



TENNESSEE BOARD OF REGENTS
Wednesday, September 16, 2015
Committee Meetings

- A. Committee on Workforce Development
 - 1. Community Colleges: Job Placement Rates and First-time Licensure Pass Rates
 - 2. Recommended Revisions to Policy 2:01:00:03 – Principles of Articulation in Vocational / Technical Education
 - 3. Update Report on Statewide Curriculum Alignment of Two Year Degrees
 - 4. Report on Academic Initiatives
 - 5. Proposed Program Terminations, Modifications and New Technical Program Implementations
 - 6. COE Accreditation Standards Review
 - 7. Common Programs and Strategies for Transfer Pathways

- B. Committee on Academic Policies and Programs
 - 1. Recommended Revisions to Policy 3:05:01:00 – Regulations for Classifying Students In-State and Out-of-State for Paying College or University Fees and Tuition and for Admission Purposes
 - 2. Annual Accreditation Report
 - 3. Preliminary Fall Enrollment Report
 - 4. Report on Academic Affairs Initiatives

- C. Committee on Personnel and Compensation
 - 1. Consent Agenda
 - a. Recommendations to Award Tenure Upon Appointment
 - b. Executive Performance Incentive Plan
 - c. Approval of the Minutes of the Special Called Meeting of the Personnel and Compensation Committee on September 2, 2015
 - 2. Consideration of Compensation Proposals

- D. Committee on Finance and Business Operations
 - 1. Consent Agenda
 - a. Recommended Revisions to Policy 4:01:07:02 - Foundations
 - b. Technology Access Fee Spending Plans
 - 2. Presentation of Capital Budget for FY 2016 – 2017
 - 3. Capital Match Funding Report
 - 4. System Budget Requests to Tennessee Higher Education Commission
 - 5. Enterprise Resource Planning (ERP) Options Study



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
Thursday, September 17, 2015 - 9:30 a.m. (CDT)
Agenda

- I. Approval of the Minutes
 - A. June 19, 2015 Regular Session Board Meeting

- II. Report of Interim Action

- III. Report of the Committees
 - A. Consent Agenda
 - 1. Minutes of the Workforce Development Committee on September 16, 2015
 - 2. Minutes of the Academic Policies and Programs Committee on September 16, 2015
 - 3. Minutes of the Audit Committee on August 25, 2015

- IV. Report of the Regents Award in Excellence in Philanthropy

- V. Report of the Chancellor
 - CDU Report

- VI. Reports of Presidents and Directors

- VII. Unfinished Business
 - A. Approval of Revisions to the Bylaws as Noticed on June 19, 2015

- VIII. New Business
 - A. Approval of the Proposed 2016 Meeting Dates
 - B. Minutes of the Personnel and Compensation Committee on September 16, 2015 that includes Tenure Upon Appointments, Compensation Proposals, and the Report of the September 2, 2015 Special Called Meeting
 - C. Minutes of the Finance and Business Operations Committee on September 16, 2015 that includes the Capital Budget for FY 2016 – 2017 and Capital Match Funding Report
 - D. Building Naming Request at Middle Tennessee State University – John Bragg Media and Entertainment Building
 - E. Building Naming Request at Middle Tennessee State University – Andrew Woodfin Miller, Sr., Education Center
 - F. Resolution of Appreciation for Director David Browder



Tennessee Board of Regents Quarterly Board Meeting
JACKSON STATE COMMUNITY COLLEGE
2046 N Parkway
Jackson, TN 38301
Tuesday, September 15 – Thursday, September 17, 2015

SCHEDULE OF EVENTS

TUESDAY, SEPTEMBER 15

3:00 p.m.	Hotel Check-In	<u>Double Tree</u> 1770 Highway 45 Bypass, Jackson, TN
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WEDNESDAY, SEPTEMBER 16

Shuttle service to the campus will run every 30 minutes from 10:00 a.m. to noon.

Reserved parking is available at the McWherter Center for those who drive.

9:30- 10:30 a.m.	Bus Tour	<u>University of Memphis Lambuth Campus</u> <i>Interested parties should meet in the Double Tree Lobby at 9:30 a.m.</i>
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10:00 a.m.	Welcome Table	<u>JSCC Campus</u> McWherter Center, Ayers Auditorium
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11:00 -11:55 a.m.	Building Tour	<u>JSCC Campus</u> Jim Moss Center for Nursing <i>Interested parties should meet in McWherter Center Lobby at 11:00 a.m.</i>
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12:00 - 1:00 p.m.	Lunch	<u>JSCC Campus</u> Gymnasium
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Shuttle will run from McWherter Lobby to JSCC Gym

1:00 – 4:30 p.m.	TBR Committee meetings	<u>JSCC Campus</u> McWherter Center, Ayers Auditorium
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Following the meeting, transportation is available from the McWherter Center to Double Tree.

4:30- 6:00 p.m.	Welcome Reception	<u>Double Tree Hotel</u> Adams Salon
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Transportation to the dinner leaves Double Tree at 6:15 p.m.

6:30 p.m.	Casual Dinner	<u>Snider Farms</u> 1998 Denmark Jackson Rd, Denmark, TN
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Transportation to the Double Tree will be provided after dinner.

8:00-10:00 p.m.	Hospitality Room	<u>Double Tree Hotel</u> Adams Salon
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THURSDAY, SEPTEMBER 17

Transportation to the campus begins at 8:00 a.m. Reserved parking is available on campus for those who drive.

7:00 - 8:30 a.m.	Buffet Breakfast	<u>Double Tree Hotel</u> The University Conference Room
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9:00 a.m.	Welcome Dr. Bruce Blanding	<u>JSCC Campus</u> McWherter Center, Ayers Auditorium
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9:30 a.m.	TBR meeting	<u>JSCC Campus</u> McWherter Center, Ayers Auditorium
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Box lunches will be available in the McWherter Center Lobby immediately following the meeting.

**TBR Quarterly Board Meeting
Jackson State Community College**

HOTEL INFORMATION

Double Tree by Hilton
1770 Highway 45 Bypass
Jackson, TN 38305
Phone:731-664-6900
<http://doubletree3.hilton.com/en/hotels/tennessee/doubletree-by-hilton-hotel-jackson-MKLDTDT/index.html>

Reservations must be made by August 25, 2015.

All attendees who are making individual reservations should call the hotel directly and ask for the Tennessee Board of Regents rate. In order to guarantee availability of rooms at the state rate, reservations must be made by the designated date. Reservations made after the cutoff date will be subject to availability.

Directions – Jackson, Tennessee

To the Double Tree Hotel:

From I-40, take exit 80-A, which is the 45 Bypass South. You will go through two stop lights; the hotel will be on your left just after going through the second light.

To Jackson State Community College 2046 N Parkway Jackson, TN 38301:

From I-40, take exit 85; turn (right if coming from Memphis/west, left if coming from Nashville/east) at the end of the exit ramp on to F.E. Wright Drive. You will drive approximately two miles and come to the intersection of F.E. Wright Drive and North Parkway. You will be able to see the McWherter Center at the corner of this intersection. Go through this light and turn left onto campus. Entrance and parking to the McWherter Center will be on your left as you come on campus.

From the Double Tree Hotel to Jackson State Community College:

As you leave the hotel, turn right on to the 45 Bypass, and get back on I-40 (east). Take exit 85; turn right at the end of the exit ramp. You will drive approximately two miles and come to the intersection of F.E. Wright Drive and North Parkway. You will be able to see the McWherter Center at the corner of this intersection. Go through the light and turn left onto campus. Entrance and Parking to the McWherter Center will be on your left as you come on campus.



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Jackson State
Community College

Guest of the President

PARKING PERMIT

Tennessee Board of Regents Meeting
September 15-17, 2015



Dr. Bruce Blanding, President



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
September 16 - 17, 2015

EXECUTIVE SUMMARY

Wednesday, September 16, 2015

A. COMMITTEE ON WORKFORCE DEVELOPMENT

1. COMMUNITY COLLEGE GRADUATES: JOB PLACEMENT RATES AND FIRST-TIME LICENSURE RATES (*Vice Chancellor Warren Nichols*)

Vice Chancellor Nichols will present results of the 2013-2014 community college graduates job placement rates. The report, sourced by the Tennessee Higher Education Commission 2014-15 Fact Book, provides placement rate data per each individual college. The report will also highlight self-reported data such as: the graduate job placement rates for each individual program and the first-time passing rates of students in the Nursing and Allied Health programs.

2. RECOMMENDED REVISIONS TO POLICY 2:01:00:03 – PRINCIPLES OF ARTICULATION IN VOCATIONAL/TECHNICAL EDUCATION (*Vice Chancellor Warren Nichols*)

The proposed policy change to Policy 2:01:00:03 brings TBR policy in line with the SACSCOC accreditation standards and eliminates duplicative language found in other policies and guidelines, including: Policy 2:01:00:04, Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities; A-30, Components of Articulation Agreements and A-31, Articulation Among Community Colleges and Universities; and 2:03:00:00, Admissions. The policy change continues existing policy for the articulation of credits to the TCATs, and reinforces the articulation of technical courses to the community colleges and universities, as appropriate.

3. UPDATE REPORT ON STATEWIDE CURRICULUM ALIGNMENT OF TWO YEAR DEGREES (*Vice Chancellor Warren Nichols*)

One of the initiatives of the TBR Office of Community Colleges is the Curriculum Alignment of all Associate of Applied Science Degrees and Technical Certificate programs. The purpose of this initiative is to improve access and success in the attainment of post-secondary credentials that support the “Drive to 55” initiative, and to address industry skills gaps for the State of Tennessee through the establishment of a common curricular framework for a “unified community college system” as called for in the Complete College Tennessee Act of 2010. The Committee will hear a report that describes this initiative, its basic framework, and the status of programs currently involved in the process.

4. MICROSOFT IT ACADEMY (*Vice Chancellor Tristan Denley*)

Vice Chancellor Tristan Denley will provide an update on Microsoft IT Academy and workforce focused activities in Academic Affairs.

Executive Summary –September 2015 Quarterly Meeting

5. PROPOSED PROGRAM TERMINATIONS, MODIFICATIONS, AND NEW TECHNICAL PROGRAM IMPLEMENTATIONS (*Vice Chancellor James D. King*)

Program Proposals Requiring Board Approval:

Eleven (11) program proposals are being presented for the Board's review and approval. These proposals will allow the Tennessee Colleges of Applied Technology to be more responsive to the needs of students, businesses, and industries. The proposals are:

- Implementation of a Machine Tool Technology program at TCAT Elizabethton
- Implementation of a Welding Technology program at TCAT Elizabethton to be located in Washington County
- Implementation of a Telecommunications Technology program at TCAT McKenzie
- Implementation of an Early Childhood Education program at TCAT McMinnville to be located at Warren County High School
- Implementation of a Culinary/Hospitality program at TCAT McMinnville to be located at Warren County High School
- Implementation of an Electro-Mechanical program at TCAT Athens to be located at Cleveland High School in Bradley County
- Implementation of a hybrid Administrative Office Technology program at TCAT Knoxville
- Implementation of a Plastic Injection/Robotics program at TCAT Knoxville to be located at their Anderson County training site
- Implementation of a Welding program at TCAT Knoxville to be located at their Anderson County training site
- Implementation of a Machine Tool Technology program at TCAT Knoxville to be located at their Anderson County training site
- Implementation of an Industrial Maintenance/Mechatronics program at TCAT Knoxville to be located at their Anderson County training site

Academic Proposals Requiring Only Notification to Vice Chancellor:

Eleven (11) academic actions were submitted by TCAT institutions to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

Executive Summary –September 2015 Quarterly Meeting

TCAT	Summary of Proposal	New Costs/Funding Source	Approval/ Implementation Date
Morristown	Add Pipefitting as an option to the Industrial Maintenance Program to better meet the needs of the community.	Funds from the campus will be used for additional program offering.	Fall 2015
Livingston	Change exit points for the Industrial Maintenance points to provide a more descriptive title for the skill sets being taught.	Minimum (purchases will be made through regular E & G account)	August 2015
Statewide	Adopt the revised Truck Driving Statewide Curriculum of 222 clock hours.	None	September 2015
Pulaski	Change existing program name from Residential/Commercial Electrician and Green Technology to Electrical and Plumbing Construction Technology, which will include optional pathways to a career as a Residential/Commercial Electrician or Plumber.	Campus funds will be used to purchase additional trainers.	January 2016
McMinnville	Terminate Computer Information System online program due to low enrollment and placement.	None	October 2015
McMinnville	Terminate Drafting/CAD online program due to low enrollment and low placement.	None	October 2015
McMinnville	Inactivate Patient Care Technician program.	None	October 2015
McMinnville	Inactivate the Tool and Die Program due to low enrollment and placement.	None	October 2015
Nashville	Offer an additional Administrative Office Technology program during the day and evening (two new offerings) at TCAT Nashville main campus.	Covered by Reconnect TCAT grant	September 2015
Nashville	Offer an additional day and evening Computer Information	Covered by Reconnect	September 2015

Executive Summary –September 2015 Quarterly Meeting

	Technology program (two new offerings) at TCAT Nashville main campus.	TCAT grant	
Knoxville	Reducing hours for the Industrial Electricity program and adjusting curriculum to coincide with NCCER	None	January 2016

6. COE ACCREDITATION STANDARDS REVIEW *(Associate Vice Chancellor Carol Puryear)*

The Tennessee Colleges of Applied Technology have been accredited by the Council on Occupational Education (COE) for over 40 years. The Committee will receive information regarding the high standards set by COE, and a brief review of each of the ten standards will be presented.

7. COMMON PROGRAMS AND STRATEGIES FOR TRANSFER PATHWAYS *(Regent Danni Varlan)*

B. COMMITTEE ON ACADEMIC POLICIES AND PROGRAMS AND STUDENT LIFE

1. REVISION TO POLICY: 3:05:01:00: REGULATIONS FOR CLASSIFYING STUDENTS IN-STATE AND OUT-OF-STATE FOR PAYING COLLEGE OR UNIVERSITY FEES AND TUITION AND FOR ADMISSION PURPOSES *(Vice Chancellor Tristan Denley)*

The revisions to the Regulations for Classifying Students In-State and Out-of-State for Paying College or University Fees and Tuition and for Admission Purposes Policy: 3:05:01:00.

2. ANNUAL ACCREDITATION REPORT *(Vice Chancellor Tristan Denley)*

The Annual Accreditation Report summarizes all activity for the academic year 2014-2015 on regional and program accreditation. The report also provides information on all non-accreditable programs that go through either the Program Review or the Academic Audit process. A summary of all activity is provided along with a more detailed accounting of all accreditation and quality assurance activity.

3. PRELIMINARY FALL ENROLLMENT REPORT *(Vice Chancellor Tristan Denley)*

The Committee will receive a report of preliminary enrollment figures and trends in the TBR universities and community colleges for the fall semester 2015.

4. REPORT ON ACADEMIC AFFAIRS INITIATIVES *(Vice Chancellor Tristan Denley)*

Over the last year there has been a concentrated effort across the system to examine the effectiveness of accessibility and improving those efforts. Vice Chancellor Tristan Denley will provide an update on the latest developments in Accessibility, Transfer Pathways, and Reverse Transfer.

Executive Summary –September 2015 Quarterly Meeting

C. COMMITTEE ON PERSONNEL AND COMPENSATION

1. Consent Agenda

A. Recommendations for Tenure Upon Appointment

The Committee will review for approval recommendations from five universities (APSU, ETSU, MTSU, TSU, and TTU) and no community colleges to award tenure upon appointment to nineteen (19) individuals who were recruited because of distinctions in their fields or other special qualifications. Campuses agreed during the recruitment and hiring process to recommend these persons.

B. Executive Performance Incentive Plan

At the June 2013 Meeting, the Board approved the implementation of an Executive Performance Incentive Compensation Plan for Presidents, Directors and the Chancellor. The Board approved the first payments to the plan at the December 2014 meeting. During the administration of the plan, the following proposed revisions were suggested:

- Add provision that the Chancellor has the authority to negate a metric-based incentive payment, if circumstances warrant it, with the approval of the Chair of the Committee.
- Revision to the Directors metric based outcome for expanded offerings – requiring a growth of at least 10,000 clock hours in expanded offerings in order to be eligible to earn the incentive points.
- Revision that the Chair of the Personnel and Compensation Committee will consult with the Vice Chair of the Board, prior to making the recommendation to the full Board, but need not also consult with the Chair of the Board.
- Revision for eligibility for the incentive payment that the employee must be in active status in one of the eligible positions on the day the metric based payments are approved by the Board.

As a procedural change, it is recommended that future incentive payments be acted upon at the March Board Meetings, due to the timing of the metric based outcomes availability. The metric information is available for Presidents in mid-November, and late January for Directors.

C. Report of the Special Called Meeting of the Personnel and Compensation Committee on September 2, 2015

The Committee will consider approval of the minutes from the September 2, 2015 Special Called Meeting of the Personnel and Compensation Committee. Dr. Taj Hashmi of Austin Peay State University, Dr. Robert W. Halliman of Austin Peay State University, and Dr. Nancy McCormick of Middle Tennessee State University filed petitions for permission to appeal the decision regarding the denial of their applications for promotion.

Executive Summary –September 2015 Quarterly Meeting

2. Consideration of Institution Compensation Proposals

At the June 2015 meeting, the Board authorized the submission of proposed institutional salary plans. A 2% salary pool was created representing a 1.5% increase recommended by the Governor, and an additional .5% increase that the Board authorized. Institutions were authorized to use the 2% salary pool for any one or a combination of the following compensation strategies. In addition, institutions were authorized to provide salary adjustments consistent with those mentioned below using uncommitted recurring institutional funds. The following strategies were approved:

A. Compensation Plan

- a. Institutions may provide salary adjustments consistent with their Board Approved compensation plans and/or
- b. Institutions may adjust the salary ranges to address changes in market salaries as prescribed in their compensation plan and/or
- c. Institutions may address specific equity issues and reclassifications consistent with their compensation plan and/or

B. Cost of Living Adjustment (COLA)

- a. Institutions may provide a COLA, based on salaries as of June 30, 2015 with the amounts being pro-rated for part-time employees and/or

C. Faculty Promotions

- a. Institutions may use all or a portion of the funding to fund the faculty promotions, consistent with the institution’s approved compensation plan.

Staff has received and evaluated institutional compensation salary increase proposals and is recommending the Board’s approval of these compensation plan increases as outlined below.

INSTITUTIONAL COMPENSATION PROPOSALS. Board staff has received proposals from all TBR institutions as summarized below:

Requested Action	Universities	Community Colleges	TN Colleges of Applied Technology	System Office	Total*
Cost of Living Allowance (COLA)	5	9	1	1	16
Compensation Plan	2	10	0	0	12
Faculty Promotions	1	3	0	0	4
Total*	8	22	1	1	32

*Note: An institution may choose multiple strategies

Attachment A provides a summary of the features of each institution’s proposed salary plan. Staff is recommending approval of these proposals as outlined in the attachment. If approved, system wide recurring salary adjustments would total approximately **\$20.7 million, with \$2.2 million from institutional or local funds.** The breakdown of recurring salary adjustments by employment category for compensation plan adjustments is as follows:

Executive Summary –September 2015 Quarterly Meeting

Faculty	Administration	Professional	Clerical/Support
\$3,229,711	\$265,669	\$1,177,349	\$1,025,900
53%	4%	19%	24%

The breakdown of recurring salary adjustments for compensation plan adjustments by function is as follows:

Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Maint. & Operations
\$3,735,835	\$16,386	\$83,442	\$583,986	\$605,083	\$663,863	\$404,008
61%	<1%	1%	10%	10%	11%	7%

D. COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

1. CONSENT AGENDA (Vice Chancellor Dale Sims)

- A. Recommended Revisions to Policy 4:01:07:02 – Foundations - The Committee will consider for approval recommended revisions to Policy 4:01:07:02 – Foundations
- B. Technology Access Fee Spending Plans - The Committee will receive a report on the review of FY 2015-2016 Technology Access Fee spending plans.

2. PRESENTATION OF CAPITAL BUDGET FOR FY 2016–2017

(Vice Chancellor David Gregory)

The Committee will consider for approval the recommendations for the capital budget for FY 2016-2017.

3. CAPITAL MATCH FUNDING REPORT (Vice Chancellor David Gregory)

The Committee will receive a summary of the capital match funding report.

4. SYSTEM BUDGET REQUESTS TO TENNESSEE HIGHER EDUCATION COMMISSION

(Vice Chancellor Dale Sims)

The Committee will consider for approval System requests to be forwarded to the Tennessee Higher Education for inclusion in the 2016-2017 budget request.

5. ENTERPRISE RESOURCE PLANNING (ERP) OPTIONS STUDY (Vice Chancellor Dale Sims)

The Committee will receive a report regarding enterprise resource planning options.

Executive Summary –September 2015 Quarterly Meeting

Thursday, September 17, 2015

I. APPROVAL OF THE MINUTES

A. Minutes from the June 19, 2015 Regular Session Meeting

The Board will consider approving the minutes from the June 19, 2015 regular session of the Board.

II. REPORT OF INTERIM ACTION

This report serves as a record of business transacted by the Office of the Chancellor since the previous meeting of the Board.

III. REPORT OF THE COMMITTEES

The Board will consider approving the minutes of the following committee meetings:

1. Report of the Workforce Development Meeting on September 16, 2015
2. Report of the Academic Policies and Programs Committee Meeting on September 16, 2015
3. Report of the Audit Committee Meeting on August 25, 2015

IV. REPORT OF THE REGENTS AWARD IN EXCELLENCE IN PHILANTHROPY

The Board will hear a report of the Regents Award for Excellence in Philanthropy presented to George and Betty Johnson. The Johnsons were nominated by the University of Memphis for their generous support over the years. Assisting with the presentation were Regents Greg Duckett, Barbara Prescott, Rebecca Reeves and Leigh Shockey.

V. REPORT OF THE CHANCELLOR

VI. REPORTS OF PRESIDENTS AND DIRECTORS

VII. UNFINISHED BUSINESS

A. APPROVAL OF THE REVISIONS TO THE BYLAWS (*General Counsel Mary Moody*)

In accordance with Article XII of the Board bylaws, The Board was given notice of the intent to bring changes to its Bylaws before the Board at the June 19, 2015 quarterly meeting.

The following revisions to the Bylaws will be considered by the Board:

Amendment to Subsections IV.G. 3 and 4, pertaining to record votes of the Board;

Amendment to Subsection VII.L, pertaining to student and faculty representation on committees of the Board; and

Executive Summary –September 2015 Quarterly Meeting

Amendment to Subsection VIII.B.2., pertaining to terms of office.

VIII. NEW BUSINESS

A. APPROVAL OF THE PROPOSED 2016 MEETING DATES

The Board will be asked to approve the meeting dates for 2016. The proposed dates and locations are provided in the materials.

B. REPORT OF THE PERSONNEL AND COMPENSATION COMMITTEE MEETING ON SEPTEMBER 16, 2015 THAT INCLUDES TENURE UPON APPOINTMENTS, COMPENSATION PROPOSALS, AND THE REPORT OF THE SEPTEMBER 2, 2015 SPECIAL CALLED MEETING.

C. REPORT OF THE FINANCE AND BUSINESS OPERATIONS COMMITTEE MEETING ON SEPTEMBER 16, 2015 THAT INCLUDES THE CAPITAL BUDGET FOR FY 2016-2017 AND THE CAPITAL MATCH FUNDING REPORT

D. BUILDING NAMING REQUEST AT MIDDLE TENNESSEE STATE UNIVERSITY – JOHN BRAGG MEDIA AND ENTERTAINMENT BUILDING

Middle Tennessee State University President Sidney McPhee requests that an existing building located on the main campus be renamed. The current name is “The John Bragg Mass Communication Building.” On May 18, 2015 the name of the MTSU College of Mass Communication changed to Media and Entertainment per the approval of TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00. Therefore the current name does not accurately reflect the academic purpose range of media and content encompassed by the programs offered of the college. The requested name for this building would bring it up-to-date and accurate reflection of the building purpose. The proposed new name is “The John Bragg Media and Entertainment Building.”

The building name will continue to honor Representative John Bragg, for his service to the community and to the State of Tennessee. He was a leader in the field of communications and was instrumental in procuring funding for the Mass Communications Building.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.

E. BUILDING NAMING REQUEST AT MIDDLE TENNESSEE STATE UNIVERSITY – ANDREW WOODFIN MILLER, SR., EDUCATION CENTER

President Sidney McPhee requests that the Middle Tennessee State University newly acquired building located at 509 East Bell Street be named. The building is under renovation until the end of this calendar year. It will occupy the following divisions to serve Middle Tennessee State University: Jones College of Business Executive Business Program, the Center of Counseling and Psychological Services, The University College, The University Police Criminal Division Office, and The Center for Chinese Music and Culture. It is requested to name this building the “Andrew Woodfin Miller, Sr., Education Center.”

Executive Summary –September 2015 Quarterly Meeting

The building name will honor Mr. Andrew Woodfin Miller, Sr., for his generosity and community support. It was during the Centennial Campaign, April 2012, that Mr. Miller pledged a sum of ten million dollars to purchase and renovate this building and property for the use of the university's needs.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.

F. RESOLUTION OF APPRECIATION FOR DIRECTOR DAVID BROWDER

The Board will consider approving a resolution of appreciation for Director David Browder for his years of service to the Tennessee Board of Regents.

MINUTES
TENNESSEE BOARD OF REGENTS
REGULAR SESSION

June 19, 2015

The Tennessee Board of Regents met in regular session on June 19, 2015. The meeting was hosted by Columbia State Community College, located in Columbia, Tennessee. Vice Chair Emily Reynolds presided over the meeting and called the meeting to order. In her opening remarks, Vice Chair Reynolds thanked President Janet Smith and her team for their gracious hospitality and for the very informative presentation about the college given that morning.

Next, she called on the Board Secretary, Mary Moody, to call the roll. The following members were present:

Mr. Greg Duckett
Mr. Darrell Freeman
Mr. Tom Griscom
Ms. Fran Marcum
Dr. Barbara Prescott
Mrs. Rebecca Reeves
Ms. Emily Reynolds
Mr. Howard Roddy
Ms. Leigh Shockey
Mr. J. Parker Smith
Mr. Johnny Stites
Mr. Bob Thomas
Ms. Danni Varlan
Ms. Dottye Webb

A quorum was present. Members not available to attend the meeting were Governor Bill Haslam, Commissioner Julius Johnson, Commissioner Candice McQueen and Regent Russ Deaton.

I. MINUTES

Minutes from the March 27, 2015 regular scheduled meeting and minutes from the special called session held on May 27, 2015 were provided to all members prior to the meeting. Regent Thomas moved approval of the minutes as presented. Regent Prescott provided a second to the motion and the motion was approved.

II. REPORT OF INTERIM ACTION

Vice Chair Reynolds called upon Chancellor Morgan, who presented the Report of Interim Action reflecting business transacted by the Office of the Chancellor since the previous meeting of the Board. Chancellor Morgan requested approval of the report. Regent Duckett moved to accept the report. Regent Freeman provided a second to the motion. The motion passed. A copy of the Report is attached to the official copy of the Minutes as Appendix A.

III. REPORT OF THE COMMITTEES

Next, Board members were asked to act on the report of the June 18, 2015 meeting of the Academic Policies and Programs Committee; the report of the June 18, 2015 meeting of the External Affairs Committee; the report of the June 18, 2015 meeting of the Workforce Development Committee and the report of the May 27, 2015 meeting of the Audit Committee. Members were provided copies of the reports prior to taking action. Regent Freeman moved approval of the minutes with a second provided by Regent Varlan. The motion carried.

A copy of the report from the June 18, 2015 meeting of the Academic Policies and Programs Committee is attached to the official copy of the Minutes as Appendix B. A copy of the report of the June 18, 2015 meeting of the External Affairs Committee is attached to the official copy of the Minutes as Appendix C. A copy of the June 18, 2015 meeting of the Workforce Development Committee is attached to the official copy of the Minutes as Appendix D. A copy of the May 27, 2015 meeting of the Audit Committee is attached to the official copy of the Minutes as Appendix E.

At this time, Regent Griscom asked that the Board recognize and offer condolences to the family of Dr. Ed Boling, former University of Tennessee President who died June 18, 2015. Dr. Boling was President of the University of Tennessee from 1970 to 1988.

IV. REPORT OF THE REGENTS AWARD IN EXCELLENCE IN PHILANTHROPY

Vice Chair Reynolds called on Regent Marcum, who reported on the recent award presented to Mr. Wayne Pace. Mr. Pace was nominated for this award by Austin Peay State University.

Mr. Pace retired from Time Warner, Inc., in 2007 as the Executive Vice President and Chief Financial Officer. Prior to joining the Time Warner executive team, he was Vice Chair, Chief Financial Officer at Turner Broadcasting Systems, where he was responsible for the 1996 merger of TBS and Time Warner. Before that, he was a partner with the Atlanta office of Price Waterhouse. Mr. Pace is a member of the Time Warner Cable Incorporated Board of Directors, serving on both its audit and finance committees. He is also a member of the advisory board of the Internet Company, Unation, and he is a member of the board of directors of the Foundation of the Georgia Section of the Professional Golfers Association. He serves on the advisory board of

directors for CEA Associates, a Merchant and Investment Bank headquartered in New York City. A 1968 graduate of APSU, Mr. Pace has never forgotten Austin Peay throughout his productive career. The Pace Alumni Center at Emerald Hill bears his name because of his extreme generosity. He established several endowed scholarships and, in 2013, he rallied community support to create the "Ben Fendley Athletic Scholarship" at APSU, in honor of his former basketball coach, and made a generous donation to the fund.

The Regents Award in Excellence in Philanthropy recognizes individuals or groups who have made significant efforts to benefit higher education in Tennessee. Well deserving of this honor, Mr. Pace was presented the Regents Award for Excellence in Philanthropy at an event on the campus of Austin Peay on April 24th. Vice Chair Emily Reynolds also attended the event and assisted with the presentation of the award. At the conclusion of Regent Marcum's report, President White offered additional remarks about Mr. Pace's support. Vice Chair Reynolds expressed the Board's appreciation for Mr. Pace's support and commented on how much he appreciated this special honor.

V. REPORT OF THE CHANCELLOR

In Chancellor Morgan's opening remarks, he informed the members of a meeting with Governor Bill Haslam and the community college presidents concerning the Tennessee Promise program. He reported that it is anticipated the program will have a positive effect on enrollment for the upcoming fall semester.

Chancellor Morgan called on Vice Chancellor Wendy Thompson to give a completion agenda update. At this meeting, reports focused on system wide and institutional engagement with business and industry. Reports were provided by the TCAT Morristown, Chattanooga State Community College and Middle Tennessee State University. Chancellor Morgan provided information concerning the development and work of a group formed to help address regional business and industry needs. The group is referred to as the Skills Panel. He discussed ways in which the Skills Panel has assisted with the development of LEAP grants, changes to the curriculum in various information technology programs and also assisted with the seamless pathways. Next, Chancellor Morgan reported on the involvement of TBR on the Governor's workforce sub-cabinet led by Randy Boyd, Commissioner of Economic and Community Development. Members of the sub-cabinet consist of representatives from the Governor's office, industry, and key state agencies such as the Department of Labor and Workforce Development, the Department of Education, the Tennessee Higher Education Commission, the Tennessee Board of Regents, the Department of Economic and Community Development. This group is tasked with looking at ways to align resources and programs to improve efficiencies effecting workforce development outcomes. The annual report on the completion agenda will be given at the September 2015 meeting.

Next, TCAT Director Jerry Patton was asked to report on a recent Labor Education Alignment Program (LEAP) project involving TCAT Morristown with industry leaders that provided robotics equipment to the area high school and an industrial electrical training program at the Hawkins

County campus of TCAT Morristown. Hamblen County Mayor Bill Brittain and a representative from Meritor Industries provided additional words of support from the community and industry.

Dr. Fannie Hewlett, interim president at Chattanooga State Community College and Mr. Shannon Johnson, program director, reported next on the new hospitality and tourism industry management program offered at Chattanooga State. The culinary program is known as the Michael P. Hennen Hospitality and Culinary Center and is funded by Mr. Tim Hennen and 1,000 other community members. The two-year program allows students to earn an associate degree in applied science in either food and beverage, hotel management, tourism or culinary arts. Dr. Hewlett ended her report by providing feedback from the community on meeting this great need within the Chattanooga area.

Finally, Dr. Heather Brown, Department Chair of Concrete Industry Management at Middle Tennessee State University provided board members with information concerning this important program and how it is meeting industry's need. Dr. Brown informed members of the growing demand for concrete management professionals nationwide and the careers available within this industry and how she and others involved with this program participate in regional and national concrete industry groups in order to stay abreast of industry trends and encourage industry support of the MTSU program.

VI. REPORTS OF PRESIDENTS AND DIRECTORS

Vice Chair Reynolds called on Director Donna Hastings of TCAT Newbern for the Directors' Report. She provided the members with brief examples of how the TCATs meet industry needs in developing specialized training programs and forming partnerships within the community.

Director Hastings introduced the 2015 TCAT Outstanding Student of the Year, Ms. Miriam Becerra. Ms. Becerra addressed the Board and expressed her gratitude to the TCATs for providing the education she needed to become a dental assistant. She graduated in the top 10 of her senior class and while searching for a college she learned that the cost of a college education would be a challenge for her. Even though she had lived in Tennessee since she was a child, she is not eligible for in-state tuition or a Hope Scholarship because she is not a citizen. The TCAT Nashville provided her affordable tuition, and an educational setting that would provide her with the skills and certifications necessary to become a dental assistant. Ms. Becerra hopes to continue her education and eventually become an orthodontist.

President Karen Bowyer presented the community colleges' report. President Bowyer discussed various partnerships between community colleges and industry across Tennessee. She then introduced guest speaker, Mr. Pat Kefauver of W.R. Grace Construction in Mt. Pleasant, Tennessee. Mr. Kefauver informed members about the summer intern program between Grace Construction and Columbia State Community College. Accompanying Mr. Kefauver was one of the current interns, who shared her experiences working with Grace Construction and the positive impact it had on her education.

President Glenda Glover of Tennessee State University then gave a report from the universities concerning partnerships with industry. She stated that universities not only provide employees for various industries across Tennessee, but also collaborate on research projects. These relationships contribute greatly to the economic growth of the state.

VII. UNFINISHED BUSINESS

The Board was asked to address proposed revisions to TBR Policy 3:02:00:01 and Chapter 0240-02-03 of the Rules and Regulations Regarding Student Conduct & Disciplinary Sanctions. At a special called meeting of the Board on February 13, 2015 the Board approved revisions to the System-wide Student Rules, Chapter 0240-02-03, Student Conduct and Disciplinary Sanctions and to TBR Policy 3:02:00:01 General Policy on Student Conduct and Disciplinary Sanctions, to address the requirements of a Resolution Agreement between the Office of Civil Rights of the U.S. Department of Education and Middle Tennessee State University.

Following that approval, in accordance with the statutory procedures, the proposed Emergency Rule and Regular Rule were submitted to the Office of the Attorney General (OAG) for review and approval. The OAG requested that certain revisions be made before they approve the rules. The rules and policies presented to the Board reflect these revisions. Regent Freeman moved to accept the emergency rules as presented. Regent Griscom provided a second and the motion passed by a unanimous roll call vote.

Next, the Board considered a motion by Regent Freeman to accept the regular rules as presented. A second was provided by Regent Griscom and was approved unanimously by a roll call vote.

Regent Freeman moved to approve the proposed revisions to TBR Policy 3:01:00:01 – General Policy on Student Conduct and Disciplinary Sanctions. A second was provided by Regent Griscom and the motion carried.

A copy of the proposed Emergency Rule, Regular Rule and proposed changes to TBR Policy 3:01:00:01 – General Policy on Student Conduct and Disciplinary Sanctions is attached to the official copy of the Minutes as Appendix F.

VIII. NEW BUSINESS

Vice Chair Reynolds called on Regent Duckett for the report of the Finance and Business Operations Committee held on June 18, 2015. The committee report includes action on tuition and maintenance fees and also funding for operations for the 2015-2016 fiscal year. Maintenance fee recommendations vary by institution and range from a low of 2.4% at APSU to a high of 4% at the TCATs. The operating budget for the system totals \$2.94 billion for fiscal year 2014-2015 and \$2.89 billion for fiscal year 2015-2016. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment growth, research activities, and availability of federal funds. The full effect of the

approved fee increases and any enrollment changes will be included in the October revised budget. Regent Duckett moved to approve the report of the Finance and Business Operations Committee. A second was provided by Regent Thomas. The roll call vote was passed unanimously. The maintenance fees as presented are shown below:

Universities

- Maintenance fee rate increases vary among institutions based on institutional need:
 - APSU – 2.4%
 - ETSU – 3.0%
 - MTSU – 3.1%
 - TSU – 2.8%
 - TTU – 0.9%
 - UOM – 3.7%

Community Colleges:

- Recommendations are intended to increase maintenance fee and tuition rates by 3.4%.

Colleges of Applied Technology:

- Recommendations are intended to increase maintenance fee rates by 4.0%.

Professional Schools:

- UOM Law School: 2.0% increase
- ETSU College of Medicine: 3.0% increase
- ETSU Pharmacy School: 4.0% increase

A copy of the minutes from the June 18, 2015 meeting of the Finance and Business Operations Committee is attached to the official copy of the Minutes as Appendix G.

Next, Vice Chair Reynolds called on Regent Roddy for the report of the June 18, 2015 meeting of the Personnel and Compensation Committee. Included in the report are actions taken on president emeritus contracts, tenure and promotion for community colleges, universities and colleges of applied technology along with staff's recommendation on faculty promotional increases, system compensation plan recommendations and proposed changes to the Executive Performance Incentive Plan. Regent Roddy moved adoption of the report with Regent Freeman providing a second. The motion was approved by roll call vote. A copy of the minutes from the June 18, 2015 meeting of the Personnel and Compensation Committee is attached to the official copy of the Minutes as Appendix H.

Vice Chair Reynolds then called on Regent Shockey to present the resolution of appreciation for Regent Rebecca Reeves. The motion was seconded and approved. Regent Reeves thanked the Board for the opportunity to serve as the Student Regent for 2014-2015. Regent Prescott provided

additional comments and thanked Regent Reeves for her service. A copy of the resolution is attached to the official copy of the Minutes as Appendix I.

Next, Regent Prescott presented the resolution of appreciation for Regent Dottye Webb. Regent Prescott moved for the adoption of the resolution with a second provided by Regent Freeman. Regent Marcum and Thomas expressed their gratitude for Regent Webb's participation in serving on the Motlow Presidential Advisory Search Committee this past year. Regent Webb expressed her appreciation for the wonderful support she has received while serving as the Faculty Regent. A copy of the resolution is attached to the official copy of the Minutes as Appendix J.

Vice Chair Reynolds called on Regent Duckett for the resolution of appreciation for President Nate Essex that also grants President Emeritus Status. Regent Duckett moved for adoption of the resolution. A second was provided by Regent Freeman. The motion carried. Regents Prescott and Duckett expressed their sincere appreciation for President Essex' service to the college and community throughout his career as an educational leader. President Essex addressed the board and thanked them for its encouragement and support over the years. A copy of the resolution is attached to the official copy of the Minutes as Appendix K.

Next, the Vice Chair called on Regent Marcum for the resolution of appreciation for President MaryLou Apple that includes awarding an honorary status of President Emeritus without compensation. Regent Marcum moved to adopt the resolution and Regent Thomas provided the second. The motion carried. A copy of the resolution is attached to the official copy of the Minutes as Appendix L.

Chancellor Morgan introduced the next item of business. On March 31st a request came forth to name the Smyrna Campus science-technology-allied health building in honor of President MaryLou Apple. Her dedication to the allied health industry provided motivation to not only meet the 15% required, but doubled the capital match needed to bring to fruition this new facility at Motlow State Community College's Smyrna campus. Regent Thomas moved to approve the recommendation. Regent Smith seconded the motion. The motion passed unanimously. Regent Marcum expressed her appreciation for the work that President Apple has done through her tenure at Motlow State. President Apple then addressed the Board and expressed her true appreciation for its support and encouragement throughout her service to the Tennessee Board of Regents.

The next item on the agenda was a request to name the new nursing building at Jackson State Community College the Jim Moss Center for Nursing. Chancellor Morgan provided the members with the background information concerning the request. Mr. Moss served as CEO of the Jackson-Madison County General Hospital and West Tennessee Healthcare. He played a vital role in the initiation of the nursing program at Jackson State Community College through financial support and advocacy for the program. A motion was made by Regent Duckett to approve the recommendation by Chancellor Morgan. Regent Varlan seconded the motion. The motion passed. Vice Chair Reynolds and Regent Duckett both offered words of appreciation for the compassionate work that Mr. Moss has given in the medical industry in west Tennessee.

Next, Chancellor Morgan brought forth the request to name the new humanities building at Volunteer State Community College the Steinhauer – Rogan – Black Humanities Building. The building naming would honor John and Jane Steinhauer, Marion (Chet) and Clara Rogan, and Dr. David Black and U. S. Congressman Diane Black. The three families recognized for this naming are highly respected and are significant supporters of Volunteer State Community College. Regent Thomas moved to accept this recommendation with Regent Marcum providing a second. The motion carried unanimously. President Faulkner addressed the Board and expressed deep appreciation for the support and involvement these three families have played in the life of Volunteer State Community College.

Vice Chair Reynolds called on Chancellor Morgan for the request submitted from President Oldham at Tennessee Tech University to name the building known as South Hall that houses the College of Agriculture and Human Ecology be named Oakley Hall. Millard and JJ Oakley are both generous benefactors to Tennessee Tech University. The Oakleys have made significant contributions, particularly concerning agricultural students with the recent gift of the Oakley Farm to TTU, an estimated value of over \$8 million. This historic 1500 acre farm was once deeded to General George Washington before Tennessee became a state. The genuine philanthropic nature of these two individuals is frequently seen on TTU's campus with the past naming of the Millard Oakley S.T.E.M. Center located within the Ray Morris Hall building and the JJ Oakley Health Services unit located within the Robert and Gloria Bell Hall building. A motion was made by Regent Thomas to approve this recommendation. Regent Stites seconded the motion and the motion carried. President Oldham thanked the Board for approving this request. He further provided sincere appreciation for the Oakley's friendship and support of the work being done at Tennessee Tech.

Chancellor Morgan continued to present the final building naming request. It was a request from Austin Peay State University to name a newly acquired building located at 524 College Street the Wayne and Marianne Ard Building. Mr. Ard and his late wife, Marianne, are great supporters of APSU and have inspired other friends and supporters of the university to a similar level of generosity. Regent Thomas moved to approve the recommendation. Regent Roddy provided a second. The motion was passed.

The next item, Vice Chair Reynolds reminded fellow board members of recent changes made to the Bylaws and that in keeping with good governance practice, would like to review over the coming months additional changes. She then called on General Counsel Moody to address these items of interest. The sections up for review are Section 4 - Meetings of the Board, Section 7 - Committees of the Board and Section 8 – Officers and Their Duties. As stated in the Bylaws, prior notice of changes must be made the meeting before action is taken at the next meeting.

Next, Regent Thomas was asked to preside over the last agenda item which was the election of Chair and Vice Chair of the Board. Regent Thomas reported that members have been well pleased with Regent Reynolds serving as Vice Chair over the course of the last two years. He then called on General Counsel Moody for direction on suspending the Bylaws. She advised that, according to the Bylaws, officers other than the Chancellor, Treasurer, and Secretary shall be elected each

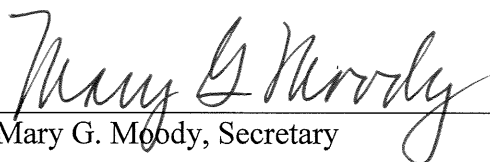
year by the Board at the last regular meeting of each fiscal year and may be re-elected for up to two (2) consecutive terms. She further advised that the Board may suspend any Bylaw at any regular or special meeting, for that meeting, only by the unanimous consent of all present. Regent Freeman moved to suspend the Bylaws with Regent Stites providing a second. A roll call vote was taken and the motion to suspend the Bylaws passed unanimously. With the Bylaws adequately suspended, Regent Griscom nominated Governor Bill Haslam as Chair and Regent Emily Reynolds as Vice Chair for 2015-2016 and both were duly elected. Vice Chair Reynolds thanked everyone for the confidence and support shown to her and looked forward to serving an additional year.

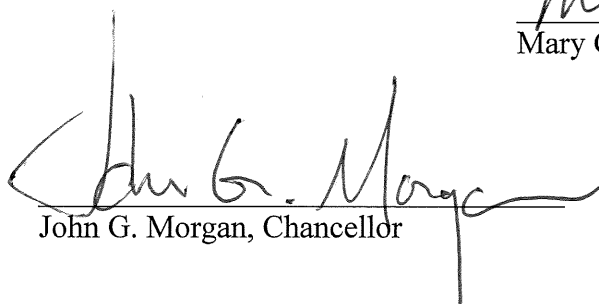
In closing, Regent Griscom recognized Interim President Fannie Hewlett and thanked her for the work she has done at Chattanooga State over the past months. Vice Chair Reynolds and Chancellor Morgan thanked President Janet Smith and her staff for hosting the June quarterly Board meeting. The next quarterly meeting will be held in Jackson, Tennessee and hosted by Jackson State Community College.

IX. ADJOURNMENT OF THE MEETING

There being no further business to come before the board, the meeting was adjourned.

Respectfully submitted,


Mary G. Moody, Secretary


John G. Morgan, Chancellor

Emily J. Reynolds, Vice Chair

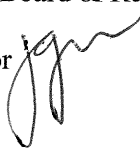


TENNESSEE BOARD OF REGENTS

Office of the Chancellor

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TO: Members of the Tennessee Board of Regents

FROM: John G. Morgan, Chancellor 

DATE: September 7, 2015

SUBJECT: Interim Action Report – Third Quarter

The following constitutes a record of business transacted by the Office of the Chancellor since the previous regular quarterly meeting of the Board of Regents under the authority of Article VIII of the Bylaws, which grants to the Chancellor interim authority to act on behalf of the Board. Pending any questions, the actions are recommended for Board consideration and confirmation.

