		●					●
Succession planning and maintaining operational continuity	4	Low	●	●			●	●	●
Adequate participation of institutional compliance committee members and work units	4	Low			●		●		●
Lack of effective communication about regulatory compliance requirements (HIPAA or otherwise)	3	High	●	●	●		●		
Alignment between risk mitigation measures (e.g., HIPAA training) and risk tolerance. (i.e., do we want to check the box on the training requirement or do we want an effective training solution).	2	Low	●	●	●	●	●		●
Sufficient budgetary allocations to maintain operations.	1	Low		●	●		●		●

ERM Risk Assessment-Footprint Example

Finance and Administration ERM Risk Assessment Summary

- F&A risks skew risks towards operational impacts.
- Intentional approach to change management to address uncertainty in external environment.
- DASH implementation risk varies with departmental utilization.

Risk Description:	Strategic:	Operational:	Compliance:	F&A Departments Impacted:
Federal policy changes resulting in university funding challenges	•	•	•	6 (50%)
Cyberthreats to infrastructure and operability		•	•	5 (42%)
DASH operational impacts (e.g., integration with Agiloft)		•	•	5 (42%)
Economic policy changes impacting cost of operations (e.g., tariffs, inflation)		•		5 (42%)
Federal policy changes impacting regulatory compliance (e.g., DEI, HIPAA, Title IX)	•	•	•	5 (42%)
Workforce recruitment and retention (e.g., maintaining institutional knowledge and skilled personnel)		•	•	5 (42%)
Budgetary reductions and inadequate allocations		•	•	4 (33%)
Physical infrastructure threats (e.g., leaks, inclement weather)	•	•	•	3 (25%)
Aging infrastructure (e.g. IT systems, aging buildings, aging equipment)	•	•		3 (25%)
Utilization of AI (efficiency vs. vulnerability)		•	•	3 (25%)

General Updates/Year-End Close Update

Michael Ebbs/George Ninan



General Updates

- Centralized Benefits DASH String – Use for the following:
 - Employee tuition waivers
 - Graduate student medical insurance
 - Annual leave payouts upon employee separation (system configured)
 - Use this Dash charge string:
 - 02-1258122-020100-5XXXXXX-340-0000-00-0000
 - Use the appropriate GL account for 5XXXXXX

General Updates

- Year End updates

- Period 12 FY 2025 is still open
- Will be making final FY 2025 budget entries before year end
 - Some minor revisions that were pending since go-live
 - Centralized fringe benefit budgets updates will be handled by the System
- Once the FY is closed, Office of Finance will calculate carry over balances
- 2.6% Salary pool budget updates will occur during FY 2026 revised budget

General Updates

- Dash Status updates

- Friends of DASH Priority Resolution Dashboard

- <https://liveutk.sharepoint.com/sites/DASHProgram>
 - The SharePoint site also contains multiple job aids.

- UTHSC DASH Website

- Contains updated crosswalks
 - <https://uthsc.edu/dash/>
 - Also, contains link to DASH Priority Resolution Dashboard

General Updates

- Working group to explore functionality of Fusion Data Intelligence(FDI)
 - Salary encumbrances
 - Drilldown capabilities
- PI Dashboard Commitment Report
 - Report has been updated to remove burden cost
 - Burden cost contained the F&A associated with the commitment and made it appear that there was less availability to spend
- Quick Demo

Device Location and Update

Chris Madeksho



Help Us Find the Missing!

Chris Madeksho
Office of Cybersecurity
901.448.1579
mmadeksh@uthsc.edu

Contact Chris for information on security awareness topics or if you need a speaker for a departmental meeting.

Human Resources Updates

Chandra Alston



Human Resources Updates



Educational Assistance

Key Updates

- The Educational Assistance billing operates differently in DASH
- The entire invoice is forwarded to the designated approver's workflow.
 - Although **all** employees will be included on the invoice, department's approvals will **only apply to their employees.**
- Approve invoices as soon as possible!
 - Delaying approval causes delinquent invoices to TBR institutions
 - Reassigning to another person also delays processing time.
 - Employee's student accounts will show a balance for the current semester
 - This will prevent employees from registration for upcoming semesters
 - Causes unnecessary stress for the employee
- Terminating Employees
 - The exit notifications are temporarily disabled in DASH
 - If you have a terminating employee who is using educational assistance, please inform the Benefits Office prior to their last day.

Updated Performance Descriptions

HR will be requesting updated performance descriptions along with performance evaluations between January 2026 and March 2026. Please begin the update process to ensure timely completion.

**THE UNIVERSITY OF
TENNESSEE**

POSITION DESCRIPTION

RESET FORM

PRINT FORM

POSITION INFORMATION		Effective Date:	
Position Number	Working Title	Campus	Cost Center
		Choose One:	
Department	Supervisor's Position Title	Supervisor's Position Number	
HR USE ONLY			
Job Title	Job Key	Pay Grade	Exemption
			Choose One:

POSITION DETAILS

Position Summary – Summarize the primary purpose of the position

Position Responsibilities – Total responsibilities must equal 100%. List essential functions in decreasing order of importance. Similar tasks should be grouped together. Any responsibility totaling less than 5% of the time should be grouped with a greater percentage of time function.

% of Time	Job Function/Responsibilities

Entire Expense Account Numbers Needed

Please provide the **entire expense account number** for all positions on the strategic hiring form.

Campus Links

- [Sponsored NetID](#)
- [Strategic Hiring Review Form](#) 
- [Search Exemption Form](#) 



UT Health Science Center-Human Resources

Department of Human Resources at UT Health Science Center

Higher Education · Memphis, Tennessee · 413 followers · 1K-5K employees

Employee Spotlight



Kalyn Barton

Please join us in celebrating this week's spotlight honoree:
Dr. Kalyn Barton
 Director of Operations, Department of Audiology and Speech Pathology!

Contact Gabrielle Marshall at gmarsha6@uthsc.edu for questions.

Employee Spotlight



Jeanette Garrett

Please join us in celebrating this week's spotlight honoree:
Jeanette Garrett
 Financial Associate 3
 Department of Obstetrics and Gynecology

Contact Gabrielle Marshall at gmarsha6@uthsc.edu for questions.

Employee Spotlight

Employee Spotlight



Doug Fort

Please join us in celebrating this week's spotlight honoree:
Doug Fort
 Building Manager in the Admin College of Dentistry

Contact Gabrielle Marshall at gmarsha6@uthsc.edu for questions.