Personnel Actions – Tennessee Board of Regents Staff

Appointments: None

Reclassifications: None

Promotions: Christine Mayer – Executive Director of Programs; effective September 1, 2015

Transfers: None

Retirement: Pam Sylvis – Payroll Coordinator; effective June 30, 2015
Pamela Clippard – Business Intelligence and Data Warehouse Manager; effective June 30, 2015
Lois Wagner – Director of Nursing & Allied Health; effective June 30, 2015
Barbara Jernigan – Assistant Director of Capital Outlay; effective June 30, 2015
Pat Gregory – Manager of Property & Operations; effective June 30, 2015

Separations: None

Executive Level Appointments: Attachment A

Executive Level Salary Adjustments: Attachment B

Members of the Tennessee Board of Regents
Report of Interim Action – Third Quarter
Page Two

II. Acceptance of Gifts and Grants

III. Construction Projects: State Building Commission Activities – Attachment C
Summary of Construction Contracts – Attachment D

IV. Approval of Contracts and Agreements – Attachment E

V. Other: 14 Day Program Approvals for Tennessee Colleges of Applied Technology – Attachment F

JGM/sm
Enclosures

**TBR System-wide
Vice President and Executive Level Appointments**

Institution	Name	Position	Salary	Effective Date
APSU	Mr. Ryan Ivey	Athletic Director	\$141,000	September 1, 2015
APSU	Mr. Derek van der Merwe	Vice President for Advancement, Communication and Strategic Initiatives	\$170,000	April 1, 2015
TSU	Ms. Eloise Alexis	Associate VP for Institutional Advancement	\$168,200	June 29, 2015
UOM	Ms. Tammy Hedges	Vice President of External Affairs	\$160,000	July 1, 2015
CLSCC	Mr. David Knopp	Director of Institutional Research and Effectiveness	\$70,000	October 5, 2015
CSCC	Mr. Brian Evans	Director of Human Resources	\$90,000	September 1, 2015
DSCC	Dr. Kimberly Martin	VP of Institutional Advancement and Continuing Education	\$81,340	September 1, 2015
JSCC	Mr. Bobby Smith	Vice President of Student Success & Effectiveness	\$98,703	September 1, 2015
RSCC	Ms. Cynthia Cortesio	Interim Director of Internal Audit	\$60,000	September 1, 2015
RSCC	Ms. Teresa Duncan	Vice President for Workforce Development and Student Affairs	\$105,212	September 1, 2015
STCC	Mr. Stanley Robinson	Interim Vice President for Financial & Administrative Services	\$100,164	June 15, 2015

**TBR System-wide
Vice President and Executive Level Salary Adjustments**

Institution	Name	Position	Type of Increase	Increase Amount	Salary
MTSU	Ms. Debra Sells	Vice President for Student Affairs and Vice Provost for Enrollment and Academic Services	Equity Increase	\$25, 629	\$190,000
UOM	Mr. Bobby Prince	Chief Development Officer (Reclassification)	Reclassification	\$25,000	\$160,000
UOM	Mr. Stephanie Beasley	Director of Strategic Initiatives (Reclassification)	Reclassification	\$8,735	\$96,087
CSCC	Ms. Kim McCormick	Vice President of Economic and Community Development (Reclassification)	Reclassification	Lateral Transfer	\$140,000
CSCC	Ms. Nancy Patterson	Vice President for College Advancement and Public Relations (Reclassification)	Reclassification	\$13,000	\$115,000
RSCC	Ms. Connie Brown	Director of Payroll (Reclassification)	Reclassification	\$16,164	\$60,000
NaSCC	Dr. Flora Setayesh	Vice President of Institutional Effectiveness (Promotion/Title Change)	Promotion	\$20,116	\$115,000

Tennessee Board of Regents
 Summary of State Building Commissions Actions
 06/11/2015 to 08/13/2015

Date	SBC Number	Institution	Project	Value	SBC Action
6/11/2015	166/03-02-2015	APSU	Kimbrough Trading Center Renovations	560,000	Approve project and proceed with the process to select a designer
	166/003-03-2015	APSU	Sevier Hall HVAC Replacement	2,410,000	Approve project and proceed with the process to select a designer
	166/003-04-2015	APSU	Student Health & Counseling Center Reno.	750,000	Approve project and proceed with the process to select a designer
	166/009-03-2015	MTSU	Corlew and Cummings Elevator Replacements	775,000	Approve project and proceed with the process to select a designer
	166/009-04-2015	MTSU	Womack Lane Housing Plumbing Upgrades	1,500,000	Approve project and proceed with the process to select a designer
	166/012-01-2015	ChSCC	CETAS Engineering Classrooms	350,000	Approve project and proceed with the process to select a designer
	166/033-01-2015	SWCC	Industrial Readiness Facility	3,500,000	Approve project and proceed with the process to select a designer
	166/005-02-2013	ETSU	New Football Stadium	24,400,000	Revise scope and source of funding and award CM/GC
	166/005-06-2013	ETSU	College of Medicine Building #60 Reno.	12,931,000	Approved a revision in scope
	166/009-05-2015	MTSU	Student Union Food Court Renovations	250,000	Approved acceptance of gift-in-place construction, with plans and specs to be approved by the OSA
	166/007-02-2015	UoM	Dining Services Improvements	1,970,000	Approved acceptance of gift-in-place construction, with plans and specs to be approved by the OSA
	166/021-05-2014	MSCC	McMinnville Campus Road and Parking Upgrade	642,000	Approved a revision in project budget and source of funding in order to award a contract
	166/034-01-2012	NaSCC	New Academic and Support Building	23,114,584	Approved a revision in project scope
	166/033-02-2011	SWCC	Union Campus Parking Structure	4,490,000	Approved a revision in project budget and sources of funding
	166/003-05-2013	APSU	Fine Arts Improvements	20,260,000	Approved the Early Design Phase as presented
	166/007-13-2012	UoM	Research Facilities Improvements	1,145,000	Rec'vd report CO #15 @ 11.86%
	166/007-05-2014	UoM	Lambuth Campus	305,000	Threshold project approved by OSA
7/9/2015	166/000-04-2013	Statewide	TCAT Improvements	29,600,000	Approved a revision in project budget, funding and sources of funding to fully fund the project
	166/003-05-2013	APSU	Fine Arts Improvements	21,300,000	Approved a revision in project budget, funding and sources of funding to fully fund the project
	166/019-01-2013	JSCC	Health Sciences Building	18,000,000	Approved a revision in project budget, funding and sources of funding to fully fund the project
	166/000-01-2015	Statewide	TCAT MPE and Infrastructure Updates	1,920,000	Approve project and proceed with the process to select a designer
	166/000-02-2015	Statewide	TCAT Parking and Paving Repairs	610,000	Approve project and proceed with the process to select a designer
	166/003-05-2015	APSU	Music Mass Comm HVAC Replacement	2,400,000	Approved phase 1 of a project, budget, scope and source(s) of funding, authorization to fully plan phase 2, and proceeding with the process to select a designer
	166/005-02-2015	ETSU	Powerhouse Boiler Replacement	3,000,000	Approve project and proceed with the process to select a designer
	166/005-03-2015	ETSU	Roof Replacements	2,000,000	Approve project and proceed with the process to select a designer
	166/005-04-2015	ETSU	Sprinkler Updates	500,000	Approve project and proceed with the process to select a designer
	166/009-07-2015	MTSU	Central Plant Control Updates	2,650,000	Approve project and proceed with the process to select a designer
	166/011-07-2015	TTU	Roof Replacements	1,450,000	Approve project and proceed with the process to select a designer
	166/007-03-2015	UoM	Electric and Gas Utility Updates	3,000,000	Approve project and proceed with the process to select a designer
	166/012-02-2015	ChSCC	Parking Lot Updates	850,000	Approve project and proceed with the process to select a designer
	166/013-02-2015	ClSCC	Electrical Infrastructure Modernization	410,000	Approve project and proceed with the process to select a designer
	166/015-02-2015	CoSCC	Powerhouse System Repairs	400,000	Approve project and proceed with the process to select a designer
	166/019-02-2015	JSCC	Elevator Modernization	370,000	Approve project and proceed with the process to select a designer
	166/021-01-2015	MSCC	Exterior Building Repairs	280,000	Approve project and proceed with the process to select a designer
	166/038-03-2015	NeSCC	Faculty Building Glass Replacement	220,000	Approve project and proceed with the process to select a designer

166/032-01-2015	PSCC	Boiler and Chiller Updates	700,000	Approve project and proceed with the process to select a designer
166/027-01-2015	RSCC	Oak Ridge Campus Roof Replacement	750,000	Approve project and proceed with the process to select a designer
166/033-02-2015	SWCC	Roof Replacement and Envelope Repairs	770,000	Approve project and proceed with the process to select a designer
166/025-01-2015	VSCC	Site Lighting Updates	180,000	Approve project and proceed with the process to select a designer
166/025-02-2015	VSCC	Wood Building Restroom Renovations	180,000	Approve project and proceed with the process to select a designer
166/023-01-2015	WSCC	Mechanical and Electrical Updates	750,000	Approve project and proceed with the process to select a designer
Various	Statewide	Accessibility (ADA) Adaptations	800,000	Approved a revision in project budget, scope, source(s) of funding and to allocate additional line-item funding
166/000-01-2011	Statewide	TCAT Roof Replacements	7,844,494	Approved a revision in project budget, funding and source(s) of funding
166/000-02-2013	Statewide	Management Support Services	3,500,000	Approved a revision in project budget, funding and source(s) of funding
166/001-01-2014	TSU	Campus Elevator Replacements	4,750,000	Approved a revision in project budget, funding and source(s) of funding
166/017-01-2014	DSCC	Building Mechanical System Modernization	2,170,000	Approved a revision in project budget, funding and source(s) of funding
166/000-02-2010	Statewide	Regional Consultants	5,900,000	Approved a revision in project budget, funding and source(s) of funding and to extend contracts for an additional 24 months
166/000-03-2011	Statewide	Miscellaneous Expenditures	192,843	Approved a revision in project budget, funding and source(s) of funding
166/000-03-2013	Statewide	Specialty Consultants	1,500,000	Approved a revision in project budget, funding and source(s) of funding
166/005-08-2013	ETSU	Fine Arts Classroom Building	40,650,000	Approved a revision in project budget, funding and sources of funding to fully fund the project, utilizing Construction Manager/General Contractor delivery method for construction
166/009-08-2015	MTSU	Keathley University Center Renovations	150,000	Approved acceptance of gift-in-place construction with plans and specs to be approved by the State Architect
166/011-03-2010	TTU	Several Buildings Upgrades	15,352,000	Approved a revision in project budget, scope, funding and source(s) of funding, and utilizing Best Value delivery method for construction for Jere Whitson Hall
166/012-02-2014	ChSCC	Hospitality Management Renovations	250,000	Approved a revision in source(s) of funding and acceptance of gift-in-place construction with plans and specs to be approved by the State Architect
166/034-01-2013	NaSCC	Master Plan	140,000	Approved budget, source(s) of funding and the selection of Tunnell Spangler Walsh & Associates as result of an RFP
166/009-09-2006	MTSU	Science Facilities Improvements	146,590,000	Rec'vd CO #2 @ 10.97%
8/13/2015				
166/000-01-2010	Statewide	TCAT MPE Updates	5,475,539	Approved a revision in scope, project budget, funding and source of funding
166/005-01-2012	ETSU	Kingsport Family Physicians Center	2,839,700	Approved a revision in scope, project budget, funding and source of funding
166/005-01-2014	ETSU	D.P. Culp Renovations	40,500,000	Approved a revision in scope, project budget, funding and source of funding
166/007-02-2014	UoM	Wilder Tower Renovations	500,000	Approved cancellation of project
166/007-22-2014	UoM	Student Recreation Facility Construction	62,000,000	Approved award of a contract to Hoar Construction as CM/GC
166/007-04-2015	UoM	Surface Parking Expansion	2,000,000	Approve project and proceed with the process to select a designer
166/046-01-2010	TCAT - Dickson	Clarksville Industrial Training Facility	16,250,000	Approved a revision in project scope, budget, funding, and source(s) of funding
166/005-01-2012	ETSU	Kingsport Family Physicians Center	2,486,204	Rec'vd CO #10 @7.24%
166/009-09-2006	MTSU	Science Facilities Improvements	149,590,000	Rec'vd report C.O. #3 @ 10.97%
166/009-06-2014	MTSU	Midgett Building Mechanical Updates	355,000	Threshold project approved by OSA

CONSTRUCTION CONTRACTS AWARDED 6/1/2015 – 8/31/2015
32 contracts totaling \$ 19,612,751.70

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/Project Name</u>
Campbell & Associates	T.S. Raulston, Inc.	408,500.00	06/02/2015	166/012-01-2014	Cooling Tower Replacement ChSCC
A2H, Inc.	Barger Construction Company	689,437.00	06/02/2015	166/007-19-2014	Wilder Student Union & Athletic Center Elevator and Classrooms UoM
I.C. Thomasson Associates, Inc.	Gipson Mechanical Contractors, Inc.	369,896.00	06/09/2015	166/009-09-2010F	Steam/Condensate Line Replacement MTSU
Smith Seckman Reid, Inc.	CS3, Inc.	623,750.00	06/09/2015	166/033-01-2011B	Union Campus Mechanical Systems Updates SWCC
Smith Seckman Reid, Inc.	Anderson Piping Company, Inc.	868,880.00	06/11/2015	166/009-05-2011	Saunders Fine Arts HVAC Updates MTSU
Oliver Little Gipson Engineering, Inc.	Anderson Piping Company, Inc.	680,740.00	06/15/2015	166/021-04-2014	Central Power Plant Chiller Replacement MSCC
Johnson Johnson Crabtree Architects, P.C.	R.G. Anderson Company, Inc.	4,022,000.00	06/15/2015	166/034-02-2014	Southeast Center Second Floor Buildout NaSCC
Lose & Associates, Inc.	Rogers Group, Inc.	531,803.13	06/15/2015	166/021-05-2014	McMinnville Campus Road and Parking Upgrade MSCC
Canup Engineering, Inc.	Shelby Electric Company, Inc.	273,000.00	06/15/2015	166/007-07-2013B	Four Buildings Electrical Updates UoM
Engineering Services Group, PC	Webb Plumbing, Heating & Electric Corp.	263,000.00	06/16/2015	166/000-01-2010E7	HVAC Corrections TCAT - Harriman
OGCB Inc.	Morgan & Thornburg, Inc.	1,020,000.00	06/18/2015	166/007-04-2012B	Patterson Hall HVAC Updates UoM
TLM Associates, Inc.	Contract Furniture Alliance, Inc.	459,150.57	06/24/2015	166/019-01-2011FE	Nursing Furniture JSCC
McGahey Associates, Architects	ABC Caulking & Waterproofing of Morristown, Inc.	157,720.00	06/24/2015	166/038-01-2014	Student Services Building NeSCC
Design Innovations Architects, Inc.	ABC Caulking & Waterproofing of Morristown, Inc.	275,500.00	06/24/2015	166/000-01-2011E9	Building 102 & 103 Roof Replacements TCAT - Knoxville
Richard C. Rinks and Associates, Inc.	Eskola, LLC	990,000.00	06/24/2015	166/034-03-2014	Southeast Center Roof Replacement and Repairs NaSCC
Lose & Associates, Inc.	Elk Mountain Construction Company	919,050.00	06/24/2015	166/011-04-2012A	Parking and Transportation Improvements, Part 2 TTU
Gilbert McLaughlin Casella Architects, plc	Wellspring Builders, Inc.	982,420.00	06/24/2015	166/001-01-2014B	Campus Elevator Modernization TSU
Richard C. Rinks and Associates, Inc.	WW Masonry Restoration and Waterproofing, Inc.	101,900.00	06/25/2015	166/011-04-2006B	Walton House Waterproofing & Exterior Repairs TTU
Johnson Architecture, Inc.	Preston Construction Company	270,400.00	07/01/2015	166/005-01-2011C	Multiple Buildings Accessibility and Code Corrections ETSU

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/Project Name</u>
Burr and Cole Consulting Engineers, Inc.	C & M Builders, Inc.	945,925.00	07/07/2015	166/007-17-2014	Park Avenue Campus Parking Expansion UoM
Engineering Services Group, Inc.	United Elevator Services, LLC	503,000.00	07/08/2015	166/013-01-2014	Several Buildings Elevator Modernizations CISCC
Beaver Engineering, Inc.	Proshot Concrete, Inc.	1,089,578.00	07/10/2015	166/001-02-2013	Utility Tunnel Stabilization TSU
Community Tectonics Architects, Inc.	Southeast Contractors, Inc.	1,260,395.00	07/16/2015	166/032-04-2014	Strawberry Plains Nursing Renovations PSCC
Haltom Engineering, LLC	Envirorem, Inc.	18,370.00	07/20/2015	166/007-06-2013C	Music Building Hazardous Materials Removal UoM
OGCB, Inc.	National HVAC Services, LTD	168,394.00	07/27/2015	166/000-01-2010W7	Mechanical Systems Upgrade TCAT – Whiteville
HNA Engineering, pllc	Metro Mechanical Contractors, Inc.	228,700.00	07/27/2015	166/007-01-2014	CFA Museum HVAC Modernizations UoM
I.C. Thomasson Associates, Inc.	Gipson Mechanical Contractors Inc.	297,792.00	08/06/2015	166/009-06-2014	Midgett Building Mechanical Updates MTSU
Braganza Associates, P.C.	Albro Construction Services	408,793.00	08/10/2015	166/033-03-2010A	Several Buildings Accessibility (ADA) Adaptations SWCC
OGCB, Inc.	Billy Rogers Plumbing Heating & A/C Inc.	70,000.00	08/10/2015	166/000-01-2010W8	Boiler Replacement TCAT - McKenzie
Richard C. Rinks and Associates, Inc.	Baker Roofing Company	263,500.00	08/13/2015	166/009-05-2014	Student Recreation Center Re-roof MTSU
Kelso-Regen Associates, Inc.	Del-Air Mechanical Contractors, Inc.	239,000.00	08/13/2015	166/032-01-2007D	Magnolia Campus HVAC System Replacement PSCC
HNA Engineering, pllc	Integrated Systems Automation, Inc.	212,158.00	08/13/2015	166/007-01-2015	McWherter Library Maintenance UoM

Tennessee Board of Regents
Summary of State Building Commission Executive Subcommittee

May 26, 2015 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
TSU Transaction 15-04-006	Report Item	Approved the acknowledgement of the gift of property to the TSU Foundation in Trenton, TN for TSU to use for their Head Start and research programs.	OFD will return this transaction to SBC ESC for approval if property is gifted to TSU.
TTU SBC #166/011-06-2015	Demolition	Approved demolition of buildings at 2397 Gainesboro Grade, Cookeville, Tennessee.	TTU will coordinate demolition.
ETSU SBC #166/005-08-2013	Fine Arts Classroom Building	Approved selection of McCarty Holsaple McCarty as designer for the project.	OFD prepares Designer Agreement and continues with project.

June 22, 2015 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
APSU SBC #166.003-02-2015	Kimbrough Trading Center Renovations	Approved selection of Gilbert/McLaughlin/Casella as designer for the project.	OFD prepares Designer Agreement and continues with project
APSU SBC #166/003-03-2015	Sevier Hall HVAC Replacement	Approved selection of HNA Engineering as designer for the project.	OFD prepares Designer Agreement and continues with project.
APSU SBC #166/003-04-2015	Student Health & Counseling Center Renovation	Approved selection of Kline Swinney Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
ChSCC SBC #012-01-2015	CETAS Engineering Classrooms	Approved selection of Campbell & Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
MTSU SBC #166/009-03-2015	Corlew & Cummings Elevator Replacements	Approved selection of McFarlin Huitt Parvini as designer for the project.	OFD prepares Designer Agreement and continues with project.
MTSU SBC #166/009-04-2015	Womack Lane Housing Plumbing Upgrade	Approved selection of James + Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.

July 20, 2015 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
SWCC SBC #166/033-03-2010	Accessibility (ADA) Adaptations	Approved a revision in project budget, funding and source of funding in order to award a contract.	OFD prepares Construction Agreement and continues with project.
PSCC Transaction 15-06-021	Acquisition	Approved acquisition of property at 0 Knott Street, Knoxville, Tennessee.	OFD/GS to coordinate transaction.
UoM Lambuth Transaction 15-07-001	Acquisition	Approved acquisition of property at 803 West King Street, Jackson, Tennessee.	OFD/GS to coordinate transaction.

UoM Transaction 15-06-016	Disposal (Fee)	Approved disposal of property at 3604 Midland Avenue, Memphis, Tennessee.	OFD/GS to coordinate transaction.
TSU SBC #166/001-01-2014	Campus-wide Elevator Replacement	Approved selection of Gilbert/McLaughlin/Casella as designer for the project.	OFD prepares Designer Agreement and continues with project.
APSU SBC #166/003-04-2014	Claxton Building HVAC Corrections	Approved selection of Kurzynske & Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
UoM SBC #166.007-18-2014	Emergency Operations Generator	Approved selection of Canup Engineering as designer for the project.	OFD prepares Designer Agreement and continues with project.
UoM SBC #166/007-19-2014	Lambuth Elevators and Classrooms	Approved selection of A2H, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project.
MTSU SBC #166/009-03-2014	Chiller and Tower Replacement	Approved selection of I.C. Thomasson Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
TTU SBC #166/011-12-2014	Intramural Sports Field House	Approved selection of Gilbert/McLaughlin/Casella as designer for the project.	OFD prepares Designer Agreement and continues with project.
TTU SBC #166/011-14-2014	Roaden University Center Upgrades	Approved selection of Sparkman Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
ChSCC SBC #166/012-01-2014	Cooling Tower Replacement	Approved selection of Campbell and Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.
CISCC SBC #166/013-01-2014	Elevator Modernization	Approved selection of Engineering Services Group as designer for the project.	OFD prepares Designer Agreement and continues with project.
MSCC SBC #166/021-04-2014	Central Power Plant Chiller Replacement	Approved selection of Oliver Little Gipson Engineering as designer for the project.	OFD prepares Designer Agreement and continues with project.
NeSCC SBC #166/038-01-2014	Student Services Roof and Exterior Repairs	Approved selection of McGahey Associates as designer for the project.	OFD prepares Designer Agreement and continues with project.

August 24, 2015 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
MTSU SBC #166/009-06-2015	Demolition	Approved demolition of property at 219 Eastland Avenue, Murfreesboro, Tennessee	MTSU will coordinate demolition.
RSCC Transaction 14-01-007	Disposal (Fee)	Staff referred to Executive Subcommittee with recommendation.	OFD/GS to coordinate transaction.
ETSU	Acquisition	Staff referred to Executive Subcommittee for consent agenda.	OFD/GS to coordinate transaction.

Summary by Type of Contract
Contracts Approved from June 1, 2015 to August 31, 2015

<u>Dept./Institution</u>	<u>Amendment to Existing Contract</u>	<u>Clinical Affiliation</u>	<u>Dual Services</u>	<u>Professional Services</u>	<u>Service Agreement</u>	<u>Other</u>	<u>Contract Total</u>
TBR Offices							
Academics	-	-	-	40	-	1	41
RODP	3	119	12	1	-	2	137
TBR Combined	10	-	10	1	3	6	30
Subtotal	13	119	22	42	3	9	208
Institutions							
APSU	2	-	-	-	1	1	4
ETSU	2	-	-	-	4	1	7
MTSU	1	-	-	-	1	6	8
TSU	2	-	2	-	-	-	4
TTU	5	-	-	-	1	1	7
UOM	5	-	-	-	5	3	13
ChSCC	1	-	-	-	-	2	3
CISCC	-	-	-	-	-	2	2
CoSCC	-	-	-	-	3	-	3
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	1	-	1
MSCC	-	-	-	-	-	-	-
NaSCC	1	-	1	-	-	-	2
NeSCC	-	-	-	-	-	-	-
PSCC	4	-	-	-	1	1	6
RSCC	-	-	-	-	-	-	-
STCC	-	-	-	-	-	2	2
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	-	-
TCAT Combined	1	-	-	1	-	10	12
Subtotal	24	-	3	1	17	29	74
Grand Total	37	119	25	43	20	38	282

Summary by Type of Contract

Contracts Approved from June 1, 2014 to August 31, 2014

	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Services	Service Agreement	Other	Contract Total
<u>Dept./Institution</u>							
<u>TBR Offices</u>							
Academics	2	-	-	1	-	2	5
RODP	4	169	2	1	-	-	176
TBR Combined	9	-	5	10	8	6	38
Subtotal	15	169	7	12	8	8	219
<u>Institutions</u>							
APSU	1	-	-	-	1	1	3
ETSU	-	-	-	-	-	1	1
MTSU	2	-	-	-	-	6	8
TSU	4	-	-	-	-	2	6
TTU	1	-	-	1	-	1	3
UOM	2	-	-	-	2	3	7
ChSCC	-	-	-	-	-	-	-
CISCC	1	-	-	-	-	-	1
CoSCC	-	-	-	-	-	1	1
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	-	-	-
MSCC	-	-	-	-	1	-	1
NaSCC	-	-	-	-	-	-	-
NeSCC	1	-	-	-	-	-	1
PSCC	3	-	-	-	-	1	4
RSCC	-	-	-	-	-	-	-
STCC	-	-	-	-	-	2	2
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	1	1
TCAT Combined	2	2	2	1	-	13	20
Subtotal	17	2	2	2	4	32	59
Grand Total	32	171	9	14	12	40	278

Tennessee Board of Regents

Contracts Approved June 1, 2015 through August 31, 2015

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
104851	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104852	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104853	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$9,000.00	no	5/1/2015	1/1/2016	no
104854	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104865	Hotel/Lodging Agreement	Standing Stone State Park	Academics	Lodging and Meeting Space	\$539.00	no	8/13/2015	8/15/2015	no
104871	Professional Service	Walter's State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	6/1/2015	1/1/2016	no
104874	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104875	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104876	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104877	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104878	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104879	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104880	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104881	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104882	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104883	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104884	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104885	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104886	Professional Service	Pellissippi State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104887	Professional Service	Pellissippi State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104888	Professional Service	Northeast State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104889	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104890	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104891	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no

104892	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104893	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104894	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104895	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104896	Professional Service	Dyersburg State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104897	Professional Service	Columbia State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104898	Professional Service	Cleveland State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104899	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104900	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104901	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104902	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104903	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104904	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104905	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104906	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104961	Professional Service	Everfi, Inc. - web-based online training	Academics	Computer Software	\$50,000.00	yes	6/15/2015	6/14/2016	yes
105064	Professional Service	Dr. Kyra Osms	Academics	External Reviewer	\$3,100.00	no	10/6/2015	10/8/2015	no
104171	Amendment to Existing Agreement	Liz Allen Fey - facilitate meetings with Regional Alliance for Workforce Development	Administration	Other - Services	\$26,000.00	no	6/1/2014	5/31/2016	no
102060	Amendment to Existing Agreement	Compass Group/Chartwell Division - food service	APSU	Other - Services	\$1,300,000.00	no	7/1/2011	6/30/2016	yes
102530	Amendment to Existing Agreement	GCA Education Services, Inc. - campus cleaning services	APSU	Custodial Services	\$1,061,186.00	no	7/1/2014	6/30/2016	yes
104860	Banking Services	U.S. Bank, N.A.	APSU	Banking Services	\$41,503.00	yes	7/1/2015	6/30/2020	yes
105049	Service Agreement	Royall & Company - direct marketing	APSU	Marketing	\$343,366.40	no	8/15/2015	8/14/2020	yes
105027	Revenue	Nebraska Book Company	CLSCC	Other - Services	\$160,000.00	no	7/1/2011	6/30/2016	no
105066	Banking Services	First Tennessee Bank	CLSCC	Banking Services	\$20,000.00	no	7/1/2015	6/30/2020	yes
102153	Amendment to Existing Agreement	Lovell Communications, Inc. - base components for branded system	COMM	Other - Services	\$614,190.00	yes	8/15/2015	8/14/2016	yes
102948	Amendment to Existing Agreement	Pearson - MYLabsPlus Access	Comm. Colleges	Computer Software License	\$2,867,288.00	no	12/15/2014	12/14/2015	no
104934	Dual Services Extra Compensation	Tennessee Board of Regents - Raylean Henry	Comm. Colleges	Teaching	\$2,382.41	no	6/1/2015	8/7/2015	no
104988	Purchase Agreement	University of Texas at Austin - community college survey of student engagement	Comm. Colleges	Other - Services	\$89,750.00	no	6/15/2015	3/31/2016	no
105009	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	6/30/2016	no
105010	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	7/1/2016	no

105011	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	7/1/2016	no
101433	Amendment to Existing Agreement	Department of Economic & Community Development	CSTCC	Other	\$16,000,000.00	no	7/1/2009	12/31/2015	no
105024	Purchase Agreement	Pearson Education, Inc. - access and use of Pearson products	CSTCC	Other - Services	\$800,000.00	no	7/1/2015	6/30/2016	no
105042	Lease Agreement	County of Bledsoe and Bledsoe County EMA	CSTCC	Lease of Space	\$0.00	no	7/1/2015	6/30/2035	no
100937	Amendment to Existing Agreement	Validis Resources - bookstore	ETSU	Other - Services	\$608,000.00	no	11/1/2008	10/31/2018	yes
101272	Amendment to Existing Agreement	Aramark Educational Services, Inc. - food service	ETSU	Other - Services	\$972,900.00	no	7/1/2009	6/30/2019	yes
104858	Service Agreement	Jostens, Inc. - graduation rentals	ETSU	Other - Goods	\$120,000.00	no	7/1/2015	6/30/2020	yes
104859	Service Agreement	Preston Construction Company - renovation projects	ETSU	Other - Services	\$200,000.00	no	6/1/2015	5/31/2020	yes
104963	Service Agreement	Tennessee Rural Recruitment and Retention Center - recruitment and retention of health care providers	ETSU	Other - Services	\$500,000.00	no	7/1/2015	6/30/2015	no
105068	Purchase Agreement	Elsevier - electronic subscription	ETSU	Other - Services	\$514,681.46	yes	8/1/2015	2/29/2016	yes
105072	Service Agreement	MountaiNet, Inc. - internet connectivity	ETSU	Other - Services	\$255,000.00	no	8/15/2015	8/14/2020	yes
102248	Amendment to Existing Agreement	AFLAC	HR	Insurance	\$0.00	yes	10/10/2015	10/9/2016	yes
102026	Amendment to Existing Agreement	Runner Technologies, Inc. - address verification	IT	Other - Services	\$133,349.00	yes	7/1/2015	6/30/2016	yes
105107	Service Agreement	Woodstock Bake Shop LLC - food service	JSCC	Other - Services	\$600.00	no	8/24/2015	2/24/2016	no
101250	Amendment to Existing Agreement	Aramark Higher Educational Services, LLC - food service	MTSU	Other - Services	\$3,400,000.00	no	7/1/2015	6/30/2019	yes
104134	Banking Services	SunTrust Banks, Inc.	MTSU	Banking Services	\$36,453.00	no	7/1/2014	6/30/2019	yes
104840	Cooperative Agreement	Southwest TN Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104850	Cooperative Agreement	Columbia State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104856	Service Agreement	Air Planning, LLC	MTSU	Travel	\$369,377.00	no	6/1/2015	11/28/2015	yes
104864	Cooperative Agreement	Volunteer State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104994	Cooperative Agreement	Walters State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	7/1/2015	6/30/2035	no
105018	Cooperative Agreement	Motlow State Community College-Smyrna Center	MTSU	Cooperative Educational Offerings	\$0.00	no	7/1/2015	6/30/2035	no
101842	Amendment to Existing Agreement	First Tennessee Bank	NSCC	Banking Services	\$145,000.00	no	1/12/2015	1/11/2016	yes
104910	Dual Services Extra Compensation	Tennessee Board of Regents-Pat Couch	NSCC	Personnel	\$1,680.00	no	6/1/2015	8/10/2015	no
102036	Clinical Affiliation	Family Healthcare (Manchester)	Nursing/AH	Clinical Experience	\$0.00	no	8/22/2015	8/21/2020	no
102472	Clinical Affiliation	Health Star Physicians	Nursing/AH	Clinical Experience	\$0.00	no	4/26/2012	4/26/2017	no
102789	Clinical Affiliation	AMG Livingston	Nursing/AH	Clinical Experience	\$0.00	no	10/8/2012	10/31/2017	no
103393	Clinical Affiliation	First Med Pigeon Forge Multiple Locations	Nursing/AH	Clinical Experience	\$0.00	no	7/11/2013	7/10/2018	no
103489	Clinical Affiliation	Matthew Walker Comprehensive Health Center	Nursing/AH	Clinical Experience	\$0.00	no	8/31/2015	8/30/2020	no
104005	Clinical Affiliation	Harton Regional Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	4/16/2014	4/15/2019	no
104412	Clinical Affiliation	Center for Sports Med and Orthopedics(Chattanooga)	Nursing/AH	Clinical Experience	\$0.00	no	9/12/2014	9/11/2019	no
104472	Clinical Affiliation	Delta Health Center, Inc. (Mississippi)	Nursing/AH	Clinical Experience	0	no	9/29/2014	9/28/2019	no

104533	Clinical Affiliation	Palmetto Health (Atrium Ridge Internal Med)	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2016	no
104651	Clinical Affiliation	Dermatology & Skin Cancer Consultants	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104788	Clinical Affiliation	Tri-Cities Skin & Cancer	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104806	Clinical Affiliation	CareHere	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104808	Clinical Affiliation	Harmony Family Health Care	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104813	Clinical Affiliation	All Women's Care, PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2016	no
104816	Clinical Affiliation	McKendree Village	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104817	Clinical Affiliation	OhioHealth Corporation (Various Sites)	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104820	Clinical Affiliation	Athens Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	5/4/2015	5/3/2020	no
104824	Clinical Affiliation	Jefferson Memorial Tennova	Nursing/AH	Clinical Experience	\$0.00	no	8/24/2015	8/23/2020	no
104827	Clinical Affiliation	Meharry Medical College	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104830	Clinical Affiliation	Health Care Exclusively for Women	Nursing/AH	Clinical Experience	\$0.00	no	5/28/2015	5/27/2020	no
104831	Clinical Affiliation	Restoration Clinic	Nursing/AH	Clinical Experience	\$0.00	no	5/7/2015	5/6/2020	no
104832	Clinical Affiliation	Tennessee Orthopaedic Alliance	Nursing/AH	Clinical Experience	\$0.00	no	5/7/2015	5/6/2020	no
104836	Clinical Affiliation	Chattanooga Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	7/31/2020	no
104837	Clinical Affiliation	Choice MD	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	7/31/2020	no
104838	Clinical Affiliation	Healthpoint Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	8/1/2020	no
104844	Clinical Affiliation	Faculty Internal Medicine	Nursing/AH	Clinical Experience	\$0.00	no	5/18/2015	5/17/2020	no
104867	Clinical Affiliation	Dr. Erik Motsenbocker, MD	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104868	Clinical Affiliation	Center on Aging & Health	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104869	Clinical Affiliation	At Home Primary Care, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104908	Clinical Affiliation	Pediatric Health Care Alliance, P.A.	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104911	Clinical Affiliation	Medical Care Plus,	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104912	Clinical Affiliation	Agape Family Healthcare	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104913	Clinical Affiliation	Eastern Carolina Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104914	Clinical Affiliation	Josiah Medical	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104915	Clinical Affiliation	APEX Primary HealthCare	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104916	Clinical Affiliation	Christian Family Medical Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104917	Clinical Affiliation	Dr. Ashutosh Lohe	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104918	Clinical Affiliation	Greeneville Women's Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104919	Clinical Affiliation	Innovative Family Care	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104920	Clinical Affiliation	Integrative Centers for Science and Medicine	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104921	Clinical Affiliation	Maness Family Practice	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104923	Clinical Affiliation	Women's Health Center	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104924	Clinical Affiliation	Desai Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104925	Clinical Affiliation	Dr. Benjamin Shoemaker, MD	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104927	Clinical Affiliation	Pediatric Consultants	Nursing/AH	Clinical Experience	\$0.00	no	8/3/2015	12/31/2015	no
104928	Clinical Affiliation	University Health System, Inc. (Sandra Charnley)	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2016	no
104929	Clinical Affiliation	University Health System, Inc. (Sandra Webb)	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2016	no
104930	Clinical Affiliation	Ped/Adolescent Med.of EMemph dba All BetterPed	Nursing/AH	Clinical Experience	\$0.00	no	6/5/2015	6/4/2020	no
104933	Clinical Affiliation	Mountain View Family Medicine (Ooltewah)	Nursing/AH	Clinical Experience	\$0.00	no	6/9/2015	12/31/2015	no
104939	Clinical Affiliation	Meridian Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104940	Clinical Affiliation	Mountain Empire Neurological Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104942	Clinical Affiliation	Madison County Health Department	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104943	Clinical Affiliation	Mainline Health Systems (Multiple Sites)	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104944	Clinical Affiliation	Cullman Primary Care, PC	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no

104945	Clinical Affiliation	Clarkrange Medical Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104946	Clinical Affiliation	Hobeich Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104949	Clinical Affiliation	Germantown Minor Medical & Family Practice	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104950	Clinical Affiliation	Dunwoody Obstetrics & Gynecology, PC	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104951	Clinical Affiliation	The Pediatric Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104953	Clinical Affiliation	Regal Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104954	Clinical Affiliation	Hot Springs Health Program	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104955	Clinical Affiliation	Child & Adolescent Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104956	Clinical Affiliation	Cookeville Pediatrics Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104957	Clinical Affiliation	Happi Pediatrics & Adult Care	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104958	Clinical Affiliation	Kidney Care Consultants	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104959	Clinical Affiliation	Premier Primary Care	Nursing/AH	Clinical Experience	\$0.00	no	6/12/2015	6/11/2020	no
104960	Clinical Affiliation	Valley View Family Physicians	Nursing/AH	Clinical Experience	\$0.00	no	6/12/2015	6/11/2020	no
104965	Clinical Affiliation	Speight Family Medical, LLC	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104966	Clinical Affiliation	University Surgeons Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104967	Clinical Affiliation	Wilson County Employee Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104968	Clinical Affiliation	Pennyroyal Healthcare Services, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104969	Clinical Affiliation	GracePoint Healthcare	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104970	Clinical Affiliation	HealthSouth Corporation (Quillen Rehab Hospital)	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104971	Clinical Affiliation	Cumberland University	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104972	Clinical Affiliation	Blount Senior Care Partners	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104974	Clinical Affiliation	Family Health Center of Ashland City, PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104975	Clinical Affiliation	Kiwi Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104976	Clinical Affiliation	King University	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104977	Clinical Affiliation	Newport Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104978	Clinical Affiliation	Senior Health Professionals	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104980	Clinical Affiliation	May Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104981	Clinical Affiliation	Woods Gynecology	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104982	Clinical Affiliation	Middle Tenn Family Health Center	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104983	Clinical Affiliation	University Health System, Inc.(Erica Hembree)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2016	no
104984	Clinical Affiliation	University Health System, Inc.(Hugh Jarnigan)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2016	no
104989	Clinical Affiliation	TN Valley Healthcare System(Veterans Affairs)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104991	Clinical Affiliation	Padder Health Services	Nursing/AH	Clinical Experience	\$0.00	no	6/22/2015	6/21/2020	no
104992	Clinical Affiliation	Tristate Medical Group PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/22/2015	6/21/2020	no
104993	Clinical Affiliation	TriStar HlthNtwk dba TriStar Med Group Spring Hill	Nursing/AH	Clinical Experience	\$0.00	no	7/1/2015	6/30/2018	no
104997	Clinical Affiliation	Frayser Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	6/24/2015	6/23/2020	no
104998	Clinical Affiliation	TriStar H.N. dba Women's & Children's Specialists	Nursing/AH	Clinical Experience	\$0.00	no	7/1/2015	6/30/2018	no
105000	Clinical Affiliation	Dr. Frances H. Barnett	Nursing/AH	Clinical Experience	\$0.00	no	6/25/2015	6/24/2020	no
105003	Clinical Affiliation	University Health System, (Natasha Moneymaker)	Nursing/AH	Clinical Experience	\$0.00	no	6/26/2015	6/25/2016	no
105007	Clinical Affiliation	Saint Francis Hosp Bartlett, Inc.a TN Corp.	Nursing/AH	Clinical Experience	\$0.00	no	8/10/2015	7/31/2018	no
105008	Clinical Affiliation	Scott County Pediatrics Care	Nursing/AH	Clinical Experience	\$0.00	no	7/2/2015	7/1/2020	no
105014	Clinical Affiliation	Serenity Health Care, P.C.	Nursing/AH	Clinical Experience	\$0.00	no	7/6/2015	7/5/2020	no
105017	Clinical Affiliation	Madison Street Clinic	Nursing/AH	Clinical Experience	\$0.00	no	7/7/2015	7/6/2020	no
105021	Clinical Affiliation	Sun Life Family Health Center	Nursing/AH	Clinical Experience	\$0.00	no	7/7/2015	7/6/2020	no
105034	Clinical Affiliation	Brownsville Family Medicine	Nursing/AH	Clinical Experience	\$0.00	no	7/14/2015	7/13/2020	no

105036	Clinical Affiliation	VA MC Memphis	Nursing/AH	Clinical Experience	\$0.00	no	7/15/2015	7/14/2020	no
105039	Clinical Affiliation	Family Medical Clinic of Harrogate	Nursing/AH	Clinical Experience	\$0.00	no	7/15/2015	7/14/2020	no
105043	Clinical Affiliation	Kingston Health Associates	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105044	Clinical Affiliation	Adams County Health Center, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105045	Clinical Affiliation	Central Mississippi Health Services, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105047	Clinical Affiliation	Compassionate Healthcare, LLC	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105052	Clinical Affiliation	North Charlotte Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105053	Clinical Affiliation	Physician First	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105054	Clinical Affiliation	Ashbury Place	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105055	Clinical Affiliation	Helen Ross McNabb Center	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105056	Clinical Affiliation	Community Health Systems	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105057	Clinical Affiliation	North Alabama Medical Care	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105057	Clinical Affiliation	LeConte Women's Healthcare Associates	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105061	Clinical Affiliation	Healthy Alliance	Nursing/AH	Clinical Experience	\$0.00	no	7/29/2015	7/28/2020	no
105062	Clinical Affiliation	Lifeworks Integrative Health	Nursing/AH	Clinical Experience	\$0.00	no	7/30/2015	7/29/2020	no
105063	Clinical Affiliation	MHHCC dba Huntingburg Clinic	Nursing/AH	Clinical Experience	\$0.00	no	7/30/2015	7/29/2020	no
105065	Clinical Affiliation	Chattanooga-Hamilton County Health Department	Nursing/AH	Clinical Experience	\$0.00	no	8/17/2015	8/16/2020	no
105067	Clinical Affiliation	Doctors Care	Nursing/AH	Clinical Experience	\$0.00	no	8/5/2015	8/4/2020	no
105073	Clinical Affiliation	Balance Life Family Medicine	Nursing/AH	Clinical Experience	\$0.00	no	8/7/2015	8/6/2020	no
105102	Clinical Affiliation	TriStar Health Summit dba Beckham Internal	Nursing/AH	Clinical Experience	\$0.00	no	8/15/2015	8/14/2018	no
103746	Amendment to Existing Agreement	East Tennessee State University Emerging Technology	OESI	Other	\$25,000.00	no	12/15/2013	6/30/2015	no
104861	Dual Service	PSCC- Donnell King - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104862	Dual Service	TCAT Knoxville- Tim Blais - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104935	Dual Service	WSCC Jeff Horner - mobilization	OESI	Memo of Understanding	\$9,000.00	no	7/1/2015	6/30/2016	no
104936	Dual Service	WSCC Abigail Goosie - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104937	Dual Service	WSCC Matthew Smith - mobilization	OESI	Memo of Understanding	\$3,000.00	no	7/1/2015	6/30/2016	no
104938	Dual Service	WSCC Angela Smith - mobilization	OESI	Memo of Understanding	\$3,000.00	no	7/1/2015	6/30/2016	no
104964	Dual Service	TCAT Morristown- Darren Aldred - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104990	Dual Service	TTU- David Brown - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	8/30/2015	no
105031	Dual Service	Southwest TN Community College- Denise Malloy - mobilization	OESI	Memo of Understanding	\$9,000.00	no	7/2/2015	6/30/2016	no
105035	Service Agreement	Jackson Country Club - Smith Fellows dinner	OESI	Other - Services	\$3,500.00	no	9/15/2015	9/15/2015	no
100753	Amendment to Existing Agreement	Canteen Dining Services dba Five Star Food Service	PSTCC	Other - Services	\$63,000.00	yes	7/1/2014	6/30/2016	yes
100785	Amendment to Existing Agreement	Validis Resources - bookstore	PSTCC	Other - Services	\$450,000.00	yes	7/1/2014	6/30/2016	yes
101603	Amendment to Existing Agreement	Pellissippi State Community College Foundation	PSTCC	Other - Services	\$0.00	no	7/1/2010	6/30/2020	no
102218	Amendment to Existing Agreement	GCA Education Services - housekeeping	PSTCC	Other - Services	\$400,000.00	no	8/15/2014	8/14/2016	yes
104870	Service Agreement	Dynamic Security, Inc.	PSTCC	Other - Services	\$450,000.00	no	7/1/2015	6/30/2016	yes
105001	Banking Services	US Bank	PSTCC	Banking Services	\$5,000.00	no	7/15/2015	7/14/2016	yes
102491	Amendment to Existing Agreement	TTU - Marketing	RODP	Marketing	\$659,610.00	no	9/1/2015	8/31/2016	no
102666	Amendment to Existing Agreement	EBSCO Publishing - HW Wilson	RODP	Computer Software License	\$154,516.00	yes	7/1/2015	6/30/2016	yes
104342	Dual Service	VSCC - Faculty Mentors	RODP	Mentoring	\$26,999.40	no	8/1/2014	7/31/2015	no
104777	Amendment to Existing Agreement	THEC	RODP	Grant	\$500,000.00	no	12/8/2014	1/15/2016	no

104783	Revenue	edX, Inc.	RODP	Training - Online	\$0.00	no	3/27/2015	3/26/2020	no
104947	Subscription Agreement	3PlayMedia	RODP	Computer Software License	\$9,000.00	no	7/1/2015	9/30/2015	no
105041	Professional Service	MTSU	RODP	Other - Services	\$0.00	no	8/1/2015	7/31/2016	no
105075	Dual Service	APSU - Faculty Mentors	RODP	Mentoring	\$23,696.25	no	8/1/2015	7/31/2016	no
105076	Dual Service	CISCC - Faculty Mentors	RODP	Mentoring	\$10,814.85	no	8/1/2015	7/31/2016	no
105087	Dual Service	NeSCC - Faculty Mentors	RODP	Mentoring	\$12,881.40	no	8/1/2015	7/31/2016	no
105088	Dual Service	PSCC - Faculty Mentors	RODP	Mentoring	\$33,530.25	no	8/1/2015	7/31/2016	no
105089	Dual Service	PSCC - Alice Wershing	RODP	Mentoring	\$5,294.25	no	8/1/2015	7/31/2016	no
105090	Dual Service	RSCC - Faculty Mentors	RODP	Mentoring	\$10,588.50	no	8/1/2015	7/31/2016	no
105091	Dual Service	NaSCC - Faculty Mentors	RODP	Mentoring	\$11,041.20	no	8/1/2015	7/31/2016	no
105092	Dual Service	VSCC - Faculty Mentors	RODP	Mentoring	\$26,999.40	no	8/1/2015	7/31/2016	no
105093	Dual Service	WSCC - Faculty Mentors	RODP	Mentoring	\$17,949.30	no	8/1/2015	7/31/2016	no
105095	Dual Service	STCC - Faculty Mentors	RODP	Mentoring	\$15,882.75	no	8/1/2015	7/31/2016	no
105096	Dual Service	TSU - Faculty Mentors	RODP	Mentoring	\$43,394.95	no	8/1/2015	7/31/2016	no
105120	Purchase Agreement	M3 Technology Group - classroom equipment for new Whitehaven center	STCC	Other - Goods	\$309,883.50	yes	8/1/2015	6/30/2016	yes
105121	Purchase Agreement	Thomas Consultants - classroom equipment	STCC	Other - Goods	\$178,459.95	yes	7/1/2015	6/30/2016	yes
102229	Amendment to Existing Agreement	Benalytics Consulting Group - voluntary benefits	TBR	Other - Services	\$80,715.00	no	10/5/2015	10/4/2016	yes
102650	Amendment to Existing Agreement	American Paper & Twine Company, Inc.	TBR	Other - Goods	\$1,900,000.00	yes	8/1/2015	7/31/2016	yes
104866	Purchase Agreement	Staples Contract & Commercial, Inc.	TBR	Office Supplies	\$22,000,000.00	yes	7/1/2015	6/30/2016	yes
104932	Professional Service	Jackson State Community College	TBR	Other - Services	\$429,000.00	no	7/1/2015	6/30/2016	no
105020	Service Agreement	Tennessee Tech University	TBR	Other - Services	\$50,000.00	no	7/8/2015	12/31/2015	no
105023	Grant Agreement	Tennessee Tech University	TBR	Grant	\$67,000.00	no	7/1/2015	6/30/2016	no
105050	Software License	Evisions, Inc.	TBR	Maintenance Agreement	\$210,934.81	yes	7/1/2015	7/1/2020	no
105074	Service Agreement	UT Center for Business and Economic Research	TBR	Other - Services	\$150,000.00	no	9/1/2015	8/31/2016	no
105111	Service Agreement	Palantir.net Inc. - planning, design and development services for TBR web projects	TBR	Other - Services	\$300,000.00	yes	8/20/2015	8/19/2016	no
105016	Grant Agreement	TN Department of Labor	TCAT Athens	Grant	\$226,631.00	no	7/1/2015	6/30/2016	no
104857	Lease Agreement	Tri-County Career & Technical Education Center	TCATS Hartsville	Lease of Space	\$1.00	no	7/1/2015	6/30/2016	no
104999	Grant Agreement	TN Department of Labor	TCATS Jackson	Grant	\$287,228.00	no	7/1/2015	6/30/2016	no
105005	Grant Agreement	TN Department of Labor	TCATS Morristown	Grant	\$310,000.00	no	7/1/2015	6/30/2016	no
104855	Use of Facilities	Nissan North America, Inc.	TCATS Murfreesboro	Lease of Space	\$1,900,000.00	no	9/30/2016	8/30/2026	no
104926	Professional Service	Department of Education	TCATS Nashville	Grant	\$211,000.00	no	7/1/2015	6/30/2016	no
105004	Grant Agreement	TN Department of Labor	TCATS Nashville	Grant	\$633,924.00	no	7/1/2015	6/30/2016	no
105022	Lease Agreement	Glancy Partners - adult education leave	TCATS Nashville	Lease of Space	\$64,438.00	no	10/23/2015	6/30/2016	no
102837	Amendment to Existing Agreement	ACT, Inc. - web-based learning management system	TCATS Office	Computer Software	\$50,000.00	no	10/1/2015	9/30/2016	yes
103460	Amendment to Existing Agreement	National Coalition of Certification Centers	TCATS Office	Membership	\$27,000.00	no	9/1/2015	8/31/2016	no
105046	Hotel/Lodging Agreement	Radisson Hotel	TCATS Office	Meeting Space	\$11,500.00	no	8/24/2015	8/26/2015	no
105013	Grant Agreement	TN Department of Labor	TCATS Oneida	Grant	\$515,000.00	no	7/1/2015	6/30/2016	no
105012	Grant Agreement	TN Department of Labor	TCATS Ripley	Grant	\$191,637.00	no	7/1/2015	6/30/2016	no
101317	Amendment to Existing Agreement	Southern Connections Catering, Inc.	TCATS Shelbyville	Catering	\$6,300.00	no	7/1/2014	6/30/2016	yes
105025	Grant Agreement	TN Department of Labor	TCATS Whiteville	Grant	\$162,697.00	no	7/1/2015	6/30/2016	no
102146	Amendment to Existing Agreement	Landscape Services, Inc.	TSU	Landscaping	\$271,920.00	no	9/1/2014	6/30/2016	yes

103755	Amendment to Existing Agreement	GCA Services Group	TSU	Custodial Services	\$1,257,924.00	yes	1/2/2014	6/30/2018	yes
104973	Dual Services Extra Compensation	Tennessee Board of Regents-Christine Mayer	TSU	Personnel	\$2,470.65	no	6/1/2015	8/10/2015	no
105037	Dual Service Extra Compensation	TBR - Robbie Melton	TSU	Personnel	\$2,470.65	no	6/1/2015	8/10/2015	no
102364	Amendment to Existing Agreement	Southeast Service Corporation d/b/a SSCService Solutions	TTU	Custodial Services	\$2,000,000.00	yes	5/1/2012	4/30/2016	yes
103116	Amendment to Existing Agreement	Huron Consulting Services, LLC	TTU	Other - Services	\$1,239,868.00	no	9/15/2013	9/14/2016	yes
104217	Amendment to Existing Agreement	Hobsons, Inc. - EMT web-based communication system	TTU	Computer Software	\$56,153.00	no	6/20/2014	7/20/2015	yes
104370	Amendment to Existing Agreement	En Pointe Technologies - Microsoft software license	TTU	Computer Software License	\$311,259.25	yes	8/24/2014	8/23/2016	yes
104948	Banking Services	Elavon, Inc.	TTU	Banking Services	\$12,975.00	no	7/1/2015	6/30/2016	yes
104962	Amendment to Existing Agreement	Designsensory Incorporated	TTU	Marketing	\$350,000.00	no	9/11/2014	9/10/2015	yes
105030	Service Agreement	Ricoh USA, Inc.	TTU	Other - Services	\$529,812.00	yes	8/3/2015	8/2/2020	yes
101668	Amendment to Existing Agreement	First Tennessee Bank	UOM	Banking Services	\$1,100,000.00	yes	7/1/2015	12/31/2015	yes
101669	Amendment to Existing Agreement	PFM Asset Management, LLC	UOM	Banking Services	\$120,000.00	yes	7/1/2015	12/31/2015	yes
101670	Amendment to Existing Agreement	Newsouth Capital Managment, Inc.	UOM	Banking Services	\$130,000.00	yes	7/1/2015	12/31/2015	yes
101968	Amendment to Existing Agreement	Dell Marketing LP	UOM	Computer Hardware and Peripherals	\$4,000,000.00	yes	4/1/2011	3/31/2016	yes
104121	Amendment to Existing Agreement	AT&T	UOM	Telecommunications Services	\$798,000.00	yes	7/1/2014	6/30/2016	yes
104909	Purchase Agreement	G/S Automation, Inc. - preventative maintenance	UOM	Other - Goods	\$245,394.40	no	6/15/2015	6/14/2020	yes
104996	Service Agreement	Pomeroy IT Solutions	UOM	Maintenance Agreement	\$278,022.18	no	7/1/2015	6/30/2016	yes
105002	Service Agreement	IMG Learfield Ticket Solutions - ticket sales services	UOM	Other - Services	\$500,000.00	no	7/1/2015	6/30/2018	no
105006	Service Agreement	USPS	UOM	Other - Services	\$0.00	no	4/1/2016	4/1/2099	no
105015	Service Agreement	Amano McGann - parking access and revenue control system	UOM	Other - Services	\$422,411.20	yes	7/15/2015	7/14/2020	yes
105032	Service Agreement	Delta Airlines, Inc.	UOM	Travel	\$832,838.00	no	9/1/2015	11/30/2015	yes
105059	Purchase Agreement	Campus Televideo	UOM	Telecommunications Services	\$211,890.96	yes	8/1/2015	7/31/2016	yes
105070	Software License	Evisions, Inc.	UOM	Computer Software	\$127,409.20	no	8/15/2015	8/15/2020	yes
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Summary by Type of Contract