Employee Spotlight

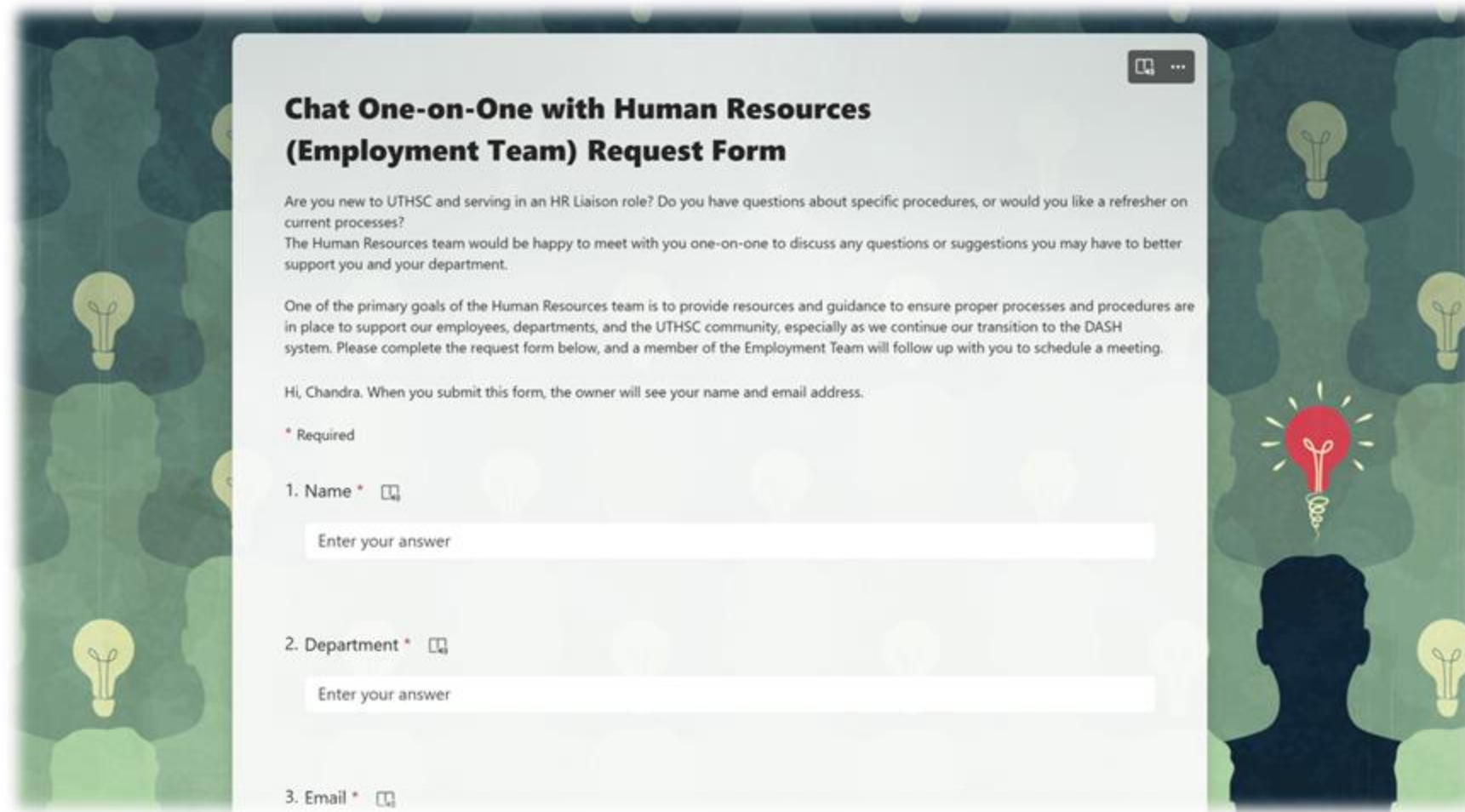


Monique Mills

Please join us in celebrating this week's spotlight honoree:
Monique Mills
 Financial Associate 4
 Department of Anesthesiology

Contact Gabrielle Marshall at gmarsha6@uthsc.edu for questions.

Request to Chat One-on-One with HR



**Chat One-on-One with Human Resources
(Employment Team) Request Form**

Are you new to UTHSC and serving in an HR Liaison role? Do you have questions about specific procedures, or would you like a refresher on current processes?
The Human Resources team would be happy to meet with you one-on-one to discuss any questions or suggestions you may have to better support you and your department.

One of the primary goals of the Human Resources team is to provide resources and guidance to ensure proper processes and procedures are in place to support our employees, departments, and the UTHSC community, especially as we continue our transition to the DASH system. Please complete the request form below, and a member of the Employment Team will follow up with you to schedule a meeting.

Hi, Chandra. When you submit this form, the owner will see your name and email address.