Contracts Approved from June 1, 2015 to August 31, 2015

<u>Dept./Institution</u>	<u>Amendment to Existing Contract</u>	<u>Clinical Affiliation</u>	<u>Dual Services</u>	<u>Professional Services</u>	<u>Service Agreement</u>	<u>Other</u>	<u>Contract Total</u>
TBR Offices							
Academics	-	-	-	40	-	1	41
RODP	3	119	12	1	-	2	137
TBR Combined	10	-	10	1	3	6	30
Subtotal	13	119	22	42	3	9	208
Institutions							
APSU	2	-	-	-	1	1	4
ETSU	2	-	-	-	4	1	7
MTSU	1	-	-	-	1	6	8
TSU	2	-	2	-	-	-	4
TTU	5	-	-	-	1	1	7
UOM	5	-	-	-	5	3	13
ChSCC	1	-	-	-	-	2	3
CISCC	-	-	-	-	-	2	2
CoSCC	-	-	-	-	3	-	3
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	1	-	1
MSCC	-	-	-	-	-	-	-
NaSCC	1	-	1	-	-	-	2
NeSCC	-	-	-	-	-	-	-
PSCC	4	-	-	-	1	1	6
RSCC	-	-	-	-	-	-	-
STCC	-	-	-	-	-	2	2
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	-	-
TCAT Combined	1	-	-	1	-	10	12
Subtotal	24	-	3	1	17	29	74
Grand Total	37	119	25	43	20	38	282

Summary by Type of Contract

Contracts Approved from June 1, 2014 to August 31, 2014

	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Services	Service Agreement	Other	Contract Total
<u>TBR Offices</u>							
Academics	2	-	-	1	-	2	5
RODP	4	169	2	1	-	-	176
TBR Combined	9	-	5	10	8	6	38
Subtotal	15	169	7	12	8	8	219
<u>Institutions</u>							
APSU	1	-	-	-	1	1	3
ETSU	-	-	-	-	-	1	1
MTSU	2	-	-	-	-	6	8
TSU	4	-	-	-	-	2	6
TTU	1	-	-	1	-	1	3
UOM	2	-	-	-	2	3	7
ChSCC	-	-	-	-	-	-	-
CISCC	1	-	-	-	-	-	1
CoSCC	-	-	-	-	-	1	1
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	-	-	-
MSCC	-	-	-	-	1	-	1
NaSCC	-	-	-	-	-	-	-
NeSCC	1	-	-	-	-	-	1
PSCC	3	-	-	-	-	1	4
RSCC	-	-	-	-	-	-	-
STCC	-	-	-	-	-	2	2
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	1	1
TCAT Combined	2	2	2	1	-	13	20
Subtotal	17	2	2	2	4	32	59
Grand Total	32	171	9	14	12	40	278

Tennessee Board of Regents

Contracts Approved June 1, 2015 through August 31, 2015

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
104851	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104852	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104853	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$9,000.00	no	5/1/2015	1/1/2016	no
104854	Professional Service	Motlow State Community College - course revitalization	Academics	Other - Services	\$13,500.00	no	5/1/2015	1/1/2016	no
104865	Hotel/Lodging Agreement	Standing Stone State Park	Academics	Lodging and Meeting Space	\$539.00	no	8/13/2015	8/15/2015	no
104871	Professional Service	Walter's State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	6/1/2015	1/1/2016	no
104874	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104875	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104876	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104877	Professional Service	Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104878	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104879	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104880	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104881	Professional Service	Southwest Tennessee Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104882	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104883	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104884	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104885	Professional Service	Roane State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104886	Professional Service	Pellissippi State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104887	Professional Service	Pellissippi State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104888	Professional Service	Northeast State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104889	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104890	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104891	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no

104892	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104893	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104894	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104895	Professional Service	Middle Tennessee State University - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104896	Professional Service	Dyersburg State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104897	Professional Service	Columbia State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104898	Professional Service	Cleveland State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104899	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104900	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104901	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104902	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104903	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104904	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$17,550.00	no	5/1/2015	1/1/2016	no
104905	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104906	Professional Service	Chattanooga State Community College - course revitalization	Academics	Other - Services	\$11,700.00	no	5/1/2015	1/1/2016	no
104961	Professional Service	Everfi, Inc. - web-based online training	Academics	Computer Software	\$50,000.00	yes	6/15/2015	6/14/2016	yes
105064	Professional Service	Dr. Kyra Osmus	Academics	External Reviewer	\$3,100.00	no	10/6/2015	10/8/2015	no
104171	Amendment to Existing Agreement	Liz Allen Fey - facilitate meetings with Regional Alliance for Workforce Development	Administration	Other - Services	\$26,000.00	no	6/1/2014	5/31/2016	no
102060	Amendment to Existing Agreement	Compass Group/Chartwell Division - food service	APSU	Other - Services	\$1,300,000.00	no	7/1/2011	6/30/2016	yes
102530	Amendment to Existing Agreement	GCA Education Services, Inc. - campus cleaning services	APSU	Custodial Services	\$1,061,186.00	no	7/1/2014	6/30/2016	yes
104860	Banking Services	U.S. Bank, N.A.	APSU	Banking Services	\$41,503.00	yes	7/1/2015	6/30/2020	yes
105049	Service Agreement	Royall & Company - direct marketing	APSU	Marketing	\$343,366.40	no	8/15/2015	8/14/2020	yes
105027	Revenue	Nebraska Book Company	CLSCC	Other - Services	\$160,000.00	no	7/1/2011	6/30/2016	no
105066	Banking Services	First Tennessee Bank	CLSCC	Banking Services	\$20,000.00	no	7/1/2015	6/30/2020	yes
102153	Amendment to Existing Agreement	Lovell Communications, Inc. - base components for branded system	COMM	Other - Services	\$614,190.00	yes	8/15/2015	8/14/2016	yes
102948	Amendment to Existing Agreement	Pearson - MYLabsPlus Access	Comm. Colleges	Computer Software License	\$2,867,288.00	no	12/15/2014	12/14/2015	no
104934	Dual Services Extra Compensation	Tennessee Board of Regents - Raylean Henry	Comm. Colleges	Teaching	\$2,382.41	no	6/1/2015	8/7/2015	no
104988	Purchase Agreement	University of Texas at Austin - community college survey of student engagement	Comm. Colleges	Other - Services	\$89,750.00	no	6/15/2015	3/31/2016	no
105009	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	6/30/2016	no
105010	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	7/1/2016	no

105011	Service Agreement	Middle Tennessee Electric Corporation	COSCC	Utility	\$39,332.33	no	7/2/2015	7/1/2016	no
101433	Amendment to Existing Agreement	Department of Economic & Community Development	CSTCC	Other	\$16,000,000.00	no	7/1/2009	12/31/2015	no
105024	Purchase Agreement	Pearson Education, Inc. - access and use of Pearson products	CSTCC	Other - Services	\$800,000.00	no	7/1/2015	6/30/2016	no
105042	Lease Agreement	County of Bledsoe and Bledsoe County EMA	CSTCC	Lease of Space	\$0.00	no	7/1/2015	6/30/2035	no
100937	Amendment to Existing Agreement	Validis Resources - bookstore	ETSU	Other - Services	\$608,000.00	no	11/1/2008	10/31/2018	yes
101272	Amendment to Existing Agreement	Aramark Educational Services, Inc. - food service	ETSU	Other - Services	\$972,900.00	no	7/1/2009	6/30/2019	yes
104858	Service Agreement	Jostens, Inc. - graduation rentals	ETSU	Other - Goods	\$120,000.00	no	7/1/2015	6/30/2020	yes
104859	Service Agreement	Preston Construction Company - renovation projects	ETSU	Other - Services	\$200,000.00	no	6/1/2015	5/31/2020	yes
104963	Service Agreement	Tennessee Rural Recruitment and Retention Center - recruitment and retention of health care providers	ETSU	Other - Services	\$500,000.00	no	7/1/2015	6/30/2015	no
105068	Purchase Agreement	Elsevier - electronic subscription	ETSU	Other - Services	\$514,681.46	yes	8/1/2015	2/29/2016	yes
105072	Service Agreement	MountaiNet, Inc. - internet connectivity	ETSU	Other - Services	\$255,000.00	no	8/15/2015	8/14/2020	yes
102248	Amendment to Existing Agreement	AFLAC	HR	Insurance	\$0.00	yes	10/10/2015	10/9/2016	yes
102026	Amendment to Existing Agreement	Runner Technologies, Inc. - address verification	IT	Other - Services	\$133,349.00	yes	7/1/2015	6/30/2016	yes
105107	Service Agreement	Woodstock Bake Shop LLC - food service	JSCC	Other - Services	\$600.00	no	8/24/2015	2/24/2016	no
101250	Amendment to Existing Agreement	Aramark Higher Educational Services, LLC - food service	MTSU	Other - Services	\$3,400,000.00	no	7/1/2015	6/30/2019	yes
104134	Banking Services	SunTrust Banks, Inc.	MTSU	Banking Services	\$36,453.00	no	7/1/2014	6/30/2019	yes
104840	Cooperative Agreement	Southwest TN Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104850	Cooperative Agreement	Columbia State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104856	Service Agreement	Air Planning, LLC	MTSU	Travel	\$369,377.00	no	6/1/2015	11/28/2015	yes
104864	Cooperative Agreement	Volunteer State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	6/1/2015	5/31/2035	no
104994	Cooperative Agreement	Walters State Community College	MTSU	Cooperative Educational Offerings	\$0.00	no	7/1/2015	6/30/2035	no
105018	Cooperative Agreement	Motlow State Community College-Smyrna Center	MTSU	Cooperative Educational Offerings	\$0.00	no	7/1/2015	6/30/2035	no
101842	Amendment to Existing Agreement	First Tennessee Bank	NSCC	Banking Services	\$145,000.00	no	1/12/2015	1/11/2016	yes
104910	Dual Services Extra Compensation	Tennessee Board of Regents-Pat Couch	NSCC	Personnel	\$1,680.00	no	6/1/2015	8/10/2015	no
102036	Clinical Affiliation	Family Healthcare (Manchester)	Nursing/AH	Clinical Experience	\$0.00	no	8/22/2015	8/21/2020	no
102472	Clinical Affiliation	Health Star Physicians	Nursing/AH	Clinical Experience	\$0.00	no	4/26/2012	4/26/2017	no
102789	Clinical Affiliation	AMG Livingston	Nursing/AH	Clinical Experience	\$0.00	no	10/8/2012	10/31/2017	no
103393	Clinical Affiliation	First Med Pigeon Forge Multiple Locations	Nursing/AH	Clinical Experience	\$0.00	no	7/11/2013	7/10/2018	no
103489	Clinical Affiliation	Matthew Walker Comprehensive Health Center	Nursing/AH	Clinical Experience	\$0.00	no	8/31/2015	8/30/2020	no
104005	Clinical Affiliation	Harton Regional Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	4/16/2014	4/15/2019	no
104412	Clinical Affiliation	Center for Sports Med and Orthopedics(Chattanooga)	Nursing/AH	Clinical Experience	\$0.00	no	9/12/2014	9/11/2019	no
104472	Clinical Affiliation	Delta Health Center, Inc. (Mississippi)	Nursing/AH	Clinical Experience	0	no	9/29/2014	9/28/2019	no

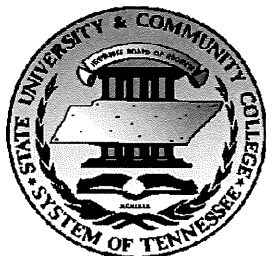
104533	Clinical Affiliation	Palmetto Health (Atrium Ridge Internal Med)	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2016	no
104651	Clinical Affiliation	Dermatology & Skin Cancer Consultants	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104788	Clinical Affiliation	Tri-Cities Skin & Cancer	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104806	Clinical Affiliation	CareHere	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104808	Clinical Affiliation	Harmony Family Health Care	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104813	Clinical Affiliation	All Women's Care, PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2016	no
104816	Clinical Affiliation	McKendree Village	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104817	Clinical Affiliation	OhioHealth Corporation (Various Sites)	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104820	Clinical Affiliation	Athens Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	5/4/2015	5/3/2020	no
104824	Clinical Affiliation	Jefferson Memorial Tennova	Nursing/AH	Clinical Experience	\$0.00	no	8/24/2015	8/23/2020	no
104827	Clinical Affiliation	Meharry Medical College	Nursing/AH	Clinical Experience	\$0.00	no	6/1/2015	5/31/2020	no
104830	Clinical Affiliation	Health Care Exclusively for Women	Nursing/AH	Clinical Experience	\$0.00	no	5/28/2015	5/27/2020	no
104831	Clinical Affiliation	Restoration Clinic	Nursing/AH	Clinical Experience	\$0.00	no	5/7/2015	5/6/2020	no
104832	Clinical Affiliation	Tennessee Orthopaedic Alliance	Nursing/AH	Clinical Experience	\$0.00	no	5/7/2015	5/6/2020	no
104836	Clinical Affiliation	Chattanooga Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	7/31/2020	no
104837	Clinical Affiliation	Choice MD	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	7/31/2020	no
104838	Clinical Affiliation	Healthpoint Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	8/1/2015	8/1/2020	no
104844	Clinical Affiliation	Faculty Internal Medicine	Nursing/AH	Clinical Experience	\$0.00	no	5/18/2015	5/17/2020	no
104867	Clinical Affiliation	Dr. Erik Motsenbocker, MD	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104868	Clinical Affiliation	Center on Aging & Health	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104869	Clinical Affiliation	At Home Primary Care, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	6/2/2015	6/1/2020	no
104908	Clinical Affiliation	Pediatric Health Care Alliance, P.A.	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104911	Clinical Affiliation	Medical Care Plus,	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104912	Clinical Affiliation	Agape Family Healthcare	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104913	Clinical Affiliation	Eastern Carolina Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104914	Clinical Affiliation	Josiah Medical	Nursing/AH	Clinical Experience	\$0.00	no	6/3/2015	6/2/2020	no
104915	Clinical Affiliation	APEX Primary HealthCare	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104916	Clinical Affiliation	Christian Family Medical Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104917	Clinical Affiliation	Dr. Ashutosh Lohe	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104918	Clinical Affiliation	Greenville Women's Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104919	Clinical Affiliation	Innovative Family Care	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104920	Clinical Affiliation	Integrative Centers for Science and Medicine	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104921	Clinical Affiliation	Maness Family Practice	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104923	Clinical Affiliation	Women's Health Center	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104924	Clinical Affiliation	Desai Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104925	Clinical Affiliation	Dr. Benjamin Shoemaker, MD	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2020	no
104927	Clinical Affiliation	Pediatric Consultants	Nursing/AH	Clinical Experience	\$0.00	no	8/3/2015	12/31/2015	no
104928	Clinical Affiliation	University Health System, Inc. (Sandra Charnley)	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2016	no
104929	Clinical Affiliation	University Health System, Inc. (Sandra Webb)	Nursing/AH	Clinical Experience	\$0.00	no	6/4/2015	6/3/2016	no
104930	Clinical Affiliation	Ped/Adolescent Med.of EMemph dba All BetterPed	Nursing/AH	Clinical Experience	\$0.00	no	6/5/2015	6/4/2020	no
104933	Clinical Affiliation	Mountain View Family Medicine (Ooltewah)	Nursing/AH	Clinical Experience	\$0.00	no	6/9/2015	12/31/2015	no
104939	Clinical Affiliation	Meridian Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104940	Clinical Affiliation	Mountain Empire Neurological Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104942	Clinical Affiliation	Madison County Health Department	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104943	Clinical Affiliation	Mainline Health Systems (Multiple Sites)	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104944	Clinical Affiliation	Cullman Primary Care, PC	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no

104945	Clinical Affiliation	Clarkrange Medical Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104946	Clinical Affiliation	Hobeich Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/10/2015	6/9/2020	no
104949	Clinical Affiliation	Germantown Minor Medical & Family Practice	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104950	Clinical Affiliation	Dunwoody Obstetrics & Gynecology, PC	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104951	Clinical Affiliation	The Pediatric Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104953	Clinical Affiliation	Regal Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104954	Clinical Affiliation	Hot Springs Health Program	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104955	Clinical Affiliation	Child & Adolescent Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104956	Clinical Affiliation	Cookeville Pediatrics Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104957	Clinical Affiliation	Happi Pediatrics & Adult Care	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104958	Clinical Affiliation	Kidney Care Consultants	Nursing/AH	Clinical Experience	\$0.00	no	6/11/2015	6/10/2020	no
104959	Clinical Affiliation	Premier Primary Care	Nursing/AH	Clinical Experience	\$0.00	no	6/12/2015	6/11/2020	no
104960	Clinical Affiliation	Valley View Family Physicians	Nursing/AH	Clinical Experience	\$0.00	no	6/12/2015	6/11/2020	no
104965	Clinical Affiliation	Speight Family Medical, LLC	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104966	Clinical Affiliation	University Surgeons Associates	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104967	Clinical Affiliation	Wilson County Employee Clinic	Nursing/AH	Clinical Experience	\$0.00	no	6/15/2015	6/14/2020	no
104968	Clinical Affiliation	Pennyroyal Healthcare Services, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104969	Clinical Affiliation	GracePoint Healthcare	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104970	Clinical Affiliation	HealthSouth Corporation (Quillen Rehab Hospital)	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104971	Clinical Affiliation	Cumberland University	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104972	Clinical Affiliation	Blount Senior Care Partners	Nursing/AH	Clinical Experience	\$0.00	no	6/16/2015	6/15/2020	no
104974	Clinical Affiliation	Family Health Center of Ashland City, PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104975	Clinical Affiliation	Kiwi Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104976	Clinical Affiliation	King University	Nursing/AH	Clinical Experience	\$0.00	no	6/17/2015	6/16/2020	no
104977	Clinical Affiliation	Newport Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104978	Clinical Affiliation	Senior Health Professionals	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104980	Clinical Affiliation	May Medical Group	Nursing/AH	Clinical Experience	\$0.00	no	6/18/2015	6/17/2020	no
104981	Clinical Affiliation	Woods Gynecology	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104982	Clinical Affiliation	Middle Tenn Family Health Center	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104983	Clinical Affiliation	University Health System, Inc.(Erica Hembree)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2016	no
104984	Clinical Affiliation	University Health System, Inc.(Hugh Jarnigan)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2016	no
104989	Clinical Affiliation	TN Valley Healthcare System(Veterans Affairs)	Nursing/AH	Clinical Experience	\$0.00	no	6/19/2015	6/18/2020	no
104991	Clinical Affiliation	Padder Health Services	Nursing/AH	Clinical Experience	\$0.00	no	6/22/2015	6/21/2020	no
104992	Clinical Affiliation	Tristate Medical Group PLLC	Nursing/AH	Clinical Experience	\$0.00	no	6/22/2015	6/21/2020	no
104993	Clinical Affiliation	TriStar HlthNtwk dba TriStar Med Group Spring Hill	Nursing/AH	Clinical Experience	\$0.00	no	7/1/2015	6/30/2018	no
104997	Clinical Affiliation	Frayser Medical Center	Nursing/AH	Clinical Experience	\$0.00	no	6/24/2015	6/23/2020	no
104998	Clinical Affiliation	TriStar H.N. dba Women's & Children's Specialists	Nursing/AH	Clinical Experience	\$0.00	no	7/1/2015	6/30/2018	no
105000	Clinical Affiliation	Dr. Frances H. Barnett	Nursing/AH	Clinical Experience	\$0.00	no	6/25/2015	6/24/2020	no
105003	Clinical Affiliation	University Health System, (Natasha MoneyMaker)	Nursing/AH	Clinical Experience	\$0.00	no	6/26/2015	6/25/2016	no
105007	Clinical Affiliation	Saint Francis Hosp Bartlett, Inc.a TN Corp.	Nursing/AH	Clinical Experience	\$0.00	no	8/10/2015	7/31/2018	no
105008	Clinical Affiliation	Scott County Pediatrics Care	Nursing/AH	Clinical Experience	\$0.00	no	7/2/2015	7/1/2020	no
105014	Clinical Affiliation	Serenity Health Care, P.C.	Nursing/AH	Clinical Experience	\$0.00	no	7/6/2015	7/5/2020	no
105017	Clinical Affiliation	Madison Street Clinic	Nursing/AH	Clinical Experience	\$0.00	no	7/7/2015	7/6/2020	no
105021	Clinical Affiliation	Sun Life Family Health Center	Nursing/AH	Clinical Experience	\$0.00	no	7/7/2015	7/6/2020	no
105034	Clinical Affiliation	Brownsville Family Medicine	Nursing/AH	Clinical Experience	\$0.00	no	7/14/2015	7/13/2020	no

105036	Clinical Affiliation	VA MC Memphis	Nursing/AH	Clinical Experience	\$0.00	no	7/15/2015	7/14/2020	no
105039	Clinical Affiliation	Family Medical Clinic of Harrogate	Nursing/AH	Clinical Experience	\$0.00	no	7/15/2015	7/14/2020	no
105043	Clinical Affiliation	Kingston Health Associates	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105044	Clinical Affiliation	Adams County Health Center, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105045	Clinical Affiliation	Central Mississippi Health Services, Inc.	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105047	Clinical Affiliation	Compassionate Healthcare, LLC	Nursing/AH	Clinical Experience	\$0.00	no	7/21/2015	7/20/2020	no
105052	Clinical Affiliation	North Charlotte Pediatrics	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105053	Clinical Affiliation	Physician First	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105054	Clinical Affiliation	Ashbury Place	Nursing/AH	Clinical Experience	\$0.00	no	7/24/2015	7/23/2020	no
105055	Clinical Affiliation	Helen Ross McNabb Center	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105056	Clinical Affiliation	Community Health Systems	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105057	Clinical Affiliation	North Alabama Medical Care	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105057	Clinical Affiliation	LeConte Women's Healthcare Associates	Nursing/AH	Clinical Experience	\$0.00	no	7/28/2015	7/27/2020	no
105061	Clinical Affiliation	Healthy Alliance	Nursing/AH	Clinical Experience	\$0.00	no	7/29/2015	7/28/2020	no
105062	Clinical Affiliation	Lifeworks Integrative Health	Nursing/AH	Clinical Experience	\$0.00	no	7/30/2015	7/29/2020	no
105063	Clinical Affiliation	MHHCC dba Huntingburg Clinic	Nursing/AH	Clinical Experience	\$0.00	no	7/30/2015	7/29/2020	no
105065	Clinical Affiliation	Chattanooga-Hamilton County Health Department	Nursing/AH	Clinical Experience	\$0.00	no	8/17/2015	8/16/2020	no
105067	Clinical Affiliation	Doctors Care	Nursing/AH	Clinical Experience	\$0.00	no	8/5/2015	8/4/2020	no
105073	Clinical Affiliation	Balance Life Family Medicine	Nursing/AH	Clinical Experience	\$0.00	no	8/7/2015	8/6/2020	no
105102	Clinical Affiliation	TriStar Health Summit dba Beckham Internal	Nursing/AH	Clinical Experience	\$0.00	no	8/15/2015	8/14/2018	no
103746	Amendment to Existing Agreement	East Tennessee State University Emerging Technology	OESI	Other	\$25,000.00	no	12/15/2013	6/30/2015	no
104861	Dual Service	PSCC- Donnell King - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104862	Dual Service	TCAT Knoxville- Tim Blais - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104935	Dual Service	WSCC Jeff Horner - mobilization	OESI	Memo of Understanding	\$9,000.00	no	7/1/2015	6/30/2016	no
104936	Dual Service	WSCC Abigail Goosie - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104937	Dual Service	WSCC Matthew Smith - mobilization	OESI	Memo of Understanding	\$3,000.00	no	7/1/2015	6/30/2016	no
104938	Dual Service	WSCC Angela Smith - mobilization	OESI	Memo of Understanding	\$3,000.00	no	7/1/2015	6/30/2016	no
104964	Dual Service	TCAT Morristown- Darren Aldred - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	6/30/2016	no
104990	Dual Service	TTU- David Brown - mobilization	OESI	Memo of Understanding	\$1,500.00	no	7/1/2015	8/30/2015	no
105031	Dual Service	Southwest TN Community College- Denise Malloy - mobilization	OESI	Memo of Understanding	\$9,000.00	no	7/2/2015	6/30/2016	no
105035	Service Agreement	Jackson Country Club - Smith Fellows dinner	OESI	Other - Services	\$3,500.00	no	9/15/2015	9/15/2015	no
100753	Amendment to Existing Agreement	Canteen Dining Services dba Five Star Food Service	PSTCC	Other - Services	\$63,000.00	yes	7/1/2014	6/30/2016	yes
100785	Amendment to Existing Agreement	Validis Resources - bookstore	PSTCC	Other - Services	\$450,000.00	yes	7/1/2014	6/30/2016	yes
101603	Amendment to Existing Agreement	Pellissippi State Community College Foundation	PSTCC	Other - Services	\$0.00	no	7/1/2010	6/30/2020	no
102218	Amendment to Existing Agreement	GCA Education Services - housekeeping	PSTCC	Other - Services	\$400,000.00	no	8/15/2014	8/14/2016	yes
104870	Service Agreement	Dynamic Security, Inc.	PSTCC	Other - Services	\$450,000.00	no	7/1/2015	6/30/2016	yes
105001	Banking Services	US Bank	PSTCC	Banking Services	\$5,000.00	no	7/15/2015	7/14/2016	yes
102491	Amendment to Existing Agreement	TTU - Marketing	RODP	Marketing	\$659,610.00	no	9/1/2015	8/31/2016	no
102666	Amendment to Existing Agreement	EBSCO Publishing - HW Wilson	RODP	Computer Software License	\$154,516.00	yes	7/1/2015	6/30/2016	yes
104342	Dual Service	VSCC - Faculty Mentors	RODP	Mentoring	\$26,999.40	no	8/1/2014	7/31/2015	no
104777	Amendment to Existing Agreement	THEC	RODP	Grant	\$500,000.00	no	12/8/2014	1/15/2016	no

104783	Revenue	edX, Inc.	RODP	Training - Online	\$0.00	no	3/27/2015	3/26/2020	no
104947	Subscription Agreement	3PlayMedia	RODP	Computer Software License	\$9,000.00	no	7/1/2015	9/30/2015	no
105041	Professional Service	MTSU	RODP	Other - Services	\$0.00	no	8/1/2015	7/31/2016	no
105075	Dual Service	APSU - Faculty Mentors	RODP	Mentoring	\$23,696.25	no	8/1/2015	7/31/2016	no
105076	Dual Service	CISCC - Faculty Mentors	RODP	Mentoring	\$10,814.85	no	8/1/2015	7/31/2016	no
105087	Dual Service	NeSCC - Faculty Mentors	RODP	Mentoring	\$12,881.40	no	8/1/2015	7/31/2016	no
105088	Dual Service	PSCC - Faculty Mentors	RODP	Mentoring	\$33,530.25	no	8/1/2015	7/31/2016	no
105089	Dual Service	PSCC - Alice Wershing	RODP	Mentoring	\$5,294.25	no	8/1/2015	7/31/2016	no
105090	Dual Service	RSCC - Faculty Mentors	RODP	Mentoring	\$10,588.50	no	8/1/2015	7/31/2016	no
105091	Dual Service	NaSCC - Faculty Mentors	RODP	Mentoring	\$11,041.20	no	8/1/2015	7/31/2016	no
105092	Dual Service	VSCC - Faculty Mentors	RODP	Mentoring	\$26,999.40	no	8/1/2015	7/31/2016	no
105093	Dual Service	WSCC - Faculty Mentors	RODP	Mentoring	\$17,949.30	no	8/1/2015	7/31/2016	no
105095	Dual Service	STCC - Faculty Mentors	RODP	Mentoring	\$15,882.75	no	8/1/2015	7/31/2016	no
105096	Dual Service	TSU - Faculty Mentors	RODP	Mentoring	\$43,394.95	no	8/1/2015	7/31/2016	no
105120	Purchase Agreement	M3 Technology Group - classroom equipment for new Whitehaven center	STCC	Other - Goods	\$309,883.50	yes	8/1/2015	6/30/2016	yes
105121	Purchase Agreement	Thomas Consultants - classroom equipment	STCC	Other - Goods	\$178,459.95	yes	7/1/2015	6/30/2016	yes
102229	Amendment to Existing Agreement	Benalytics Consulting Group - voluntary benefits	TBR	Other - Services	\$80,715.00	no	10/5/2015	10/4/2016	yes
102650	Amendment to Existing Agreement	American Paper & Twine Company, Inc.	TBR	Other - Goods	\$1,900,000.00	yes	8/1/2015	7/31/2016	yes
104866	Purchase Agreement	Staples Contract & Commercial, Inc.	TBR	Office Supplies	\$22,000,000.00	yes	7/1/2015	6/30/2016	yes
104932	Professional Service	Jackson State Community College	TBR	Other - Services	\$429,000.00	no	7/1/2015	6/30/2016	no
105020	Service Agreement	Tennessee Tech University	TBR	Other - Services	\$50,000.00	no	7/8/2015	12/31/2015	no
105023	Grant Agreement	Tennessee Tech University	TBR	Grant	\$67,000.00	no	7/1/2015	6/30/2016	no
105050	Software License	Evisions, Inc.	TBR	Maintenance Agreement	\$210,934.81	yes	7/1/2015	7/1/2020	no
105074	Service Agreement	UT Center for Business and Economic Research	TBR	Other - Services	\$150,000.00	no	9/1/2015	8/31/2016	no
105111	Service Agreement	Palantir.net Inc. - planning, design and development services for TBR web projects	TBR	Other - Services	\$300,000.00	yes	8/20/2015	8/19/2016	no
105016	Grant Agreement	TN Department of Labor	TCAT Athens	Grant	\$226,631.00	no	7/1/2015	6/30/2016	no
104857	Lease Agreement	Tri-County Career & Technical Education Center	TCATS Hartsville	Lease of Space	\$1.00	no	7/1/2015	6/30/2016	no
104999	Grant Agreement	TN Department of Labor	TCATS Jackson	Grant	\$287,228.00	no	7/1/2015	6/30/2016	no
105005	Grant Agreement	TN Department of Labor	TCATS Morristown	Grant	\$310,000.00	no	7/1/2015	6/30/2016	no
104855	Use of Facilities	Nissan North America, Inc.	TCATS Murfreesboro	Lease of Space	\$1,900,000.00	no	9/30/2016	8/30/2026	no
104926	Professional Service	Department of Education	TCATS Nashville	Grant	\$211,000.00	no	7/1/2015	6/30/2016	no
105004	Grant Agreement	TN Department of Labor	TCATS Nashville	Grant	\$633,924.00	no	7/1/2015	6/30/2016	no
105022	Lease Agreement	Glancy Partners - adult education leave	TCATS Nashville	Lease of Space	\$64,438.00	no	10/23/2015	6/30/2016	no
102837	Amendment to Existing Agreement	ACT, Inc. - web-based learning management system	TCATS Office	Computer Software	\$50,000.00	no	10/1/2015	9/30/2016	yes
103460	Amendment to Existing Agreement	National Coalition of Certification Centers	TCATS Office	Membership	\$27,000.00	no	9/1/2015	8/31/2016	no
105046	Hotel/Lodging Agreement	Radisson Hotel	TCATS Office	Meeting Space	\$11,500.00	no	8/24/2015	8/26/2015	no
105013	Grant Agreement	TN Department of Labor	TCATS Oneida	Grant	\$515,000.00	no	7/1/2015	6/30/2016	no
105012	Grant Agreement	TN Department of Labor	TCATS Ripley	Grant	\$191,637.00	no	7/1/2015	6/30/2016	no
101317	Amendment to Existing Agreement	Southern Connections Catering, Inc.	TCATS Shelbyville	Catering	\$6,300.00	no	7/1/2014	6/30/2016	yes
105025	Grant Agreement	TN Department of Labor	TCATS Whiteville	Grant	\$162,697.00	no	7/1/2015	6/30/2016	no
102146	Amendment to Existing Agreement	Landscape Services, Inc.	TSU	Landscaping	\$271,920.00	no	9/1/2014	6/30/2016	yes

103755	Amendment to Existing Agreement	GCA Services Group	TSU	Custodial Services	\$1,257,924.00	yes	1/2/2014	6/30/2018	yes
104973	Dual Services Extra Compensation	Tennessee Board of Regents-Christine Mayer	TSU	Personnel	\$2,470.65	no	6/1/2015	8/10/2015	no
105037	Dual Service Extra Compensation	TBR - Robbie Melton	TSU	Personnel	\$2,470.65	no	6/1/2015	8/10/2015	no
102364	Amendment to Existing Agreement	Southeast Service Corporation d/b/a SSService Solutions	TTU	Custodial Services	\$2,000,000.00	yes	5/1/2012	4/30/2016	yes
103116	Amendment to Existing Agreement	Huron Consulting Services, LLC	TTU	Other - Services	\$1,239,868.00	no	9/15/2013	9/14/2016	yes
104217	Amendment to Existing Agreement	Hobsons, Inc. - EMT web-based communication system	TTU	Computer Software	\$56,153.00	no	6/20/2014	7/20/2015	yes
104370	Amendment to Existing Agreement	En Pointe Technologies - Microsoft software license	TTU	Computer Software License	\$311,259.25	yes	8/24/2014	8/23/2016	yes
104948	Banking Services	Elavon, Inc.	TTU	Banking Services	\$12,975.00	no	7/1/2015	6/30/2016	yes
104962	Amendment to Existing Agreement	Designsensory Incorporated	TTU	Marketing	\$350,000.00	no	9/11/2014	9/10/2015	yes
105030	Service Agreement	Ricoh USA, Inc.	TTU	Other - Services	\$529,812.00	yes	8/3/2015	8/2/2020	yes
101668	Amendment to Existing Agreement	First Tennessee Bank	UOM	Banking Services	\$1,100,000.00	yes	7/1/2015	12/31/2015	yes
101669	Amendment to Existing Agreement	PFM Asset Management, LLC	UOM	Banking Services	\$120,000.00	yes	7/1/2015	12/31/2015	yes
101670	Amendment to Existing Agreement	Newsouth Capital Managment, Inc.	UOM	Banking Services	\$130,000.00	yes	7/1/2015	12/31/2015	yes
101968	Amendment to Existing Agreement	Dell Marketing LP	UOM	Computer Hardware and Peripherals	\$4,000,000.00	yes	4/1/2011	3/31/2016	yes
104121	Amendment to Existing Agreement	AT&T	UOM	Telecommunications Services	\$798,000.00	yes	7/1/2014	6/30/2016	yes
104909	Purchase Agreement	G/S Automation, Inc. - preventative maintenance	UOM	Other - Goods	\$245,394.40	no	6/15/2015	6/14/2020	yes
104996	Service Agreement	Pomeroy IT Solutions	UOM	Maintenance Agreement	\$278,022.18	no	7/1/2015	6/30/2016	yes
105002	Service Agreement	IMG Learfield Ticket Solutions - ticket sales services	UOM	Other - Services	\$500,000.00	no	7/1/2015	6/30/2018	no
105006	Service Agreement	USPS	UOM	Other - Services	\$0.00	no	4/1/2016	4/1/2099	no
105015	Service Agreement	Amano McGann - parking access and revenue control system	UOM	Other - Services	\$422,411.20	yes	7/15/2015	7/14/2020	yes
105032	Service Agreement	Delta Airlines, Inc.	UOM	Travel	\$832,838.00	no	9/1/2015	11/30/2015	yes
105059	Purchase Agreement	Campus Televideo	UOM	Telecommunications Services	\$211,890.96	yes	8/1/2015	7/31/2016	yes
105070	Software License	Evisions, Inc.	UOM	Computer Software	\$127,409.20	no	8/15/2015	8/15/2020	yes
282 Contracts									



Tennessee Board of Regents

1415 Murfreesboro Road – Suite 350 – Nashville, Tennessee 37217-2833
(615) 366-4400 FAX (615) 366-4464

MEMORANDUM

To: Members of the Tennessee Board of Regents
From: James D. King, Vice Chancellor for the Tennessee Colleges of Applied Technology
CC: John G. Morgan, Chancellor
Date: June 22, 2015
Re: Tennessee Colleges of Applied Technology- 14 Day Process

In order to respond rapidly to the training needs, a resolution delegating authority to the Chancellor to approve Tennessee College of Applied Technology programs was proposed and approved during the March 2009 Board Meeting. This resolution allows for new program proposals and modifications to be forwarded to the Board for review for 14 days. Once reviewed, the Board will delegate authority to the Chancellor to approve the proposals submitted unless objections are voiced by the Board. Letters will be sent to the appropriate institution to authorize implementation of the proposed action. The approved programs will be reported to the Board in the quarterly interim action reports.

Attached you will find a proposal summary submitted by the Tennessee Colleges of Applied Technology-Newbern for three programs. These programs will enable TCAT Newbern to offer additional programs in high demand and meet industry needs in the Newbern service area. TBR staff members and I have reviewed this proposal and recommend approval. In accordance with TBR *Policy: 2:01:02:00, Vocational Program Review and Approval*, this information is provided for your consideration.

These proposals are submitted for your consideration in response to the requirements of our accreditation board.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Carol G. Puryear by **Monday, July 6, 2015** by email at carol.puryear@tbr.edu. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

Thank you for your continued support and commitment to the Tennessee Colleges of Applied Technology.

JDK:cgp

PROGRAM IMPLEMENTATION PROPOSAL -1

INSTITUTION: Tennessee College of Applied Technology- Newbern

PROPOSAL: The Tennessee College of Applied Technology-Newbern proposes to implement a Diesel Powered Equipment Technology Program. The program will be 2,160 clock hours (20 months) in length.

EFFECTIVE DATE: January 4, 2016

OBJECTIVES: The program will provide students with the technical instruction and skill development to enable them to enter employment gainful employment in the Diesel field.

Enable students to achieve Automotive Service Excellence certification.

NEED: A general review of the occupational projections for Diesel technicians will be strong through 2022 with an estimated growth of 9%. According to the Jobs4tn.gov website, Diesel Technicians are listed in "Hot Careers to 2020."

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	0
2	20	16
3	20	16

PROJECTED COSTS: Costs to implement this program's equipment, supplies, will be covered by the Governor's Reconnect Equipment Grant. Institutional funds will be used for the faculty salary.

NEW FACULTY NEEDED: One Full-Time Instructor will be needed. Costs for the employee is \$74,638 annually.

FACILITIES: None needed.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL -2

INSTITUTION: Tennessee College of Applied Technology- Newbern

PROPOSAL: The Tennessee College of Applied Technology-Newbern proposes to implement a Truck Driving Program. The program will be 222 clock hours.

The state "A Prescription for Healthcare Training in Tennessee"- U.S Department of Labor TAACCCT Grant curriculum will be used.

EFFECTIVE DATE: September 2015

OBJECTIVES: The program will provide students with the technical instruction and skill development to enable them to enter employment as a commercial truck driver. Students will gain the knowledge to sit for the CDL license.

NEED: According to the industry's website, qualified and certified truck drivers are in high demand. The anticipated shortfall for the nation is 239,000 in 2022.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	40	38
2	40	38
3	40	38

PROJECTED COSTS: Total annual costs to implement this program's equipment, supplies, software, and training materials will be covered by donations from industries. Institutional funds will be used for the faculty salary and remaining costs.

NEW FACULTY NEEDED: Instructors \$10,345 approximately.

FACILITIES: None needed.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL -3

INSTITUTION: Tennessee College of Applied Technology- Newbern

PROPOSAL: The Tennessee College of Applied Technology-Newbern proposes to implement a Cosmetology Instructor program. The program will be 300 clock hours.

EFFECTIVE DATE: September 2015

OBJECTIVES: The objectives of the training are to complement the current Cosmetology Program and provide specialized training as a cosmetology instructor for students that choose to pursue a cosmetology instructor licensure.

Individuals with the desire to become cosmetology instructors are required to 1) have a current cosmetology licensure and 2) attend 300 hours of cosmetology instructor training. This additional diploma level will fulfill the required 300 hours and potential students must have a current cosmetology licensure as a pre-requisite to the cosmetology instructor program.

NEED: The additional program will aid new and current cosmetologist with an additional option for employment and has been requested by service area.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	2	2
2	3	3
3	3	3

PROJECTED COSTS: There are no equipment costs associated with this diploma level.

NEW FACULTY NEEDED: There are no equipment costs associated with this diploma level.

FACILITIES: None needed.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL -4

INSTITUTION: Tennessee College of Applied Colleges- Nashville, McMinnville, Memphis, and Murfreesboro

PROPOSAL: The Tennessee College of Applied Technology-Nashville, McMinnville, Memphis, and Murfreesboro proposes to implement a 40 hour hybrid ECG Program.

The state “A Prescription for Healthcare Training in Tennessee”- U.S Department of Labor TAACCCT Grant curriculum will be used.

EFFECTIVE DATE: June 2014

OBJECTIVES: The program will provide students with the technical instruction and skill development to enable them to enter employment in ECG arena.

NEED: Based on the “A Prescription for Healthcare Training in Tennessee”- U.S Department of Labor TAACCCT Grant, the growth rate is positive and there are more job opening expected annually than there were training completers in the recent years.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	8	6
2	10	8
3	12	10

PROJECTED COSTS: Total annual costs to implement this program’s equipment, supplies, software, and training materials will be covered by the grant and institutional funds will be used for the faculty salary. Program will be offered on an as needed basis.

NEW FACULTY NEEDED: One Full-Time Instructor \$5,000 approximately.

FACILITIES: None needed.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL -5

INSTITUTION: Tennessee College of Applied Colleges- Nashville

PROPOSAL: The Tennessee College of Applied Technology-Nashville, proposes to establish at the TCAT Portland campus.

EFFECTIVE DATE: September 2014

OBJECTIVES: The primary purposes of the program is to train entry-level students in welding various metals using different types of welding processes. The student begins with basic welding processes techniques and then advances into processes such a pipe and tig welding.

NEED: Using the JOS4TN.gov website, the mean annual wage was \$34,430. Per the Department of Labor, there is a “bright outlook nationally” for the welding field.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	10	8
2	15	12
3	20	18

PROJECTED COSTS: Total annual costs to implement this program’s equipment, supplies, and training materials will be covered by institutional funds.

NEW FACULTY NEEDED: One Full-Time Instructor \$53,000 approximately including benefits.

FACILITIES: Existing facilities will be used.

ACTION REQUIRED: Staff recommends approval.



Tennessee Board of Regents

1415 Murfreesboro Road – Suite 350 – Nashville, Tennessee 37217-2833
(615) 366-4400 FAX (615) 366-4464

MEMORANDUM

To: Members of the Tennessee Board of Regents
From: James D. King, Vice Chancellor for the Tennessee Colleges of Applied Technology
CC: John G. Morgan, Chancellor
Date: August 13, 2015
Re: Tennessee Colleges of Applied Technology- 14 Day Process

In order to respond rapidly to the training needs, a resolution delegating authority to the Chancellor to approve Tennessee College of Applied Technology programs was proposed and approved during the March 2009 Board Meeting. This resolution allows for new program proposals and modifications to be forwarded to the Board for review for 14 days. Once reviewed, the Board will delegate authority to the Chancellor to approve the proposals submitted unless objections are voiced by the Board. Letters will be sent to the appropriate institution to authorize implementation of the proposed action. The approved programs will be reported to the Board in the quarterly interim action reports.

Attached you will find a proposal summary submitted by the Tennessee Colleges of Applied Technology to increase the program hours for Truck Driving statewide from 216 to 222 clock hours. TCATs Nashville and Chattanooga ran a pilot during the 2014-15 program year with 222 hours. The additional hours enabled students to have more time to study and practice taking tests thus reducing test anxiety. This 14 day approval will enable the TCATs to have the program with 222 hours for the entire 2015-16 academic year. TBR staff members and I have reviewed this proposal and recommend approval. In accordance with TBR *Policy: 2:01:02:00, Vocational Program Review and Approval*, this information is provided for your consideration.

This proposal is submitted for your consideration in response to the requirements of our accreditation board.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Carol G. Puryear by **Monday, August 31, 2015** by email at carol.puryear@tbr.edu. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

Thank you for your continued support and commitment to the Tennessee Colleges of Applied Technology.

JDK:cgp

PROGRAM MODIFICATION-1

INSTITUTION: Tennessee Colleges of Applied Technology- Statewide

PROPOSAL: The Tennessee Colleges of Applied Technology-Statewide propose to increase the Truck Driving Program hours from 216 to 222 clock hours (approximately 7 ½ weeks) in length.

EFFECTIVE DATE: September 2015

REASON: The additional hours enabled students to have more time to study and practice test taking plus the additional time assisted in reducing test anxiety. TCAT Nashville and Chattanooga ran their 2014-15 program with 222 hours. The additional hours did not have a negative effect on enrollment.

IMPACT OF THE CHANGE:

- A. Fiscal Resources--None
- B. Personnel--None
- C. Clientele--None
- D. Space--None
- E. Equipment—None

ACTION REQUIRED: Board staff recommends approval



Tennessee Board of Regents

1415 Murfreesboro Road – Suite 350 – Nashville, Tennessee 37217-2833
(615) 366-4400 FAX (615) 366-4464

MEMORANDUM

To: Members of the Tennessee Board of Regents
From: James D. King, Vice Chancellor for the Tennessee Colleges of Applied Technology
CC: John G. Morgan, Chancellor
Date: August 25, 2015
Re: Tennessee Colleges of Applied Technology- 14 Day Process

In order to respond rapidly to the training needs, a resolution delegating authority to the Chancellor to approve Tennessee College of Applied Technology programs was proposed and approved during the March 2009 Board Meeting. This resolution allows for new program proposals and modifications to be forwarded to the Board for review for 14 days. Once reviewed, the Board will delegate authority to the Chancellor to approve the proposals submitted unless objections are voiced by the Board. Letters will be sent to the appropriate institution to authorize implementation of the proposed action. The approved programs will be reported to the Board in the quarterly interim action reports.

Attached you will find three program proposal summaries submitted by the Tennessee College of Applied Technology – Knoxville to increase program offerings to better serve the high demand of Tennessee Promise and Tennessee Reconnect programs. TBR staff members and I have reviewed these proposals and recommend approval. In accordance with *TBR Policy: 2:01:02:00, Vocational Program Review and Approval*, this information is provided for your consideration.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Carol G. Puryear by **Thursday, September 10, 2015** by email at carol.puryear@tbr.edu. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

Thank you for your continued support and commitment to the Tennessee Colleges of Applied Technology.

JDK:cgp

PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION: Tennessee College of Applied College – Knoxville

PROPOSAL: TCAT Knoxville proposes to implement a Heating, Ventilation, Air Conditioning and Refrigeration (HVAC-R) program at Pellissippi State Community College's Strawberry Plains Campus. The program will be 1728 clock hours (16 months).

EFFECTIVE DATE: October 2015

OBJECTIVES: The program will offer dual enrollment and adult students the opportunity to train and prepare for the HVAC-R careers in the Knoxville TCAT service area.

NEED: With the increase of TN Promise and TN Reconnect students interested in the HVAC-R program will give more students access. The campus currently offers a day and night HVAC-R program at the main campus and these classes are at full capacity.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	18
2	20	18
3	20	18

PROJECTED COSTS: No additional expenses will be incurred; TCAT Knoxville has the needed equipment.

NEW FACULTY NEEDED: The \$35,000 cost for the adjunct instructor will be covered by the TCAT Knoxville budget.

FACILITIES: Pellissippi Community College is offering the space at Strawberry Plains free of charge to the TCAT Knoxville. The facility includes a classroom and lab space. TCAT Knoxville will responsible for a set fee for utilities costs.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied College – Knoxville

PROPOSAL: The Tennessee College of Applied Technology-Knoxville proposes to implement a Welding program at Pellissippi State Community College's Strawberry Plains Campus. The program will be 1296 clock hours (12 months).

EFFECTIVE DATE: October 2015

OBJECTIVES: The program will offer dual enrollment and adult students the opportunity to train and prepare for the high demand Welding careers in the Knoxville service area. Welding careers are in high demand in the Knoxville TCAT service area

NEED: With the increase of TN Promise and TN Reconnect students interested in the Welding program, the additional program will give more students access. Many industries such as Eagle Bend Manufacturing, Department of Energy related industries, Aisin, as well as other manufacturing facilities are in desperate need of trained welders.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	18
2	20	18
3	20	18

PROJECTED COSTS: No additional expenses will be incurred; TCAT Knoxville has the needed equipment.

NEW FACULTY NEEDED: The \$35,000 cost for the adjunct instructor will be covered by the TCAT Knoxville budget.

FACILITIES: Pellissippi Community College is offering the space at Strawberry Plains free of charge to the TCAT Knoxville. The facility includes a classroom and lab space. TCAT Knoxville will responsible for a set fee for utilities costs.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 3

INSTITUTION: Tennessee College of Applied College – Knoxville

PROPOSAL: The Tennessee College of Applied Technology-Knoxville proposes to implement a night post-secondary Diesel Powered Equipment Technology program at South Doyle High School in Knoxville, TN. The program will be 2,160 clock hours (20 months).

EFFECTIVE DATE: October 2015

OBJECTIVES: The program will offer adult students the opportunity to train and prepare for the high demand Diesel careers in the Knoxville service area.

NEED: With the increase of TN Promise and TN Reconnect students interested in the Diesel program, the additional program will give more students access. There remains a high demand for diesel technicians, and the current classes are at capacity.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	18
2	20	18
3	20	18

PROJECTED COSTS: No additional expenses will be incurred; TCAT Knoxville has the needed equipment.

NEW FACULTY NEEDED: The \$35,000 cost for the adjunct instructor will be covered by the TCAT Knoxville budget.

FACILITIES: No facilities costs to open this program due to the partnership with South Doyle High School. The facility includes a classroom and lab space.

ACTION REQUIRED: Staff recommends approval.



Tennessee Board of Regents
Committee on Workforce Development
September 16, 2015

AGENDA

- 1. COMMUNITY COLLEGE GRADUATES: JOB PLACEMENT RATES AND FIRST-TIME LICENSURE RATES** (Vice Chancellor Warren Nichols)
- 2. RECOMMENDED REVISIONS TO POLICY 2:01:00:03 – PRINCIPLES OF ARTICULATION IN VOCATIONAL/TECHNICAL EDUCATION** (Vice Chancellor Warren Nichols)
- 3. UPDATE REPORT ON STATEWIDE CURRICULUM ALIGNMENT OF TWO YEAR DEGREES** (Vice Chancellor Warren Nichols)
- 4. MICROSOFT IT ACADEMY** (Vice Chancellor Tristan Denley)
- 5. PROPOSED PROGRAM TERMINATIONS, MODIFICATIONS, AND NEW TECHNICAL PROGRAM IMPLEMENTATIONS** (Vice Chancellor James D. King)
- 6. COE ACCREDITATION STANDARDS REVIEW** (Associate Vice Chancellor Carol Puryear)
- 7. COMMON PROGRAMS AND STRATEGIES FOR TRANSFER PATHWAYS**



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development

SUBJECT: Community College Graduates: Job Placement Rates and First-time Licensure Pass Rates

DATE: September 16, 2015

PRESENTER: Vice Chancellor Warren Nichols

ACTION REQUIRED: No Action Needed

STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

Vice Chancellor Nichols will present results of the 2013-2014 community college graduates job placement rates. The report, sourced by the Tennessee Higher Education Commission 2014-15 Fact Book, provides placement rate data per each individual college. The report will also highlight self-reported data such as: the graduate job placement rates for each individual program and the first-time passing rates of students in the Nursing and Allied Health programs.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development

SUBJECT: Recommended Revisions to Policy 2:01:00:03 -
Principles of Articulation in Vocational/Technical
Education

DATE: September 16, 2015

PRESENTER: Vice Chancellor Warren Nichols

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The proposed policy change to Policy 2:01:00:03 brings TBR policy in line with the SACSCOC accreditation standards and eliminates duplicative language found in other policies and guidelines, including: Policy 2:01:00:04, *Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities*; A-30, *Components of Articulation Agreements* and A-31, *Articulation Among Community Colleges and Universities*; and 2:03:00:00, *Admissions*. The policy change continues existing policy for the articulation of credits to the TCATs, and reinforces the articulation of technical courses to the community colleges and universities, as appropriate.