* Required

1. Name *

Enter your answer

2. Department *

Enter your answer

3. Email *



RSVP Today!
September 11, 2025
1-3:00 pm CST
Program to stream at 1:30 pm CST

COI Annual Disclosure Process

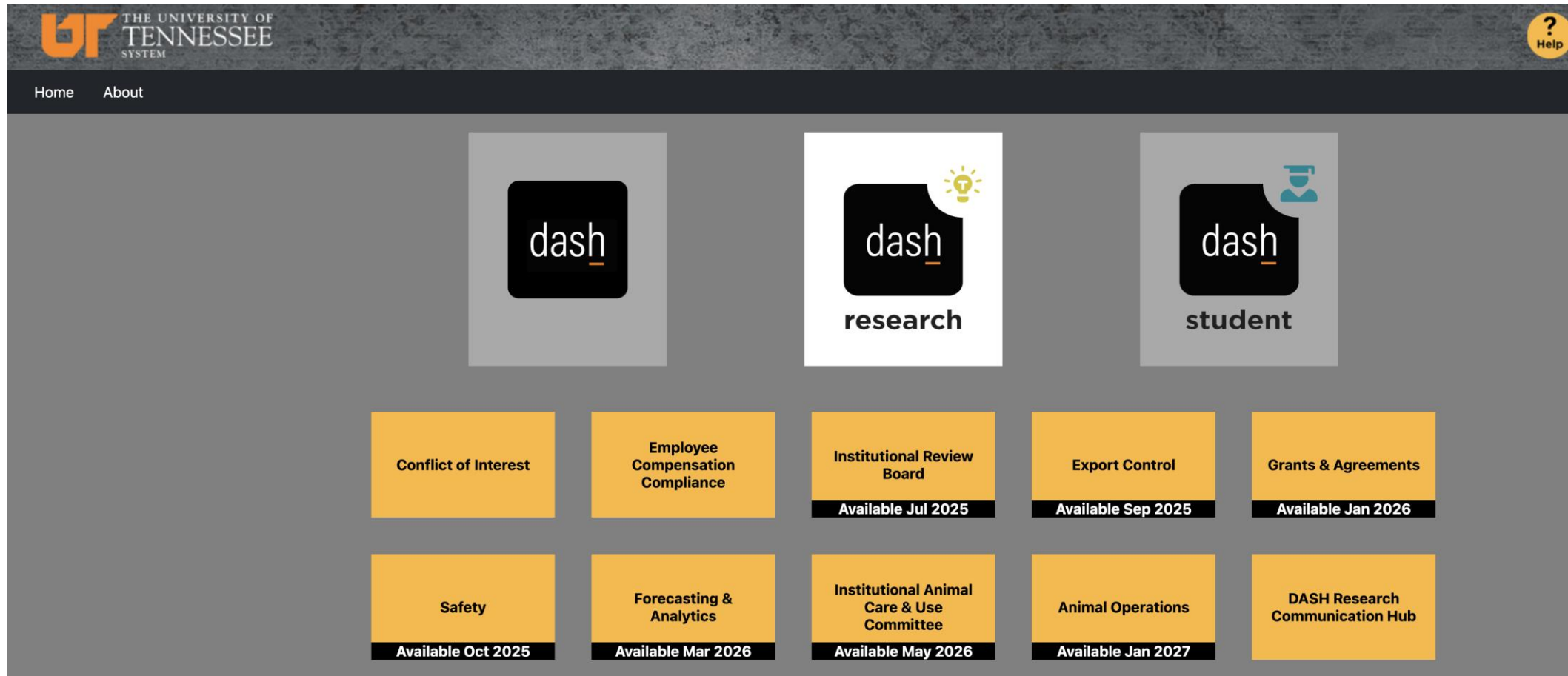
Melanie Burlison



Conflict of Interest (COI) Disclosure Process

- Under the University's [Conflicts of Interest Policy](#), all UT Health Science Center employees are required to submit a disclosure profile each year to report any outside interests or activities that could present a conflict with their University responsibilities. This process, previously known as the “Outside Interest Disclosure,” helps the University identify and manage potential conflicts of interest. This is required even if you have no disclosure to report.
- **The annual disclosure period within the DASH Research portal will begin September 2, 2025.** Additional communications will be shared ahead of the disclosure period with details about access and completion timelines. Visit the [DASH Research COI](#) SharePoint site to learn more.

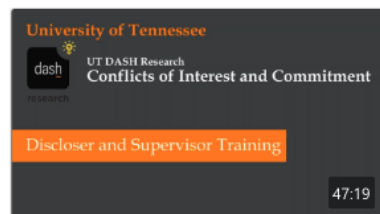
Conflict of Interest (COI) Disclosure Process



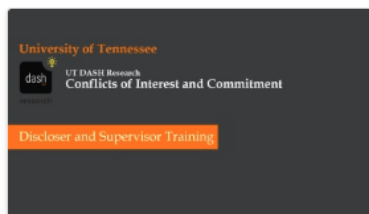
Conflict of Interest (COI) Disclosure Training and Educational Materials

Training and Educational Materials

Highlighted Training Recording and Materials



Recording: Discloser and Supervisor Training. December 4 (47:19)



Download: Recording Slide Deck (PDF)

[Meet the Trainers](#)

Campus-based conflict of interest training will be provided to ensure local program needs are met by individuals that are most familiar with or responsible for those areas. Campus trainers were nominated with the support of their leadership to complete multiple educational sessions of core training while gaining hands-on experience to prepare for 2025 training offerings. Details on scheduled sessions will be available in January.