Attachments

Concept Paper on the Articulation of Credits Between the Tennessee Colleges of Applied Technology and Tennessee's Community Colleges and Universities

[Final: April 2, 2015]

[This paper's intent is to serve as a procedural guide that aligns with existing TBR policy and guidelines.]

In recent months the Southern Association of Colleges and Universities, Commission on Colleges has re-emphasized the need for institutions that accept workforce articulated/transfer credits, "must demonstrate that there are comparable course content and comparable learning outcomes, and ensure that courses rise above the level of basic skills and constitute more than a training experience." [ref. SACSCOC Policy Statement, *THE QUALITY AND INTEGRITY OF UNDERGRADUATE DEGREES*, Board of Trustees, December 2011]. With that directive in mind this concept paper on articulation between the Tennessee Colleges of Applied Technology [TCATs], the Tennessee's Community Colleges [TCCs] and Universities is intended to serve as a guide for future development of process and procedures that allow for the smooth transition through career and technical programming in various delivery systems within the Tennessee Board of Regents System of institutions.

The proposed articulation process is specifically intended to address the state's technical education and training needs, recognizing student mobility throughout the System. Such mobility is facilitated by the latticed or stackable credential that defines a transfer pathway for students in the TCATs toward an associate degree at the TCCs or a degree at a TBR university. This pathway permits a student to complete the TCAT diploma or certificate, and to apply prior learning and competency to a community college or university degree in the same technical/career field of study. The pathway is additionally encouraged through the use of competency-based assessment or other evaluative measures which ensures that the State is not required to pay for a student to repeat educational/training activities.

With the development of aligned associate of applied science curricula, with a common course library applicable to specific programs of study which define a coherent body of knowledge and skills, the development of statewide articulation agreements and common recognition of extra-institutional credit becomes more conducive to the development of seamless pathways between institutions with different missions and with different accreditation agencies within the TBR System at the associate or bachelor degree level. The emphasis on demonstrable levels of competency, and/or on the assessment of prior learning, through common articulation processes ensures adherence to academic standards, SACSCOC requirements, and all applicable regional and programmatic accreditation criteria. The common articulation process provides equitable educational outcomes to both native and transfer students.

SACSCOC allows for 75% of a degree to be transferred into an undergraduate degree program, i.e. "At least 25 percent of the credit hours required for the degree are earned through instruction offered by the institution awarding the degree." [ref. SACSCOC Principles of Accreditation #3.5.2].

TCAT PROGRAM COMPETENCY GENERAL ELIGIBILITY FOR AN ARTICULATION AGREEMENT:

General eligibility requirements for a TCAT competency recognition must include that the identified group of program competencies:

- a) Be in a field that is comparable with the community colleges' or university's defined program of study, or with specific courses within a defined program of study;
- b) Contain written competencies that are identified within the TCAT statewide common curriculum;
- c) Contain sufficient competencies that can demonstrate equivalent content of a course within the common TCC or university curriculum, i.e. partial credit cannot be articulated; and
- d) Either be taught at all TCATs by faculty with equivalent preparation as the TCC's or university's [i.e., other than in the skill trades, normally represented by a master degree with 18 hours in the field of study – see SACSCOC Comprehensive Standard 3.7.1 and Faculty Credentials Guidelines of December 2006], or
- e) Be demonstrated to contain equivalent learning outcomes through a common individual student extra-institutional credit process approved by Tennessee's Community College and/or university in-field faculty.

EXTRA-INSTITUTIONAL CREDIT:

Credit for demonstrated competency by the student may be demonstrated by various methods. Statewide articulation agreements will be developed by joint TCC-TCAT and/or university – TCAT faculty members within the respective field. All agreements will be in compliance with TBR policy # 2:01:00:04. The process agreed upon between the parties may include such processes as:

- A. **Credit by assessment**, which may include:
 1. Unique cognate or performance assessments developed by representative community college and/or university faculty that teach the course.
 2. Recognition by TCC faculty of a national third-party assessment, such as those developed by NOCTI. Common cut scores will be predetermined by TCC and/or university faculty in coordination with the TCAT faculty.
 3. Recognition by TCC and/or university faculty of industry certification that reflects the learning outcome of one or more courses within a program of study.
- B. **Recognition of Certification/License in an Allied Health Field:**

Students articulating allied health training and requesting credit applicable to a common articulated course or courses must present evidence of certification or license in a specific allied health field.

C. ACE evaluation of the TCAT program:

The TCAT central office may submit to the American Council on Education [ACE] TCAT programs of study to be reviewed by the Council's College Credit Recommendation Service. Upon evaluation and credit recommendation by ACE, the TCCs and/or universities will develop a common process for the transcription of equivalent courses within a program of study.

STATEWIDE ARTICULATED CREDIT:

True statewide articulated credit between the TCATs and the TCCs and/or universities will be based upon 1) equivalent faculty preparation of all TCAT faculty in the particular field; 2) demonstrable presentation that statewide TCAT curriculum taught at the individual TCAT contains comparable course content and comparable learning outcomes. When deemed appropriate and viable by TBR central office staff, representatives from the TCATs, and the universities and/or TCCs will be convened for the purpose of establishing statewide articulation agreements based upon these two criteria that will result in a common statewide matrix for the transcription of transfer credit by the TCC and/or university registrars.

[Note: Any course within a Tennessee Transfer Pathway shall include participation by representative university faculty who teach the course.]

INDIVIDUAL ARTICULATION AGREEMENTS BETWEEN AN INDIVIDUAL COMMUNITY COLLEGE OR UNIVERSITY, AND THE TCATS:

Beyond statewide articulation agreements, any two-year or four-year institution in cooperation with one or more TCATs may enter into articulation agreements regarding programs taught at the particular institution. These individual articulation agreements shall not supersede or replace statewide articulation agreements in the particular programs of study. Any individual articulation agreement will be published in/on the college or university, and TCAT catalog and website, and be made easily accessible to students.

Principles for Articulation in Vocational/Technical Education : 2:01:00:03

Policy Area

Academic Policies
Applicable Divisions

TCATs, Community Colleges
Purpose

The purpose of this policy is to establish processes and procedures for articulation of technical and career programs at institutions governed by the Tennessee Board of Regents.

Policy

I. Articulation of Technical and Career Education Programs

A. Articulation of technical and career education programs may occur through the following venues:

~~1. Articulation of Diploma Programs in Colleges of Applied Technology to Associate of Applied Science Degree (A.A.S.) Programs in Community Colleges.~~

~~a. Articulation of credits received in diploma programs in colleges of applied technology to Associate of Applied Science Degree (A.A.S.) programs in community colleges may occur under the following two provisions:~~

~~[This subsection was found to be non-compliant with SACSCOC policy and guidelines. See SACSCOC's Policy Statement, THE QUALITY AND INTEGRITY OF UNDERGRADUATE DEGREES [SACSCOC Board of Trustees, December 2011]~~

~~(1) Articulation to General Technology Majors or Equivalent Majors in Community Colleges~~

~~(a) A student who has completed a diploma program consisting of at least 1125 contact hours at a Tennessee College of Applied Technology will receive~~

~~credit toward the General Technology Major, A.A.S. Degree, at community colleges by meeting the following requirements:~~

- ~~(i) The student must meet all regular admission requirements of the community college as published in the institutional catalog.~~
- ~~(ii) The student must provide official transcript from the college of applied technology.~~
- ~~(iii) The student who is admitted to degree admission status must meet all applicable requirements of the Learning Support (LS) Program, as indicated by the appropriate placement instrument.~~
- ~~(iv) The student is required to complete the general education component (15-17 semester hours) at a community college or university.~~
- ~~(v) The student must complete fifteen (15) hours of college-level work in the appropriate Concentration or in general education courses before being awarded credit for prior learning at a college of applied technology. During the escrow period, the student should not be prohibited from enrolling in courses in which he/she has completed a pre-requisite course or the first part of a sequence of courses.~~
- ~~(vi) Credit previously awarded for a diploma from a college of applied technology will be posted on the transcript but will not count in the calculation of the student's grade point average. Upon fulfillment of the requirements stated above, the student will receive thirty (30) semester hours credit toward the A.A.S. degree, General Technology Major. Upon successful completion of program requirements, the student will be awarded the Associate of Applied Science Degree.~~

~~(2) Articulation to Specific Majors in Community Colleges~~

[This sub-section is duplicative of other TBR policies and guidelines, including: Policy 2:01:00:04, Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities; A-30

Components of Articulation Agreements and A-31, Articulation Among Community Colleges and Universities]

- ~~(a) Community colleges and colleges of applied technology may enter into agreements for the articulation of specific programs that lead to the award of the A.A.S. degree in particular majors.~~
 - ~~(i) The institutions involved must agree that the learning outcomes specified in courses and/or programs offered by the college of applied technology satisfy learning outcomes in similar courses offered by the community college. Syllabi of the courses from the institutions involved must be maintained and documented.~~
 - ~~(ii) Semester hours credit awarded by the community college in specific articulation programs will be proportionate to the equivalence of credits attained in the technical or career program offered by the college of applied technology. The number of semester hours awarded in specific articulated programs may be up to thirty (30) semester hours.~~
 - ~~(b) Student requirements include the following provisions:~~
 - ~~(i) The student must meet all regular admissions requirement of the community college as published in the institutional catalog.~~
 - ~~(ii) The student must provide official transcript of work completed at the college of applied technology.~~
 - ~~(iii) The student who is admitted to degree admission status must meet all applicable requirements of the Learning Support (LS) Program. The student is required to complete all Learning Support courses as indicated by the appropriate placement instrument.~~
 - ~~(c) The student is required to complete the general education component (15-17 semester hours) at a community college or university.~~
- (3) Articulation from a Community College to College of Applied Technology Certificate and Diploma Programs

- (a) A student may be eligible to receive clock hours toward a diploma or certificate program based upon the evaluation of the college transcript and course syllabi.
- (b) The institutions involved must agree that the learning outcomes specified in courses offered by the community college satisfy learning outcomes in similar courses and/or programs offered by the colleges of applied technology. Syllabi of the courses from the institutions involved must be maintained and documented.
- (c) Grades that articulate from the community college must be a C or above.

2. Articulation of Secondary Curricula to Post-Secondary Programs

~~a. Articulation to the Community Colleges Career and Technical Programs~~

[This sub-section is duplicative of other TBR policies and guidelines, including: Policy 2:01:00:04, Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities; A-30 Components of Articulation Agreements and A-31, Articulation Among Community Colleges and Universities; and 2:03:00:00, Admissions]

- ~~(1) Community colleges and secondary schools are authorized to enter into agreements for the articulation of specific courses as part of A.A.S. degree programs in specific career and technical majors.~~
 - ~~(a) Each college and high school must establish a process for establishing common learning outcomes for specified courses for articulation. Competency lists and syllabi of the courses from the institutions involved must be maintained and documented.~~
 - ~~(b) Each college is authorized to develop an articulation option which permits the awarding of credit by proficiency assessment. Credit awarded must be for specific courses and must be awarded only on the basis of the petitioning student successfully passing a challenge examination or competency based~~

~~assessment procedure for which the standards for proficiency are approved and accepted by the receiving collegiate institution.~~

~~(2) Student requirements include the following provisions:~~

~~(a) The student must meet all regular admissions requirement of the community college as published in the institutional catalog.~~

~~(b) The student must provide official transcript of work completed at the high school.~~

~~(c) The student who is admitted to degree admission status must meet all applicable requirements of the Learning Support (LS) Program.~~

~~(d) The student is required to complete all Learning Support courses as indicated by appropriate placement assessments.~~

b. Articulation to College of Applied Technology Certificate and Diploma Programs

(1) Colleges of applied technology and secondary schools may enter into agreements for the articulation of competencies in certificate and diploma programs.

(a) The college of applied technology must agree that the learning outcomes specified in courses offered by the secondary school satisfy learning outcomes as expressed in program competencies offered by the colleges of applied technology. Competency lists from the institutions involved must be maintained and documented.

(b) Clock (contact) hours will be awarded to the student upon enrollment in the college of applied technology based upon the student's demonstrated attainment of competencies through college of applied technology recognized checklists or by assessment.

(2) Student requirements include the following provisions:

(a) The student must meet all regular admissions requirement of the college of applied technology as published in the institutional catalog.

- (b) The student who is admitted to any college of applied technology program must meet all applicable academic requirements of the proposed program of study.

Sources

Board Meeting: March 29, 2006; TBR Board Meeting March 29, 2012

<https://policies.tbr.edu/policies/principles-articulation-vocationaltechnical-education>

Principles for Articulation in Vocational/Technical Education : 2:01:00:03

Policy Area

Academic Policies
Applicable Divisions

TCATs
Purpose

The purpose of this policy is to establish processes and procedures for articulation of technical and career programs at institutions governed by the Tennessee Board of Regents to the Colleges of Applied Technology.

Policy

- I. Articulation from a Community College to College of Applied Technology Certificate and Diploma Programs
 - A. A student may be eligible to receive clock hours toward a diploma or certificate program based upon the evaluation of the college transcript and course syllabi.
 - B. The institutions involved must agree that the learning outcomes specified in courses offered by the community college satisfy learning outcomes in similar courses and/or programs offered by the colleges of applied technology. Syllabi of the courses from the institutions involved must be maintained and documented.
 - C. Grades that articulate from the community college must be a C or above.
- II. Articulation to College of Applied Technology Certificate and Diploma Programs from Secondary Education
 - A. Colleges of applied technology and secondary schools may enter into agreements for the articulation of competencies in certificate and diploma programs.
 1. The college of applied technology must agree that the learning outcomes specified in courses offered by the secondary school satisfy learning outcomes as expressed in program competencies offered by the colleges of applied

technology. Competency lists from the institutions involved must be maintained and documented.

2. Clock (contact) hours will be awarded to the student upon enrollment in the college of applied technology based upon the student's demonstrated attainment of competencies through college of applied technology recognized checklists or by assessment.

B. Student requirements include the following provisions:

1. The student must meet all regular admissions requirement of the college of applied technology as published in the institutional catalog.
2. The student who is admitted to any college of applied technology program must meet all applicable academic requirements of the proposed program of study.

III. Articulation from a College of Applied Technology Certificate and Diploma Program to a Community College or University

- A. Students may be eligible to be awarded semester credit hours from a community college or university based upon Policy 2:01:00:04, Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities.
- B. Additional guidance can be found in TBR Guidelines A-30, Components of Articulation Agreements including the attached Exhibit of the Tennessee Higher Education Commission's document on Prior Learning Standards; and A-31, Articulation Among Community Colleges and Universities.

Sources

Board Meeting: March 29, 2006; TBR Board Meeting March 29, 2012; **Proposed September 2015**

<https://policies.tbr.edu/policies/principles-articulation-vocationaltechnical-education>



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development

SUBJECT: Update Report on Curriculum Alignment for Two Year Degree Programs

DATE: September 16, 2015

PRESENTER: Vice Chancellor Warren Nichols

ACTION REQUIRED: No Action Needed

STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

One of the initiatives of the TBR Office of Community Colleges is the Curriculum Alignment of all Associate of Applied Science Degrees and Technical Certificate programs. The purpose of this initiative is to improve access and success in the attainment of post-secondary credentials that support the "Drive to 55" initiative, and to address industry skills gaps for the State of Tennessee through the establishment of a common curricular framework for a "unified community college system" as called for in the Complete College Tennessee Act of 2010.

The Committee will hear a report that describes this initiative, its basic framework, and the status of programs currently involved in the process.

Attachments

Tennessee Board of Regents / Office of Community Colleges
Curriculum Alignment for A.A.S. Degrees and Technical Certificate Programs

Background

Over the past decade the institutions in the Tennessee Board of Regents (TBR) system developed common course competencies for general education for associate's and baccalaureate degree programs and established the Tennessee Transfer Pathways (TTPs) to promote transferability among the State's post-secondary institutions. The TTPs serve university parallel programs, i.e., the A.A., A.S., A.S.T., and A.F.A. degree programs. However, the Associate of Applied Science (A.A.S.) degree programs have been developed independently with inconsistent course titles and requirements for the same credential. This limits transferability, articulation, and data collection. This inconsistency makes it impossible to communicate consistent, accurate information to students and to industry and government agencies regarding the programs offered across the State. Curriculum alignment will support more effective and efficient development of training and education programs.

Purpose/Goal

To improve access and success in the attainment of post-secondary credentials that support the "Drive to 55" initiative and to address industry skills gaps for the State of Tennessee through the establishment of a common curricular framework for a "unified community college system" as called for in the Complete College Tennessee Act of 2010.

Objectives

1. To develop a curriculum framework and system-wide data repository that will enhance and simplify the development, the approval process, and the implementation of A.A.S. degree programs and technical certificates to address regional workforce needs.
2. To establish common curricula that is aligned, yet provides flexibility to:
 - a. Address unique industry needs of the service area and region,
 - b. Maintain or improve rigor and quality of existing programs,
 - c. Ensure that industry standards, licensure or certification requirements, and accreditation standards are met,
 - d. Support academic freedom for faculty to determine the delivery format, including textbooks, software, specific equipment, etc. used to teach the competencies required to achieve the desired student outcomes,
 - e. Increase opportunities for articulation with TCAT programs and, when appropriate, with baccalaureate degree programs and provide alternative credit options such as Prior Learning Assessment. (While the A.A.S. degree is considered a terminal degree and is not specifically designed to transfer to a 4-year degree program. However, when articulation with a university is possible, this should be considered and pursued.), and
 - f. Provide alternative credit options such as Prior Learning Assessment

Common Curriculum Framework for the A.A.S. Degree

*ALL Courses required for any A.A.S. or Technical Certificate Program must be included in one of the curriculum categories described below and **all courses will be approved by the discipline specific statewide curriculum committee.** When revisions or additional courses are proposed, by an institution, the statewide curriculum committee will endorse the change prior to implementation.*

Curriculum Category	<u>Minimum SCH</u>	Explanation
1. General Education	15-17	Common course outcomes are already defined.
2. Major Field Core	15	Typically, a minimum of 15 semester credit hours P(SCH) are agreed upon by the faculty on the program's statewide curriculum committee. These 15 SCH will be required at all institutions offering the program and are included in the Common Course Library.
3. Concentration (optional)	15	<p>The inclusion of a concentration within a degree is optional, but a degree program may offer multiple concentrations to meet workforce needs. These courses are included in the Common Course Library.</p> <p>If the same concentration is offered at more than one institution, typically a minimum of 9 SCH are agreed upon by the statewide curriculum committee. The additional 6 SCH or more may vary, but will come from a pool of guided elective courses in the common course library agreed upon by the state curriculum committee as being appropriate for that concentration and will be accepted at any other institution offering the same concentration.</p>
4. Pool of Guided Elective Courses to establish a Common Course Library for the specific degree	As needed to complete degree requirements (60 SCH or Board approved exception) and to insure that unique features and local or regional workforce needs are met	<p>The faculty on the statewide curriculum committee will identify additional guided elective courses to meet the needs of community colleges offering the program. Each institution's representative will recommend additional guided elective courses necessary to meet the local workforce demand, student needs and to accommodate any unique features, accreditations, etc. The statewide curriculum committee will approve the guided course elective recommendations to be included in the common course library as appropriate to allow flexibility within the curriculum. All courses approved in the common course library will be accepted by other community colleges offering the degree, should a student transfer between community colleges. The guided elective course will be accepted toward, and within, the total number of credit hours required for the degree even though that particular course might not be offered at the receiving institution.</p> <p>The faculty at each institution will develop the institution's curriculum providing a Curriculum Map with course sequencing by semester. All academic programs are required to publish a Curriculum Map which will be required with any new proposal.</p>
5. Other	defined by statewide committee	Includes clinical hours, field experience, practicum, internships, and capstone courses

Curriculum Alignment Initiative for AAS Degrees and Technical Certificates Status Report

Programs with Discipline Specific Course Libraries Completed

- Paramedic/EMT/AEMT
- Criminal Justice
- Paralegal
- Accounting
- Culinary Arts
- Early Childhood Education
- Computer Information Technology (with 7 concentrations)
- Administrative Professional Technology

Most of the community colleges have submitted proposal forms and received Board approval to implement the curriculum revisions for fall semester 2015. Others will take curriculum revisions through the institutional approval process during fall semester 2015 so that they can be in Catalog and implemented in fall semester 2016.

Programs In-Progress with Committees Working to Establish Common Course Libraries

- Nursing
- Medical Informatics
- Health Information Technology
- Fire Science
- Web Technology
- All Allied Health Science AND programs related to the Health Sciences*
- All programs identified in the Advanced Manufacturing area*

*These two areas represent more than 30 different degree and certificate programs.

The remaining programs will begin the alignment process in 2016. However, the implementation of system-wide alignment of all common curricula will require two additional years or more as since full implementation may be impacted by accreditation schedules and/or complexity of existing programs to be continued in order to serve currently enrolled students.

Update on RFP for Curriculum Management Software

An RFP has been issued for the purchase of a Curriculum Management Software to establish an electronic data repository for all courses and academic programs. It is anticipated that institutions will realize cost and labor efficiencies with the use of the curriculum management software and that the approval process for academic programs will be streamlined. The award is anticipated by December 2015. System-wide training would begin in January 2016 with full implementation anticipated by the end of 2016.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development
SUBJECT: Microsoft IT Academy
DATE: September 16, 2015
PRESENTER: Vice Chancellor Tristan Denley
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

Vice Chancellor Tristan Denley will provide an update on Microsoft IT Academy and workforce focused activities in Academic Affairs.



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Workforce Development
SUBJECT:	Proposed Program Terminations, Modifications, and New Technical Program Implementations
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor James D. King
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

Program Proposals Requiring Board Approval:

Eleven (11) program proposals are being presented for the Board's review and approval. These proposals will allow the Tennessee Colleges of Applied Technology to be more responsive to the needs of students, businesses, and industries. The proposals are:

- Implementation of a Machine Tool Technology program at TCAT Elizabethton (See Implementation Proposal #1)
- Implementation of a Welding Technology program at TCAT Elizabethton to be located in Washington County (See Implementation Proposal #2).
- Implementation of a Telecommunications Technology program at TCAT McKenzie (See Implementation Proposal #3)
- Implementation of an Early Childhood Education program at TCAT McMinnville to be located at Warren County High School (See Implementation Proposal #4)
- Implementation of a Culinary/Hospitality program at TCAT McMinnville to be located at Warren County High School (See Implementation Proposal #5)
- Implementation of an Electro-Mechanical program at TCAT Athens to be located at Cleveland High School in Bradley County (See Implementation Proposal #6)
- Implementation of a hybrid Administrative Office Technology program at TCAT Knoxville (See Implementation Proposal #7)

- Implementation of a Plastic Injection/Robotics program at TCAT Knoxville to be located at their Anderson County training site (See Implementation Proposal #8)
- Implementation of a Welding program at TCAT Knoxville to be located at their Anderson County training site (See Implementation Proposal #9)
- Implementation of a Machine Tool Technology program at TCAT Knoxville to be located at their Anderson County training site (See Implementation Proposal #10)
- Implementation of an Industrial Maintenance/Mechatronics program at TCAT Knoxville to be located at their Anderson County training site (See Implementation Proposal #11)

Academic Proposals Requiring Only Notification to Vice Chancellor:

Eleven (11) academic actions were submitted by TCAT institutions to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

TCAT	Summary of Proposal	New Costs/Funding Source	Approval/ Implementation Date
Morristown	Add Pipefitting as an option to the Industrial Maintenance Program to better meet the needs of the community.	Funds from the campus will be used for additional program offering.	Fall 2015
Livingston	Change exit points for the Industrial Maintenance points to provide a more descriptive title for the skill sets being taught.	Minimum (purchases will be made through regular E & G account)	August 2015
Statewide	Adopt the revised Truck Driving Statewide Curriculum of 222 clock hours.	None	September 2015
Pulaski	Change existing program name from Residential/Commercial Electrician and Green Technology to Electrical and Plumbing Construction Technology, which will include optional pathways to a career as a Residential/Commercial Electrician or Plumber.	Campus funds will be used to purchase additional trainers.	January 2016

McMinnville	Terminate Computer Information System online program due to low enrollment and placement.	None	October 2015
McMinnville	Terminate Drafting/CAD online program due to low enrollment and low placement.	None	October 2015
McMinnville	Inactivate Patient Care Technician program.	None	October 2015
McMinnville	Inactivate the Tool and Die Program due to low enrollment and placement.	None	October 2015
Nashville	Offer an additional Administrative Office Technology program during the day and evening (two new offerings) at TCAT Nashville main campus.	Covered by Reconnect TCAT grant	September 2015
Nashville	Offer an additional day and evening Computer Information Technology program (two new offerings) at TCAT Nashville main campus.	Covered by Reconnect TCAT grant	September 2015
Knoxville	Reducing hours for the Industrial Electricity program and adjusting curriculum to coincide with NCCER	None	January 2016

PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION:	Tennessee College of Applied Technology – Elizabethton		
PROPOSAL:	The Tennessee College of Applied Technology – Elizabethton proposes to offer a Machine Tool Technology program at their main campus. The program will be 20 months in length (2160 clock hours).		
EFFECTIVE DATE:	November 2015		
OBJECTIVES:	The objective of the Machine Tool Technology Program is to provide training for high demand machining workers for our service area.		
NEED:	Data from the Tennessee Department of Labor and Workforce Development through the Tennessee Jobs Outlook data system shows a need in Service Delivery Area 1 (SDA-1) for 137 machinists at an annual salary of \$38,732; 54 Computer Numerical Control (CNC) machining specialist at an annual salary of \$35,373; and 31 Tool and Die Makers at an annual salary of \$45,895. This represents an increase of job openings across the selected occupation spectrum of 17-25%. Statewide the projection of Job Openings in the machining tool industry is 3898.		
PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	18	6*
	2	20	14
	3	22	18
	<i>*This is representative of certificate completers since the program is a 20 month program that will have limited completers the first year</i>		
PROJECTED COSTS	\$425,000 for program equipment will be funded by the Governor's Tennessee Reconnect Grant. \$200,000 Equipment and Supply Budget are being covered by the Governor's LEAP Grant Award for 2014- 2015.		
NEW FACULTY NEEDED:	One new faculty member will be hired. 1st Year estimated salary of \$43,854 2nd Year estimated salary of \$44,731		

3rd Year estimated salary of \$45,625

Faculty position will be paid by the LEAP Grant funds.

FACILITIES:

TCAT Elizabethton just completed a \$16M new campus consolidation building project that includes a designated instructional space to house the new machine tool technology program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied Technology -
Elizabethton

PROPOSAL: The Tennessee College of Applied Technology –
Elizabethton proposes to expand the Welding
Technology program to Washington County to address
the needs of this high demand program within the
Service Delivery Area.

The program will be 12 months in length (1296 clock
hours).

EFFECTIVE DATE: November 2015

OBJECTIVES: The objective of the Welding Technology Program is to
provide training for high demand welders for the
service area.

NEED: Data from the Tennessee Department of Labor and
Workforce Development through the Tennessee Jobs
Outlook data system shows a need in Service Delivery
Area 1 (SDA-1) for 125 Welders, Cutters and Fitters at
an annual average salary of \$36,011. This represents an
increase of 17-44%. The overall need for welders,
cutters and fitters far exceeds the ability of the local
higher education institution(s) with existing welding
programs to serve the area need.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	18	18
2	18	18
3	18	18

PROJECTED COSTS \$225,000 Program Equipment will be funded by the
Governor’s Tennessee Reconnect Equipment Grant.

NEW FACULTY NEEDED: One new faculty member will be hired.
1st Year estimated salary of \$47,770
2nd Year estimated salary of \$48,725
3rd Year estimated salary of \$49,700

Faculty position will be paid by the LEAP Grant funds.

FACILITIES: TCAT Elizabethton will house the proposed welding
program at a facility provided by Washington County.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 3

INSTITUTION: Tennessee College of Applied Technology – McKenzie

PROPOSAL The Tennessee College of Applied Technology – McKenzie proposes to start a Telecommunications Technology Program.

The program will be 12 months in length (1296 clock hours).

EFFECTIVE DATE: January 2016

OBJECTIVES: The objective of the Telecommunications Program is to provide training for high demand Telecommunications equipment installers for our service area. Telecommunications equipment installers and repairers also known as Telecom Technicians, set up and maintain devices or equipment that carry communications signals, connect to telephone lines, or access the internet.

NEED: Per the jobs4tn.gov’s website, employment of telecommunication installers and repairers is projected to grow 4% between 2012-2022 with a median average wage of \$54,530.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	8
	2	16	12
	3	18	16

PROJECTED COSTS Existing funds and equipment will be used to start this program.

NEW FACULTY NEEDED: No new faculty member is needed.

FACILITIES: No new space is needed.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 4

INSTITUTION:	Tennessee College of Applied College – McMinnville												
PROPOSAL:	The Tennessee College of Applied Technology-McMinnville proposes to implement an Early Childhood Education program at Warren County High School. The program will serve dual enrollment students and adults. The program will be 1296 clock hours (12 months).												
EFFECTIVE DATE:	January, 2016												
OBJECTIVES:	The goal of the Early Childhood Education Program is to produce competent teacher aids, Day Care Directors credential, and prepare the students to be able to obtain a Child Development Associate Equivalency (CDAE).												
NEED:	According to the JOBS4TN.GOV website, the employment of Child Care Workers estimates a need of 1,420 openings by 2022. Predicted employment of Child Care workers is projected to grow 14% by 2022.												
PROJECTED ENROLLMENT:	<table><thead><tr><th>YEAR</th><th>ENROLLMENT</th><th>COMPLETERS</th></tr></thead><tbody><tr><td>1</td><td>8</td><td>6</td></tr><tr><td>2</td><td>12</td><td>10</td></tr><tr><td>3</td><td>16</td><td>12</td></tr></tbody></table>	YEAR	ENROLLMENT	COMPLETERS	1	8	6	2	12	10	3	16	12
YEAR	ENROLLMENT	COMPLETERS											
1	8	6											
2	12	10											
3	16	12											
PROJECTED COSTS:	Campus existing funds will cover the cost of the program.												
NEW FACULTY NEEDED:	New faculty will be needed to operate the program. Funding will be provided by Warren County Schools and TCAT McMinnville.												
FACILITIES:	The facilities will be provided in Warren County High School.												
ACTION REQUIRED:	Staff recommends approval.												

PROGRAM IMPLEMENTATION PROPOSAL – 5

INSTITUTION: Tennessee College of Applied College – McMinnville

PROPOSAL: The Tennessee College of Applied Technology-McMinnville proposes to implement a Culinary/Hospitality program at Warren County High School. The program will serve dual enrollment students and adults. The length of the program will be 12 months (1,296 clock hours).

EFFECTIVE DATE: October 2015

OBJECTIVES: The primary objectives of the Culinary/Hospitality program are to provide training to individuals in the service area of the Tennessee Technology Center at McMinnville. This program offers a sequence of courses that provide coherent and rigorous content aligned with challenging academic standards and relevant technical knowledge and skills needed to prepare for further education and careers in the hospitality and tourism career cluster; provides technical skill proficiency, and includes competency-based applied learning that contributes to the academic knowledge, higher-order reasoning and problem-solving skills, work attitudes, general employability skills, technical skills, and occupation-specific skills, and knowledge of all aspects of the hospitality and tourism career cluster. The student will be trained both in classroom and laboratory settings. On-the-job training is an essential part of this program.

NEED: The 2008-2018 long term projected employment for the Industry Group Full-Service Restaurants industry in Tennessee was 115,760 with a total percentage change of 12.1 percent.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	22	20
	3	22	20

PROJECTED COSTS: Campus will cover the costs.

NEW FACULTY NEEDED: One new faculty member will be hired. Costs will be shared with the Warren County Schools.

FACILITIES:

Classroom space will be allocated at the Warren County High School.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 6

INSTITUTION:	Tennessee College of Applied Technology – Athens		
PROPOSAL:	The Tennessee College of Applied Technology – Athens proposes to offer a full time Electro-Mechanical Program at Cleveland High School in Bradley County. The program will be one year in length (1296 clock hours).		
EFFECTIVE DATE:	September 2015		
OBJECTIVES:	The objective of this program is to provide students with skills to meet a growing skills gap in the local industry. Students combine knowledge of mechanical technology with knowledge of electrical and electrical circuits. They install, troubleshoot, repair, and upgrade assembly machinery.		
NEED:	Employment of Electro-Mechanical has a high need in the service area with both demand from industry partners and high student interests.		
PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	11
	2	20	15
	3	20	18
PROJECTED COSTS	Personnel, equipment costs, and supplies demonstrate an estimated cost of \$90,000 to fund the first year. Costs will be covered by the institution and a TCAT Reconnect Grant. Cleveland High School will provide equipment.		
NEW FACULTY NEEDED:	One new faculty member will be hired. Costs will be sustained by the campus through state appropriations and other local funds.		
FACILITIES:	Cleveland High School will provide classroom and lab space.		
ACTION REQUIRED:	Staff recommends approval.		

PROGRAM IMPLEMENTATION PROPOSAL – 7

INSTITUTION: Tennessee College of Applied College – Knoxville

PROPOSAL: The Tennessee College of Applied Technology-Knoxville proposes to implement a hybrid Administrative Office Technology Program at the main campus. The program will be 1296 clock hours (12 months).

EFFECTIVE DATE: January 2016

OBJECTIVES: The hybrid program will better serve the students' needs and allow the campus to serve more students.

NEED: With the increase of TN Promise and TN Reconnect students interested in the Administrative Office Technology program, the hybrid will give more students access.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	8
2	20	18
3	25	23

PROJECTED COSTS: No additional expenses will be incurred.

NEW FACULTY NEEDED: The program will use the existing faculty member; no new faculty needed.

FACILITIES: Existing classroom will be used.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 8

INSTITUTION: Tennessee College of Applied College – Knoxville

PROPOSAL: The Tennessee College of Applied Technology-Knoxville proposes to implement a Plastic Injection/Robotics program at the new satellite site in Anderson County. The program will be 1728 clock hours (16 months).

EFFECTIVE DATE: January 2016

OBJECTIVES: The objective of the program is to provide quality Plastic Injection/Robotics Molding training to residents in our service area. This new program will assist to accommodate the industries in Anderson County meet their high demand for Injection/Robotics Molding technicians.

NEED: IN the service are, the industry are requesting this program due to the lack of trained technicians.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	18
2	20	18
3	20	18

PROJECTED COSTS: TCAT Knoxville will work with local industries to supply the equipment and supplies.

NEW FACULTY NEEDED: The program implementation will require the hiring of one full-time employee. Funds will be covered by the institution.

FACILITIES: The program will be taught at the new Anderson County training site that is being provided by the Anderson County Chamber of Commerce. The building renovations are being done by industrial partners. Campus maintains adequate, operational vocational technical facilities to accommodate both a classroom and training/lab space in the aforementioned training areas.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 9

INSTITUTION:	Tennessee College of Applied College – Knoxville		
PROPOSAL:	The Tennessee College of Applied Technology-Knoxville proposes to implement a full-time Welding program at the new satellite site in Anderson County. The program will be 1296 clock hours (12 months).		
EFFECTIVE DATE:	January 2016		
OBJECTIVES:	The objective of the program is to better accommodate industries in Anderson County this region with skilled welders.		
NEED:	In the service are, the industry are requesting this program due to the lack of trained technicians.		
PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	20	18
	3	20	18
PROJECTED COSTS:	TCAT Knoxville will work with local industries to supply the equipment and supplies.		
NEW FACULTY NEEDED:	The program implementation will require the hiring of one full-time employee. Funds will be covered by the institution.		
FACILITIES:	The program will be taught at the new Anderson County training site that is being provided by the Anderson County Chamber of Commerce. The building renovations are being done by industrial partners. Campus maintains adequate, operational vocational technical facilities to accommodate both a classroom and training/lab space in the aforementioned training areas.		
ACTION REQUIRED:	Staff recommends approval.		

PROGRAM IMPLEMENTATION PROPOSAL – 10

INSTITUTION: Tennessee College of Applied Technology- Knoxville

PROPOSAL: The Tennessee College of Applied Technology Knoxville proposes to implement a Machine Tool Technology program in Anderson County. The program will be 2160 hours in length (20 months).

EFFECTIVE DATE: January 2016

OBJECTIVES: The goal of the Machine Tool Technology program is to produce competent, entry level machinists to serve the service area, especially industries in Anderson County.

NEED: According to the Hot Careers to 2022 by the TN Department of Labor and Workforce Development, Machinists will see growth and be in high demand. The median salary is \$39,599.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	18
2	20	18
3	20	18

PROJECTED COSTS: Funding will be provide by the TN Reconnect Governor’s Equipment grant.

NEW FACULTY NEEDED: One hourly faculty member will be needed at the cost of \$35,000 per year and will be paid for by TCAT Knoxville.

FACILITIES: The program will be taught at the new Anderson County training site that is being provided by the Anderson County Chamber of Commerce. The building renovations are being done by industrial partners. Campus maintains adequate, operational vocational technical facilities to accommodate both a classroom and training/lab space in the aforementioned training areas.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 11

INSTITUTION: Tennessee College of Applied Technology- Knoxville

PROPOSAL: The Tennessee College of Applied Technology Knoxville proposes to implement an Industrial Maintenance/Mechatronics program in Anderson County. The program will be 2160 hours in length (20 months).

EFFECTIVE DATE: January 2016

OBJECTIVES: The goal of the Welding Technology program is to produce competent welders to serve the service area, especially industries in Anderson County.

NEED: According to the Hot Careers to 2022 by the TN Department of Labor and Workforce Development, Machinists will see growth and be in high demand. The median salary is \$39,599.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	20	18
	3	20	18

PROJECTED COSTS: Industries and TCAT Knoxville will provide the trainers.

NEW FACULTY NEEDED: One hourly faculty member will be needed at the cost of \$35,000 per year and will be paid for by TCAT Knoxville.

FACILITIES: The program will be taught at the new Anderson County training site that is being provided by the Anderson County Chamber of Commerce. The building renovations are being done by industrial partners. Campus maintains adequate, operational vocational technical facilities to accommodate both a classroom and training/lab space in the aforementioned training areas.

ACTION REQUIRED: Staff recommends approval.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development

SUBJECT: COE Accreditation Standards Review

DATE: September 16, 2015

PRESENTER: Associate Vice Chancellor Carol Puryear

ACTION REQUIRED: No Action Needed

STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

The Tennessee Colleges of Applied Technology have been accredited by the Council on Occupational Education (COE) for over 40 years. The Committee will receive information regarding the high standards set by COE, and a brief review of each of the ten standards will be presented.



TENNESSEE BOARD OF REGENTS

MEETING:	September Quarterly Board Meeting
SUBJECT:	Common Programs and Strategies for Transfer Pathways
DATE:	September 16, 2015
PRESENTER:	Regent Danni Varlan
ACTION REQUIRED:	No Action Needed
STAFF'S RECOMMENDATION:	N/A

BACKGROUND INFORMATION:

At the request of Chair Varlan, Vice Chancellor's King and Nichols will engage the committee in a conversation on the programmatic relationships between the TCAT's and Community Colleges. These positive relationships include strategies for transfer pathways from TCAT to Community College, and how common or duplicate programs at TCAT's and Community Colleges meet the demands of business and industry.



Tennessee Board of Regents
Committee on Academic Policies and Programs
September 16, 2015

AGENDA

1. REVISION TO POLICY: 3:05:01:00: REGULATIONS FOR CLASSIFYING STUDENTS IN-STATE AND OUT-OF-STATE FOR PAYING COLLEGE OR UNIVERSITY FEES AND TUITION AND FOR ADMISSION PURPOSES (*Vice Chancellor Tristan Denley*)

The revisions to the Regulations for Classifying Students In-State and Out-of-State for Paying College or University Fees and Tuition and for Admission Purposes Policy: 3:05:01:00.

2. ANNUAL ACCREDITATION REPORT (*Vice Chancellor Tristan Denley*)

The Annual Accreditation Report summarizes all activity for the academic year 2014-2015 on regional and program accreditation. The report also provides information on all non-accreditable programs that go through either the Program Review or the Academic Audit process. A summary of all activity is provided along with a more detailed accounting of all accreditation and quality assurance activity.

3. PRELIMINARY FALL ENROLLMENT REPORT (*Vice Chancellor Tristan Denley*)

The Committee will receive a report of preliminary enrollment figures and trends in the TBR universities and community colleges for the fall semester 2015.

4. REPORT ON ACADEMIC AFFAIRS INITIATIVES (*Vice Chancellor Tristan Denley*)

Over the last year there has been a concentrated effort across the system to examine the effectiveness of accessibility and improving those efforts. Vice Chancellor Tristan Denley will provide an update on the latest developments in Accessibility, Transfer Pathways, and Reverse Transfer.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Academic Policies and Programs

SUBJECT: Regulations for Classifying Students In-State and Out-of-State for Paying College or University Fees and Tuition and for Admission Purposes Policy: 3:05:01:00

DATE: September 16, 2015

PRESENTER: Vice Chancellor Tristan Denley

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

Vice Chancellor Denley will present revisions to the Regulations for Classifying Students In-State and Out-of-State for Paying College or University Fees and Tuition and for Admission Purposes Policy: 3:05:01:00.

Policy Area

Student Policies

Applicable Divisions

Community Colleges, Universities

Purpose

It is the intent that the public institutions of higher education in the State of Tennessee shall apply uniform rules, as described in these regulations and not otherwise, in determining whether students shall be classified "in-state" or "out-of-state" for fees and tuition purposes and for admission purposes.

Definitions

- Public higher educational institution - shall mean a university or community college supported by appropriations made by the Legislature of this State.
- Residence - shall mean continuous physical presence and maintenance of a dwelling place within this State, provided that absence from the State for short periods of time shall not affect the establishment of a residence.
- Domicile - shall mean a person's true, fixed, and permanent home and place of habitation; it is the place where he or she intends to remain, and to which he or she expects to return when he or she leaves without intending to establish a new domicile elsewhere. Undocumented aliens cannot establish domicile in Tennessee, regardless of length of residence in Tennessee.
- Emancipated person - shall mean a person who has attained the age of eighteen years, and whose parents have entirely surrendered the right to the care, custody, and earnings of such person and who no longer are under any legal obligation to support or maintain such deemed "emancipated person."

- Parent - shall mean a person's father or mother. If there is a non-parental guardian or legal custodian of an un-emancipated person, then "parent" shall mean such guardian or legal custodian; provided, that there are not circumstances indicating that such guardianship or custodianship was created primarily for the purpose of conferring the status of an in-state student on such un-emancipated person.
- Continuous enrollment - shall mean enrollment at a public higher educational institution or institution of this State as a full-time student, as such term is defined by the governing body of said public higher educational institution or institutions, for a normal academic year or years or the appropriate portion or portions thereof since the beginning of the period for which continuous enrollment is claimed. Such person need not enroll in summer sessions or other such inter-sessions beyond the normal academic year in order that his or her enrollment be deemed continuous, notwithstanding lapses in enrollment occasioned solely by the scheduling of the commencement and/or termination of the academic years, or appropriate portion thereof, of the public higher educational institutions in which such person enrolls.

Policy

- I. Rules for Determination of Status
 - A. Every person having his or her domicile in this State shall be classified "in-state" for fee and tuition purposes and for admission purposes.
 - B. Every person not having his or her domicile in this State shall be classified "out-of-state" for said purposes.
 - C. The domicile of an un-emancipated person is that of his or her parent, except as provided in section E of this rule.
 - D. Un-emancipated students of divorced parents shall be classified "in-state" when one parent, regardless of custodial status, is domiciled in Tennessee, except as provided in section E of this rule.

- E. A student is classified "in-state" for fee and tuition purposes if the student is a citizen of the United States, has resided in Tennessee for at least one (1) year immediately prior to admission and has:
 - 1. Graduated from a Tennessee public secondary school;
 - 2. Graduated from a private secondary school that is located in this state; or
 - 3. Earned a Tennessee high school equivalency diploma.
 - F. The spouse of a student classified as "in-state" shall also be classified as "in-state", subject to the requirements of T.C.A. Title 4, Chapter 58.
- II. Out-of-State Students who are Not Required to Pay Out-of-State Tuition
- A. An un-emancipated, currently enrolled student shall be reclassified out-of-state should his or her parent, having theretofore been domiciled in the State, remove from the State. However, such student shall not be required to pay out-of-state tuition nor be treated as an out-of-state student for admission purposes so long as his or her enrollment at a public higher educational institution or institutions shall be continuous.
 - B. An un-emancipated person whose parent is not domiciled in this State but is a member of the armed forces and stationed in this State or at Fort Campbell pursuant to military orders shall be classified out-of-state but shall not be required to pay out-of-state tuition. Such a person, while in continuous attendance toward the degree for which he or she is currently enrolled, shall not be required to pay out-of-state tuition if his or her parent thereafter is transferred on military orders.
 - C. A person whose domicile is in a county of another state lying immediately adjacent to Montgomery County, or whose place of residence is within thirty (30) miles of Austin Peay State University shall be classified out-of-state but shall not be required to pay out-of-state tuition at Austin Peay State University.

- D. A person whose domicile is in Mississippi County, Arkansas, or either Dunlin County or Pemiscot County, Missouri and who is admitted to Dyersburg State Community College shall not be required to pay out-of-state tuition.
- E. A person, who is not domiciled in Tennessee, but has a bona fide place of residence in a county which is adjacent to the Tennessee state line and which is also within a 30 mile radius (as determined by THEC) of a city containing a two year TBR institution, shall be classified out-of-state, but admitted without tuition. The two year institution may admit only up to three percent (3%) of the full-time equivalent attendance of the institution without tuition. (THEC may adjust the number of the non-residents admitted pursuant to this section every three (3) years.) (See T.C.A. § 49-8-102)
 - 1. Students originally admitted to a TBR community college authorized to grant a border county waiver of out-of-state tuition are not entitled to that waiver at any other TBR institution, except as provided in subsection 2.
 - 2. The waiver of out-of-state tuition granted to a border county student at an admitting institution will follow the student ONLY from a community college to a TBR university if the student transfers from the community college after successfully completing an associate's degree UNLESS this condition is waived by the community college as being in the student's best interest; provided, in any case the student must complete the general education requirement at the TBR community college.
- F. Part-time students who are not domiciled in this State but who are employed full-time in the State, or who are stationed at Fort Campbell pursuant to military orders, shall be classified out-of-state but shall not be required to pay out-of-state tuition. This shall apply to part-time students who are employed in the State by more than one employer, resulting in the equivalent of full-time employment.
- G. Military personnel and their spouses stationed in the State of Tennessee who would be classified out-of-state in accordance with other provisions of these

regulations will be classified out-of-state but shall not be required to pay out-of-state tuition. This provision shall not apply to military personnel and their spouses who are stationed in this State primarily for educational purposes.

- H. Dependent children who qualify and are selected to receive a scholarship because their parent is a law enforcement officer, fireman, or emergency medical service technician who was killed or totally and permanently disabled while performing duties within the scope of their employment shall not be required to pay out-of-state tuition. (T.C.A. § 49-4-704)
- I. Active-duty military personnel who begin working on a college degree at a TBR institution while stationed in Tennessee or at Fort Campbell, Kentucky, and who are transferred or deployed prior to completing their degrees, can continue to completion of the degrees at that same institution without being required to pay out-of-state tuition, as long as he/she completes at least one (1) course for credit each twelve (12) month period after the transfer or deployment. Exceptions may be made in cases where the service member is deployed to an area of armed conflict for periods exceeding twelve (12) months.
- J. Students who participate in a study abroad program, when the course/courses in the study abroad program is/are the only course/courses for which the student is registered during that term, shall not be required to pay out-of-state tuition.
- K. Students who are awarded tuition waiver scholarships for participation in bona fide campus performance-based programs, according to established guidelines, shall not be required to pay out-of-state tuition.
- L. A veteran enrolled in any TBR institution of higher education in this state shall not be required to pay out-of-state tuition or any out-of-state fee, if the veteran:
 - 1. Has not been dishonorably discharged from a branch of the United States armed forces or the national guard;
 - 2. Is eligible for Post-9/11 GI Bill benefits or Montgomery GI Bill benefits; and

3. Enrolls in the TBR institution, after satisfying all admission requirements, within three (3) years from the date of discharge as reflected on the veteran's certificate of release or discharge from active duty, Form DD-214, or an equivalent document.

Deleted: within twenty-four (24) months after the date of discharge

a. To continue to qualify for in-state tuition and fees, a veteran shall:

1. Maintain continuous enrollment as defined by the TBR institution at which the veteran is enrolled; and

2. Demonstrate objective evidence of established residency in this state by presenting at least two (2) of the following:

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Register to vote in this state; or¶

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1. Proof of voter registration in the state;

2. A Tennessee driver license;

3. A Tennessee motor vehicle registration;

4. Proof of established employment in the state; or

5. Other documentation clearly evidencing domicile or residence in the state, as determined by the Tennessee Higher Education Commission.

III. Honors Programs

A. Each institution will establish policies regarding out-of-state tuition scholarships for students selected for admissions into formal honors programs at the institution.

IV. Presumption

A. Unless the contrary appears from clear and convincing evidence, it shall be presumed that an emancipated person does not acquire domicile in this State while enrolled as a full-time student at any public or private higher educational institution in this State, as such status is defined by such institution.

V. Evidence to be Considered for Establishment of Domicile

A. If a person asserts that he or she has established domicile in this State he or she has the burden of proving that he or she has done so. Such a person is entitled

to provide to the public higher educational institution by which he seeks to be classified or reclassified in-state, any and all evidence which he or she believes will sustain his or her burden of proof. Said institution will consider any and all evidence provided to it concerning such claim of domicile but will not treat any particular type or item of such evidence as conclusive evidence that domicile has or has not been established.

VI. Appeal

- A. The classification officer of each public higher educational institution shall be responsible for initially classifying students "in-state" or "out-of-state". Appropriate procedures shall be established by each such institution by which a student may appeal his or her initial classification.

VII. Effective Date for Reclassification

- A. If a student classified out-of-state applies for in-state classification and is subsequently so classified, his or her in-state classification shall be effective as of the date on which reclassification was sought.
- B. However, out-of-state tuition will be charged for any quarter or semester during which reclassification is sought and obtained unless application for reclassification is made to the admissions officer on or before the last day of registration of that quarter or semester.

VIII. Effective Date

- A. These regulations supersede all regulations concerning classification of persons for fees and tuition and admission purposes previously adopted by the State Board of Regents, and having been approved by the Governor, become effective July 1, 1983, or upon their becoming effective pursuant to the provisions of T.C.A. Section 4-5-101 et seq. as amended.

Sources

TBR Meetings, December 13, 1974; February 21, 1975, March 21, 1986, September 16, 1988; June 29, 1990; June 24, 1994; March 30, 2001; December 7, 2001; December 5, 2003; June 30, 2006; June 20, 2014.