Discloser

-  Navigation and Filtering Quick Guide
-  Disclosure Submission Quick Guide
-  Updating a Disclosure Quick Guide
-  Pre-Approval Request Quick Guide

Supervisor

-  Reviewing a Disclosure Quick Guide
-  Reviewing a Disclosure Certification. (6:30)
-  Module Overview. Learn about the Dashboard, My...

Administrator

-  Triggering Event Quick Guide
-  Reassign Default Reviewer Quick Guide
-  Ancillary Review Creation Quick Guide
-  Committee Meeting Creation Quick Guide

Conflict of Interest (COI) Disclosure Process - Discloser

- **Disclosure Submission Quick Guide**

<https://coi.dash.tennessee.edu/COI/sd/Doc/0/65ULN9U98O8UUCCF5B8OULIG00/Completing%20Your%20UT%20Disclosure%20-%20COI%20Quick%20Guide.pdf>

- **Updating a Disclosure Quick Guide**

<https://coi.dash.tennessee.edu/COI/sd/Doc/0/DLAUOLLTAC8UUBKF5B8OULIG00/Updating%20Your%20UT%20Disclosure%20-%20COI%20Quick%20Guide.pdf>

- **Pre-Approval Request Quick Guide**

<https://coi.dash.tennessee.edu/COI/sd/Doc/0/3DUJ39DTAC8UUBKF5B8OULIG00/Completing%20Pre-Approval%20Request%20-%20COI%20Quick%20Guide.pdf>

Conflict of Interest (COI) Disclosure Process - Supervisor

- **Reviewing a Disclosure Quick Guide**

<https://coi.dash.tennessee.edu/COI/sd/Doc/0/3A8EGLE98O8UUCCF5B8OULIG00/Completing%20Your%20Supervisor%20Review%20-%20COI%20Quick%20Guide.pdf>

Conflict of Interest (COI) Disclosure Process - Other

- **Navigation and Filtering Quick Guide**

<https://coi.dash.tennessee.edu/COI/sd/Doc/0/9T9G2UTTA88UUBKF5B8OULIG00/Basic%20Navigation%20and%20filtering%20-%20COI%20Quick%20Guide.pdf>

Conflict of Interest (COI) Disclosure Process Reminders

- **The annual disclosure period within the DASH Research portal begins on September 2, 2025.**

Note: Do not complete your COI disclosure prior to the launch of the annual period on September 2.

- Visit the [DASH Research COI](#) SharePoint site to learn more.

<https://t.e2ma.net/click/s6d36i/secn7d9b/gt3892>

Conflict of Interest (COI) Disclosure Process Contacts

Health Science Center:

- Academic, Faculty and Student Affairs: Carriann Bingham, Eliane Pater, Judi Waldrip
- College of Grad Health Sciences: Felicia Washington
- Dentistry: Jacqueline Maxwell-Ross, Jeanette Garrett
- Facilities Administration: Amanda Fryer
- GME Office (medical residents): Austin Mann, Bran Smith, Kaleb Newell, Travis Brooks
- Health Professions: Janine Twitchell
- Medicine - Chattanooga: Crystal Maddox
- Medicine - Knoxville: Hope Wright
- Medicine - Memphis and Nashville: Shelley Cannioto
- Nursing: Vicki Bass/TBD
- Office of Research: Anna-Marie Smith, Jamie Whartenby
- Finance & Operations/Other: Melanie Burlison
- Pharmacy: Crystal Bates, Reaunna Morgan

Upcoming Meetings

Wednesday, October 8
Wednesday, December 10

All Meetings 1:30-3:00 pm CT