Related Policies

- Classification of Benefits for Fees & Tuition

Contact

Mickey Sheen
615-366-4437
mickey.sheen@tbr.edu

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Applicable Divisions

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- L. A veteran enrolled in any TBR institution of higher education in this state shall not be required to pay out-of-state tuition or any out-of-state fee, if the veteran:
 - 1. Has not been dishonorably discharged from a branch of the United States armed forces or the national guard;
 - 2. Is eligible for Post-9/11 GI Bill benefits or Montgomery GI Bill benefits; and

3. Enrolls in the TBR institution, after satisfying all admission requirements, within three (3) years from the date of discharge as reflected on the veteran's certificate of release or discharge from active duty, Form DD-214, or an equivalent document.
 - a. To continue to qualify for in-state tuition and fees, a veteran shall:
 1. Maintain continuous enrollment as defined by the TBR institution at which the veteran is enrolled; and
 2. Demonstrate objective evidence of established residency in this state by presenting at least two (2) of the following:
 1. Proof of voter registration in the state;
 2. A Tennessee driver license;
 3. A Tennessee motor vehicle registration;
 4. Proof of established employment in the state; or
 5. Other documentation clearly evidencing domicile or residence in the state, as determined by the Tennessee Higher Education Commission.

III. Honors Programs

- A. Each institution will establish policies regarding out-of-state tuition scholarships for students selected for admissions into formal honors programs at the institution.

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- A. Unless the contrary appears from clear and convincing evidence, it shall be presumed that an emancipated person does not acquire domicile in this State while enrolled as a full-time student at any public or private higher educational institution in this State, as such status is defined by such institution.

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- A. The classification officer of each public higher educational institution shall be responsible for initially classifying students "in-state" or "out-of-state". Appropriate procedures shall be established by each such institution by which a student may appeal his or her initial classification.

VII. Effective Date for Reclassification

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- B. However, out-of-state tuition will be charged for any quarter or semester during which reclassification is sought and obtained unless application for reclassification is made to the admissions officer on or before the last day of registration of that quarter or semester.

VIII. Effective Date

- A. These regulations supersede all regulations concerning classification of persons for fees and tuition and admission purposes previously adopted by the State Board of Regents, and having been approved by the Governor, become effective July 1, 1983, or upon their becoming effective pursuant to the provisions of T.C.A. Section 4-5-101 et seq. as amended.

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Related Policies

- Classification of Benefits for Fees & Tuition

Contact

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TENNESSEE BOARD OF REGENTS

MEETING: Committee on Academic Policies and Programs
SUBJECT: Annual Accreditation Report
DATE: September 16, 2015
PRESENTER: Vice Chancellor Tristan Denley
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION:

BACKGROUND INFORMATION:

The Annual Accreditation Report summarizes all activity for the academic year 2014-2015 on regional and program accreditation. The report also provides information on all non-accreditable programs that go through either the Program Review or the Academic Audit process. A summary of all activity is provided along with a more detailed accounting of all accreditation and quality assurance activity.

Summary

TBR Annual Accreditation and Quality Assessment Report

July 1, 2014 to June 31, 2015

Institutional Accreditation

- APSU received reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) until 2024.
- The University of Memphis submitted its self-study for off-site review and hosted a SACSCOC visiting team. A reaffirmation decision by SACSCOC will be rendered at its December 2015 meeting.
- Three other universities – ETSU, MTSU and TTU - were involved in various activities related to the SACSCOC reaffirmation and mid-cycle report processes.
- Cleveland State Community College received reaffirmation of accreditation by SACSCOC on June 11, 2015 until 2024.
- Southwest Tennessee Community College received reaffirmation of accreditation by SACSCOC with no findings until 2025.
- Seven other community colleges – Chattanooga State, Columbia State, Dyersburg State, Jackson State, Nashville State, Pellissippi State and Walters State - were involved in activities related to the SACSCOC reaffirmation including substantive change, QEP and mid-cycle report processes.

Program Accreditation

- Combined, TBR universities and community colleges have a total of 469 programs subject to accreditation by national agencies.
- 99.8% of eligible programs in TBR institutions are accredited (418) or pending accreditation (50).
 - 298 of 299 eligible university programs are either accredited (275) or are pending accreditation (23). The Mass Communications BA and BS programs at ETSU were denied reaccreditation by the ACEJMC (Accrediting Council on Education in Journalism and Mass Communications) in 2013. ACEJMC requires schools to sit out two academic years (2013-2014 & 2014-2015) before seeking reaccreditation. Mass Communication plans to seek reaccreditation and has scheduled a pre-visit with an ACEJMC consultant.
 - All 170 eligible community college programs are either accredited (143) or are seeking accreditation (27).
- In 2014-2015, TBR universities and community colleges participated in a total of 168 accreditation-related activities including self-studies, program reviews, site visits, and interim reports to accrediting agencies.
- Of the 168 programs involved in some level of review by accrediting agencies, 77 programs received notice of an official action taken by the accrediting agency to include reaffirmation, continuation of accreditation, or acceptance as newly accredited in 2014 -15.

Academic Audit

- For the 2014-15 academic year, 54 Academic Programs system-wide underwent the Academic Audit process.
- In the spring of 2015, all of these programs completed an Academic Audit Self Study and hosted an Academic Auditor Team, which provided an onsite review and subsequent written report including commendations, affirmations and recommendations for improvement.

Program Review

- The TBR system had 22 programs undergo the Program Review process in 2014 - 2015.
- These programs each prepared a Program Review report and hosted external peer reviewers on campus who subsequently prepared an evaluation and a written report.

Summary
TBR Annual Accreditation and Quality Assessment Report
July 1, 2014 to June 31, 2015

Institution	Number of Accreditable Programs	Number of Accredited Programs	Number of Programs Pending Accreditation	Total Programs Accredited or Pending	Percent Accredited
Austin Peay	28	21	7	28	100%
East Tennessee	61	53	7	60	98.4%
Middle Tennessee	58	55	3	58	100%
Tennessee State	45	43	2	45	100%
Tennessee Tech	35	34	1	35	100%
University of Memphis	72	69	3	72	100%
University Total	299	275	23	298	99.7%
Community Colleges					
Chattanooga	27	25	2	27	100%
Cleveland	5	3	2	5	100%
Columbia	11	7	4	11	100%
Dyersburg	8	4	4	8	100%
Jackson	10	8	2	10	100%
Motlow	6	3	3	6	100%
Nashville	12	11	1	12	100%
Northeast	10	10	0	10	100%
Pellissippi	7	6	1	7	100%
Roane	19	16	3	19	100%
Southwest	23	22	1	23	100%
Volunteer	16	15	1	16	100%
Walters	16	13	3	16	100%
Community Colleges Total	170	143	27	170	100%
Grand Total	469	418	50	468	99.8%

Source: 2014-15 Performance Funding Reports to THEC

TBR Annual Accreditation and Quality Assessment Report 2014 - 2015

Tennessee Board of Regents Annual Accreditation and Quality Assessment Report - July 1, 2014 to June 30, 2015					
Institutional Level Accreditation Activities					
Institution	Scope/Purpose of Review	Accrediting Body	Self Study or Other Activity	Site Visit Date(s)	Official Action Taken
APSU	Dicennial Reaffirmation of Accreditation	SACSCOC			Reaffirmed accreditation (January 13, 2015 letter) with a request for a Monitoring Report addressing CS 3.4.7, CS 3.5.2, and CS 3.6.3 to be submitted by September 8, 2015. Next reaffirmation in 2024.
ETSU	Review of First Monitoring Report	SACSCOC	Letter from SACSCOC dated January 13, 2015 regarding report reviewed at Board of Trustees meeting on December 7, 2014.		No additional report requested
MTSU	Reaffirmation of Accreditation	SACSCOC	QEP development begun for 2016 reaccreditation review		Accredited to 2016
TTU	Reaffirmation of Accreditation	SACSCOC	Working on compliance certification report		
UM	Dicennial Reaffirmation of Accreditation	SACSCOC	Response Report to Visiting Committee due to SACSCOC Board August 2015	March 24-26, 2015	Pending reaffirmation decision by the Commission at its December 2015 meeting
ChSCC	QEP Implementation	SACSCOC	AY 14-15 PF Report, 1-F continued growth in ePortfolio development & campus-wide integration, including redesign of orientation and College Success Course.		
ChSCC	Learning Outcomes Assessment	SACSCOC	AY 12-15		
ChSCC	Substantive Change: President	SACSCOC	letter		

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ChSCC	Substantive Change: New instructional site		SACSCOC	prospectus		
CISCC	Dicennial Reaffirmation of Accreditation		SACSCOC	Monitoring report		Reaffirmation of accreditation until 2024
CoSCC	Substantive Change for Online Program Offerings		SACSCOC	Substantive Change for additional Online Program Offerings submitted by certified mail 5/21/2015.		Awaiting approval from SACSCOC. Online CT program will be postponed until Spring 2016 Semester
DSCC	Fifth Year Interim Review		SACSCOC	Referral Report	N/A	Approval with no additional report (July 9, 2014)
JSCC	Compliance Certificate/Reaffirmation		SACSCOC	Self Study submitted March 2015	November 10-12, 2015	Focused Report due September 2015
NaSCC	Substantive Change		SACSCOC	Substantive change prospectus submitted requesting approval to <u>offer fifty percent or more of program credits</u> at NaSCC Dickson, TN site, NaSCC Turney Center Correctional Facility, Mechatronics at Fort Campbell Military Base in Kentucky and Mechatronics at Kenwood High School.		Approval pending.
PSCC	Starting a new program in Welding		SACSCOC	Substantive Change Report March 5, 2015		Pending approval
STCC	Dicennial Reaffirmation of Accreditation		SACSCOC	Site Visit	September 30 - October 2, 2014	Reaffirmation of accreditation until 2025. No findings.
WSCC	2014 5th Year Reaffirmation - Referral Report		SACSCOC	Referral Report		Submission to SACSCOC on 8/19/14; accepted on 12/7/14

Academic Program Level Accreditation Activities

Institution	Program Name	Degree(s)	Accrediting Body	Self Study or Other Activity	Site Visit Date(s)	Official Action Taken
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APSU	Allied Health Sciences Medical Laboratory Scientist Program	BSMLS	NAACLS			Accreditation Awarded
APSU	Art and Design	BA, BFA	NASAD	Consultant visit, February, 2015, with on-site review planned in Spring, 2016		
APSU	Business	BBA, MSM	AACSB	Self Study in process. Due to accretor September 15, 2015	Site visit by peer review team scheduled for February 21-14, 2016	
APSU	Chemistry	BS	ACS	institution profile/annual report submitted		waiting to hear back from ACS
APSU	Communication	BA, BS, MA	ACEJMC	attend ACEJMC Council meeting in August, 2014, in preparation for site pre-visit in Fall, 2015		
APSU	Education	BS, MED, MAED, EDS	NCATE	Self-study	April 6-8, 2014	Accreditation is continued at the initial teacher preparation and advanced preparation levels. The next on-site visit will take place in Spring 2021.
APSU	Engineering Technology	AAS, BS	ABET	accreditation visit	November 16-18, 2014	Pending
APSU	Music	BA, BS, MMU	NASM	accreditation visit/ report later	March 17-18, 2014	Waiting to hear back from NASM
ETSU	Theatre	BA	NAST	Letter from NAST dated April 22, 2015 regarding review of response and request for membership	N/A	Associate Membership granted
ETSU	Music, Jazz Studies concentration	BM	NASM	Letter from NASM dated December 19, 2014 regarding response to application for review	N/A	Granted plan approval
ETSU	New Media Studio	MA	NASAD	Letter from NASAD dated May 26, 2015 regarding application for review	N/A	Accepted progress report; granted Final Approval for Listing

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ETSU	Engineering Technology, Biomedical Engineering Technology concentration	BS	Engineering Technology Accreditation Commission of ABET	Letter from ABET dated August 1, 2014 regarding meeting to act on program evaluations conducted during 2013-14	N/A	Accredited to September 30, 2020; for this newly accredited program, accreditation action extends retroactively from October 01, 2012
ETSU	Engineering Technology, Construction Engineering Technology concentration	BS	Engineering Technology Accreditation Commission of ABET	Letter from ABET dated August 1, 2014 regarding meeting to act on program evaluations conducted during 2013-14	N/A	Accredited to September 30, 2016
ETSU	Engineering Technology, Electronic(s) Engineering Technology concentration	BS	Engineering Technology Accreditation Commission of ABET	Letter from ABET dated August 1, 2014 regarding meeting to act on program evaluations conducted during 2013-14	N/A	Accredited to September 30, 2016
ETSU	Engineering Technology, Manufacturing Engineering Technology concentration	BS	Engineering Technology Accreditation Commission of ABET	Letter from ABET dated August 1, 2014 regarding meeting to act on program evaluations conducted during 2013-14	N/A	Accredited to September 30, 2016
ETSU	Surveying and Mapping Science	BS	Applied Science Accreditation Commission of ABET	Letter from ABET dated August 6, 2014 regarding meeting to act on program evaluations conducted during 2013-14	N/A	Accredited to September 30, 2016
ETSU	Counseling	MA	CACREP	Letter dated February 19, 2015 regarding disclosure of report submitted by on-site visiting team; ETSU submitted a response in March 2015	February 8-11, 2015	Board of Directors to review program and render accreditation decisions at meeting on July 9-11, 2015
ETSU	Clinical Nutrition	MS	ACEND	Letter from ACEND dated July 23, 2014 regarding ACEND board decision based on Peer Review of Program Assessment Report	N/A	Continued accreditation status

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ETSU	Allied Health, Nutrition and Foods concentration	BS	ACEND	Letter from ACEND dated July 23, 2014 regarding ACEND board decision based on Peer Review of Program Assessment Report		Continued accreditation status
ETSU	College of Public Health	BSEH, MSEH, BS, MPH, DrPH, PhD	CEPH	Letter from CEPH dated June 22, 2015 regarding CEPH Board of Councilors decision	November 3-5, 2015	Accredited to July 1, 2022
ETSU	Medicine	MD	LCME	Letter dated October 21, 2014 to acknowledge receipt of status report and determine compliance		Program is currently in compliance; no additional information required
MTSU	Family & Consumer Studies	BS	AAFCS	Self-Study	Fall 2014	Human Science Dept. requested and was granted an extension for the pre-self study and self-study report. Pre-self study due February 2015. Self-study report due September 2015.
MTSU	Textiles, Merchandising & Design	BS	AAFCS	same as above	Fall 2014	Same as above
MTSU	Curriculum & Instruction	MED	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Curriculum & Instruction	EDS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Administration & Supervision	MED	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Administration & Supervision	EDS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Assessment, Learning And School Improvement	EdD	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Special Education	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Special Education	MED	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Interdisciplinary Studies	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Early Childhood Education	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Adv Studies Teaching & Learning	MED	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Art Education *	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Business Education	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Business Education	MBE	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Foreign Languages	MAT	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Health Education	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021

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MTSU	Mathematics	MST	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Literacy	MED	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Physical Education	BS	CAEP	Self-Study	Fall 2014	Accredited to 2021
MTSU	Professional Counseling	MED	CACREP	Self-Study	Fall 2014	Accredited to 2023.
						Accredited to 2015.
MTSU	Art	BFA	NASAD	Self-Study	Spring 2015	Information requested by the Commission on Accreditation was submitted June 2015.
MTSU	Art History	BS	NASAD	Self-Study	Spring 2015	Same as above
						Commission Action Report: title change from Master of Arts to Master of Music.
MTSU	Music	MM	NASM	N/A	Spring 2015	
MTSU	Theatre	BS	NAST	Self-Study	2021	Accredited to 2021
						Continued accreditation status for the remainder of the ten-year term ending December 31, 2020
TSU	Family and Consumer Sciences	BS	ACEND	Accreditation	Program Assessment Report of the Didactic Program in Dietetics	
						Accreditation for the MPH for a five-year term, extending to July 1, 2020 with an interim report to be submitted in spring 2016
TSU	Public Health	MS	CEPH	Accreditation	January 29- 30, 2015	
						Accreditation awarded by NASAD through 2024
TTU	Fine Arts	BS/Certificates	NASAD			
TTU	Music	BS	NASM	Program Self Study Report	Feb. 26-27, 2015	
TTU	Computer Engineering	BS	ABET	Program Self Study Report	Oct. 20-21, 2014	Action to be taken at July 2015 ABET meeting
TTU	Civil Engineering	BSCE	ABET	Program Self Study Report	Oct. 20-21, 2014	
TTU	Chemical Engineering	BSCHE	ABET	Program Self Study Report	Oct. 20-21, 2014	
TTU	Electrical Engineering	BSEE	ABET	Program Self Study Report	Oct. 20-21, 2014	
TTU	Mechanical Engineering	BSME	ABET	Program Self Study Report	Oct. 20-21, 2014	
UM	Epidemiology	PhD	CEPH	30-Oct-14	12/1/14	
UM	Health Systems & Policy	PhD	CEPH	30-Oct-14	12/1/14	Accredited until 2020
UM	Public Health	MPH	CEPH	30-Oct-14	12/14/14	Accredited until 2020

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UM	Architecture	MFA	NAAB		3/1/15	Pending
UM	Interior Design	BFA	CIDA		9/1/14	Accredited until 2021
UM	Music	BM	NASM		10/1/14	Delayed decision requested by UM
UM	Music Industry	BM	NASM		10/1/14	Delayed decision requested by UM
UM	Music	DMA	NASM		10/1/14	Delayed decision requested by UM
UM	Music	PhD	NASM		10/1/14	Delayed decision requested by UM
ChSCC	Dental Assisting	AAS, C1	ADA	Self-Study submitted, Summer 2014	Nov 5-7 2014	
ChSCC	Dental Hygiene	AAS	ADA	Self-Study submitted, Summer 2014	Nov 5-7 2014	
ChSCC	Early Childhood Education	AAS	NAEYC	Submitted timeline to THEC	March 29 - April 1, 2015	Accreditation until 2022
ChSCC	Hospitality & Tourism Management	AAS	ACBSP	Submitted timeline to THEC		
ChSCC	Advanced Emergency Medical Technician	C1	TN Emergency Medical Services Board	Program Approval Request	None - EMS Rule: 1200-12-1-.13	Approved December 10, 2014
CISCC	Industrial Technology	AAS	ATMAE		Site visit 2015	Accredited
CISCC	Paramedic	C1	CAAHEP	New program approved July 2014. Accreditation plan due August 2015		
CISCC	Early Childhood Education	AAS	NAEYC		Sept 28 - Oct 1, 2014	Accredited
CoSCC	Emergency Medical Services Paramedic	Technical Certificate	CAAHEP-CoAEMSP	Self Study	March 30-31, 2015	Awaiting Final Disposition during November 16, 2015 meeting
CoSCC	Nursing	AAS	ACEN	Self Study	February 10-12, 2015	ACEN granted continuing accreditation to the associate nursing programs, placed on conditions, with a Follow-up in one year.

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CoSCC	Advanced Integrated Industrial Technology	AAS	ATMAE	Self Study	April 27-29, 2014	November 2014 board voted to grant initial accreditation with follow-up report due in two years.
CoSCC	Business	AAS/Technical Certificate	ACBSP	Bi-yearly Quality Assurance Report submitted 1/15/2015		Approved report with two items recommended for review but follow-up not needed at this time.
CoSCC	Information Systems Technology	AAS	ACBSP	Bi-yearly Quality Assurance Report submitted 11/12/2014.		Awaiting Final Disposition
DSCC	Paramedic	AAS	CAAHEP	Self Study	May 19-20, 2014	Accreditation (January 2015)
DSCC	Health Information Technology	AAS, C1	CAHIIM	Annual Assessment Report		Continuing accreditation (June 30,2015)
DSCC	Early Childhood Education	AAS, C1	NAEYC	Annual Report (September 15, 2014)		Accreditation (June 2013)
DSCC	Nursing	AAS	ACEN	Unplanned Substantive Change-Licensure Pass Rates		Continue to Monitor (August 2014)
JSCC	Radiography	A.A.S.	JRCERT	Self Study July 2014	2015 April	Accreditation award assigned late fall 2015
JSCC	Occupational Therapy Assistant	A.A.S.	Accreditation Council for Occupational Therapy Education (ACOTE)	Submitted Candidacy application January 15, 2015		OTA program granted Developing Program Status May 2015
JSCC	Physical Therapist Assistant	AAS	CAPTE	Annual Report, November 2014	10/09 - 12/2016	
JSCC	Business Program	AAS	ACBSP	Two Year Quality Report		Approved Nov. 2014
JSCC	Nursing	AAS	ACEN	Self-Study December 2014	2015 April	Official Notice of Reaffirmation to be received in August 2015.

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MSCC	Mechatronics	AAS, C1	ATMAE	Participated in initial site visit to assess programs and discuss detailed requirements in Aug. 2014. Completed and submitted self-study report from Sept. 2014 to Feb. 2015.	April 30 - May 1, 2015	Site visit completed. Accreditation report received Spring 2015. ATMAE Board action to be taken November 2015.
MSCC	Early Childhood Education	AAS	NAEYC	Received feedback from self-study and participated in site visit fall 2014.	October 26-29, 2014	Accreditation approved Spring 2015
MSCC	Nursing	AAS	ACEN	Self study completed and submitted January 2015	March 17-18, 2015	Continuing accreditation granted July 2015
MSCC	Paramedic	AAS, C1	CAAHEP/CoAEMSP	LSSR Submitted Fall 2014 ISSR in process	ISSR Visit 2016	Letter of Review granted Fall 2014
NaSCC	Paralegal Studies	AAS	ABA (Approval only)	Self study revisions submitted.	Site visit Spring 2015	
NaSCC	Surgical Technology	Technical Certificate	CAAHEP	Self study completed May 2014	Onground evaluation completed June 13, 2014	Full program accreditation granted November 2014 for 10 years - to 2024.
NaSCC	Architectural, Construction and Civil Engineering Technology. Electrical Engineering Technology	AAS	ATMAE	Self study completed March 2014	Onground evaluation completed April 25, 2014	Full program accreditation granted November 2014 for six years, with a two-year report due before the 2016 hearings.
NaSCC	Nursing	AAS	ACEN		Onground evaluation completed February 2013	Accreditation granted August 2013 for 5 years. Full approval granted by TN Board of Nursing December 4, 2014
NeSCC	Computer & Information Sciences: Computer Programming	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015

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NeSCC	Computer & Information Sciences: Information Assurance	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Computer & Information Sciences: Internet and Web Development	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Computer & Information Sciences: Personal Computer Management	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Computer & Information Sciences: Networking Engineering Technology	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Business, Management	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015
NeSCC	Business, Small Business Management	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015
NeSCC	Business, Accounting	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015
NeSCC	Office Administration Technology, General Technology	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015
NeSCC	Office Administration Technology, Legal Technology	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015

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NeSCC	Office Administration Technology, Medical Technology	AAS	ACBSP	Quality Assurance Report, every 2 years	Next site visit scheduled in 2019	Report due - September 2015
NeSCC	Electrical Technology: Electrical	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Electrical Technology: Electromechanical	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Automotive Service	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Engineering Design Technology	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Machine Tool	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015.
NeSCC	Industrial Technology: Manufacturing Engineering Technology	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015

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NeSCC	Industrial Technology: Mechanical	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Motor Sports	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Welding/Metal Fabrication	AAS	ATMAE	Two-year Report in Progress	3/3/2013-3/5/2013	ATMAE board to review report at the 11/1/2015 Board Meeting. Report scheduled to be submitted 9/17/2015
NeSCC	Industrial Technology: Welding/Metal Fabrication	AAS	AWS	AWS (American Welding Society) SENSE (Schools Excelling through National Skills Education) Curriculum review and evaluation to SENSE standards. Creation of required SENSE Quality document.		Approved 2/1/2015- AWS Education Institution Member
NeSCC	Industrial Technology: Welding/Metal Fabrication	AAS	AWS	Development of an AWS Accredited Testing Facility (ATF) Quality Manual and an internal self evaluation - Ongoing.	N/A	Target date for submission - late Spring 2016 with proposed site visit to follow
NeSCC	Industrial Technology: Machine Tool	AAS	NIMS	NIMS Self Study - Ongoing.	N/A	Site visit tentatively scheduled for March 2016

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NeSCC	Cardiovascular Technology	AAS	CAAHEP	Annual Report Submitted and Accepted		Continuing Accreditation awarded Invasive: May 2007 for 9 years; Non-Invasive: November 2009 for 7 years
NeSCC	Dental Assisting	AAS and Certificate	ADA	Annual Report Submitted and Accepted		Continuing Accreditation awarded August 2012 for 6 years
NeSCC	Emergency Medical Technology-Paramedic	AAS and Certificate	CAAHEP-CoAEMSP and Tennessee Department of Health, Division of Emergency Medical Services	Annual Report Submitted and Accepted		Continuing Accreditation awarded July 2012 for 5 years
NeSCC	Medical Laboratory Technology	AAS	NAACLS	Annual Report Submitted and Accepted	9/18/2014	Continuing Accreditation awarded April 2015 for 7 years
NeSCC	Surgical Technology	AAS	CAAHEP-Surgical Technology and the Accreditation Review Council for Surgical Technology and Surgical Assisting	Annual Report Submitted and Accepted		Continuing Accreditation awarded May 2012 for 10 years
NeSCC	Nursing (LPN to RN Option)	AAS	ACEN	Self-Study completed summer 2014 with fall 2014 site visit conducted. Executive Review Panel meeting was held on January 27, 2014, followed by Board of Commissioners meeting with notification received.	9/21/14 - 9/23/14	ACEN awarded Continuing Accreditation x 8 years with next Site Visit Spring 2022
PSCC	Culinary Arts	AAS	ACF	Self Study	September 9-11, 2014	Accredited December 2014
PSCC	Early Childhood Education	AAS	NAEYC	Self Study	October 6-8, 2014	Accredited March 18, 2015
RSCC	Dental Hygiene	AAS	ADA	Annual Report submitted 9/9/2014		Reaffirmed July, 2014 for 6 years

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RSCC	Massage Therapy	Certificate	COMTA	Annual Report accepted 4/16/15		
RSCC	Occupational Therapist Assistant	AAS	AOTA	Annual Report accepted April 18, 2015		
RSCC	Opticianry	AAS	COA	reaffirmation year; annual report not required		Reaffirmed September, 2014 for six years
RSCC	Radiologic Technology	AAS	JRCERT	Annual report submitted June, 2015		Reaffirmed 11/6/2014 for 5 years
RSCC	Pharmacy Technician	Certificate	ASHP			Reaffirmed August, 2014 for 6 years
RSCC	Polysomnography	Certificate	COAPSG		3/6/15	Reaffirmed 5/15/15 for 10 years
RSCC	EMT/Paramedic	Certificate	CoAEMSP	Annual report accepted January 5, 2015		
RSCC	Physical Therapist Assistant	AAS	APTA	Annual Report accepted November 12, 2014		
RSCC	Nursing	AAS	ACEN		February 4-5, 2015	ACEN Board of Commissioners granted continuing accreditation for 8 years; next scheduled evaluation visit 2023
RSCC	Respiratory Therapy	AAS	COARC	Annual Report submitted August 11, 2014		
RSCC	Early Childhood Education	AAS	NAEYC			Initial Accreditation with 2 Conditions; follow-up report due 9/15/15
STCC	Architectural Engineering Technology	AAS	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015

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STCC	Architectural Fundamentals	C1	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Electrical Engineering Technology	AAS	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Electrical/Electronic Fundamentals	C1	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Mechanical Engineering Technology	AAS	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Mechanical/Manufacturing CAD	C1	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Computer Engineering Technology	AAS	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015

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STCC	Industrial Computer Fundamentals	C1	ABET	Self-study submitted to ABET July 2014	October 19-21, 2014	Onsite visit and accreditation status report expected late Sept 2015 - Accredited to Sept 30, 2015
STCC	Early Childhood Education	AAS	NAEYC	First annual report due 2015	March 23-26, 2014	Accreditation with conditions - Follow-up report due Sept 30,2015
STCC	Early Childhood Education	C1	NAEYC	First annual report due 2015	March 23-26, 2014	Accreditation with conditions - Follow-up report due Sept 30,2015
STCC	Paralegal Studies	AAS	ABA	Interim Report submitted March 15, 2015		Accredited through February 2019
STCC	Pharmacy Technician	C1	ASHP	Progress report due to ASHP in 2016		Accredited through April 2016
STCC	Physical Therapy Assistant	AAS	CAPTE	Self-study submitted to CAPTE May 12, 2015		Accredited through June 2015
STCC	Paramedic	C1	CAAHEP			Accredited through 2018
STCC	Emergency Medical Services Paramedic	AAS	CAAHEP			Accredited through 2018
STCC	Emergency Medical Technician	C1	CAAHEP			Accredited through 2018
STCC	Advanced Emergency Medical Technician	C1	CAAHEP			Accredited through 2018
STCC	Radiologic Technology	AAS	JRCERT		April 2-3, 2015	Accreditation decision expected after JRCERT board meeting in October 2015

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VSCC	Paralegal Studies	AAS	ABA	March 5, 2014	September 15-16, 2014	Reapproval through August 2020 was granted on recommendation of the Standing Committee on Paralegals on February 17, 2015.
VSCC	Diagnostic Medial Sonography	Certificate	CAAHEP	May 17, 2012	November 10-11, 2014	Continuing Accreditation granted on May 18, 2015 through 2020.
VSCC	Sleep Diagnostic Technology	Certificate	CAAHP	December 31, 2014	February 27, 2015	Continuing Accreditation granted on May 18, 2015 through 2025.
VSCC	Early Childhood Education	AAS	NAEYC	September 26, 2012	November 3, 2014	Continued Accreditation granted on November 3, 2014 through July, 2020.
WSCC	Physical Therapist Assistant	AAS	CAPTE	Site Visit	3/1/15-3/4/15	Anticipate reaffirmation at Fall 2015 CAPTE meeting
WSCC	Business - Culinary Arts	AAS & Technical Certificate	ACFEFAC	Annual Report		Report submitted and accepted April 2015
WSCC	Business, Paralegal Studies	AAS	ABA (Approval only)	Site Visit	2/1/15	Anticipate notification of approval August 2015
WSCC	Health Information Technology	AAS	CAHIIM	Annual Program Assessment Report		Report submitted and accepted 8/1/14
WSCC	Respiratory Care	AAS	CoARC	Annual Report		Report submitted and accepted 12/18/14

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WSSC	Respiratory Care	AAS	CoARC	CoARC Communication	1/31/15 - Program changed from 'Initial Accreditation' to 'Continuing Accreditation'; next comprehensive evaluation of the program and on-site review schedule no later than 2021
WSSC	Pharmacy Technician	Technical Certificate	ASHP	Institution response to survey findings (Site visit was conducted 2/26/14)	Reaffirmed accreditation through 2020 at August 2014 ASHP Credentialing Meeting
WSSC	Public Safety, Paramedic Technology; Emergency Medical Technician Paramedic; Emergency Medical Technician	AAS & Technical Certificates	CAAHEP	Annual Report	Report submitted and accepted 1/22/15
WSSC	Early Childhood Education	AAS & Technical Certificates	NAEYC	Annual Report	Report submitted and accepted 9/29/14
Academic Audit Activities					
Institution	Program Name	Degree(s)	Self Study or Other Activity	Site Visit Date(s)	
APSU	Computer Science and Information Systems	BS	Self Study	4/8/15	
APSU	Criminal Justice	BS	Self Study	3/3/15	
APSU	Physics and Astronomy	BS	Self Study	4/10/15	
APSU	Liberal Studies	AS	Self Study	3/31/15	
APSU	Professional Studies	B.S.	Program Self Study	4/23/15	
APSU	Interdisciplinary Studies	B.S.	Program Self Study	4/22/15	
APSU	Professional Studies	M.S.	Program Self Study	5/21/15	
ETSU	Interdisciplinary Studies	BS	Self-Study	4/22/15	
ETSU	Professional Studies	BS	Self-Study	4/23/15	
ETSU	Professional Studies	MPS	Self-Study	5/21/15	
MTSU	Liberal Studies	BS	Self-Study	4/22/15	
MTSU	Professional Studies	BS	Self-Study	4/23/15	
MTSU	Professional Studies	MPS	Self-Study	5/21/15	
TSU	Criminal Justice	BS	Self Study-Academic Audit	3/26/15	
TSU	Psychology	MS	Self Study-Academic Audit	3/24/15	

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TSU	Professional Studies	B.S.	Program Self Study	4/23/15		
TSU	Interdisciplinary Studies	B.S.	Program Self Study	4/22/15		
TSU	Professional Studies	M.S.	Program Self Study	5/21/15		
TTU	Geosciences	B.S.	Program Self Study	4/8/15		
TTU	Physics	B.S.	Program Self Study	3/31/15		
TTU	Political Science	B.S.	Program Self Study	3/20/15		
TTU	Computer Science	M.S.	Program Self Study	4/10/15		
TTU	Engineering	Ph.D	Program Self Study	3/17/15		
TTU	Professional Studies	B.S.	Program Self Study	4/23/15		
TTU	Interdisciplinary Studies	B.S.	Program Self Study	4/22/15		
TTU	Professional Studies	M.S.	Program Self Study	5/21/15		
UM	Professional Studies	B.S.	Program Self Study	4/23/15		
UM	Interdisciplinary Studies	B.S.	Program Self Study	4/22/15		
UM	Professional Studies	M.S.	Program Self Study	5/21/15		
ChSCC	General Education	AA, AS	Self-Study	4/8/15		
ChSCC	Fire Science Technology	AAS	Self-Study	4/1/15		
ChSCC	Chemistry	AA, AS	Self-Study	4/8/15		
ChSCC	Humanities	AA, AS	Self-Study	3/25/15		
ChSCC	Fine Arts	AA,AS,AFA	Self-Study	4/1/15		
ChSCC	Social Science	AA, AS	Self-Study	4/9/15		
CISCC	Chemistry	AA, AS	Self-study January 2015	4/7/15		
CISCC	English Composition	AA, AS	Self-study January 2015	3/27/15		
CISCC	Teaching	AST	Self-study January 2015	3/24/15		
CISCC	Public & Government Services	AAS	Self-study January 2015	4/9/15		
CoSCC	General Technology	AAS	Self Study submitted 1/30/2015	3/27/15		
CoSCC	General Education	AS/AA	Self Study submitted 1/30/2015	3/30/15		
MSCC	University Parallel	AA, AS	Self study report in Fall 2014.	4/10/15		
NaSCC	Professional Studies: University Parallel and Transfer Programs	AA, AS	Self study report submitted January 2015	3/23/15		
NaSCC	Associates of Science in Teaching	AST	Self study report submitted January 2015	4/20/15		
NaSCC	Computer Technology	AAS	Self study report submitted January 2015	5/7/15		
NeSCC	Teaching	AST	Self-Study Submitted 1/28/2015	4/9/15		

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NeSCC	Allied Health	AAS	Self Study Submitted 1/29/2015	4/10/15		
PSCC	Math	AS	Self Study	3/24/15		
PSCC	Foreign Language	AA/AS	Self Study	4/7/15		
PSCC	Behavioral Sciences	AA/AS	Self Study	3/31/15		
PSCC	University Parallel	AA/AS	Self Study	4/17/15		
RSCC	Computer Science	Certificate	Self study submitted 1/29/15	4/1/15		
RSCC	Philosophy	AS	Self study submitted 1/29/15	4/8/15		
STCC	Information Technology	AAS	Self-study submitted January 30, 2015	3/27/15		
STCC	Teaching	AST	Self-study submitted January 30, 2015	3/25/15		
STCC	University Parallel	AA/AS	Self-study submitted January 30, 2015	3/26/15		
WSCC	Production Horticulture	AAS & Technical Certificates	Audit	3/26/15		
Academic Program Review Activities						
Institution	Program Name	Degree(s)	Self Study or Other Activity	Site Visit Date(s)		
ETSU	Women's Studies	BA	Self study submitted March 26, 2015	April 9-10, 2015		
ETSU	Foreign Languages	BA	April 9, 2015	April 23-24, 2015		
ETSU	Biology	BS, MS	March 5, 2015	March 19-20, 2015		
ETSU	Political Science	BA, BS	March 12, 2015	March 26-27, 2015		
MTSU	Biochemistry	BS	Self-Study	3/27/2015		
MTSU	Forensic Science	BS	Self-Study	4/10/2015		
MTSU	Global Studies and Cultural Geography	BS	Self-Study	03/19-20/2015		
MTSU	Physics	BS	Self-Study	03/16-17/2015		
MTSU	Computational Science	PhD	Self-Study	03/24-25/2015		
MTSU	Mathematics and Science Education	PhD	Self-Study	02/23-24/2015		
MTSU	Molecular Biosciences	PhD	Self-Study	03/2-3/2015		
UM	Anthropology	BA/MA	Jan-15	3/2-3/2015		
UM	Mathematics	BS/MS/PhD	Jan-15	4/15-16/2015		
UM	Sociology	BA/MA	Jan-15	4/9-10/2015		
DSCC	Criminal Justice	AAS	Self Study	7/20/2015		
DSCC	Teaching	AST	Self Study	5/21/2015		

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NaSCC	General Technology	AAS	Self study completed April 2015	4/27/15		
NeSCC	HVAC/R Technician	Certificate	DACUM	11/12/14		
NeSCC	Cardiovascular Technology Program--Invasive	A.A.S.	DACUM	3/19/15		
NeSCC	Industrial Technology: Motor Sports	A.A.S.	DACUM	4/7/15		
NeSCC	Nursing	A.A.S.	DACUM	4/23/15		
NeSCC	Early Childhood Education	A.A.S.	DACUM	5/20/15		



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Academic Policies and Programs
SUBJECT: Preliminary Fall Enrollment Report
DATE: September 16, 2015
PRESENTER: Vice Chancellor Tristan Denley
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION:

BACKGROUND INFORMATION:

The Committee will receive a report of preliminary enrollment figures and trends in the TBR universities and community colleges for the fall semester 2015.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Academic Policies and Programs
SUBJECT: Report on Academic Initiatives
DATE: September 16, 2015
PRESENTER: Vice Chancellor Tristan Denley
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION:

BACKGROUND INFORMATION:

Over the last year there has been a concentrated effort across the system to examine the effectiveness of accessibility and improving those efforts. Vice Chancellor Tristan Denley will provide an update on the latest developments in Accessibility, Transfer Pathways, and Reverse Transfer.



**Tennessee Board of Regents
Committee on Personnel and Compensation
September 16, 2015**

AGENDA

I. Consent Agenda

A. Recommendations to Award Tenure Upon Appointment
(Vice Chancellor Tristan Denley)

The Committee will review for approval recommendations from five universities (APSU, ETSU, MTSU, TSU, and TTU) and no community colleges to award tenure upon appointment to nineteen (19) individuals who were recruited because of distinctions in their fields or other special qualifications. Campuses agreed during the recruitment and hiring process to recommend these persons. A summary of qualifications for each person recommended is attached.

B. Executive Performance Incentive Plan (Vice Chancellor Dale Sims)

The Committee will consider for approval the revisions to the Executive Performance Incentive Plan for Presidents, Directors and the Chancellor.

II. Consideration of Institutional Compensation Proposals (Vice Chancellor Dale Sims)

The Committee will consider approval of the institutional compensation proposals.

III. Report of the Special Called Meeting of the Personnel and Compensation Committee on September 2, 2015 (Vice Chancellor Tristan Denley)

The Committee will consider approval of the minutes from the September 2, 2015 Special Called Meeting of the Personnel and Compensation Committee. Dr. Taj Hashmi of Austin Peay State University, Dr. Robert W. Halliman of Austin Peay State University, and Dr. Nancy McCormick of Middle Tennessee State University filed petitions for permission to appeal the decision regarding the denial of their applications for promotion.



TENNESSEE BOARD OF REGENTS

MEETING:	September Quarterly Board Meeting
SUBJECT:	Recommendations for Tenure Upon Appointment
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Tristan Denley
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The Committee will review for approval recommendations from five universities (APSU, ETSU, MTSU, TSU, and TTU) and no community colleges to award tenure upon appointment to nineteen (19) individuals who were recruited because of distinctions in their fields or other special qualifications. Campuses agreed during the recruitment and hiring process to recommend these persons. A summary of qualifications for each person recommended is attached.

Austin Peay State University

Rex Gandy
Provost and Vice President

Dr. Gandy holds a B.S. and M.S. degree in Physics from the University of Memphis, and a Ph.D. in Physics from the University of Texas at Austin.

Dr. Rex Gandy is recommended for tenure upon appointment as Provost and Vice President, Academic Affairs at Austin Peay State University effective August 1, 2015. Dr. Gandy comes to APSU from Texas A & M University- Kingsville where he served as Provost and Vice President for Academic Affairs. Dr. Gandy has refereed scholarly articles listed on the attached vitae. He has been invited to lecture at numerous Universities and organizations. Dr. Gandy has been presented with numerous research awards in his perspective field. He has also served on various committees at previous universities and in local communities.

Austin Peay State University

Victoria McCarthy
Associate Professor & Chair Management, Marketing, General Business

Dr. McCarthy holds a B.A. in Political Science from Georgia State University; an M.P.A. from Murray State University; and a Ph.D. in Organizational Leadership from the University of Oklahoma. Austin Peay State University is recommending transfer of tenure for Dr. Victoria McCarthy. Dr. McCarthy was hired as Associate Professor/Chair in the Department of Management, Marketing, and General Business in the College of Business, after a nationwide search, in August, 2015. Dr. McCarthy was previously awarded tenure in the department of Professional Studies at Austin Peay State University in 2013.

East Tennessee State University

Dennis Depew
Dean and Professor

Dr. Depew holds a B.S. in technology education and an M.A. in technology from East Tennessee State University and a Ph.D. in industrial technology from Purdue University.

Dr. Dennis Depew is recommended for tenure upon appointment as dean, College of Business and Technology, and professor, department of Engineering Technology, Surveying and Digital Media, East Tennessee State University, effective June 1, 2015. Dr. Depew comes to East Tennessee State University from Purdue University, where he served as dean and professor of Technology. Previously he was dean of the college of Applied Sciences at Western Carolina University. He has contributed to numerous proceedings, scholarly journals and edited books. His consulting clients include Caterpillar Corporation and Chrysler Corporation. He has received numerous awards and honors.

East Tennessee State University

Karl Goodkin
Professor and Chair

Dr. Goodkin holds a B.A. in psychology from Williams College and an M.D. and Ph.D. in clinical psychology from the University of Miami.

Dr. Karl Goodkin is recommended for tenure upon appointment as professor and chair, department of Psychiatry, East Tennessee State University, effective October 15, 2014. Dr. Goodkin comes to East Tennessee State University from the AIDS Healthcare Foundation, where he served as the director of Mental Health. Previously he held faculty roles at several universities, including professorships at the University of California at Los Angeles, Cedars-Sinai Medical Center, and the University of Miami. He has co-authored nearly 200 books, book chapters and articles and an equal number of abstracts and other publications and is the recipient of numerous research grants. Dr. Goodkin has served in leadership roles in his professional associations and is the recipient of numerous awards and honors.

East Tennessee State University

Terence Hicks
Dean and Professor

Dr. Hicks holds a B.S. in business administration and an M.Ed. in counseling from Virginia State University, an Ed.D. in educational leadership from Wilmington University, and a Ph.D. in counseling management from North Carolina State University.

Dr. Terence Hicks is recommended for tenure upon appointment as dean, Clemmer College of Education, and professor, department of Educational Leadership and Policy Analysis, East Tennessee State University, effective July 1, 2015. Dr. Hicks comes to East Tennessee State University from Prairie View A&M University, where he served as dean of the Whitlowe R. Green College of Education and professor of Educational Leadership and Counseling. His previous positions include chair and professor in the department of Educational Leadership at Fayette State University. He has co-authored five edited books, and authored or co-authored over 30 book chapters and articles. Dr. Hicks has completed over numerous scholarly presentations and is the recipient of several research grants. He has received many awards and honors.

East Tennessee State University

Troy Knechtel
Director, University School

Dr. Knechtel holds a B.A. in business economics from Westmont College, an M.A. in curriculum and instruction from Chapman University, and an Ed.D. in Educational Leadership from Azusa Pacific University.

Dr. Troy Knechtel is recommended for tenure upon appointment as director, University School, East Tennessee State University, effective July 1, 2015. Prior to coming to East Tennessee State University Dr. Knechtel was the principal of Coyote Canyon Elementary School in Rancho Cucamonga, California. He also served as principal or assistant principal at several other elementary, middle and high schools.

East Tennessee State University

**Claudia Kozinetz
Professor and Chair**

Dr. Kozinetz holds a B.A. in biology from Mount Holyoke College, and M.P.H. in epidemiology from the University of Pittsburgh, and a Ph.D. in epidemiology from the University of Texas Health Science Center.

Dr. Claudia Kozinetz is recommended for tenure upon appointment as professor and chair, department of Biostatistics and Epidemiology, East Tennessee State University, effective September 15, 2014. Dr. Kozinetz comes to East Tennessee State University from the Baylor College of Medicine, where she served as professor and head of the epidemiology section of the department of Pediatrics. Previously she was a member of the core faculty of the Southwest Center for Prevention Research in the School of Public Health at the University of Texas Health Science Center. Dr. Kozinetz is the recipient of 45 nationally funded research grants and co-author of over 100 peer-reviewed articles. She is actively involved in several professional organizations and frequently serves as a grant reviewer.

East Tennessee State University

**Kenneth Phillips
Professor**

Dr. Phillips holds a B.S.N. from East Tennessee State University and an M.S.N. and Ph.D. in nursing from the University of Tennessee-Knoxville.

Dr. Kenneth Phillips is recommended for tenure upon appointment as professor, Graduate Programs, College of Nursing, East Tennessee State University, effective January 1, 2015. Dr. Phillips comes to East Tennessee State University from the University of Tennessee-Knoxville, where he served as professor and associate dean for Research and Evaluation in the College of Nursing. Previously he held was director of the Center for Health Promotion and Risk Reduction in Special Populations and associate professor of nursing at the University of South Carolina. Dr. Phillips has authored or co-authored 76 refereed publications and book chapters, and he is the recipient of several research grants. He is actively involved in several professional organizations and frequently serves as a grant reviewer. He has received numerous awards and honors in his field.

East Tennessee State University

**Rachel Walden
Associate Dean and Associate Professor**

Ms. Walden holds a B.A. in geology from Oberlin College and an M.L.I.S. with a specialty in medical librarianship from the University of Pittsburgh.

Ms. Rachel Walden is recommended for tenure upon appointment as associate dean and associate professor, Learning Resources Center, Quillen College of Medicine, East Tennessee State University, effective January 1, 2015. Dr. Walden comes to East Tennessee State University from the Vanderbilt University Medical Center, where she served as associate director for Library and Knowledge Management. Her responsibilities included evidence-based medicine services, research support and web development. She is the author or co-author of 10 articles.

East Tennessee State University

Adam Welch
Associate Dean and Associate Professor

Dr. Welch holds an M.B.A. from Wilkes University and a D.Ph. from the University of Pittsburgh.

Dr. Adam Welch is recommended for tenure upon appointment as associate dean, Gatton College of Pharmacy and associate professor, department of Pharmacy Practice, East Tennessee State University, effective May 26, 2015. Dr. Welch comes to East Tennessee State University from Wilkes University, where most he was associate professor (tenured) of Pharmacy Practice and acting assistant dean for Academic Affairs and Assessment. He has written or co-authored 11 refereed scholarly articles and book chapters and has made numerous presentations at professional meetings. Dr. Welch is the recipient of seven grants and numerous awards and honors. He is actively involved in several professional organizations and frequently serves as an editorial reviewer

East Tennessee State University

David Wood
Chair and Professor

Dr. Wood holds an A.B. from Harvard University and an M.D. and M.P.H. from the University of California at Los Angeles.

Dr. David Wood is recommended for tenure upon appointment as chair and professor, department of Pediatrics, East Tennessee State University, effective October 1, 2014. Dr. Wood comes to East Tennessee State University from the University of Florida, where he directed the Global Health Education Program in the College of Medicine. He written or co-authored has 83 manuscripts or editorials in peer reviewed journals; 80 abstracts; and 37 books, book chapters and other reports. He is the recipient of 62 grants and contracts and has received numerous awards and honors. He is actively involved in several professional organizations and frequently serves as an editorial reviewer.

Middle Tennessee State University

**Louis Kyriakoudes,
Professor of History and Director of the Albert Gore Research Center**

Dr. Kyriakoudes holds the B.A. in History from the University of North Carolina, Chapel Hill, the M.A. in History and Ph.D. in History from Vanderbilt University, and the National Institute of Child Health and Human Development Postdoctoral Traineeship, Carolina Population Center, University of North Carolina at Chapel Hill.

Dr. Louis Kyriakoudes is recommended for tenure upon appointment as Professor in the Department of History and Director of the Albert Gore Research Center at Middle Tennessee State University effective August 1, 2015. Dr. Kyriakoudes comes to MTSU as a Professor of History and Director of the Center for Oral History and Cultural Heritage at the University of Southern Mississippi where he has served since 1997. Dr. Kyriakoudes has earned national recognition and has led a diverse range of courses at multiple levels at the University of Southern Mississippi, including New South, American capitalism, and Depression-era America at the undergraduate level, and American history, historiography, oral history methods, and public history methodology at the graduate level. In the area of research, Dr. Kyriakoudes demonstrates a high level of productivity and quality in his work having published extensively in the areas of nineteenth and twentieth century Southern history and the history of politics and public policy, including two books and many peer-reviewed articles and book chapters. He has presented scholarly work at national and international conferences and maintains an active, ongoing research agenda.

Middle Tennessee State University

**Stephen Salter
Professor and Chair, Department of Accounting**

Dr. Salter holds a B.S. in Accounting from the University of Manchester, United Kingdom, a MBA in Finance/International Business from the University of Windsor, Ontario, Canada, and a Ph.D. in Accounting/International Business from the University of South Carolina.

Dr. Stephen B. Salter is recommended for tenure upon appointment as Professor and Chair, Department of Accounting at Middle Tennessee State University effective August 1, 2015. Dr. Salter comes to MTSU from the University of Texas at El Paso where he served as Professor of Accounting and Endowed Chair of Western Hemispheric Trade since 2007. Prior to that appointment, he served for 2 years as an Assistant Professor and 9 years as an Associate Professor of Accounting at the University of Cincinnati and 6 years as an Assistant Professor of Accounting at Texas A & M University. While at the University of Cincinnati, he served as Director of the Center for Global Competitiveness and as the Program Director for Global Business Programs. Dr. Salter has been recognized with several honors and recognitions including Fulbright Senior Fellow at the Universidad de Montevideo, Uruguay and Fulbright Senior Specialist Advisor at the Universidad Talca, Chile. He has authored/co-authored several books and book chapters in publication, at least 30 articles in refereed journals, and 23 refereed conference papers.

Middle Tennessee State University

Gregory Pitts
Professor and Director, School of Journalism

Dr. Pitts holds a B.A. in Prelaw/Communication from Auburn University, a Master of Speech Communication from Auburn University and a Ph.D. in Communications from The University of Tennessee at Knoxville.

Dr. Gregory Pitts is recommended for tenure upon appointment as Professor and Director of the School of Journalism at Middle Tennessee State University effective August 1, 2015. Dr. Pitts comes to MTSU from the University of North Alabama where he has served as Professor and Department Chair of the Department of Communications since 2009. Prior to that appointment, he served as an Associate Professor of Communication at the Slane College of Communication and Fine Arts, Bradley University in Peoria, Illinois from 2001-09. In this position, he also served as Associate Department Chair for 3 years. Dr. Pitts was also an Assistant Professor at Southern Methodist University in Dallas, Texas for 3 years and Associate Professor at Arkansas State University for 7 years. Dr. Pitts has published in numerous refereed publications, has presented in several peer-reviewed panel presentations, has written four books and numerous book chapters and entries. In addition, he has received a Fulbright Fellowship at the University of Montenegro in Montenegro, a Fulbright Specialist at the Liberal Arts University in Ukraine, and a Fulbright Lecturer at the University of Zambia, Africa.

Middle Tennessee State University

Mei Han
Associate Professor and Director of the Center for Chinese Music and Culture

Dr. Han holds the Master of Arts in Musicology from the Chinese Music Research Institute in Beijing, China, the Master of Arts in Ethnomusicology from the School of Music, University of British Columbia, Canada, and the Ph.D. in Ethnomusicology from the School of Music, University of British Columbia, Vancouver, Canada.

Dr. Mei Han is recommended for tenure upon appointment as an Associate Professor of Ethnomusicology in the School of Music and Director of the Center for Chinese Music and Culture at Middle Tennessee State University effective August 1, 2015. Dr. Han has most recently served as an Assistant Professor at Kenyon College where she taught courses in Ethnomusicology, Cultural Anthropology, Introduction to World Musics, and Chinese Music: Continuity and Change. In addition to serving as Director of the Center for Chinese Music and Culture, Dr. Han will contribute to the music literature-music history curriculum in the School of Music, and her training, performance and past teaching experience strongly support this role. In the area of creative activity, Dr. Han is an internationally respected authority on Chinese music. She is widely published in her field and is an outstanding performer, recording with several artists in multiple genres. Dr. Han has presented her work at numerous invited lectures in the U.S. and abroad. In the area of service, Dr. Han is the Founder and Artistic Director of the Red Chamber Cultural Society, and Artistic Director and Leader of the Red Chamber Ensemble and the Mei Han Art Ensemble, all in Vancouver, Canada. She is also Concert Master of the British Columbia Music Ensemble.

Middle Tennessee State University

Roger Pieroni
Professor and Chair of Department of Foreign Languages and Literatures

Dr. Pieroni earned the Licence es Lettres (Anglais) and the Certificat (C2) de Maitrise (Anglais) from the Universite' Clermont II in France, the Master of Arts and Ph.D. degrees in French Literature from Indiana University, Bloomington.

Dr. Roger J. Pieroni is recommended for tenure upon appointment as Professor and Department Chair, Foreign Languages and Literatures at Middle Tennessee State University effective August 1, 2015. Dr. Pieroni comes to MTSU as Department Chair of Foreign Languages and Associate Professor of French at the University of Evansville since 2005. Dr. Pieroni has assumed many positions of service at the University of Evansville, including committees working with tenure and promotion, general education, international education, and study abroad. Dr. Pieroni has authored/co-authored several publications and has presented papers at numerous conferences. He has participated in numerous professional development activities and has served on many committees at his current institution. Dr. Pieroni is a professional translator, and he has provided technical translation/interpretation services for the past 11 years for various purposes and clients.

Tennessee State University

Stephen B. Shanklin
Frist Chair of Excellence in Accountancy

Dr. Stephen B. Shanklin holds a Ph.D. in Accounting & International Business from Saint Louis University, an MBA and a B.S. in Accounting from the University of Tennessee at Martin, and a B.S. in Business Administration from Murray State University. He has an active CPA certification in Tennessee and holds the CGMA certification from the AICPA and CIMA in Great Britain. Teaching positions over the years include Tennessee State University, University of Southern Indiana, University of Tennessee at Martin, Lane College, Lambuth University, and Washington University – St. Louis. Academic contributions include numerous refereed journal articles and conference proceedings as well as the development and editing of the instructor materials and testing supplements for two editions of an Advanced Financial Accounting text currently in extended use. Further contributions include invited faculty positions and featured speaker for keynote addresses at the Ruck Leadership Institute at the University of Richmond and the College of William & Mary since 1997.

Tennessee Tech University

Thomas Payne
Dean, College of Business

Dr. Payne holds a B.S. in Electrical Engineering from the University of Arkansas, an M.B.A. in Finance Concentration from the University of Texas at Dallas, and a Ph.D. in Business Administration from the University of Arkansas.

Dr. Thomas H. Payne is recommended for tenure upon appointment as Dean, College of Business at Tennessee Tech University effective January 2, 2015. Dr. Payne comes to Tennessee Tech University from the University of Tennessee at Martin, where he served for 16 years as the Dunagan Chair of Excellence in banking; six of those years as Chair of the Department of Accounting, Finance, Economics, and Political Science. Prior to his academic career, Dr. Payne worked for two Fortune 500 companies. He is a frequent conference speaker and contributor to academic journals. He developed the annual Mid-South Agricultural Lending conference and served as managing co-director of the Mid-South School for Advanced Agricultural Lending. Dr. Payne has served on the faculty of the Barrett School of Banking in Memphis, the Tennessee Bankers Association Southeastern School of Consumer credit, and the Graduate School of Banking at LSU where he received the 2013 Eugene Spragens president's award for teaching excellence. An avid supporter of experiential learning, he connects students to careers through internships, professional conferences, and international travel study programs.

Tennessee Tech University

Huey-Ming Tzeng
Dean, School of Nursing

Dr. Tzeng received her B.S. in Nursing from the National Yang-Ming Medical College in Taiwan and her M.S. and Ph.D. in Nursing from the University of Michigan. She is a registered nurse in Washington, Michigan, and Taiwan.

Dr. Huey-Ming Tzeng is recommended for tenure upon appointment as Dean, Whitson-Hester School of Nursing at Tennessee Tech University effective January 15, 2015. Dr. Tzeng comes to Tennessee Tech University from Washington State University, where she served as Associate Dean for Academic Programs and full professor in the College of Nursing. Her work experience also includes Associate Director of Nursing and Undergraduate Programs and full professor at the University of Michigan-Flint, Associate Professor at the University of Michigan-Ann Arbor, Director in the Department of Nursing at I-Shou University, Taiwan, and Director in the Department of Nursing at Tajen University of Technology in Taiwan. Dr. Tzeng has more than 110 published pieces in peer-reviewed journals, conference proceedings, and academic books. Her research areas of interest include human resource management and leadership, patient safety and care coordination issues, and teaching and research methodology.



TENNESSEE BOARD OF REGENTS

MEETING:	Personnel and Compensation Committee
SUBJECT:	Executive Performance Incentive Plan
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

At the June 2013 Meeting, the Board approved the implementation of an Executive Performance Incentive Compensation Plan for Presidents, Directors and the Chancellor. The Board approved the first payments to the plan at the December 2014 meeting. During the administration of the plan, the following proposed revisions were suggested:

- Add provision that the Chancellor has the authority to negate a metric-based incentive payment, if circumstances warrant it, with the approval of the Chair of the Committee.
- Revision to the Directors metric based outcome for expanded offerings – requiring a growth of at least 10,000 clock hours in expanded offerings in order to be eligible to earn the incentive points.
- Revision that the Chair of the Personnel and Compensation Committee will consult with the Vice Chair of the Board, prior to making the recommendation to the full Board, but need not also consult with the Chair of the Board.
- Revision for eligibility for the incentive payment that the employee must be in active status in one of the eligible positions on the day the metric based payments are approved by the Board.

As a procedural change, it is recommended that future incentive payments be acted upon at the March Board Meetings, due to the timing of the metric based outcomes availability. The metric information is available for Presidents in mid-November, and late January for Directors.

June 2013

The Tennessee Board of Regents (TBR) Executive Performance Incentive Plan

The base compensation plan for the Chancellor, presidents, and directors is centered on market analysis and establishes a target salary for each position. The target salaries are established at 90% of market average for comparable positions. The Executive Performance Incentive Plan is a means by which the individuals in the eligible positions are provided additional compensation based on exemplary performance by achieving identified incentive performance objectives.

I. Objectives of the Plan

- Motivate and reward achievement of strategic performance goals
- Reinforce TBR system values, mission, and strategic goals
- Promote accountability and excellence at the chief executive level
- Encourage retention of high performing chief executive officers

II. Participants in the Plan

Positions eligible for participation in the Executive Performance Incentive Plan will include:

- Presidents of TBR Universities
- Presidents of TBR Community Colleges
- Directors of TN Colleges of Applied Technology
- The Chancellor

A person newly hired or promoted into one of the eligible positions will begin participation in the Plan effective July 1 of the year following the date of hire or promotion. The incentive goals established herein will be used to determine any future incentive awarded to the new president or director. The new hire will not automatically be eligible for the departing president or director's incentive pay.

III. Provisions of the Plan

A. Incentive Period

The incentive period for each participant will be one year, from July 1 of the first full year through June 30. The Chancellor may extend or shorten the incentive period, individually, or collectively, at his/her discretion for all participants with the exception of his/her own incentive period. The Vice Chairman of the Board may extend or shorten the incentive period for the Chancellor.

B. Incentive Amount

An incentive amount will be established for each participant in accordance with the appropriate approved compensation plan, and approved by the Board. The incentive amount will equal ten percent (10%) of the market salary of each Participant's position as of July 1 of the incentive period.

The incentive amount will be divided into two parts:

June 2013

- A Metric Based Allowance, equal to 85% of total incentive amount; and
- A Discretionary Allowance, equal to 15% of the total incentive amount.

- C. To be eligible for payment of the incentive amount, the Participant must be in active status in one of the eligible positions named above on the ~~last day of the incentive period~~ day the metric based payments are approved by the Board.
- D. If the Participant's employment with TBR terminates, either voluntarily or involuntarily, prior to the end of the incentive period, he/she will not receive any portion of the incentive amount except as follows:
- a. If the Participant voluntarily terminates employment for medical reasons duly documented by a medical provider, the Participant will receive a pro rata portion of the retention amount if the Board Compensation and Personnel Committee determines that the performance of the Participant with respect to the strategic performance goals was more than satisfactory during the completed portion of the incentive period.
 - b. If termination of employment is by reason of death of the Participant, a pro rata portion of the retention amount will be paid to the executor or administrator of his/her estate if the Board Committee determines that the performance of the Participant with respect to the strategic performance goals was more than satisfactory during the completed portion of the incentive period.
 - c. The pro rata portion to be paid will be calculated on a monthly basis.
 - d. To the extent possible, the pro rata portion will be paid to the employee or administrator of the estate within thirty (30) days of receipt of satisfactory documentation and availability of data upon which to calculate the incentive payment.
- E. The incentive payment is a one-time payment, and is not added to the employee's base salary.
- ~~F.~~ Funding for incentive payments under the Plan will be the responsibility of the respective school or system budgetary unit.
- ~~F-G.~~ The Chancellor has the authority to negate a metric-based incentive payment, if circumstances warrant it, with approval of the Chair of the Personnel and Compensation Committee.

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IV. Performance Incentive Amount Calculation

- A. Presidents and Chancellor. The metric based allowance for the Presidents and Chancellor will be based on the Tennessee Higher Education Commission (THEC) outcome formula. State funding for universities and community colleges is based on this formula which includes the following outcomes:

University Outcomes

- ~~Accumulated Students Accumulating 24~~
hours
- ~~Students Accumulating 48 hours~~
- ~~Students Accumulating 72 hours~~
- Bachelors and Associates Degrees
- Masters/Ed Specialist Degrees
- Doctoral/Law Degrees
- Transfers Out with 12 hours
- Research and Service Expenditures
- Degrees per 100 FTE
- Six-Year Graduation Rate

Community College Outcomes

- ~~Accumulated Students Accumulating 12~~
hours
- ~~Students Accumulating 24 hours~~
- ~~Students Accumulating 36 hours~~
- Dual Enrollment
- Associates Degrees
- Certificates
- Job Placements
- Transfers Out with 12 hours
- Remedial & Development Success
- Workforce Training (contact hours)
- Awards per 100 FTE

These outcomes were designed by THEC to facilitate achievement of the State’s overall strategic goals as articulated in the Complete College Tennessee Act (CCTA) and THEC’s master plan, the **“Public Agenda for Tennessee Higher Education”**. Each of these outcomes is assigned a “weight” for each institution in order to recognize the distinctive mission of that institution. To ensure the incentive plan is aligned with both the CCTA and THEC’s master plan, the principle focus will be the change in weighted formula outcomes at each institution.

- a. Annually, the percentage change in total weighted outcomes will be calculated for each institution and for the system as a whole. This calculation will be based on the weighted outcomes that form the basis for THEC funding recommendation for the next succeeding fiscal year (generally adopted by the Commission in November) compared to the prior year. The change in total weighted outcomes for the system will be calculated in a similar manner and used to calculate the Metric Based Allowance amount for the Chancellor.
- b. The Metric Based Allowance amount will be calculated using the percentage change in weighted outcomes calculated above as applied to the following matrix:

Weighted Outcomes Growth of					
0.00%	or	Less =	Payment of	0%	Of Metric Based Allowance
0.01%	to	1% =	Payment of	15%	Of Metric Based Allowance
1.01%	to	2% =	Payment of	30%	Of Metric Based Allowance
2.01%	to	3% =	Payment of	45%	Of Metric Based Allowance
3.01%	to	4% =	Payment of	60%	Of Metric Based Allowance
4.01%	to	5% =	Payment of	75%	Of Metric Based Allowance
5.01%	or	Greater =	Payment of	100%	Of Metric Based Allowance

- B. Directors. There are five (5) Metric Based Outcomes for Directors of Tennessee Colleges of Applied Technology (TCAT). The outcomes are weighted equally and within each Metric Area, a

Director will earn points based on the level of institutional performance as outlined below. A Director may earn 2 points in each of the five Metric areas, with a total of 10 points possible.

The monetary value of a point is based on the approved Directors' compensation plan. The market average salary for the Director for each of the four levels of TCAT's is the beginning point for the point value calculation. The maximum incentive payment equals 10% of the average market salary. This amount is divided into two portions: a Discretionary Allowance (15% of the maximum amount); and a Metric Based Allowance (85% of the maximum amount). Since a maximum of ten metric based points are available, the Metric Based Allowance is divided by 10 to arrive at the value of each point. The table below summarizes this calculation, based on the current average market salary for Directors.

Center Size	Maximum Incentive (10% of Market)	Discretionary Allowance (15% of Max)	Metric Based Allowance (85% of Max)	Point Value (1/10 of Metric Based Allowance)
Level 4	\$13,083	\$1,963	\$11,121	\$1,112
Level 3	\$11,898	\$1,785	\$10,114	\$1,011
Level 2	\$10,813	\$1,622	\$9,191	\$919
Level 1	\$9,830	\$1,475	\$8,356	\$836

The Metric Based Allowance for Directors shall be based on the following outcomes:

1. **Completion Rate**– As the accrediting body for TCATs, the Council on Occupational Education's (COE) definition, collections, and computations will be used for this element. As defined by the COE, the completion rate is defined as the number of individuals who have demonstrated the competencies required for a program and have been awarded the appropriate credential divided by the number of eligible enrollments. Eligible enrollments are total enrollments less those in supplemental night programs, special industry training and incarcerated individuals, etc. The COE requires a 60% completion rate for accreditation.
 - a. A Director that demonstrates an 80% average completion rate of all programs will earn one (1) point. An 80% completion rate of all programs will earn a Director a second point.

NOTE: the program completion and placement rates will be calculated for each institution and for the system as a whole. This calculation will be identical to the definition provided by the Council on Occupational Education (COE).

2. **Placement Rate**- As the accrediting body for TCATs, the Council on Occupational Education's (COE) definition, collections, and computations will be used for this element. As defined by the COE, the placement rate is defined as the number of individuals who are: 1) employed in the field of education pursued or in a related field; or 2) have received the appropriate credential and entered the military or continued his/her education, divided by the number of individuals who have completed a certificate or diploma. The COE requires a 70% placement rate for accreditation.
 - a. A Director that demonstrates a 90% average placement rate of all programs will earn one (1) point. A 90% placement rate for all programs will earn the Director a second point.

3. Private Giving – Private giving is defined as all cash donations and contributions made annually to an institution by non-governmental agencies and organizations.
 - a. Annual private giving will be compared to a goal assigned to each TCAT. The private giving goals in the following table have been set to recognize the relative size and complexity of each TCAT and are consistent with the classification of institutions within the Directors’ compensation plan.
 - b. Directors achieving the Level 1 Incentive Threshold will earn one (1) point. If the Level 2 Threshold is achieved, then an additional point is earned (for a total of 2 possible points for this metric).

Center Size	Level 1 Incentive Threshold	Level 2 Incentive Threshold
Level 1	\$ 20,000	\$ 40,000
Level 2	\$ 30,000	\$ 60,000
Level 3	\$ 40,000	\$ 80,000
Level 4	\$ 50,000	\$ 100,000

4. Expanded Offerings – Expanded Offerings includes Special Industry Training; Sponsored Contract Training; Supplemental Evening Programs; Full-time programs offered at night (or weekends) on part-time basis; and on-line programs. Directors that grow this metric by 10,000 clock hours or 11.11 FTE or greater will be considered for Incentive Pay for the metric Expanded Offerings. Currently, THEC calculates a clock hour FTE as 900 clock hours. In addition, only a director that grows this metric by 4% or greater will be considered for Incentive Pay for the metric of Expanded Offerings.
 - a. Points awarded for Expanded Offerings will be based on the level of increase in clock-hour production for expanded offerings. A three year average of clock hours generated by all Expanded Offerings will be calculated for: (1) the year within the incentive period and the two preceding years; and (2) the three year period immediately preceding the incentive period. A percentage increase will then be calculated comparing the two averages.
 - b. A Director that grows this metric by 4.0% to 4.99% will be eligible to earn one (1) point. An increase of 5% or greater will earn the Director two (2) points.
5. Expanded Enrollment – Expanded enrollment includes activity that increases full-time or part-time enrollment including marketing, dual enrollment, community awareness or other activities which increase interest in certificate or diploma classes based on a three-year average.
 - a. The expanded enrollment will be calculated by full-time or part-time enrollment including marketing, dual enrollment, community awareness or other activities which increase interest in certificate or diploma classes based on a three-year average.
 - b. A Director that grows this metric by a 4.0% to 4.99% will be eligible to earn one (1) point. An increase of 5% or greater will earn the Director two (2) points.

C. Discretionary Amount

- a. Presidents and Directors. The Chancellor may recommend a discretionary incentive payment for a President regardless of whether the President qualifies for a Metric Based Allowance payment. In considering the award of a discretionary performance amount, the Chancellor may consider extraordinary service to the institution's community, collaborative efforts within the TBR System or between the TBR and UT Systems, and such other factors as are deemed relevant.
- b. Chancellor. The Chairman of the Committee on Compensation and Personnel, after consultation with the ~~Board Chairman and~~ Vice-Chairman, may recommend a discretionary incentive payment for the Chancellor regardless of whether the Chancellor qualifies for a Metric Based Allowance payment. In considering the award of a discretionary performance amount, the Committee Chairman may consider such factors as are deemed relevant.

D. Process

- a. Recommendations for incentive pay will be brought before the Compensation and Personnel Committee for review and approval. If approved by the Committee, the recommendations will be forwarded to the full Board for approval.

V. Amendment, Suspension, and Termination of the Plan

The Board reserves the right to amend, suspend, or terminate the Plan at any time without prior notice.

VI. General Provisions

- A. If a Participant receives an unsatisfactory rating in any annual performance review, his/her participation in the Plan will terminate automatically for the year in which the unsatisfactory rating is given, and the Participant will not be eligible for any portion of an incentive payment under the Plan. Following an annual (or bi-annual for the Chancellor) evaluation with no unsatisfactory ratings the approving authority will establish a new incentive period whereby the employee may participate in the Incentive Plan.
- B. Neither the Plan nor any payment under the Plan shall be construed to confer any right to continued employment with the Tennessee Board of Regents.
- C. All payments under the Plan are subject to all reporting, deductions, and withholdings required by applicable law or policy.
- D. To the extent any part of the Plan fails to comply with any applicable state or federal law or regulation, that part of the Plan shall not be effective.

June 2013

- E. The Plan will be reviewed by the Compensation and Personnel Committee at least every three years. Any proposed revisions will be brought before the full Board for consideration.



TENNESSEE BOARD OF REGENTS

MEETING:	Personnel and Compensation Committee
SUBJECT:	Consideration of Institution Compensation Proposals
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Roll Call Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

At the June 2015 meeting, the Board authorized the submission of proposed institutional salary plans. A 2% salary pool was created representing a 1.5% increase recommended by the Governor, and an additional .5% increase that the Board authorized. Institutions were authorized to use the 2% salary pool for any one or a combination of the following compensation strategies. In addition, institutions were authorized to provide salary adjustments consistent with those mentioned below using uncommitted recurring institutional funds. The following strategies were approved:

- A. Compensation Plan
 - a. Institutions may provide salary adjustments consistent with their Board Approved compensation plans and/or
 - b. Institutions may adjust the salary ranges to address changes in market salaries as prescribed in their compensation plan and/or
 - c. Institutions may address specific equity issues and reclassifications consistent with their compensation plan and/or
- B. Cost of Living Adjustment (COLA)
 - a. Institutions may provide a COLA, based on salaries as of June 30, 2015 with the amounts being pro-rated for part-time employees and/or
- C. Faculty Promotions
 - a. Institutions may use all or a portion of the funding to fund the faculty promotions, consistent with the institution's approved compensation plan.

Staff has received and evaluated institutional compensation salary increase proposals and is recommending the Board's approval of these compensation plan increases as outlined below.

INSTITUTIONAL COMPENSATION PROPOSALS. Board staff has received proposals from all TBR institutions as summarized below:

Requested Action	Universities	Community Colleges	TN Colleges of Applied Technology	System Office	Total*
Cost of Living Allowance (COLA)	5	9	1	1	16
Compensation Plan	2	10	0	0	12
Faculty Promotions	1	3	0	0	4
Total*	8	22	1	1	32

*Note: An institution may choose multiple strategies

Attachment A provides a summary of the features of each institution’s proposed salary plan. Staff is recommending approval of these proposals as outlined in the attachment. If approved, system wide recurring salary adjustments would total approximately **\$20.7 million, with \$2.2 million from institutional or local funds.** The breakdown of recurring salary adjustments by employment category for compensation plan adjustments is as follows:

Faculty	Administration	Professional	Clerical/Support
\$3,229,711	\$265,669	\$1,177,349	\$1,025,900
53%	4%	19%	24%

The breakdown of recurring salary adjustments for compensation plan adjustments by function is as follows:

Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Maint. & Operations
\$3,735,835	\$16,386	\$83,442	\$583,986	\$605,083	\$663,863	\$404,008
61%	<1%	1%	10%	10%	11%	7%



TENNESSEE BOARD OF REGENTS

MEETING: Personnel and Compensation Committee

SUBJECT: Report of the Special Called Meeting on September 2, 2015

DATE: September 16, 2015

PRESENTER: Vice Chancellor Tristan Denley

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Committee will consider approval of the minutes from the September 2, 2015 Special Called Meeting of the Personnel and Compensation Committee. Dr. Taj Hashmi of Austin Peay State University, Dr. Robert W. Halliman of Austin Peay State University, and Dr. Nancy McCormick of Middle Tennessee State University filed petitions for permission to appeal the decision regarding the denial of their applications for promotion.

REPORT OF THE COMMITTEE ON PERSONNEL AND COMPENSATION

September 2, 2015

The Committee on Personnel and Compensation met via telephone on September 2, 2015 with Regent Howard Roddy presiding as Chair of the Committee. TBR General Counsel Mary Moody called the role and declared a quorum.

The first item on the agenda was a request from Dr. Taj Hashmi to consider permission to appeal the denial of his application to Austin Peay State University (APSU) for promotion to the rank of Associate Professor in the 2014-2015 academic year. Dr. Hashmi appealed to the Chancellor who after review of records from both APSU and Dr. Hashmi affirmed the decision of President Alisha White. Dr. Hashmi then requested permission to appeal the Chancellor's decision to the full Board. He alleged that Chancellor Morgan's and APSU's Administration based their decisions solely on the recommendation of Dr. Mohammad Waheeduzzaman (Dr. Zaman), the Chair of Public Management and Criminal Justice, and the Department Committee.

Further he accused the Chair and department faculty members of being “*discriminatory, motivated and vindictive.*”

Prior to the meeting the Committee reviewed materials submitted by Dr. Hashmi, Austin Peay State University and staff analysis. The Committee was presented the description of the campus process, APSU and TBR policy, and an analysis of the grounds for the appeal as presented by Associate Vice Chancellor Sedrick. Regent Freeman made a motion to deny the faculty appeal as presented. Regent Smith seconded the motion. A roll call vote was taken and the motion passed unanimously.

The second item on the agenda was a request from Dr. Robert Halliman to consider permission to appeal the denial of his application to Austin Peay State University (APSU) for promotion to the rank of Professor in the 2014-2015 academic year. Dr. Halliman appealed to the Chancellor, who after review of records from both APSU and Dr. Halliman, affirmed the decision of President Alisha White. Dr. Halliman then requested permission to appeal the Chancellor’s decision to the full Board. He alleged that APSU policies on promotional standards are not

reasonable clear, standards were applied in a discriminatory manner, and Chancellor Morgan erred in interpreting APSU leadership and collegial committees' evaluations of submitted material.

Prior to the meeting the Committee reviewed materials submitted by Dr. Halliman, Austin Peay State University and staff analysis. The Committee was presented the description of the campus process, APSU and TBR policy, and an analysis of the grounds for the appeal as presented by Associate Vice Chancellor Sedrick. Regent Varlan made a motion to deny the faculty appeal as presented. Regent Freeman seconded the motion. A roll call vote was taken and the motion passed unanimously.

The final item on the agenda was a request from Dr. Nancy McCormick to consider permission to appeal the denial of her application to Middle Tennessee State University (MTSU) for promotion to the rank of Professor in the 2014-2015 academic year. Dr. McCormick appealed to the Chancellor, who after review of records from both MTSU and Dr. McCormick, affirmed the decision of President Sidney McPhee. Dr. McCormick then requested permission to appeal the

Chancellor's decision to the full Board. She alleged that MTSU violated promotion procedure policy including TBR policy in regards to academic freedom and responsibility.

Prior to the meeting the Committee reviewed materials submitted by Dr. McCormick, Middle Tennessee State University and staff analysis. The Committee was presented to the description of the campus process, MTSU and TBR policy, and an analysis of the grounds for the appeal as presented by Associate Vice Chancellor Sedrick. Regent Freeman made a motion to deny the faculty appeal as presented. Regent Smith seconded the motion. A roll call vote was taken and the motion passed unanimously.

There being no further business, the Committee on Personnel and Compensation was adjourned.

Respectfully submitted,

COMMITTEE ON PERSONNEL AND
COMPENSATION

Regent Howard Roddy, Chair



Tennessee Board of Regents
Committee on Finance and Business Operations
September 16, 2015

AGENDA

- 1. CONSENT AGENDA** (Vice Chancellor Dale Sims)
 - a. Recommended Revisions to Policy 4:01:07:02 - Foundations
The Committee will consider for approval recommended revisions to Policy 4:01:07:02 – Foundations
 - b. Technology Access Fee Spending Plans
The Committee will receive a report on the review of FY 2015-2016 Technology Access Fee spending plans.

- 2. PRESENTATION OF CAPITAL BUDGET FOR FY 2016–2017** (Vice Chancellor David Gregory)

The Committee will consider for approval the recommendations for the capital budget for FY 2016-2017.

- 3. CAPITAL MATCH FUNDING REPORT** (Vice Chancellor David Gregory)

The Committee will receive a summary of the capital match funding report.

- 4. SYSTEM BUDGET REQUESTS TO TENNESSEE HIGHER EDUCATION COMMISSION** (Vice Chancellor Dale Sims)

The Committee will consider for approval System requests to be forwarded to the Tennessee Higher Education for inclusion in the 2016-2017 budget request.

- 5. ENTERPRISE RESOURCE PLANNING (ERP) OPTIONS STUDY** (Vice Chancellor Dale Sims)

The Committee will receive a report regarding enterprise resource planning options.



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Recommended Revisions to Policy 4:01:07:02 - Foundations
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The sunset audit of the Board of Regents included a finding that “*Tennessee Board of Regents universities and community colleges have not included General Counsel recommended provisions in foundation agreements*”. TBR management responded that it would work with institutions to ensure appropriate agreements were executed between institutions and their foundations. During the same time period, Board staff were in the initial stages of reviewing and recommending updates to a variety of policies and guidelines, including the foundation policy. In moving forward, it was determined that the review and updating of the foundation policy should be completed prior to requiring execution of new foundation agreements since any policy changes might necessitate changes to the model foundation agreement. The attached revisions are a result of this policy review process. While many of the recommended revisions are grammatical or formatting in nature, significant items include:

- Providing that while the participation of institutional employees as foundation board members is permitted, institutional employees should not represent a number sufficient to control the activities of the foundation. This is an attempt to balance the need for institutional involvement in foundation activities against the need for foundation independence;
- Creating more specific expectations regarding the operating policies and procedures that each foundation should have in place (i.e. purchasing, transaction authorization, contracting, access to records, etc.);
- Requiring that each foundation board acknowledge annually that its members have reviewed the foundation’s Code of Ethics. This requirement is being put in place to

ensure members are aware of the ethical requirements of board membership and to minimize the opportunity for inadvertent violation of the Code;

- Clarifying what types of foundation payments to institutional employees must be approved in advance by the institutional president and/or the Chancellor.
- Providing that both the Comptroller of the Treasury and TBR internal or system auditors have access to the books and records of the foundation.
- Aligning our requirements with those set forth for affiliated entities by the Southern Association of Colleges and Schools in their Resource Manual for the Principles of Accreditation.

The recommended revisions also include an implementation provision that provides any needed changes in agreements to conform to the revised policy must be completed within twelve months of approval of the policy.

The revised policy is recommended for approval.

Foundations: 4:01:07:02

Policy Area

Business and Finance Policies

Applicable Divisions

Universities, Community Colleges, TCATs, System Office

Purpose

~~The purpose of this policy is to promote and strengthen the operations of foundations which have been and may be established for the benefit of TBR institutions. The following provisions set forth a framework which, from the Board's perspective, enables and enhances a sound and mutually supportive foundation/institution relationship.~~ **The purpose of this policy is to assure that, with regard to any foundation established to support any TBR institution or its programs, the relationship of the foundation to the institution is clearly defined and is set forth in a formal, written manner that (1) defines the legal authority and operating control of the institution with respect to the foundation; (2) describes the relationship of the foundation to the institution and the extent of any liability arising out of that relationship; and (3) demonstrates that the fund-raising activities of the foundation further the mission of the institution.**

Definitions

- Foundation - For purposes of this policy, a foundation is defined as a **tax-exempt**, not-for-profit organization which exists solely to support and advance the objectives of an institution. ~~A foundation also shall be operated as a tax-exempt corporation chartered within the State of Tennessee.~~ **corporation, chartered within the State of Tennessee for the sole purpose of supporting and advancing the mission of an institution or its programs. This policy does not apply to foundations established solely to support an institution's research activities**

Policy

~~1. General Statement~~

- ~~This policy is adopted pursuant to T.C.A. §§ 49-7-107 and 49-11-402(a)(4) which authorizes and empowers the Tennessee Board of Regents to take steps necessary for the establishment of foundations for the institutions governed by the Board.~~
- ~~The Board recognizes the value of such foundations to the overall development programs of the institutions. Foundations provide a direct means for individuals to participate in the generation and management of contributions for the benefit of institutions and units of institutions.~~

~~I. Foundation/Institution Relationship~~ **The Foundation's Relationship to the Institution**

- A foundation is not an operational function of an institution; it is a separate legal entity. **A foundation's identify must be maintained separate from the institution.**
- ~~The foundation/institution~~ **foundation's relationship to the institution is based upon is derived from** a shared interest in the institution's development **and the success of**

the institution's mission. Therefore, institutional participation in and support of foundation operations and activities are, therefore, appropriate and desirable.

- ~~C. Institutional participation in and support of foundation operations are, therefore, appropriate and desirable.~~
- ~~D. It is recognized that to be effective in achieving its purpose, a foundation's identity must be maintained separate from the institution.~~
- E. **C. The accountability of a foundation and of the institution as it relates to the foundation is a concern, however, are concerns common to the foundation, the institution, and the Board. Institutions should not promote, encourage or agree to use of a foundation in ways that are, or appear to be, abusive, inappropriate, or do not follow sound business practices.**

~~2. Provisions~~

- ~~1. To document the foundation's and institution's understanding of their relationship, each institution shall formulate a written agreement with its foundation(s) which describes their respective responsibilities and the services the institution provides the foundation.~~
- ~~2. The governance structure of a foundation should be determined by the foundation. To ensure an appropriate level of institutional participation in foundation governance, it is recommended that the institution president and/or the president's designee(s) hold membership on the foundation's executive body.~~
- ~~3. The foundation's executive body shall adopt an annual budget. The institution will develop and present a recommended budget to the foundation to ensure that institutional objectives are reflected in the allocation of foundation funds.~~
- ~~4. The foundation should develop policies and procedures concerning its operations. At a minimum, the policies should address solicitation, acceptance, and management/investment of contributions to the foundation. The policies must incorporate sound business principles and safeguard compliance with donor intent and conditions. It is recognized that investments by the foundation are governed by TCA 35-10-101 et seq.~~
 - ~~1. The policy regarding solicitation and acceptance of contributions shall provide that prior to acceptance of any gift to the foundation which requires institutional support, i.e., staff, financial assistance, storage, etc., approval must be obtained from the president of the institution, and if applicable, by the Chancellor, in accordance with Board policy.~~
- ~~5. No institutional funds, including contributions to the institution, may be transferred directly or indirectly to the foundation. Endowment funds, however, may be transferred from the institution to the foundation with the written approval of the donor. It is understood that instances may occur where a donor inadvertently directs a contribution to the institution which is intended for the foundation. Procedures shall be established to clarify donor intent.~~

- ~~6. Foundations must respect Board and institutional responsibilities for personnel administration, and a process must be established whereby foundation expenditures for compensation and other forms of supplement to institutional personnel, i.e., salary, expense account, automobiles, etc., must be approved in advance by the institution president and Chancellor on an annual basis.~~
- ~~7. Foundation records and accounts may be maintained by the institution; however, they must be maintained as a separate chart of accounts. Records and accounts maintained by the foundation should be available to the institution.~~
- ~~8. The foundation executive body should issue periodic reports on the activities of the foundation, which shall be submitted to the president of the institution. At a minimum, the reports should be issued on an annual basis. At a minimum, a comprehensive annual financial report shall be issued, prepared in accordance with generally accepted accounting principles.~~
- ~~9. Records and accounts maintained by the foundation shall be audited on the same cycle as the institutional audit performed by the Comptroller of the Treasury of the State of Tennessee or with the prior approval of the Comptroller of the Treasury, an independent public accountant. The audit contract between the independent public accountant and the foundation shall be approved in advance by the Board and the Comptroller and shall be on contract forms prescribed by the Comptroller.~~
- ~~10. Initial and amended foundation charters and bylaws to be filed with the Secretary of State shall be submitted by the president of the institution to the Chancellor for review.~~
- ~~11. The Chancellor shall have the authority to grant exceptions to this policy when deemed appropriate and necessary.~~

II. General Requirements

- A. The governance structure of a foundation must be determined by the foundation. To ensure an appropriate level of institutional participation in the foundation governance, the institution's president or the president's designee should hold a voting membership on the foundation's governing body. In order to assure that the foundation acts as a separate entity, a quorum of its governing body may not consist of a majority of members who are employed by the institution.**
- B. Each institution shall enter into a written agreement with any foundation(s) governed by this policy that documents their understanding of their relationship and describes their respective responsibilities. Institutions must use the standard agreement that is attached to this policy or another agreement approved by the Chancellor. Every agreement must contain, at a minimum, the provisions of the standard agreement.**
- C. The foundation shall adopt an annual budget. In order to assure that the foundation's objectives are aligned with those of the institution, the institution shall advise the foundation of its needs and priorities for the fiscal year in question.**
- D. The foundation shall develop policies and procedures concerning its operations, including, but not limited to, the following:**

1. Policies that address the solicitation and acceptance of contributions to the foundation. The policies must incorporate sound business principles and safeguard compliance with donor intent and conditions. Such policies shall provide that, prior to acceptance of any gift to the foundation that will require substantial institutional support such as staff, financial assistance, storage, ongoing maintenance, etc., approval must be obtained from the president of the institution and, if applicable, from the Chancellor.
 2. Policies and procedures that address the management and investment of contributions to the foundation, subject to the requirements of the Uniform Prudent Management of Institutional Funds Act, T.C.A. Title 35, Chapter 10, Part 2.
 3. Policies and procedures that address the foundation's procurement and contracting activities.
 - a. Such policies and procedures shall implement sound business practices and prudent use of foundation funds, including encouragement of the use of competitive procurement of goods and services, when practicable.
 - b. Such policies and procedures must include a process for determining authority for authorizing contracts on behalf of the foundation and for authorizing expenditure of foundation funds. Authority for these functions cannot be delegated solely to an employee of the institution.
 4. Policies that, in accordance with T.C.A. § 49-7-107(c), establish and adopt a code of ethics that apply to and govern the conduct of all members of the foundation's governing body. Such policies shall require that members review and acknowledge the code of ethics annually.
 5. Policies that identify who may release the foundation's records upon receipt of a request.
- E. No institutional funds, including contributions to the institution, may be transferred directly or indirectly to the foundation; provided, however, this shall not prohibit the institution from providing in-kind services to the foundation, such as office space and the use of support staff. It is understood that instances may occur where a donor inadvertently directs a contribution to the institution which is intended for the foundation. Procedures shall be established to clarify donor intent.
- F. Foundations must respect Board and institutional authority over personnel administration. Foundation expenditures for compensation and other payments to or for the benefit of institutional personnel and reportable as income to the recipient, such as salary, expense accounts, automobiles, club or other organization memberships and dues, etc., must be approved in advance, annually, by the institution president, unless the salaries funded by the foundation are in accordance with institution's compensation plan and included in the institution's personnel budget. Advance approval of the Chancellor shall be required if payments outside the institution's compensation plan are made to or for the benefit of any institutional employee, including the president, and if the aggregate value of such payments to any individual institutional employee exceeds fifteen hundred dollars (\$1,500) per fiscal year. This provision does not apply to reimbursement of business expenses incurred by institutional employees or to non-taxable recognition awards given to institutional employees.

- G. The foundation's governing body shall issue reports, at least annually, on the activities of the foundation, which shall be submitted to the president of the institution. An annual financial report shall be issued, prepared in accordance with generally accepted accounting principles, including all required note disclosures.
- H. In accordance with T.C.A. § 49-7-107(b), all annual reports, books of account and financial records of the foundation shall be subject to audit by the Comptroller of the Treasury of the State of Tennessee. Records and accounts maintained by the foundation shall be audited on the same cycle as the institutional audit performed by the Comptroller, or, with the prior approval of the Comptroller, an independent public accountant may perform such an audit. The contract between the independent public accountant and the foundation shall be approved in advance by the Board of Regents and the Comptroller and shall be on forms prescribed by the Comptroller. All annual reports, books of account and financial records of a foundation shall be available for audit by the internal auditors of the affiliated institution or the Tennessee Board of Regents.
- I. Copies of the initial and amended foundation charters and bylaws filed with the Secretary of State shall be submitted by the president of the institution to the Board of Regents' Office of General Counsel.
- J. The Chancellor shall have the authority to grant exceptions to this policy when deemed appropriate and necessary. An exception must be requested and granted in writing.

III. Implementation

- A. No later than twelve (12) months after adoption of this policy, all institutions shall have conformed any existing agreement with foundations to the requirement of this policy

Sources

TBR Meeting, August 17, 1973; TBR Meeting, September 20, 1985; September 21, 1990; June 28, 1991; December 3, 2004; TBR Meeting March 30, 2007.

Related Policies

- [Solicitation and Acceptance of Gifts](#)

Contact

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Foundations: 4:01:07:02

Policy Area

Business and Finance Policies

Applicable Divisions

Universities, Community Colleges, TCATs, System Office

Purpose

The purpose of this policy is to assure that, with regard to any foundation established to support any TBR institution or its programs, the relationship of the foundation to the institution is clearly defined and is set forth in a formal, written manner that (1) defines the legal authority and operating control of the institution with respect to the foundation; (2) describes the relationship of the foundation to the Institution and the extent of any liability arising out of that relationship; and (3) demonstrates that the fund-raising activities of the foundation further the mission of the institution

Definitions

Foundation: For purposes of this policy, a foundation is defined as a tax-exempt, not-for-profit corporation, chartered within the State of Tennessee for the sole purpose of supporting and advancing the mission of an institution or its programs. This policy does not apply to foundations established solely to support an institution's research activities.

Policy

I. The Foundation's Relationship to the Institution

- A. A foundation is not an operational function of an institution; it is a separate legal entity. A foundation's identity must be maintained separate from the institution.
- B. The foundation's relationship to the institution is based upon a shared interest in the institution's development and the success of the institution's mission. Therefore, institutional participation in and support of foundation operations and activities are, therefore appropriate and desirable.
- C. The accountability of a foundation and of the institution as it relates to the foundation is a concern common to the foundation, the institution and the Board. Institutions should not promote, encourage or agree to use of a foundation in ways that are, or appear to be, abusive, inappropriate, or do not follow sound business practices.

II. General Requirements

- A. The governance structure of a foundation must be determined by the foundation. To ensure an appropriate level of institutional participation in foundation governance, the institution's president or the president's designee should hold a voting membership on the foundation's governing body. In order to assure that the foundation acts as a separate entity, a quorum of its governing body may not consist of a majority of members who are employed by the institution.
- B. Each institution shall enter into a written agreement with any foundation(s) governed by this policy that documents their understanding of their relationship and describes their respective responsibilities. Institutions must use the standard agreement that is attached to this policy or another agreement approved by the Chancellor. Every agreement must contain, at a minimum, the provisions of the standard agreement.
- C. The foundation shall adopt an annual budget. In order to assure that the foundation's objectives are aligned with those of the institution, the institution shall advise the foundation of its needs and priorities for the fiscal year in question.
- D. The foundation shall develop policies and procedures concerning its operations, including, but not limited to, the following:
 1. Policies that address the solicitation and acceptance of contributions to the foundation. The policies must incorporate sound business principles and safeguard compliance with donor intent and conditions. Such policies shall provide that, prior to acceptance of any gift to the foundation that will require substantial institutional support such as staff, financial assistance, storage, on-going maintenance, etc., approval must be obtained from the president of the institution and, if applicable, from the Chancellor.
 2. Policies and procedures that address the management and investment of contributions to the foundation, subject to the requirements of the Uniform Prudent Management of Institutional Funds Act, T.C.A. Title 35, Chapter 10, Part 2.
 3. Policies and procedures that address the foundation's procurement and contracting activities.

- a. Such policies and procedures shall implement sound business practices and prudent use of foundation funds, including encouragement of the use of competitive procurement of goods and services, when practicable.
 - b. Such policies and procedures must include a process for determining authority for authorizing contracts on behalf of the foundation and for authorizing expenditure of foundation funds. Authority for these functions cannot be delegated solely to an employee of the Institution.
4. Policies that, in accordance with T. C. A. § 49-7-107(c), establish and adopt a code of ethics that apply to and govern the conduct of all members of the foundation's governing body. Such policies shall require that members review and acknowledge the code of ethics annually.
5. Policies that identify who may release the foundation's records upon receipt of a request.
- E. No institutional funds, including contributions to the institution, may be transferred directly or indirectly to the foundation; provided, however, this shall not prohibit the institution from providing in-kind services to the foundation, such as office space and the use of support staff. It is understood that instances may occur where a donor inadvertently directs a contribution to the institution which is intended for the foundation. Procedures shall be established to clarify donor intent.
- F. Foundations must respect Board and institutional authority over personnel administration. Foundation expenditures for compensation and other payments to or for the benefit of institutional personnel and reportable as income to the recipient, such as salary, expense accounts, automobiles, club or other organization memberships and dues, etc., must be approved in advance, annually, by the institution president, unless the salaries funded by the foundation are in accordance with institution's compensation plan and included in the institution's personnel budget. Advance approval of the chancellor shall be required if payments outside the institution's compensation plan are made to or for the benefit of any institutional employee, including the president, and if the aggregate value of such payments to any individual institutional employee exceeds fifteen hundred dollars (\$1,500) per fiscal year. This provision does not apply to reimbursement of business expenses incurred by institutional employees or to non-taxable recognition awards given to institutional employees.

- G. The foundation's governing body shall issue reports, at least annually, on the activities of the foundation, which shall be submitted to the president of the institution. An annual financial report shall be issued, prepared in accordance with generally accepted accounting principles, including all required note disclosures.
 - H. In accordance with T.C.A. § 49-7-107(b), all annual reports, books of account and financial records of a foundation shall be subject to audit by the Comptroller of the Treasury of the State of Tennessee. Records and accounts maintained by the foundation shall be audited on the same cycle as the institutional audit performed by the Comptroller, or, with the prior approval of the Comptroller, an independent public accountant may perform such an audit. The contract between the independent public accountant and the foundation shall be approved in advance by the Board of Regents and the Comptroller and shall be on forms prescribed by the Comptroller. All annual reports, books of account and financial records of a foundation shall be available for audit by the internal auditors of the affiliated institution or the Tennessee Board of Regents.
 - I. Copies of the initial and amended foundation charters and bylaws filed with the Secretary of State shall be submitted by the president of the institution to the Board of Regents' Office of General Counsel
 - J. The Chancellor shall have the authority to grant exceptions to this policy when deemed appropriate and necessary. An exception must be requested and granted in writing.
- III. Implementation
- a. No later than twelve (12) months after adoption of this policy, all institutions shall have conformed any existing agreement with foundations to the requirement of this policy.

Sources

TBR Meeting, August 17, 1973; TBR Meeting, September 20, 1985; September 21, 1990; June 28, 1991; December 3, 2004; TBR Meeting March 30, 2007.

Related Policies

- Solicitation and Acceptance of Gifts



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Technology Access Fee (TAF) Report
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	No Action Needed
STAFF'S RECOMMENDATION:	Accept Report

BACKGROUND INFORMATION:

By FY 1997-98, the Board had approved a uniform technology access fee (TAF) of \$112.50 per semester across all universities and community colleges and \$100.00 per term for Tennessee Colleges of Applied Technology. This fee was levied for the purpose of providing student access to computing and similar technologies. Board Guideline B-060, Section VII provides that TAF funds be used to benefit students directly, for items such as new and improved high technology laboratories and classrooms, appropriate network and software, computer and other equipment, and technological improvements that enhance instruction. For compliance purposes, Section B.4 of this guideline requires that the Chancellor annually review TAF proposed spending plans from 25% of TBR institutions and provide a report to the Board.

For fiscal year 2015-2016, TAF spending plans from Austin Peay State University, Middle Tennessee State University, Chattanooga State Community College, Dyersburg State Community College, Jackson State Community College, Nashville State Community College and Tennessee Colleges of Applied Technology at Chattanooga, Crump, Elizabethton, Jackson, Knoxville, Murfreesboro, and Newbern were reviewed for compliance with TAF use guidelines.

Although minor mathematical problems were discovered and corrected, all plans reviewed were found to be in compliance with TAF use guidelines.



TENNESSEE BOARD OF REGENTS

MEETING: Finance and Business Operations Committee Meeting

SUBJECT: Capital Budget FY 16-17

DATE: September 16, 2015

PRESENTER: Vice Chancellor David Gregory
Administration and Facilities Development

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

The Committee will consider approval of the Capital Budget Request for FY16-17. The Capital Budget Request consists of 114 projects for a total of \$313,248,000.

The Capital Budget includes \$194,308,000 in Capital Outlay and \$118,940,000 in Capital Maintenance for the total request of \$313,248,000. Also included is the Project Disclosures list in the amount of \$31,880,000.

Summary of Capital Budget Request 2016 - 2017

of the

Tennessee Board of Regents



September 16, 2015

This is the Summary of the Capital Budget Request for Fiscal Year 2016-2017 for the Finance and Business Operations Committee of the Tennessee Board of Regents.

The Summary of the Capital Budget Request includes recommendations for a combined list of university, community college, and colleges of applied technology projects in three (3) classifications as follow:

A. Capital Outlay Projects

Includes projects for which the primary objective is expansion of plant by adding new construction and renovations involving extensive changes in functional use.

B. Capital Maintenance Projects

Includes projects for which the primary objective is correction of identified deficiencies in existing facilities. Projects in this classification include roof replacements, building system and sub-system improvements, and energy conservation projects.

This classification also encompasses projects for which the primary objectives are modifications to existing facilities to make all programs accessible in accordance with Title II of the Americans with Disabilities Act.

C. Project Disclosures (utilizing School Bonds and other funding sources)

Includes projects for which no state capital appropriations are requested. These projects identify funding from campus funds, grants, gifts, donations, Tennessee State School Bond Authority financing (school bonds), etc.

Classification A: Capital Outlay

\$194,308,000 (last year: \$100,250,000) is recommended for the fiscal year 2016-2017, as first-year funding. TBR intends to recommend a minimum of \$150,000,000 for prioritized Capital Outlay projects each year. No new projects were added to the Capital Outlay request last year and none will be added this year. Four (4) projects were funded in FY 15/16, leaving a total of seven (7) recommended projects. Two (2) of the seven (7) projects already have planning funds. The five-year average of Capital Outlay funding is \$77,672,000 which includes special appropriations outside our Capital Outlay request.

Capital Outlay Projects: **\$194,308,000** is recommended for full funding of four (4) projects and planning for three (3) of the seven (7) prioritized projects shown on Page 5. After the match, the state request is for \$143,962,500. Once ranked, projects retain their relative order until fully funded, with new projects added in rank order to the bottom. The prioritization formula is on Page 4; and program principles are on Page 6. Un-ranked 1st and 2nd priority projects submitted by six universities, eleven community colleges, and three colleges of applied technology, are disclosed on Pages 17 & 18 as potential candidates for the un-ranked balance of a five-year estimate.

Capital Outlay Prioritization Formula

July 2012

Type of Space

Up to 35 points

Each type of space is given a point value in relation to its relative importance to serving the mission of the institution.

The type of space in each project will be evaluated on the following point assignments:

points	space description
35	Classrooms 100's
35	Class Laboratories 210, 215, 220, 225, 250, 255
30	Offices 300's
25	Student Facilities 400's
15	Physical Education 520, 523, 525
10	General Use Facilities 600's

The three digit numbers are from the "Postsecondary Education Facilities Inventory and Classification Manual (FICM)" 2006 Edition.

Composite Shortage

Up to 35 points

The composite shortfall will be given a point value in relation to the outcome of the 2011 THEC Space Guidelines and the TBR system space analysis. The shortfall in each project will be evaluated based on the relative weight for the type of space.

Functionality & Quality

Up to 30 points

The functionality and quality will be given a point value based on information from the Physical Facilities Survey, independent assessments, input from the institution, and on-site observations. Priority will be given to facilities that have deficient mechanical/electrical capacity, technology, or that have significant health/life safety issues, or accreditation requirement. The functionality and quality considers space efficiency, the conversion or demolition of space, and renovation of vacated space.

CCTA

Each project shall include a brief narrative on how the project supports the principles of the Complete College Tennessee Act.

Summary

Scoring Categories and Maximum Points

Type of Space in project	35
Composite Shortage	35
Functionality and Quality of existing space	30

Maximum Total Score: **100**

FY 16/17 Capital Outlay Request

		Institution	Project	Activity	FY 16/17 Request	State Request
Capital Outlay Projects						
2004	1	TSU	Health Sciences Facility ¹	plan and construct	38,800,000	29,100,000
2007	2	TTU	Laboratory Science Building and Infrastructure	construction	90,000,000	71,250,000
2007	3	ETSU	Lamb Hall Renovation	plan and construct	23,000,000	17,250,000
1998	4	UoM	Biochemistry and Biology Facility	construction	36,000,000	26,362,500
2012	5	MTSU	Academic Classroom Building	planning	1,600,000	0
2012	6	Statewide	Community College Add & Reno ²	planning	2,9880,000	0
2012	7	Statewide	TCATs Improvements Phase 2 ³	planning	1,920,000	0
Capital Outlay Total Request:					194,308,000	143,962,500

¹ TSU has requested to substitute the Health Sciences Facility for their Library Addition and Renovation (\$17,240,000) project which was added in 2004. The Health Sciences Facility project substitution has been evaluated by OFD and validated by master planning consultant.

² Campuses included in this project:

Columbia State Community College, Motlow State Community College, Volunteer State Community College, Walters State Community College

³Additional improvements identified in the TCAT Master Plan with projects to be prioritized

Capital Outlay Program Principles

Capital Outlay

- Projects will compete and be scored for capital outlay funding consideration. The pending unranked 1st and 2nd priorities listed as Potential Out-Year Projects will be identified in the Capital Budget Request. Project will be scored prior to recommendation.

Flexibility

- An institution would be allowed to request for consideration by the Board to substitute a project for a current recommended project. Consideration would be given to the need (formula score) and the dollar amount of the substitute project versus the replaced project and the overall justification for the request.
- Request for projects to be funded will be considered by the Board on an individual basis. Consideration will be given to new projects on main campuses with an amount of match funding of 50% or greater, a prioritization score of 75 or higher, and justification for the request.

Capital Outlay Match Program

- Each project will require match funds to be considered for funding. Match funds may include private gifts, grants and institutional funds. Each institution will be required to submit a plan outlining the type and timeline for match funds when the project is submitted for consideration. Only the first \$75,000,000 requires a match.

Threshold for Capital Outlay Match Program:

- Universities 25%
- Community Colleges 10%
- Non-Formula Units 10%
- Colleges of Applied Technology 5%

Classification B: Capital Maintenance Annual Renewal Projects

This recommendation is a part of an ongoing effort to improve the Capital Maintenance funding for the Tennessee Board of Regents institutions in order to maintain the safety, structural integrity, functionality, and quality of aging facilities.

Annual Renewal: This year's request, **\$118,940,000** (last year: \$94,180,000), is a reflection of TBR's system-wide annual maintenance target. The FY 16/17 annual request is recommended to address one hundred and seven (107) Capital Maintenance annual renewal priorities at thirty-nine (39) Tennessee Board of Regents institutions, including all universities, thirteen (13) community colleges, and twenty (20) colleges of applied technology. TCAT campuses are grouped together into "Statewide" projects. The list of projects begins on Page 9, after the Annual Renewal Target Funding Formula on Page 8.

Notes are provided to the right of the line items, indicating if the request is for an ongoing project, is a phased project already requested higher on the list, is a first phase of many, and so forth. No subsequent phases are guaranteed for multiple-phase projects, as such out-year requests are subject to determination in their normal annual cycle.

Five-Year Estimate: The Administration requires a five-year estimate of Annual Renewal, subject to change, and does not require individual projects beyond the first year. The estimates for the second through fifth years are based on a general escalation of this year's Target, and are shown on Page 16.

Unmet Needs: **\$105,920,000** in Unmet Maintenance Needs also is identified on Page 13. After prioritizing the requests to serve the Capital Maintenance Annual Renewal Request, these projects were beyond the annual renewal target, and many of them can be expected to appear in future years. If additional appropriations become available in excess of Annual Request, the listing and back-up for these projects in the unmet needs category are available upon request.

Capital Maintenance Annual Target Funding Formula

2015 System Statistics

6 Universities, 13 Community Colleges, and 27 Colleges of Applied Technology

	Adjusted Education & General gross square footage E&G GSF square feet	Average Age of Buildings years	Weighted Age of Buildings years	Building Replacement Cost including infrastructure dollars
Universities	15,856,773	49.3	49.0	3,672,471,710
Colleges	7,815,886	31.4	34.0	1,711,112,990
TCATs	2,074,157	34.4	37.5	406,477,135
Total	25,746,816			5,790,061,835

Formula for Annual Target Funding

Source - FM Data Monthly, August 1997 (modified to include infrastructure)

$$\frac{2}{3} (\text{Building Replacement Cost}) \times (\text{Building Age} / 1275)$$

2016-2017 Target Funding for Capital Maintenance **\$ 118,199,485**

Prioritization Methodology

The formula is run for each institution, setting an institution Target. Each institution's requested projects, in the institution's priority order, are included to approximately the Target. Projects are given priority for addressing the five types of need listed at right. Projects are distributed through the list to achieve proportionate equality among institutions.

- 1) Building Codes & Safety
- 2) Roofs
- 3) Mechanical & Infrastructure
- 4) Building Envelope
- 5) Interiors and Finishes

FY 16/17 Capital Maintenance Annual Renewal Request

Pri	Institution	Project	2016-2017	Notes
1	TCATOneida	Huntsville Building Stabilization and Corrections	210,000	
2	WSCC	ADA and Mechanical Systems Updates	780,000	
3	Statewide	TCAT Roof Replacements - Dickson	550,000	
4	ChSCC	Instructural Materials Building Roof Replacement	500,000	
5	RSCC	Oak Ridge Campus Roof Replacement	450,000	Second of 2 phases
6	CoSCC	Several Buildings Roof Replacements	700,000	
7	Statewide	Cookeville Higher Education Campus Roof Repair	750,000	
8	TCATCovington	Roof and Moisture Remediation	270,000	Final phase of 3 phases
9	MTSU	Sauders Fine Arts HVAC Updates	1,830,000	
10	ETSU	Stormwater Drainage Repairs	2,000,000	
11	VSCC	Ramer Building HVAC Updates	400,000	
12	MTSU	Energy Recovery Boiler Repair	880,000	
13	JSCC	Elevator Modernization	360,000	Second of 2 phases
14	APSU	Music Mass Comm HVAC Replacement	1,530,000	Second of 2 phases
15	STCC	Roof Replacements and Envelope Repairs	1,110,000	
16	DSCC	Gymnasium Mechanical Updates	310,000	
17	Statewide	TCAT MPE and Infrastructure Updates ph 1	1,350,000	First of 3 phases
18	PSCC	HVAC Updates 16.1	750,000	Second of 3 phases
19	CISCC	Underground Utility Lines Modernization	750,000	
20	NeSCC	Building Controls Updates	430,000	
21	UoM	Building Envelope Repairs A	3,000,000	First of 2 phases
22	MSCC	Exterior Building Repairs 16.1	310,000	Second of 4 phases
23	Statewide	TCAT Maintenance Repairs and Corrections Ph 1	190,000	First of 4 phases
24	TTU	Several Buildings Upgrades A	2,670,000	Seventh of 10 phases
25	TSU	Migration Implementation 16.1	2,620,000	First of 3 phases
26	VSCC	Roof Replacements and Envelope Repairs	320,000	
27	RSCC	O'Brien Building Roof Replacement	370,000	
28	UoM	Business, Jones, and Browning HVAC 16.1	2,350,000	First of 2 phases
29	MTSU	Several Buildings Electrical Updates	1,600,000	
30	ChSCC	Elevator Updates	990,000	

FY 16/17 Capital Maintenance Annual Renewal Request *continued*

Pri	Institution	Project	2016-2017	Notes
31	MTSU	BAS Control Panel Replacements	790,000	
32	WSCC	Chiller and Cooling Tower Replacement	780,000	
33	APSU	Browning Hall Mechanical Updates	1,530,000	
34	JSCC	Science Building HVAC Update	520,000	
35	CoSCC	Powerhouse System Repairs A	300,000	First of 2 phases
36	STCC	Mechanical Systems Modernization	1,110,000	Final phase of 4 phases
37	TCATCovington	Moisture Remediation	450,000	
38	MSCC	Exterior Building Repairs 16.2	310,000	Third of 4 phases
39	MTSU	Several Buildings Exterior Repairs	1,630,000	
40	RSCC	Campus-wide Paving A	160,000	First of 2 phases
41	TTU	Several Bldgs Waterproof & Exterior Repairs	1,800,000	Final of 3 phases
42	DSCC	Interior Gym Repairs	220,000	
43	TTU	Several Buildings Upgrades B	2,670,000	Eighth of 10 phases
44	CISCC	Classroom Renovations	330,000	
45	TSU	Migration Implementation 16.2	2,620,000	Second of 3 phases
46	Statewide	TCAT MPE and Infrastructure Updates ph 2	530,000	Second of 3 phases
47	Statewide	TCAT Parking and Paving Repairs Ph 1	640,000	Phase 1 of 3 phases
48	Statewide	TCAT Security System Updates	330,000	
49	Statewide	TCAT Maintenance Repairs and Corrections Ph 2	230,000	Second of 4 phases
50	Statewide	TCAT Parking and Paving Repairs Ph 2	710,000	Phase 2 of 3 phases
51	Statewide	TCAT Maintenance Repairs and Corrections Ph 3	180,000	Third of 4 phases
52	ETSU	Accessibility and Code Corrections	2,000,000	Final of 3 phases
53	TCATCovington	Roof Replacement	410,000	
54	APSU	Roof Replacements	2,480,000	
55	UoM	Business, Jones, and Browning HVAC 16.2	2,350,000	Final of 2 phases
56	ETSU	COM Sprinkler Updates	500,000	Final of 2 phases
57	UoM	Mitchell and Clement HVAC Updates	3,000,000	
58	VSCC	Central Plant Cooling Tower Replacement	410,000	
59	MTSU	Domestic Water-Sewer Systems Updates	750,000	Final of 3 phases

FY 16/17 Capital Maintenance Annual Renewal Request *continued*

Pri	Institution	Project	2015-2016	Notes
60	CoSCC	Powerhouse System Repairs B	100,000	Final of 2 phases
61	ChSCC	Electrical Updates	980,000	
62	MTSU	Plumbing and Restroom Updates	1,500,000	
63	RSCC	Campus-wide Paving B	340,000	Final of 2 phases
64	DSCC	Door and Access Replacement	220,000	
65	WSCC	Claiborne County Exterior Remediation	780,000	
66	ETSU	Dome Code Updates	2,500,000	
67	MTSU	Peck Hall Stairwell & Flooring Restoration	450,000	
68	TSU	Migration Implementation 16.3	2,610,000	Final of 3 phases
69	TCAT Ripley	Interior Updates	240,000	
70	TCAT Ripley	Flooring Updates	170,000	
71	Statewide	TCAT MPE and Infrastructure Updates ph 3	960,000	Final of 3 phases
72	VSCC	Accessibility Enhancements	200,000	
73	MTSU	Maintenance Complex Roof Replacements	850,000	
74	UoM	Roof Replacements	3,000,000	
75	NeSCC	General Studies Roof Replacement	600,000	
76	UoM	Ellington and Ball HVAC Updates	3,000,000	
77	ETSU	Valleybrook Building System Replacement	1,300,000	
78	ETSU	COM Building 178 Mechanical Updates	2,000,000	
79	JSCC	Nelms Classroom Building HVAC Updates	590,000	
80	MTSU	Campus Stormwater Plan	880,000	
81	ETSU	Water Line Repairs	2,200,000	
82	RSCC	Elevator Replacement	440,000	
83	UoM	Underground Steamline Replacement	3,000,000	
84	CoSCC	Underground Plumbing and Drainage Repairs	800,000	
85	MTSU	Peck Hall HVAC Update	1,380,000	
86	MSCC	Exterior Building Repairs 16.3	310,000	Final of 4 phases
87	UoM	Building Envelope Repairs B	4,000,000	Final of 2 phases
88	MTSU	Sidewalk Repair/Replacement	620,000	

FY 16/17 Capital Maintenance Annual Renewal Request *continued*

Pri	Institution	Project	2015-2016	Notes
89	VSCC	Wood Building Restroom Renovations	300,000	
90	Statewide	TCAT Maintenance Repairs and Corrections Ph 4	30,000	Final of 4 phases
91	Statewide	TCAT Parking and Paving Repairs Ph 3	800,000	Phase 3 of 3 phases
92	TCATLivingston	Door Replacement	200,000	
93	UoM	Building Code and Safety Updates A	3,000,000	Phase 2 of 3 phases
94	TCATHarriman	Entry Updates	200,000	
95	TTU	Roof Replacements	3,560,000	Final of 2 phases
96	MTSU	Bell Street Facility Roof Replacement	800,000	
97	ChSCC	CETAS Building Roof Replacement	2,300,000	
98	WSCC	Greeneville Campus Mechanical Corrections	780,000	
99	PSCC	HVAC Updates 16.2	1,800,000	Final of 2 phases
100	TCATAthens	Welding Ventilation/Exhaust Installation	160,000	
101	ETSU	Mechanical Repair & Replacement	2,200,000	
102	TCAT Pulaski	Administration/Classroom Mechanical Updates	160,000	
103	TCATCrump	HVAC System Replacement	230,000	
104	TCATMemphis	Aviation HVAC Updates	330,000	
105	TCATHohenwald	HVAC System Replacement	490,000	
106	MSCC	Underground Utility Lines Replacement	1,160,000	
107	APSU	Dunn Center HVAC Replacement	4,350,000	
Annual Maintenance Request			\$118,940,000	

TBR institutions submitted 56 additional projects at \$105,920,000 of unmet maintenance needs for a total request of \$224,860,000. Listing and back-up for these projects are available upon request.

Additionally, **Capital Maintenance** funding is anticipated for these **System-wide Programs:**

Accessibility

The TBR is committed to making all programs accessible in accordance with Title II of the Americans with Disabilities Act (ADA).

\$18,766,666 has been funded to date through appropriations to the directed project element of the total TBR development program to make all educational programs accessible.

No funding is included in this recommendation. In FY 15/16 TBR received \$800,000 for this program. This funding is expected to continue; however, the FY16/17 amount is not known.

Management Assistance

No funding is included in this recommendation to provide the necessary staff augmentation for management of the capital program.

It is expected that an appropriation will be made for a statewide program.

Classification C: Project Disclosures (utilizing School Bonds and other funding sources)

Twenty-seven (27) other projects are listed on the next page, which have been identified by three (3) universities and seven (7) community colleges to utilize funding from School Bonds, donations, and other sources. These projects do not have a priority order. Typically, only a minority of the disclosed projects are actually brought forward to the State Building Commission to become actual projects.

Some projects listed with funding from student fees or housing, may be dependent upon increases that will require approval at a future Board meeting (typically in June). Listing such projects acknowledges the institution's intent to have the project, but does not imply any certainty that the requisite fee increase will be approved by the Board.

FY16/17 Disclosed Projects

Institution	Project	Value	Source of Funds
ETSU	Johnson City Day Care Center	1,000,000	Federal grant
ETSU	Outdoor Track & Field Facility	4,200,000	Gifts & Athletics
UoM	Park Avenue Physical Plant	1,050,000	Plant funds
JSCC	Physical Plant Service Building Repairs and Updates	1,000,000	Plant funds
NaSCC	Clarksville Modular Space	550,000	Plant funds
NaSCC	New Academic Building Parking	490,000	Plant funds
NeSCC	Amphitheater Plaza and Stage	500,000	Plant funds
PSCC	Blount Modular Classroom Building	370,000	Plant funds
PSCC	Building Entrance Upgrades	230,000	Plant funds
PSCC	CPAC Lighting Updates	230,000	Plant funds
PSCC	Division Street Renovations	650,000	Plant funds
PSCC	Division Street Student Parking	820,000	Student fees
PSCC	Hardin Valley Courtyard Improvements	1,950,000	Plant funds & Student fees
PSCC	Magnolia Courtyard Improvements	250,000	Plant funds & Student fees
PSCC	Magnolia Print Shop Relocation	150,000	Plant funds
PSCC	Magnolia Student Parking	600,000	Student fees
PSCC	Paving and Repairs	500,000	Student fees
PSCC	Strawberry Plains Envelope Repairs	2,900,000	Plant funds & Auxiliary (rent)
PSCC	Strawberry Plains Repaving	300,000	Student fees & Auxiliary (rent)
PSCC	Theater Modular Building	370,000	Plant funds
RSCC	Electrical System Upgrade	320,000	Plant funds
VSCC	Campus Access Control & Security Improvements	350,000	Plant funds
VSCC	Campus Lighting Control Improvements	100,000	Plant funds
VSCC	Parking Lot and Street Improvements	400,000	Plant funds
VSCC	Warf Lab Upgrades	200,000	Plant funds
WSCC	Sevier County Maples Marshall Improvements	400,000	Gifts
Disclosure Subtotal		\$19,880,000	
Projects proposed for TSSBA funding			
MTSU	Health and Wellness Building Addition	\$12,000,000	Gifts, Student fees, TSSBA
TSSBA		\$12,000,000	
Disclosure Total		\$31,880,000	

FY16/17 Capital Outlay Five-Year Plan

Institution	Project	Activity	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Capital Outlay Standard Projects							
2004	1	TSU Health Sciences Facility.....	Plan & Construct	38,800,000			
2007	2	TTU Laboratory Science Building and Infrastructure.....	Plan & Construct	90,000,000			
2007	3	ETSU Lamb Hall Renovation.....	Plan & Construct	23,000,000			
1998	4	UoM Biochemistry and Biology Facility.....	Construction	36,000,000			
2012	5	MTSU Academic Classroom Building.....	Plan & Construct	1,600,000	28,900,000		
2012	6	Statewide Community College Additions and Renovations.....	Plan & Construct	2,988,000	26,892,000		
2012	7	Statewide TCAT Improvements Phase 2.....	Plan & Construct	1,920,000	43,880,000		
Un-prioritized projects			Plan & Construct	0	50,328,000	150,000,000	150,000,000
(see Page 16 and 17 for institutional 1 st & 2 nd priorities that may appear in future requests)							
Capital Outlay Total:				194,308,000	150,000,000	150,000,000	150,000,000
Capital Maintenance Annual Renewal Total:				118,940,000	120,000,000	122,000,000	124,000,000
Capital Total:				313,248,000	270,000,000	272,000,000	274,000,000

Note: See Page 5 for additional information

FY16/17 Capital Outlay Potential Out-Year Projects

Institution	Project	Activity	2016-2017	
Institutional 1st priorities for consideration				<p>As mentioned on Page 3, these projects were submitted by our institutions as 1st and 2nd priorities to be considered by TBR for the Capital Outlay Standard Projects. The amounts are the current-year estimate, and are likely to escalate over time.</p> <p>These have not been prioritized by TBR, and are not requested for funding at this time.</p> <p>This list is included for information only; but could be considered for funds available beyond the current request.</p>
APSU	Health Sciences Building	plan and construct	38,500,000	
ETSU	Humanities Building Renovations	plan and construct	50,000,000	
MTSU	Math and Computer Science Building	plan and construct	34,800,000	
TSU	School of Nursing Facility	plan and construct	15,000,000	
TTU	Engineering and Research Building	plan and construct	38,200,000	
UoM	Music Center	plan and construct	40,000,000	
ChSCC	Student Center Addition	plan and construct	13,100,000	
CISCC	Athens Satellite Campus Construction	plan and construct	15,000,000	
CoSCC	Finney Library Renovation	plan and construct	3,180,000	
DSCC	Arts and Sciences Building	plan and construct	35,000,000	
JSCC	Library Addition and Upgrade	plan and construct	7,400,000	
MSCC	Rutherford Teaching Site Addition III	plan and construct	9,300,000	
NaSCC	Clarksville Site Expansion	plan and construct	7,000,000	
NeSCC	Kingsport Higher Education Building	plan and construct	16,500,000	
PSCC	Multi-Purpose Building and Renovations	plan and construct	27,000,000	
RSCC	Campbell County Addition	plan and construct	1,100,000	
WSCC	Sevier County Campus Addition	plan and construct	12,500,000	
TCAT McKenzie	HVAC Shop Addition	plan and construct	200,000	
TCAT Memphis	New Shop Building	plan and construct	16,890,000	
TCAT Shelbyville	Truck Driving Center Construction	plan and construct	<u>150,000</u>	
Total of all submitted 1 st priority projects:			380,820,000	

FY16/17 Capital Outlay Potential Out-Year Projects

... continued

Institution	Project	Activity	2016-2017
Institutional 2nd priorities for consideration			
APSU	University Success Building	plan and construct	30,500,000
TSU	New Academic Facility	plan and construct	11,750,000
TTU	Classroom Building	plan and construct	17,800,000
UoM	Biochemistry and Biology Facility II	plan and construct	97,000,000
CoSCC	New Health Sciences Building	plan and construct	14,350,000
MSCC	Simon Hall Renovations	plan and construct	6,560,000
RSCC	Knox County Campus Expansion	plan and construct	<u>1,430,000</u>
	Total of all submitted 2 nd priority projects:		179,390,000
	Total Potential Capital Outlay		560,210,000

Summary of the Capital Request

This capital budget request for fiscal year 2016-2017 is presented to the Finance and Business Operations Committee of the Tennessee Board of Regents for consideration.

	This Request (including match request)
A ♦ Capital Outlay	
Standard Projects	194,308,000
B ♦ Capital Maintenance	
Annual Renewal	118,940,000
Total Request Outlay + Maintenance	313,248,000



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations Committee
SUBJECT:	Presentation of the Capital Match Funding Report
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor David Gregory
ACTION REQUIRED:	No Action Needed
STAFF'S RECOMMENDATION:	Information Only

BACKGROUND INFORMATION:

The Committee will be given a presentation of the Capital Match Funding Report for FY 2016-2017. The institutions being reported on today include: Austin Peay State University, East Tennessee State University, Middle Tennessee State University, Tennessee Tech University, University of Memphis, Columbia State Community College, Jackson State Community College, Motlow State Community College, Nashville State Community College, Northeast State Community College, Volunteer State Community College, Walters State Community College, and Tennessee Colleges of Applied Technology.



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	TBR System State Funding Requests for FY 2016-2017
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

On an annual basis, Board staff develops a list of System funding needs that are not recognized through the higher education funding formula. Items identified are intended to have broad benefit across the System and to align with the State's strategic goals. Consideration of these items by the Board is the first step in this process. Any items approved by the Board will be submitted to the Tennessee Higher Education Commission for its consideration. TBR items endorsed by the Commission are then forwarded to the Governor for his consideration in developing his FY 2016-2017 budget recommendations to the General Assembly. The legislature then ultimately determines which items recommended are funded. The items listed below total approximately \$16.1 million (\$3.0 million recurring and \$13.1 million non-recurring).

While each of the following items is worthy of consideration, it is noted that the System's first funding priority is that THEC's formula funding recommendations be sufficient to recognize improvements in outcomes funded through the outcome formula.

1. Support for Guided Pathways to Success (GPS) Programs at Community Colleges:
\$200,000 recurring

The Complete College Tennessee Act required use of cohort programs at community colleges. This funding request would be used to establish a position and related support cost to coordinate the system-wide development of policy, implementation of structured learning communities (aka: cohorts based block schedules, guided pathways, default degree pathways, degree maps, etc.), development of appropriate accountability protocols and sharing of best practices. TBR and its institutions have been fortunate to receive technical support and some program development funding from Lumina,

Complete College America, and the US Department of Labor to pilot structured learning community support programs. Based on the success of these pilots we believe system-wide implementation should be a high priority of the system. We also believe significant additional external support for program expansion may be forthcoming from Lumina and/or the Bill and Melinda Gates Foundation. The TBR System Office does not currently have the capacity to effectively pursue these opportunities.

2. Workforce Development Equipment Funding: **\$5.0 million non-recurring**

In FY 2013-14 the Governor and legislature provided \$16.5 million to fund the acquisition of equipment needed by community colleges and TCATs to expand and/or establish in-demand workforce training program. In FY 2015-16, an additional \$5.0 million was appropriated for equipment at TCATs. This item represents a request to fund equipment needed for similar community college AAS and workforce development [i.e. non-credit] programs.

3. Workforce Development Equipment Funding: **\$5.0 million non-recurring**

In addition to requesting funding for community colleges, it is requested that \$5.0 million be made available to create a pool where universities are eligible for funding to achieve the same workforce development goals. Each TBR university is charged with serving the needs of its geographic area, including workforce development needs. Examples of programs which most directly support workforce needs include those in the nursing and allied health areas.

4. Community College Marketing Plan: **\$2.0 million recurring**

CCTA created the goal of a unified community college system. Part of achieving that goal is addressing the lack of awareness among target markets of the value of community colleges. The System has pursued a branding campaign to complement existing institutional efforts. The Board agreed to support the marketing plan by dedicating a portion of FY 2013-14 maintenance fee increase to that purpose (\$1.2 million or 0.5%). If the funding request is granted, the Board would “roll back” a portion of the maintenance fee tuition used to support this purpose

5. Workforce Development Assistant VC: **\$200,000 recurring**

Recurring funding is requested to create a position that serves as the TBR workforce development “single point of contact”. This position would coordinate the efforts of various state agencies and TBR institutions, including TCATs, colleges and universities, in responding to needs of the State in its economic development activities. This position would also support the work of the Middle Tennessee skills panels and the **Labor Education Alignment Program (LEAP)**.

6. Curriculum Alignment, Community College Assistant VC: **\$200,000 recurring**
As part of the CCTA unification of the community colleges into a system, and in support of the **Guided Pathways to Success (GPS)** initiative, TBR has undertaken the alignment of A.A.S. career/technical programs of study. The alignment process and the resulting curricula allows greater transferability of credits, the development of architected pathways, block scheduling/cohort development, prior learning credit recognition, and better connectivity of course content to the needs of business/industry. To date, support for this effort has been achieved by temporarily re-purposing an existing staff position, with the support of grant funding. Recurring funding is requested to ensure long term support for the curriculum development efforts.

7. Funding to Acquire Software and Implement an Electronic Degree/Program Approval Process: **\$500,000 non-recurring**
In support of the curriculum approval process required by the Tennessee Higher Education Commission, the regional accrediting agency and professional accrediting agencies, a consistent and efficient means of TBR board-level approval is required. The acquisition of a unified, multi-tiered academic program approval software system would allow TBR to move from a paper intensive process to a more transparent, and efficient electronic degree and program approval format. Additionally, the software will provide the possibility of producing a unified electronic catalog for the aligned community college curricula.

8. Funding to Support On-going Dual Credit Assessments: **\$400,000 recurring**
The requested funds would be used for the continued development, coordination, and maintenance of postsecondary assessments related to dual credit.

9. Funding to Support Physical Facility Assessment & Analysis: **\$2.6 million non-recurring**
Facilities operation and maintenance is a significant cost to TBR institutions, exceeding \$250 million annually. Currently no mechanism exists to benchmark these operational costs against those of similar institutions. Such benchmarking would permit institutions and the System to better understand whether operations are efficient and, if not, where opportunities for efficiency may exist. This item proposes that the System seek funding to support retention of an independent third party capable of collecting such information from across the system, identifying appropriate comparison institutions, and assisting institutions in understanding their current levels of facilities performance and opportunities for improvement. The total cost of such an approach is estimated to be \$3.7 million over three years, with it being proposed that institutions fund 28% of the total cost over the period (10% Year 1; 25% Year 2; and 50% Year 3)

END



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Enterprise Resource Planning (ERP) Options Study
DATE:	September 16, 2015
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	No Action Needed
STAFF'S RECOMMENDATION:	Accept Report

BACKGROUND INFORMATION:

As a result of a competitive procurement process, the TBR System contracted with Ellucian in December 2004 to license their enterprise resource planning (ERP) system, known as Banner. Enterprise resource planning is business management software, typically a suite of integrated applications, that is used to collect, store, manage and interpret data from many business activities such as finance, human resources, student information & financial aid, and procurement. Banner implementation began in the first quarter of 2005 and was completed across all TBR institutions in April 2008. The agreement provided for maintenance of Banner by Ellucian through 2009. This maintenance agreement has been extended twice, with a current expiration date of December 31, 2017, approximately 10 years after full implementation of Banner. Expenditures to date to support the ERP implementation (licensing, training, customization), ongoing operations (system maintenance and updates), and related products total approximately \$111 million.

With the upcoming expiration of the maintenance agreement, the System Office contracted with BerryDunn, a national consulting firm, to perform an ERP Options Study. The purpose of this engagement was to:

“... understand how ERP is used today across the 19 TBR institutions, research what alternatives or options are or will be available in the future, and document these options for the reader to consider. In commissioning the ERP Options Study, TBR sought to understand ways to improve operational efficiencies for institutions, require fewer resources in staffing and/or licensing/maintenance costs to sustain ERP, and minimize risks in both implementation and ongoing sustainment of ERP options.”

This report was completed earlier this year and has been distributed to leadership across all TBR institutions. Representatives of the Berry Dunn firm will present the results of their study to the Committee.



Tennessee Board of Regents

Enterprise Resource Planning (ERP) Options Study

February 9, 2015

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1.0 Executive Summary

During 2014, the Tennessee Board of Regents (TBR) engaged BerryDunn to perform an Enterprise Resource Planning (ERP) Options Study. The project objectives were to understand how ERP is used today across the 19 TBR institutions, research what alternatives or options are or will be available in the future, and document these options for the reader to consider.

In commissioning the ERP Options Study, TBR sought to understand ways to improve operational efficiencies for institutions, require fewer resources in staffing and/or licensing/maintenance costs to sustain ERP, and minimize risks in both implementation and ongoing sustainment of ERP options. The study synthesizes our understanding of the current ERP environment, incorporates feedback from peer systems, and identifies information from ERP vendors and community source providers. This report provides an independent and objective analysis for TBR leadership to consider.

Use of ERP at the TBR Institutions Today

In January 2005, TBR entered into a Master Agreement with SunGard Higher Education (now Ellucian) to implement an ERP software solution for all 19 TBR institutions. Beginning that year, the schools of TBR began implementing the Banner software for Finance, Human Resource, and Student administrative functions as an on premise ERP system at their respective campuses. The implementation followed a phased approach across the institutions and took approximately three years to complete. The Master Agreement between TBR and Ellucian is set to expire on December 31, 2017.

As part of the TBR/Ellucian agreement, five full-time Ellucian employees are housed at TBR's central office in Nashville to help provide support for the current ERP environment. These employees are referred to as the Support Maintenance Office, or SMO. In addition to the technical staff housed in the TBR central office, approximately 140 FTEs (full-time equivalents) across the 19 institutions are supporting today's ERP operation (hardware, software, and support services) including related 3rd-party products needed to provide ERP functionality.

Today, all TBR schools maintain their own instance of the Banner software. The current Banner implementation includes over 200 customizations that require maintenance and support whenever Banner is upgraded. These software modifications have been made over the years to support functional needs of TBR and its institutions that were not met by the Banner software "out of the box."

Based on information gathered from stakeholder feedback through questionnaires and regional focus groups that included all 19 institutions, stakeholders do seek improvements within the current ERP environment. This desire is tempered by the effort required for the Banner implementation approximately seven to nine years ago. For example, when asked about changing from the current ERP system, 85% responded that they would be satisfied with the current ERP environment if improvements could be made.

Supporting ERP Operations at the Institutions

TBR schools include community colleges, Masters, and Doctoral/Research institutions. Each institution maintains a significant degree of autonomy and has its own institutional strategies for advancing its respective mission.

Our analysis indicated that operational use of ERP could be strengthened to benefit the TBR institutions, individually and collectively. Opportunities are described in section 3.5 and include benefits that could be gained over the long term by:

- Developing common repositories for workflows and other services to strengthen communities of practice and share ideas. This may require the deployment of more business analyst roles that serve the needs of the institutions across the state.
- Refining the role of the SMO to focus on implementing best practices for Banner baseline, non-baseline, and 3rd party applications to streamline administrative processes.
- Continuing efforts to align business practices across institutions that optimize the investment in ERP. This is already occurring with projects such as the ongoing Business Process Modeling (BPM) effort at Community Colleges.

These efforts will support the work of functional and technical personnel and strengthen coordination of efforts to leverage the whole TBR community.

ERP Options Research

The BerryDunn team researched ERP vendors and the Kualii Foundation to understand current market offerings, discuss future direction of higher education services and consider options that may be applicable to TBR. As part of this research, meetings were conducted and additional information was requested of some vendors to understand features, functionality and comparative costs of their offerings.

We also looked at system offices across the country to learn more about how they are managing their ERP environment. Phone interviews were conducted with the Colorado Community College System (CCCS), Texas Connection (TCC), and the South Carolina Technical Colleges to understand how they are operating and supporting their schools' Banner implementations in a multi-institution environment.

Trends

Since the late 1990s, the ERP landscape in Higher Education has largely been focused on shifting from legacy applications to traditional commercial off the shelf (COTS) vendors such as Ellucian, Oracle, Jenzabar, and others. Some institutions have also adopted open source/community source models such as Kualii. Indications are that the ERP landscape is again in a time of change and will continue to evolve

at a pace not seen since the Y2K era (late 1990's to early 2000's). For example, one of the predominant new directions is the use of cloud based systems. According to annual research from the October 2014 Campus Computing project, only 9% of higher education institutions have actually deployed cloud ERP services, yet over 65% of institutions see cloud ERP as a viable option going forward.

The change in thinking about ERP Systems is being driven by current trends that were considered in developing our analysis, including:

- Demands to reduce administrative operating costs and focus limited resources on the academic and/or research mission of the institution.
- Desire for mobility, which sets an expectation that information can be accessed anywhere, anytime and from any platform seamlessly.
- Reductions in computing and networking costs that create a continuous expectation amongst end users for cheaper, faster, better on an annualized basis.
- Growing maturity of the cloud computing model and the viability of software-as-a-service (SaaS) providers achieving market penetration in other sectors.

Please refer to sections 4.0 and 4.1 of the study for information about vendors and current trends in the market.

Considering ERP Options

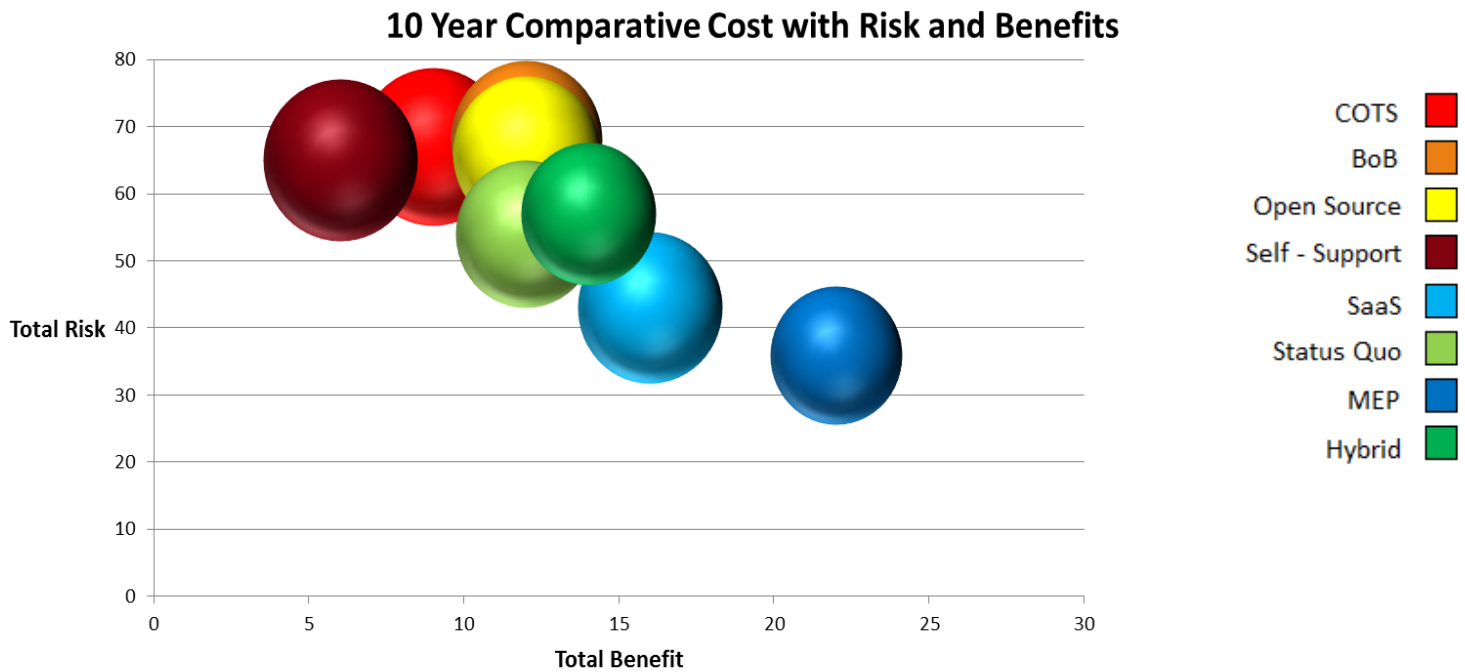
The BerryDunn team considered eight potential ERP options in developing this report, including options identified by TBR. These options were objectively assessed in the course of our analysis and encompass:

- A) Replace the existing Banner with an alternative COTS product (PeopleSoft, SAP, Jenzabar, etc.) on similar technology platform
- B) Replace Banner with a best of breed (BoB) approach that segments ERP by Finance, Student, HR/Payroll
- C) Replace Banner and implement Open Source/Community Source software
- D) Self-support Banner and drop ongoing maintenance with Ellucian
- E) Replace Banner with a Software as a Service (SaaS) model where the software would be hosted and maintained by the 3rd party vendor, e.g. Workday®
- F) Maintain the Status Quo by continuing to operate and support Banner ERP among the 19 TBR institutions in a similar fashion to how it is done today
- G) Convert Banner to a Multi-Entity Processing (MEP) model and continue with maintenance on Banner but use a different support model, e.g. single hosted instance for all schools
- H) Implement a Hybrid model which combines options 'E' and 'F' above, recognizing the fact that there is no end to end SaaS solution available in higher education today for HR, Finance & Student

Analysis of comparative risks, benefits and costs for the ERP options can be found in section 5.3.

Findings

The following graph summarizes a comparative snapshot of the eight options. The size of each bubble is indicative of the total 10 year cost (both one-time and ongoing) for each option (smaller bubble equals lower cost) over a 10 year timeframe. A comparative risk and benefits analysis was then used to plot each bubble on the x and y axis.



Options that Emerged as Beneficial

Based on our research and analysis, four ERP options were considered to not provide a beneficial direction for TBR at this time because they would not improve efficiency, reduce operational costs, or minimize risk sufficiently to warrant the cost and effort to make a substantial change. This analysis is summarized in section 5.4.

Four of the options were deemed workable, including the status quo. Further analysis was applied to these options so as to consider the potential benefits in relation to the goals set forth for the study.

- **Multi – Entity Processing (MEP) or Single Instance** – By utilizing a MEP model the 13 community colleges could share a single application architecture using Banner. The six universities could potentially share a single architecture as well using Banner.
- **Software as a Service (SaaS)** – A SaaS (cloud computing) option would require a fundamental shift in thinking about how ERP services are delivered. Server infrastructure

and technical needs would be lessened as the ERP software would be delivered by an external vendor from an offsite location.

- **Hybrid** – The Hybrid option considers retaining the status quo for Banner Student, but moving all 19 institutions of the TBR to a common Finance and Human Resource platform using the SaaS model.

Please refer to section 5.5 for a comparison of the workable options.

Looking Forward

Readers should spend time with this study to help understand which opportunities will best meet the needs of users, help to reduce administrative costs, improve access to information and support the mission of the 19 institutions that TBR serves. The ERP options range from maintaining the current environment to fundamentally changing the way enterprise administrative services are delivered.

The ERP landscape is changing as new vendors have entered the marketplace and administrative system users have an increased appetite for more self-service functionality, better reporting capabilities, and systems that are intuitive and accessible where needed. IT organizations will need to be ready for this future where greater agility is expected and traditional systems maintenance and physical infrastructure become less of a factor in delivering administrative services.

Limitations and Acknowledgements

Readers of this report should be aware of the following limitations of this study:

- It was a point in time analysis that took place during summer and early fall of 2014
- It was not a system selection effort
- Detailed requirements were not gathered
- Information provided by vendors was protected by non-disclosure agreements (NDA)
- Only information that is publicly available was included in this report

This analysis is intended solely for the use of TBR.

BerryDunn would like to acknowledge the participation of the TBR community, assistance provided by TBR OIT staff, and the TBR project manager who helped coordinate many of the efforts utilized to gather stakeholder feedback. In addition, the team would like to thank Ellucian, Oracle, and Workday for the information that they provided and their responsiveness to our information request.

2.0 TBR Current ERP Environment

On January 1, 2005, TBR entered into a Master Agreement with Ellucian to implement Banner across all campuses. Beginning that year, the schools of TBR began implementing Banner ERP software for Finance, Human Resource, and Student administrative functions as an on premise ERP system. The implementation followed a phased approach across the institutions and took approximately three years to complete. The Master Agreement between TBR and Ellucian expires on December 31, 2017.

2.1 TBR Background

The Tennessee Board of Regents (TBR) was formed in 1972 to serve as the governing body of the State University and Community College System of Tennessee. TBR is one of the largest systems of public higher education in the nation, with 46 campuses, over 200,000 students, and 15,000 benefit eligible employees. There are institutions in 90 of Tennessee’s 95 counties offering a broad range of degrees and services. The university system consists of six state universities, 13 community college, 27 colleges of applied technology and one central office. The scope of our study does not include the colleges of applied technology.

Tennessee Board of Regents: Quick Facts	
Full-Time Headcount	103,078
Part-Time Headcount	77,033
Full-Time FTE	95,277
Part-Time FTE	33,350
Full-Time Faculty	5,421
Full-Time Staff	9,304
Part-Time Faculty	4,958
Part-Time Staff	964
All Faculty & Staff	20,647
Graduate Assistants	2,745
IPEDS Total	23,392

TBR offers a diverse selection of higher education opportunities. Their six state universities consist of one research intensive university, one comprehensive university and four regional universities, each of which vary in size and enrollment. TBR includes 13 community colleges that span the state ranging in size from over 11,000 students to less than 3,000 students. TBR offers an array of technical and vocational programs from their colleges of applied technology. Like the other institutions, these colleges range in size and enrollment.

2.2 Banner/Ellucian

While Ellucian does not publicly divulge Higher Ed market share information, Banner, along with the other Ellucian ERP offerings Colleague and Power Campus, are believed by industry sources to be in active use at an estimated 70% of the institutions worldwide, making Ellucian the most widely used ERP product in the Higher Education market. During the original Banner implementation which took place between 2006 and 2008, there were systematic needs that every institution had to address. The original goal of the system-wide implementation was to install a relatively similar ERP platform at each campus. A decision was made to implement some of the modules in a year or less. Since multiple campuses were implementing Banner on a parallel path, different SunGard functional consultants were used to guide the various institutions and sometimes provided conflicting technical guidance as to best practices. All of

the factors contributed to a system-wide Banner implementation that was far from uniform. Since that time the varying resources of each campus, as well as each institution’s unique needs, have generally increased the disparity in the various institution’s ERP practices.

A complex ERP system, like that in place at TBR, is comprised of the following 4 categories of software each of which is discussed in its own section:

- Baseline Banner
- System Modifications
- Non-Baseline Banner
- 3rd Party Software

2.3 Baseline Banner

Baseline Banner is typically used to describe the standard or “baseline” modules that form the most basic and critically important functions of the system. Baseline Banner is comprised of two major clusters of modules: Finance and Student. Banner Finance includes the functionality to run the business side of the institution like Accounts Payable, HR/Payroll, Procurement and Accounts Receivable. Banner Student comprises the system functionality that is required to efficiently and accurately maintain the student academic records and student financial account. Student includes processes like Admissions, Financial Aid, Advancement and the assessment/payment of student tuition and fees. Baseline Banner products are paid for as a component of the Ellucian Master Agreement and TBR institutions have access to all modules.

Below is a listing of those modules typically considered as part of Baseline Banner as part of the original implementation (even if the module was not implemented initially):

Baseline Banner		
Accounts Receivable	General	Position Control
Advancement	Human Resources	Student
Self-Service for each module	Web Time Entry	Translation Manager
Finance	Integration Components	Web General
Financial Aid	Luminis	WebTailor
Curriculum Advising & Program Planning (CAPP)	Mass Data Update Utility	Faculty Load and Compensation (FLAC)
	ePrint	

2.4 System Modifications

System Modifications or Mods for short are custom changes that are developed to modify the underlying Oracle tables in Banner to perform a finance or student process that cannot be accommodated in Baseline Banner. Once deployed, each Mod becomes the maintenance responsibility of TBR, as Ellucian does not support deviations from Baseline Banner in either its frequent patches or scheduled release updates. Currently TBR has 224 active mods that require approximately 50% of the Ellucian SMO time to maintain on an ongoing basis. An overview of TBR mods is contained in section 7.3 of the appendix.

2.5 Non- Baseline Banner

Non-Baseline Banner refers to those Banner software features that fall outside Baseline Banner and function as Ellucian supported “add ons”. These include Travel & Expense, DegreeWorks, and Banner Document Management System (BDMS). While support for these products falls outside the Ellucian Master Agreement, TBR institutions do receive a discounted purchase price that is a feature of the Master Agreement.

Ellucian fully supports these products via separate maintenance agreements and all Non-Baseline products enjoy full integration functionality with Baseline Banner. Due to the additional cost to purchase and maintain Non-baseline products, within the TBR system the adoption of these products varies greatly from a well-resourced 4 year university, to a smaller resource-constrained community college.

Some key non-baseline Banner products are:

Non Baseline Banner		
Workflow	Flexible Registration	Student Success
Recruiter	DegreeWorks	Institutional Performance Management
Travel & Expense	Talent Management	Mobile

Ellucian Degree Works is a set of academic planning tools that helps students and their academic advisors actively manage the courses and requirements that students need to graduate. It integrates with the baseline Banner student information system and records interactions with students to provide more personalized advising support.

Degree Works helps keep students on track and supports student success—for improved completion rates and faster time to graduation. Given the focus on student graduation and retention it is recommended that TBR actively promote the use of a degree audit tool to meet state initiatives such as CCTA and each institution’s needs.

Faculty Load and Compensation (FLAC) is the Banner HR/Payroll module designed to pay adjunct faculty for credit courses and full-time faculty teaching overload courses. This on-line process merges data from the Banner Student and Banner HR modules and is downloaded via a Self-Service application where compensation for faculty can be viewed and edited by academic departments to expedite faculty payment by the Payroll Office. Many institutions have this module as a result of the BPM process that the community colleges are participating in.

Cost constraints associated with the expense of full time faculty have driven a significant shift towards less expensive adjunct faculty. FLAC allows institutions to more efficiently manage the contracts and expedites payment to the part-time employees, many of whom are assigned courses late in the academic planning cycle.

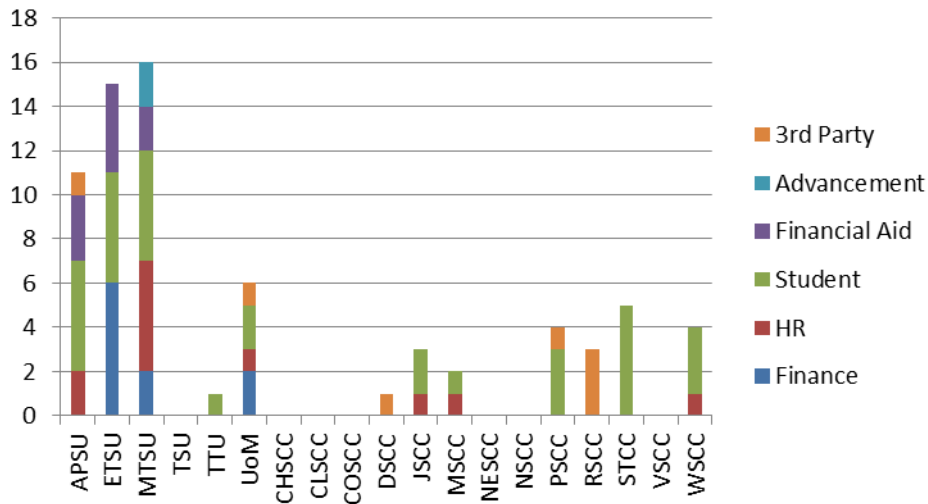
Banner Document Management System (BDMS) is the electronic document management system specifically designed for use with all baseline Banner functionality. Documents are scanned or imported into BDMS and then indexed so that they can be easily stored and retrieved as needed, eliminating costly physical storage space and greatly speeding document retrieval. The use of this important tool varies widely among the 19 member institutions, with some schools using imaging for dozens of applications in all functional areas and other, more poorly resourced schools barely using electronic images at all.

A TBR BDMS Team could have a significant positive impact on the use of imaging throughout the entire system by sharing existing scanning processes. Imaging, along with Workflow will allow the Institutions to ultimately reach a goal of being truly “paperless”.

Banner Workflow is a baseline Banner product which allows for the automation of a business process during which documents, information or tasks are passed from one participant to another for action according to a set of procedural rules which define the routing logic. Workflow is a solution that automates, simplifies, directs and manages the flow of information through an organization. Workflow can pass electronic documents, information and tasks from one role player to the next for action. Through the use of Workflow, tasks can be streamlined and automated according to university procedures and it is fully integrated with Banner.

Few of the TBR institutions have made much progress in implementing this powerful tool. Provided the operating processes can be more closely aligned across the TBR system, common Workflows can be designed and shared by all institutions expediting the flow of information to provide significant cost savings and improved internal customer service. The chart below shows the total number of workflows in place at each TBR institution. Workflows are categorized by color into the functional areas seen in the legend.

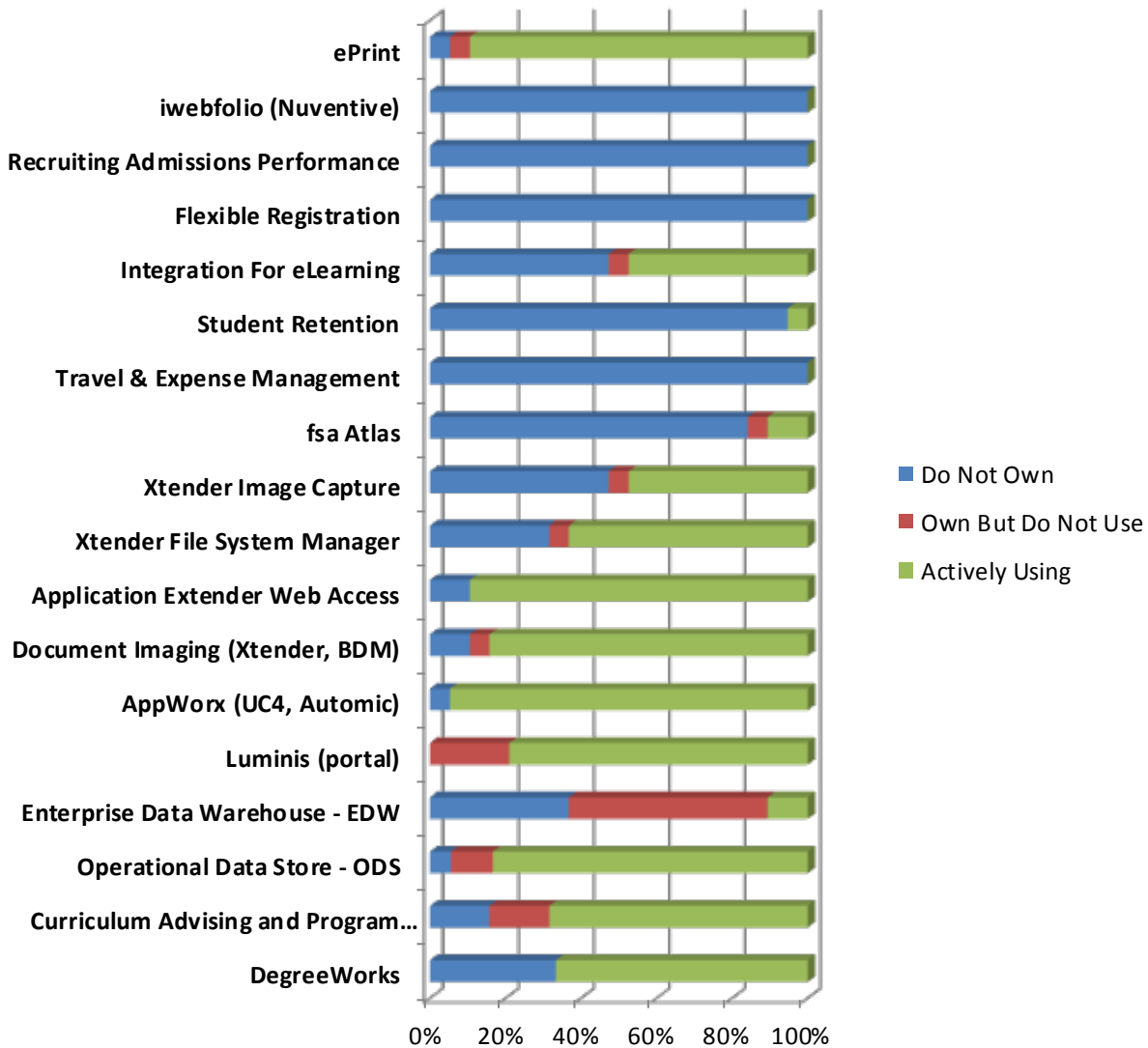
Workflows



The bar chart below depicts the current non-baseline Banner environment as stated from the institutional inventory request sheets. The Y-axis lists the current modules Banner offers in addition to baseline and the X-axis shows the extent that campuses are using, or not using, those modules. When a bar is a single color it indicates consistency across all 19 institutions. For example the bar representing flexible registration is entirely blue; this means that all campuses “Do Not Own” this module.

A bar that is multiple colors indicates variation across TBR. For example CAPP is about 70% green which means that roughly 70% of the institutions are “Actively Using” the software. The other 30% is a combination of blue and red signifying that some campuses “Own but Do Not Use” while other institutions “Do Not Own” the software. Over time the more standardization of product use TBR can achieve across the system, the greater the potential for shared technical and functional support.

Current Banner Environment



2.6 ERP – Key 3rd Party Systems

3rd party systems are software developed and supported by vendors other than Ellucian. This software is used as part of an ERP to augment (or in some instances replace) functionality that is part of Banner (Baseline/Non-Baseline). TBR has done an excellent job in encouraging its member institutions to adopt a reasonably consistent group of 3rd Party products. As outside software, institutions purchase and pay maintenance fees on individual 3rd party solutions. The following table provides an overview of some of the 3rd party systems deployed across the TBR institutions.

3rd Party Systems		
Blackbaud	Image Now	Perceptive
TouchNet	Hobsons	PeopleAdmin
SciQuest	Starfish	RuffaloCody
eVisions	Runner Technologies	RMS
NelNet	TMS	StarRez

Since the implementation of Banner, each campus has enjoyed the freedom to implement 3rd party modules that they believed to be a good fit for their institution. TBR has engaged in system wide contracts for some products. TBR has been able to negotiate system-wide Master Agreements with the main 3rd party providers. On other occasions a campus has acquired 3rd party software to address their specific needs.

The degree of system integration with Banner does vary between 3rd party products, with some software integrating seamlessly (TouchNet & eVisions) and others having either a one-way (Banner to 3rd Party) push or very limited data sharing. Integration issues are an ongoing problem for products like SciQuest and PeopleAdmin.

As a system, the most heavily used 3rd party applications are eVisions (Argos/IntelleCheck/Form Fusion), SciQuest, TouchNet and PeopleAdmin in that order. According to self-reported data on the inventory request sheets, the most expensive 3rd Party products are TouchNet and SciQuest. They totaled annual costs of \$ 1,512,539 and \$ 1,510,291 respectively. Every TBR institution is using this software, yet due to each user’s size and functionality purchased, they are paying varying amounts.

Here is a brief description of key 3rd party solutions that are in use across all, or a majority of TBR institutions that should be considered in any further analysis of ERP options.

- TouchNet (eBill & Payment, Cashiering, POS, MarketPlace and eRefund)** recently announced a merger with *Heartland Payment Systems* that will provide the combined company with greater than a 50% market share in the highly competitive higher education electronic commerce industry. With all of higher education transitioning towards an electronic, self-service invoicing, payment and student refund model, it is imperative that TBR devote the technical resources needed to move the entire TBR system towards a “Cashless University” model.

While all 19 institutions use *TouchNet* products (mainly *Bill & Payment* and *Cashiering*), there are a number of different Point of Sale (POS) systems in use and only 6 of the 19 use the *MarketPlace* solution to set up and administer internet-based payment portals. Significant labor cost savings in cash/check/refund handling and improved customer service for students/parents can be achieved by expanding the use of *TouchNet* electronic commerce solutions across the TBR system.

- **SciQuest (eProcurement & eInvoice)** system-wide implementation began in late 2012 and has been universally well received by the 19 member institutions. *eProcurement* is a SaaS based procurement system that enables centralized and automated procurement sourcing for each TBR institution, while providing a vehicle for vendors to maintain their own commodity information. The implementation has resulted in significant procurement manpower savings by each institution and the strategic sourcing activities provide for the negotiation of better rates for TBR institutions.

In addition, eProcurement has improved TBR's visibility relative to spend analytics, enabling more informed decisions on university spend. While many TBR institutions appear to be using the system to its fullest efficiencies, there are a number of the less resourced members that have not implemented functionality like the 3 way match (PO, Invoice & Receiver) and only a couple of institutions have moved forward with the *eInvoice* product that promises to further drive efficiency via electronic vendor invoices and Intelligent Data Capture for paper invoices. As with the other 3rd Party solutions, greater TBR technical assistance will speed the adoption of these technologies.

- **PeopleAdmin (Recruit, On-Boarding, Position Management & Performance Management)** is a SaaS based Human Resources solution designed for higher education. While its interface with Banner is limited, it is in use at most of the TBR schools. *PeopleAdmin* allows a vacant position to be posted and recruited via its web application and then the new hire is electronically on-boarded, position description detail is loaded and the performance management process can be carried out all in the same system.

There is a baseline set of workflows that efficiently route personnel actions for approval and use electronic signatures instead of ink originals. Like the other 3rd Party solution described above, there is a significant opportunity for TBR to share best practices in the use of the various *PeopleAdmin* modules since a number of TBR HR professionals expressed that the product was not being used to its fullest capabilities.

- **Argos Reporting by EVisions** is a reporting tool that takes data from Banner and potentially other sources, and allows it to be displayed in all types of reporting. Given that Banner has never developed a robust reporting capability, it is imperative that TBR make the maximum use of a 3rd party reporting product. While most TBR member institutions are actively using Argos Reporting, the use and level of sophistication among the various schools appears to vary greatly. A concerted effort by TBR to share reporting formats and the expertise to develop reports using Argos will yield significant long term benefit to the member institutions as Key Performance Indicators (KPI) will drive operational results and business strategies

2.7 TBR and Institutional Support for Banner and 3rd Party Systems Today

Based on self-reported data from the inventory, Banner is currently supported by 139 full-time equivalents (FTE). The data in the table below is representative of TBR as a system.

TBR System Totals			
Data Type	FY13-14	Staffing, Workflows, and Scanning	
Student FTE	125,383		
Institutional FTE (Faculty & Staff)	5,182	Total Staff Supporting Banner (FTE)	122.3
Total Institutional FTE (Faculty, Staff, & Students)	130,565	Total Management Supporting Banner (FTE)	16.7
Student Headcount	174,886	Total FTE of staff and management supporting Banner and 3 rd party	139
Internal Staff Costs	\$10,618,880	Banner Support Staff to Management Ratio	7.3
Software	\$6,002,580	Total FTEs Supporting Banner/ERP based on institutional FTEs (Faculty and Staff)	2.7%
Hardware	\$809,283	Total Workflows in production	71
ERP Expenditures (total)	\$17,842,116	Total Scanning Applications in production	298

The self-reported software inventory for each TBR institution is contained in appendix 7.6.

3.0 EOS Stakeholder Input and Feedback

Feedback from the major stakeholders of the TBR Banner ERP community allowed BerryDunn to gauge the level of support and opportunities for improvement for the current Banner ERP system. This extensive feedback served as a key source to guide this report as it yielded a large amount of qualitative and quantitative information about TBR's current ERP state. Prior to soliciting feedback from TBR stakeholders, BerryDunn reviewed in detail the TBR IT Strategic Plan (*About TBR OIT*, July 2013) which provided a good initial overview of TBR technology operations and strategies.

BerryDunn also conducted personal and group interviews with key TBR Information Technology team members at TBR's system office in Nashville to further clarify strategic and operational objectives. In addition, BerryDunn was granted access to the TBR SharePoint site that housed project information about the ongoing Business Process Modeling (BPM) initiative that the 13 community colleges are currently engaged in. All of this background information prepared BerryDunn for the formal stakeholder Input and Feedback portion of the study.

3.1 Data Collection Methods

The principal methods for collecting data during this study were an online questionnaire, inventory request sheets, nine focus groups (6 on-site, 3 virtual), information requested of ERP vendors, and research of peer institutions.

Assumptions and Constraints

- BerryDunn assumes that data provided by institutions on the self-reported inventory request sheets was up to date and accurate.
- Information obtained from vendors was accurate and complete
- FTE student numbers were from FY 2013 – retrieved from individual school profiles on TBR website.
- Numbers in this document should be viewed as for planning purposes only. The nature of this assessment was not to conduct a detailed spending analysis, but to gather information at a level of detail that would enable identification of opportunities, high-level planning, and future consideration.

3.2 Information Request to TBR Institutions

The first step of our data collection process was to request and review existing TBR documentation. As there are 19 individual institutions and a central office, this was a multi-phase process. The first step was to develop an inventory of key information to the study and have it approved by TBR. The request was in the form of an Excel document and addressed each school's inventory in five key areas: Banner products

and usage, 3rd Party products and usage, Organization and Expenditures, Hardware, and Workflows and Scanning.

When inquiring about the Ellucian software that TBR institutions were using, our team focused on both baseline and Non-baseline Banner products. When probing 3rd party software, BerryDunn grouped known 3rd party software by the following functional areas and asked each institution to indicate the products they were currently using as well as the maintenance costs for FY 2013 -2014.

- Advancement/ Development
- Admissions
- Finance
- Human Resources
- Housing/ Meal Plans
- ID/ One Card
- Bursar/ Cashiering
- Student
- Financial Aid
- Reporting

The individual inventory responses from the 19 TBR institutions showed that that there was a reasonably consistent baseline Banner platform in use by all members. When information was compiled and analyzed for Non-Baseline Banner and 3rd party applications across TBR, there was a much greater disparity in the functionality. This seemed to be largely driven by the relative resources of each institution, as well as each college's operational needs and enrollment. As expected the 6 four year institutions were found to operate in a similar manner, while the 13 community colleges employed a similar ERP environment. The use of key technologies like workflow and document imaging also varied greatly across the 19 schools. The charts in sections 2.5 (Non-Baseline Banner) and 2.6 (3rd Party Systems) provide additional detail as to ERP functionality in use across the TBR system.

The organization and expenditures section of the request examined the amount of Banner and 3rd party IT support, as well as each institution's budgeted and actual ERP expenditures for FY 2013 and 2014. BerryDunn requested a brief list and description of any installed workflows and scanning applications that they were currently using. In regards to their current hardware, BerryDunn requested information on their database, operating system, number of servers, Disaster Recovery Plan (DRP), and Business Continuity Plan (BCP).

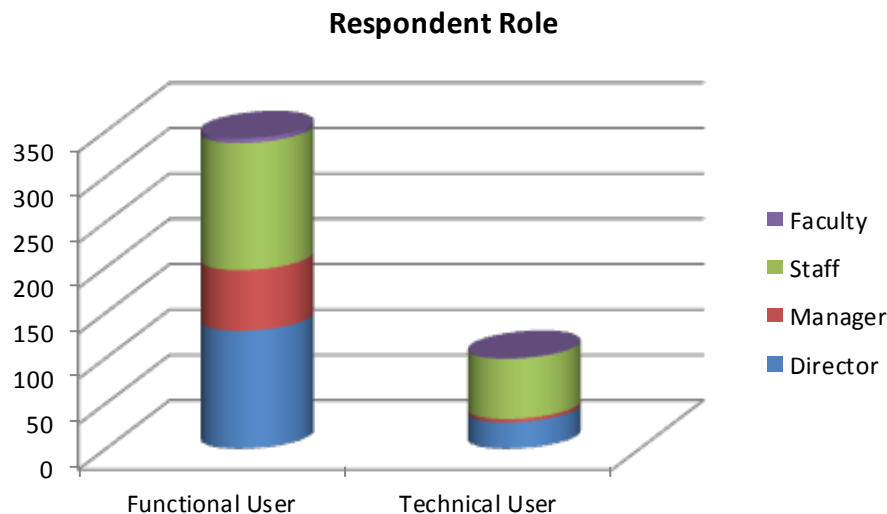
3.3 Stakeholder Questionnaire

The web-based questionnaire BerryDunn developed was comprised of 37 questions; 5 demographic, 25 specific to functional users and 7 specific to technical users. It was primarily designed to evaluate stakeholder experiences with the current Banner and 3rd party modules with a focus on functionality, training, level of technical support and level of functional support. Additional questions spoke to the strengths and challenges of the existing systems. Ultimately respondents were asked about their likeliness to convert to a new ERP system coupled with a question addressing if they would recommend a replacement. In addition, there were several open-ended response questions that solicited feedback.

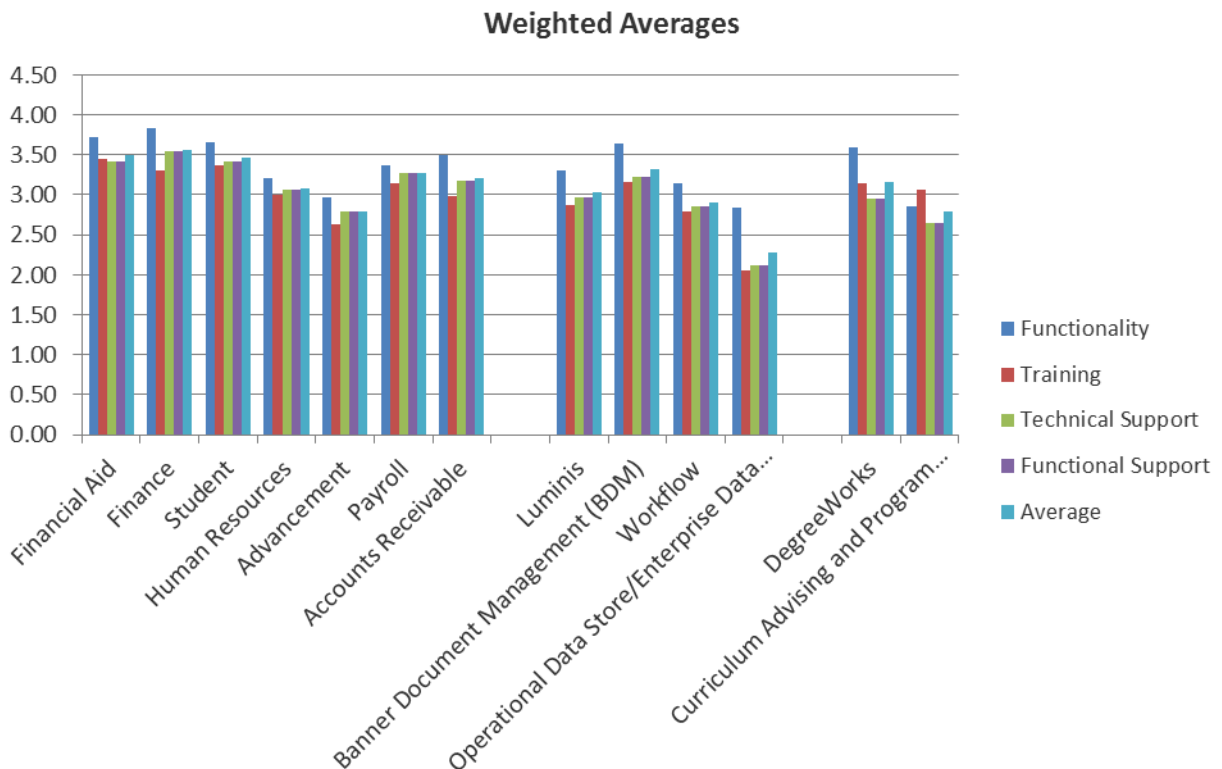
The link to the questionnaire was distributed to stakeholders by TBR and was open from July 7, 2014 to July 23, 2014. When completed, the responses were collected and analyzed using BerryDunn’s analytical tools and Microsoft Excel. From the analysis BerryDunn was able to gain insight into the respondents’ experiences with the existing system which allowed us to refine our research questions during focus group discussions.

The questionnaire was distributed to all 19 institutions and the TBR Central Office. When the questionnaire was closed, BerryDunn had received a total of 462 responses. Our team received at least 10 responses from all institutions excluding Roane State, from whom we received 9. University of Memphis provided the most responses with 63. The large and broad based response from TBR stakeholders was evidence of high level engagement across the system.

The chart below shows that the majority of respondents, 77%, were functional users compared with 23% technical users. Staff represented 47% of the sample followed by Directors at 35%, and Managers at 16%. Of the 342 functional users, 90% worked in Banner or 3rd party systems on a daily basis and therefore represented those TBR employees that knew the system best.

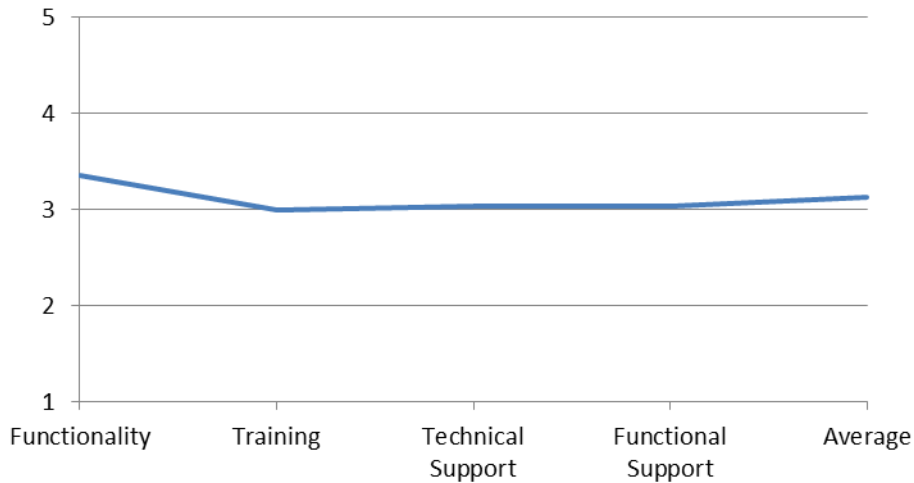


In the questionnaire respondents were asked to rate the functionality, training, technical support, and functional support of modules that they frequently worked with on a scale from 1 to 5. When all data was received, our team calculated the weighted averages specific to each module for each attribute. This allowed for an “apples-to-apples” comparison of specific attributes within modules, as well as holistic comparisons of modules and attributes. For example Accounts Receivable received an average rating of 3.50 in functionality, but only a 2.98 in training; Accounts Receivable as a whole received a rating of 3.21. The chart below shows the weighted averages of all modules assessed by the questionnaire.



The figure above highlights respondents dissatisfaction with Operational Data Store/ Enterprise Data Warehouse (ODS/EDW). On average the modules received an overall rating of 3.13 out of 5, ODS/EDW received a rating of 2.28. The only other modules to receive overall ratings less than 3 were Advancement (2.79) and Luminis (2.91). For every module excluding Curriculum Advising and Program Planning (CAPP), functionality was the highest rated attribute. Although functionality was consistently highest, the overall weighted averages of the attributes were all near 3 out of 5.

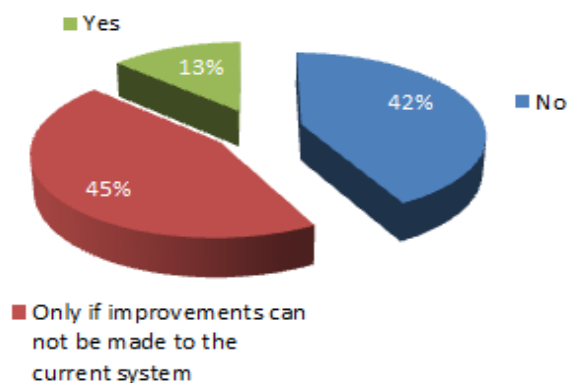
Weighted Average Trend



Weighted averages are all in the vicinity of 3, which was the exact middle of the response choices available. This trend indicates that the attributes are perceived as average; none stand out to respondents as being extremely good or extremely poor. This question can be directly linked to respondent’s inclination to recommend a new ERP system as seen in figure 3. Only 13% of users, both functional and technical, recommended a new ERP system. Furthermore, technical users were 8% more likely to do so.

If improvements could not be made to the current system 45% of all users would recommend a switch 42% of users would not recommend a switch at all. Therefore only 13% of those responding to the survey were supporting an ERP change away from Banner. This majority suggests that the current ERP system is doing a reasonable job of meeting the needs of users but there is room for improvement across the board. With this in mind going into the focus groups, our team was able to focus of specific opportunities for improvement.

Would you recommend that TBR consider a new ERP system?



In addition to the quantitative data obtained from the questionnaire respondents were also asked to provide additional comments. Here are some of the sentiments that emerged from questionnaire comments.

Original Implementation:

"The biggest issue I have had with BANNER was the implementation. Our school had multiple trainers (which is not a good idea when implementing), trainers were not always experts in the area they were training on, and the amount of support received from SunGard was dismal at best. We had a few good trainers who allowed us to contact them, although they technically were not allowed to, to answer questions we had after a training. The training was rushed and we did not have time to adequately test before going live."

Switch to a New ERP:

"It seems we have made a large investment of time and money into Banner and the 3rd party products associated with it. Only recently have we begun to reap the full benefits of what the software offers. Why in the world would we want to consider switching to another product at this time? It would seem to be a poor use of time and money."

Need for Training:

"The Banner products are all good. The issues that I see: Lack of user specific training as modules change and not having the time nor staffing to follow and implement all of the changes and updates in a timely manner. Cross functional training is needed to allow for the development of a full picture view to be had as the system is updated."

Use of 3rd Party Systems:

"As I said with Banner itself, we really need to MAXIMIZE our use of all 3rd party products. We're not using all the features! Often, we just don't know what the features even are. So the products are good."

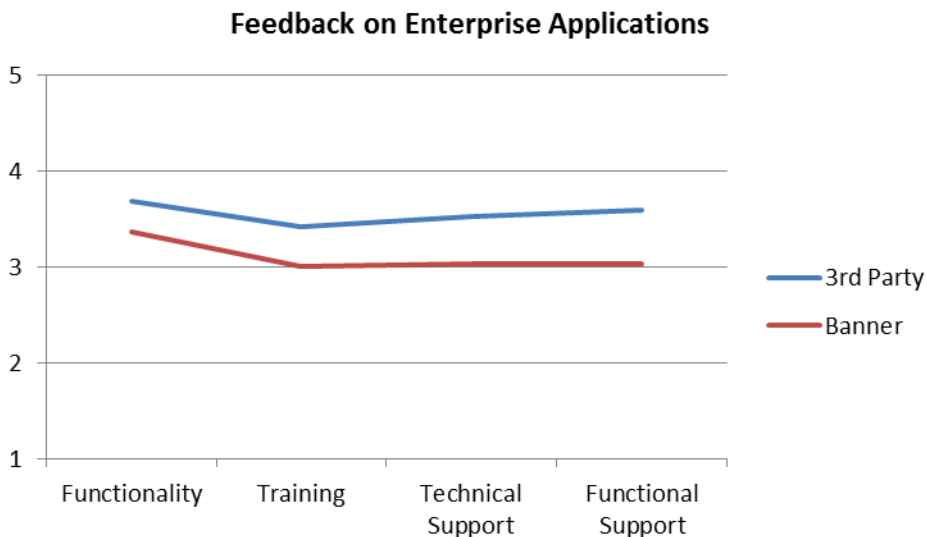
Overall Impression of Banner:

"I have attended several conferences with users from other ERPs and none are completely satisfied. I feel that any system will have its quirks and - most importantly - will need good training and tech support. Banner does all that we need it to do, and we're learning about how to extend and enhance it through Argos reporting, Workflow, BDMS, BDMS Reports Manager, etc. The Business Process Modeling process is critical. Even now, well into the project, we are still having "aha!" moments at every session. Some of those "aha!" moments are coming from the consultants. But many of them are coming from comments our own colleagues make. We desperately need to enhance the way we share best practices across the state, regardless of our ERP. The best investment we might make is in travel to TBR for even more frequent collaboration."

Questionnaire Takeaways

When completing the questionnaire, respondents were asked to rate enterprise applications on a scale from 1 to 5 (1 = poor, 5 = excellent). Each enterprise application was rated on its associated functionality, training, technical support and functional support. Weighted averages were calculated for each application and each attribute to enable an apples to apples comparison. Data was broken down further to compare perceptions between: staff and management; two year schools and four year schools; and 3rd party and Banner products. The following list highlights key takeaways from our team’s analysis.

- Management has a better perception of Banner than staff, in particular CAPP & Payroll.
- Management indicated that they were less likely to adopt a new ERP system than staff.
- Respondents from 2-year schools perceived Banner modules to have more strengths than 4-year schools.
- Although the four year schools did not have poor weighted averages for integration, functionality, training, technical support and functional support, in every instance the two year schools rated each attribute better.
- 3rd Party products received better ratings than Banner. (see below)



The chart above shows that 3rd party products received slightly higher ratings on all attributes identified in the questionnaire. Values shown were calculated by taking the weighted average of all responses.

3.4 Stakeholder Focus Groups

To gain a better understanding of the current environment at TBR, BerryDunn held 9 focus groups, 3 virtual and 6 on-site at three locations across the state. The locations seen below were selected geographically in an attempt to keep travel time of all participants below 2 hours. In total there were roughly 150 participants involved. The map on the following page provides a graphical depiction of our focus group visits.



There was a focus group discussing Finance, HR and Payroll in the morning from 9am – 12pm followed by a focus group discussing student modules from 12:30pm – 4:30pm. Each session began with introductions and an overview of the agenda. Highlights and takeaways from the questionnaire and comments on the strengths and challenges in the current environment were presented. There was a short break before discussion transitioned to identify and catalog specific opportunities for improvement. With a lot to cover in a short period of time, this section was more structured than the previous ones.

During the morning sessions there were slides for accounting, procurement, HR/ Payroll and budget. In the afternoon sessions there were slides for admissions & student retention, registration & assessment, financial aid and bursar. Each of these slides contained bullet points for potential areas of interest and 3rd party software associated with the function. All slides had bullet points for imaging, workflow, reporting and self-service as they were key areas of our study. The bullet points were only used to guide discussion to adhere to time constraints. Flip charts were also used throughout each session to document the key points made by participants.

After the first day of focus groups our team was able to identify key issues that had been at the heart of discussion. By outlining these issues in an additional PowerPoint slide we were able build upon what we had already learned and gain deeper insight into the current environment. These items included:

- Expectations from Original Implementation
- TBR Guidance on Standards
- Training & Documentation
- Functional & Technical Support
- Quarterly Updates
- Hosted Environment
- Best Practices

Expectations from Original Implementation

It is evident that functional personnel were fatigued from the original Banner implementation that took place between 2006 and 2008. During that period, there was a lack of training, and the training that was provided was inconsistent. The expectation that Banner would be managed in the same way by all institutions was never met. As the systems evolved they became increasingly dissimilar. In addition, given the extensive time constraints, there was little effort expended to redesign longstanding manual processes as inefficient, but well established processes were simply moved over from the predecessor system to the new Banner install. Now there is an opportunity to move towards uniformity, establish a baseline of common products and share best practices among institutions.

TBR Guidance on Standards

Whether by design or default, TBR has not been able to fully provide the strategic leadership or operational guidance that would allow the 19 member institutions to optimize their use of the Banner ERP. As a central authority TBR has the ability to provide governance to all 19 institutions. Currently they are perceived to provide only overarching policy that is not enforced.

Training & Documentation

There is not enough training. Institutions are left to figure things out on their own and consequently develop bad habits from teaching themselves. Standardized training documentation would be extremely helpful. More frequent training would be welcomed to maintain knowledge of necessary but rarely used tasks. It would be nice if all training was not held at TBR. Regional trainings would be preferred to reduce travel costs, however virtual trainings are an option but are less effective.

Functional & Technical Support

There is a need for someone to bridge the gap between the functional user and technical support. “Business Analysts” that understand the modules not just the technical aspect would be extremely

helpful. Some “Business Analysts” already exist but there seems to be resistance by IT in 4 year institutions. There is an opportunity to internally train “Business Analysts.”

Quarterly Updates

Ellucian typically pushes out updates for each Banner module twice annually (more frequently for Financial Aid) and sends out patches on an as needed basis. Some time ago, TBR made the decision to combine the patches and updates into a TBR specific quarterly update that is sent to each institution for installation and testing. Feedback received indicated that quarterly updates are consuming significant time and attention of institutional resources.

Hosted Environment

Some community colleges do not feel comfortable with the hosted environment due to lack of access, delay and slower processing speed they have experienced at times. They have to wait for issues to be resolved and cannot proactively fix them.

Best Practices

Currently there is no formal documentation of best practices at TBR. Standardizing best practices would be instrumental to training and collaboration. Inevitably work is getting duplicated from institution to institution; best practices could reduce this and promote cost savings at a system level.

3.5 Takeaways and Opportunities for Improvement

Focus on Strategic Business Practices

Consider transitioning from implementing specific projects at the institutional level like FLAC or writing workflows to having facilitated system-wide discussions aimed at reaching consensus on Common Business Practices & sharing best practices within the TBR system. This is a critical step that was omitted in TBR’s initial Banner implementation, it is likely that many of the inefficient processes from the legacy Plus software were replicated as part of the time constrained implementation. Common Business Practices across TBR is a foundational concept that will yield significant results both in the near term and over time.

Role of TBR

While TBR has brought all 19 schools onto the Banner platform, the disparate business practices at the various schools prevent TBR from taking full advantage of the efficiencies of an enterprise system. TBR should support its members, but the current practice of operating 19 ERP systems is not sustainable. This can best be achieved by creating a shared strategic vision for all of TBR and its collective ERP environment. This would be a significant cultural shift, and will take time, but considerable savings in hardware, software, support and administrative costs could be realized by developing a different support model that streamlines business processes and leverages technology investments to create a broader strategic vision for what ERP should be.

Functional & Technical Support

- 1) **TBR Deployed Throughout Tennessee** – TBR could provide better support if they deployed their technical resources throughout the entire state. Centers of Excellence in the East, Central and West regions that are co-located at member institutions would be an alternative to the status quo. While TBR can still coordinate the efforts of its field units from Nashville, it would be beneficial for ERP support to be closer to the customer and geographically dispersed throughout the state.
- 2) **Reorganize/Refocus TBR's ERP Support** – The most effective working relationship between ERP users and IT is for power users in each functional area of Finance and Student to assume full responsibility for “their ERP”, with IT (either at TBR or at each institution) providing a service to the constituent groups. This collaborative relationship between IT and its ERP Customers can be achieved over time by encouraging each major ERP sub-group (Accounting, Procurement, HR/Payroll, Budget, Advancement, Admissions, Student, Registration/Assessment, Financial Aid and Bursar) to assume an ever-expanding role in directing the strategic software decisions and support for their tools.

In this expanded role, TBR can provide the structure to meet the needs of its ERP customers through active functional area users groups, targeted training, project management and a concerted effort to share best practices among all member institutions. Financial Aid already has a form of this business model that can be emulated for the other service areas.

- 3) **TBR Guidance on Standards** - The majority of institutions expressed a desire for collaboration and standardization of best practices, but need guidance to do so. There are opportunities for TBR to provide this guidance and also to leverage economies of scale in negotiation of products for all 19 institutions.
- 4) **Training & Documentation** – TBR should sponsor more training and develop documentation that ERP users can access as an ongoing reference to improve system efficiency. Training should be done throughout the entire state, not just in Nashville and should include baseline Banner, non-baseline Banner and 3rd Party topics. The primary challenge in providing more training has been the inability for institutions to backfill technical and functional resources while they attend training, which will need to be acknowledged and addressed.
- 5) **TBR Needs More Business Analysts** – Communication between functional ERP users and the IT personnel supporting them is best achieved through the use of Business Analysts, i.e., Business Analyst type roles. Business Analysts are ERP employees typically found on campus that are able to combine the functional capabilities of an experienced power user with the technical skills normally associated with trained IT professionals. There are a number of well-known power users already active in an informal capacity in each functional area that could form TBR's initial Business Analyst teams.

TBR can actively encourage other power users to join its roving Business Analyst teams and also start a formal Business Analyst training process using IT and business students from member institutions via a formal ERP intern program. Since there is no formal Business Analyst training program currently in existence, many progressive universities have started programs to “grow your own” using existing Banner ERP systems and student intern programs as a training ground.

- 6) TBR to Expand ERP Support of Non-Baseline Banner & 3rd Party** – An effective ERP support program includes not only Baseline Banner, but also other Ellucian branded products, as well as true 3rd Party solutions that integrate with Banner. TBR has to date encouraged the purchase and use of a consistent set of Non-Baseline Banner products, but has not been adequately resourced to fully support these important add on products. With Banner being a mature product, TBR should be able to reallocate some of its resources away from the support of Baseline Banner to support the equally important Non-Baseline Banner products and the core TBR 3rd Party solutions.

In the short term, this means creating a support functions for each significant software such as a *TouchNet* office (just like Ellucian SMO) that will actively work alongside TBR staff to maximize 3rd party efficiencies. Longer term, TBR should develop its own 3rd party experts to carry out this key support role. The goal of each TBR support team should be to share best practices, promote the consistent use of the software and ensure that all TBR institutions use the product to its most efficient level. Report sections 2.2 and 2.3 provide a description of these products that merit increased TBR support.

TBR Mods into Baseline Banner XE

A June 2013 MOU between Ellucian and TBR articulates Ellucian’s intent to incorporate 18 TBR specific modifications (mods) into Baseline Banner as part of Ellucian’s transition to the XE platform. On October 1, 2014 Ellucian published new Roadmaps for XE (<http://www.ellucian.com/Roadmaps/>) showing a significant acceleration of the schedule for Banner Finance, Student, Financial Aid and Human Resources.

It is estimated that almost 50% of the Ellucian SMO effort is directed towards the ongoing maintenance of the 224 active system modifications. If TBR is able to eliminate some portion of the mods currently in use, this significant SMO time commitment could be redirected to other important Ellucian product support like DegreeWorks, BDMS Imaging and Workflow.

Quarterly Updates

TBR should consider reverting to the twice annual standard Banner updates and load any patches as they are distributed. If TBR is able to transition to a single instance, then any update/patch process and the required installation and testing could be performed centrally for all institutions that are part of the single operating system.

Hosted Environment

Some participants from the focus groups expressed concerns for system performance in a hosted environment. Accordingly, maintaining strong performance should be a focus of any plan. The IT industry is moving towards a more centralized model whether it is hosted by a central group like OIR or in a cloud configuration. Significant IT savings can be achieved through this move.

Best Practices

TBR has a significant opportunity to create more formal programs for TBR member institutions to come together and share best practices. In addition to its annual conference (Tennessee Summit), TBR should look to expand the informal processes where power users from each institution informally share information.

Creating Communities of Practice

Continuous improvement is a goal of many organizations. Some universities have opted to set up offices of “Operational Excellence” (OE) to lead this important ongoing effort. OE is defined as *the goal to allow institutions to achieve financial sustainability by developing a simple, cost-effective organizational structure, procure quality goods and services at a lower cost, support the productivity of staff through new tools and practices, and develop efficient policies and procedures*. Cal Berkeley is the acknowledged leader in this field <http://oe.berkeley.edu/>.

Other Administrative Technology Opportunities

- **Electronic Timekeeping & Leave** is a significant administrative area that TBR should investigate to more efficiently manage its labor costs. Currently, a majority of the 19 schools are using either Excel or paper based timesheets, causing not only inaccurate time entry but also costly and inefficient manual entry for support personnel. In addition, manual timekeeping processes prevent university supervisors from proactively managing overtime costs as well as negatively impact productivity of hourly employees since the ability to verify attendance at the work site is compromised.

On-line leave routing and approval is another functionality that is available with the new timekeeping software. There are several viable timekeeping options available to TBR, multiple institutions have already implemented the Baseline Banner *Web Time Entry* and at least 1 institution is using *Kronos Time & Attendance*. Like all other administrative processes, there are significant efficiencies to be achieved if TBR can standardize around the use of single timekeeping software.

- **Automated Travel & Expense Reimbursement**, along with timekeeping are the two greatest “pain points” for university employees. Ask any university employee that routinely travels and he/she will offer a horror story about a travel reimbursement that took months or a large reimbursement that was delayed due to a lost receipt. Accounting departments appreciate the efficiency of electronic routing, digital receipts and the ability to import credit card data and the employee self-service functionality means no more lost paperwork.

Automated travel systems use built in workflow and imaging to quickly move employee reimbursements through approvals, so that employees can get reimbursed for travel literally overnight vs. the weeks delay that is typical using traditional Excel spreadsheets routed via inter-office mail. Currently, no TBR institutions use an automated travel product, relying exclusively on the paper forms. Banner has an add on product (Banner Travel & Expense) that interfaces well with *Banner Finance*, but many universities are now using 3rd Party SaaS products like *Chrome River* or *Concur* that work well using mobile technology.

- **Customer Relationship Management** is a product category in which TBR member institutions currently use a wide variety of products to improve student retention or for fundraising/alumni relations. Ellucian offers several products (*Ellucian Student Success & Ellucian Enterprise CRM*) that compete with *Hobsons Retain* and *Starfish Retention* in the student retention product segment. For Alumni Relations institutions have implemented *Raiser's Edge by Blackbaud*, *Ellucian Advance* or *RuffaloCody*. Given the diversity of products used in this area, finding efficiencies via product standardization will be difficult, but some progress can be made by more formal collaboration.

Potential New Funding Source

TBR has a potential source of new funding via the adoption of a new Convenience Fee payment strategy. Convenience Fees are the fees that credit card processors charge (usually between 2.5% - 2.75%) to process payment for credit cards. Currently, all TBR institutions appear to be absorbing these bank fees and the annual cost is likely to be several million dollars (exact amounts can be obtained from each institution). TBR will be able to save these large processing fees by shifting the financial burden to its students and parents that choose to continue using credit cards after the change.

Universities typically encourage payers to make use of on-line ACH (e-checks) via the student portal to avoid any additional fees. Studies of other Universities that have implemented Convenience Fees show that if properly marketed (typically over a full academic year and often directly tied to a tangible student enhancement like a new Student Success Center), that the vast majority of former credit card users will switch to the e-check to avoid the additional fees.

Those that continue to use the credit cards after the switch either value the rebate points or are using the credit card as a student loan. The majority of American Colleges and Universities have already adopted Convenience Fees including the University of Tennessee System (Knoxville, Chattanooga, Martin etc.) In addition, implementation of a Convenience Fee strategy shifts the liability (fines range from \$5,000 to \$500,000) for Payment Card Industry (PCI) compliance from each TBR institution to the credit card processor (TouchNet).

4.0 Higher Education ERP Today

This section provides an overview of important trends impacting higher education and the impact relevant to information to information technology. TBR institutions need to be mindful of trends that are impacting higher education broadly as well trends specific to each institution.

4.1 Trends in ERP Options Today

The ERP landscape in Higher Education has lagged over the past 10 years and has largely been focused on shifting from legacy applications to traditional COTS vendors (Banner, PeopleSoft, Jenzabar, etc.) whose products were developed in the 1990's or earlier. Some large research institutions alternatively adopted open source/community source (Kuali). However, all indications are that the ERP landscape is beginning to change rapidly and will continue to evolve at a pace not seen since the Y2K era of 1999 to the early 2000's.

According to the most recently available (October 2013) Campus Computing research only 7% of higher education institutions have actually deployed cloud ERP services, yet over 60% see cloud ERP as a viable option going forward. This change is being driven by a number of factors that were considered in developing our analysis. These include, but are not limited to the following:

- Demands to reduce administrative operating costs and focus limited educational resources on the academic mission of the institution;
- Reductions in computing and networking costs that create a continuous expectation amongst end users for cheaper, faster, better on an annualized basis; and
- Maturity of the cloud computing model and the viability of software-as-a-service (SaaS) providers achieving market penetration in other sectors;
- Mobility, which sets up an expectation that systems can be accessed anywhere, anytime and from any platform seamlessly.

The report synthesizes our understanding of TBR's current environment, as well as feedback from peer systems and responses from ERP vendors and community source providers to provide a set of recommendations for TBR leadership to consider moving forward. The following key items have been highlighted here and broken down into near-term (up to 1 year) and medium-term (up to 3 years) considerations.

ERP Tomorrow

Best-of-breed solutions, have proved to be complex and costly with large expenditures for system integration and keeping different software packages in sync. These pitfalls prompted the development of all inclusive ERP suites that were widely adopted in higher education.

Many institutions have had to acquire 3rd party products because a single federated model with some key functionality outsourced to SaaS vendors was created and is widely referred to as the postmodern ERP approach. A new ERP approach is a model that combines core functionality from a traditional ERP suite with cloud SaaS solutions.

- By 2018, more than 80% of organizations will be operating a Hybrid ERP model, with most of the people-centric applications deployed as cloud services.¹
- By 2017, 70% of organizations adopting Hybrid ERP will fail to improve cost-benefit outcomes unless their cloud applications provide differentiating functionality.²

Vendors Serving Higher Education ERP

There are several vendors active in the higher education ERP space. In conducting our research we met with and discussed options with a broad range, including Oracle, Ellucian, Workday, SAP, and Quali Foundation. Several other vendors are active in in the market such as Jenzabar, Tribal and others. In addition, there are several best of breed vendors that exist including Payroll specialists such as ADP. The following paragraphs provide a high level understanding of these vendors and the products that they offer for TBR:

- **Oracle Cloud**

Oracle is a multinational corporation that specializes in both hardware and software products in a diverse range of industry sectors, including a segment dedicated to Higher Education product solutions.

In response, Oracle proposed its ERP cloud solutions. Oracle also recommends their student cloud. The student cloud is designed to serve as the centerpiece for the Oracle Higher Education Cloud which will integrate the ERP, HCM and CRM clouds into a suite built to address higher education specific issues.

- **Ellucian Banner**

Ellucian is the result of the recent combination of Datatel and SunGard Higher Education. Ellucian offers a wide range of products targeted specifically to the higher education market, with its core ERP products including Banner and PowerCampus, which were SunGard's ERP products, and Colleague, which was Datatel's ERP product. Ellucian has proposed the Banner ERP system in its response. As Banner is the current ERP at TBR there are no costs associated

¹ Gartner, Postmodern ERP is fundamentally different from Best-of-Breed Approach, June 2014

² IBID

with implementation. Any additional products that TBR would like to acquire will follow the same deployment method as the initial 2005 implementation.

- **Workday**

Workday is a HCM and financial software management vendor that was founded in 2005. Workday's cloud based solutions offer a new flexible approach to legacy ERP. The Cloud model that Workday is proposing to TBR would provide them with traditional ERP functionality without the necessary support. Workday is responsible for providing the hardware and middleware, installing and maintaining the application, and ensuring uptime.

- **Kuali**

Kuali is a community-source software that was built for higher education by a consortium of peers. This model has allowed institutions to work together to address similar issues. There are no licensing or maintenance fees like traditional COTS software. Kuali plans to launch a commercial company to compete with vendors such as Oracle, Ellucian and Workday. Their software will remain free but they are going to charge for hosting and development services.

- **SAP**

SAP is the world's largest enterprise application software company. However, higher education is one of their smaller business segments. They offer a variety of ERP software that includes: applications, analytics, mobile, database and technology, and cloud services. SAP is the current software vendor for the University of Tennessee System finance and HR system (IRIS).

Other ERP Vendors in the Higher Education Market

- **Jenzabar**

Jenzabar, Inc. currently offers three ERP systems; Jenzabar EX, Jenzabar JX, and SIS. Jenzabar EX is a solution offered on the Microsoft® SQL Server® platform, while Jenzabar JX is their newest solution designed for flexibility. These systems can be used as stand-alone solutions or can be added to a current system to extend functionality. The systems include the following modules; Enrollment, Financial Aid, Academic Services, Finance, Human Resources, and Advancement.

BerryDunn would like to make note that Jenzabar was evaluated and offered the opportunity to respond, though they did not respond they would like to be participate if TBR were to proceed with a formal RFP for a system selection.

- **ADP**

ADP, LLC (ADP) is one of the largest providers of business processing and cloud-based solutions. ADP offers different services based on the size of the business they serve. As TBR has 15,000+ employees they are considered a large business by ADP. ADP offers Human capital management, payroll services, time and attendance, human resources management, benefits administration and talent management. Due to the scale of TBR their interest is likely to be limited to ADP's best-of-breed payroll solution.

- **Campus CE**

Campus CE is a provider of Software as a Service (SaaS) solutions for many forms of education including: continuing and corporate education, lifelong learning and workforce development. They are based in Seattle, Washington but serve over 100 clients in 30 states. A sizeable portion of their clients are Osher Lifelong Learning Institutes (OLLI) at larger universities. BerryDunn would like to make note that Campus CE was considered during the EOS, but at this time BerryDunn believes that they do not have the scale and experience with University systems.

- **TRIBAL**

Tribal provides an assortment of services within higher education including, but not limited to, student information systems, financial benchmarking services and student experience benchmarking. Their clients consist of colleges, universities and dedicated vocational learning providers across five continents. They have established a dominant position in higher education in the UK as they maintain a 60% market share. Tribal has recently engaged with the University of British Columbia (UBC), marking their first higher education SIS client in client in North America. Tribal is focused on expanding throughout the US and Canada. As they expand they plan to build additional regional offices.

Tribal has implemented SIS systems on both a national and regional scale. Their experience is diverse, ranging from migrations to a single instance to implementing a common system at a state level. Tribal's 'SITS:Vision' SIS system is a modular end to end solution that covers the entire student lifecycle. Although the system is all inclusive its modules integrate with other SIS systems including those used in the United States, but their presence in North America is limited today.

4.2 Current Ellucian System and/or Consortium Clients

The BerryDunn team conducted broad research into ERP systems and considered options that may be applicable to TBR. We looked at system offices across the country to learn more about how they are managing their ERP environment. In addition, we conducted brief phone interviews with the Colorado Community College System (CCCS); Texas Connection (TCC); and the South Carolina Technical Colleges (SCTC). These three examples represent multi-institution organizations with varying levels of centralization and authority vis a vis the individual schools they work with. In the case of the TCC, over 40 schools participate ranging from community colleges to large research universities.

Colorado Community College System

The Colorado Community College System (CCCS) is comprised of 13 state community colleges with more than 159,000 students enrolled each year. Prior to 2004 each institution was supporting its own ERP system. When a bill was passed requiring CCCS to be on a single ERP, they began the transition to a multi-entity processing (MEP) model. Five years later all 13 institutions were running a single instance of Banner for all student, finance and HR applications.

In order for the transition to be successful CCCS had to align the business practices of each institution. While doing this they also sought to maintain each institution's individuality.

A MEP model has many advantages including providing a system-wide view of data, and reduced support for IT and administrative systems. CCCS is supported by 50 IT staff members and has cut its staffing and maintenance budget to \$10 million across all 13 institutions.

Texas Connection Consortium

The Texas Connection Consortium (TCC) was started in 1993 when 25 institutions came together to reduce module costs as a result of state mandated changes. The first contract did not become effective until 1995. Today TCC has 40 member institutions.

Currently there is no direct fee to become a member of the consortium, rather each institution pays fees designated to support the TCC Service Center. Ellucian provides the support to the TCC service center, with 13 staff on their payroll to date. The service center is focused on core development, not providing specific resources to individual institutions. There is no central hosting and no central resource pool. A key benefit of the consortium is the leverage it has established with Ellucian in product development, direction and strategy.

TCC has committed to a new contract with Ellucian beginning September 1, 2016. This fall they're kicking off the discussions to decide their strategic direction and build a roadmap for Banner XE for all 40 members. In preparation they have begun their own initial internal analysis and have reached out to other user groups.

South Carolina Technical Colleges

The South Carolina Technical Colleges (SCTC) recently conducted an internal exercise to evaluate their current systems. They are composed of 16 technical and community colleges, each of which has an Ellucian ERP procured almost 15 years ago. Four institutions are running Banner while the other twelve are running Colleague currently.

They have coordinated a Master Agreement with Ellucian, but current discounts are set to expire over the course of the next few years. As a system, they are looking at their position strategically to consider all available options. Key needs include Database Administrator expertise and creating a more service oriented model that focuses on services provided by the vendor and not focused on managing the vendor's staff.

SCTC has been conducting project based, shared service efforts, but would like to be more consolidated while retaining independence and autonomy of each school. Smaller schools have developed a shared data center for smaller community colleges. The 12 Colleague schools migrated from Unidata to SQL as one project. They are working to find a happy medium between a single instance and each school having their own autonomous system. However this may be difficult as the system does not have regulatory authority and therefore cannot make IT decisions for member institutions.

4.3 Information Requested to Analyze ERP Options

The information gathered through the questionnaire and focus groups were used to develop a list of high-level requirements and 3rd party vendors that are essential to the current ERP system at TBR. The ERP software vendors were asked to provide information for capabilities.

ERP System Components

Financial Information System (FIS)	Student Information System (SIS)	Human Resources Information System (HRIS)
General Ledger	Admissions/ Recruitment	Employee Recruitment/ Applicant Tracking
Accounts Payable	Financial Aid	Human Resources
Fixed Assets	Student Accounts (AR)	Payroll
Budget Development	Registration/ Student Records	Performance Management
Grants / Contracts	Degree Audit and ePortfolio	Contract Management (including Part Time Contracts such as Adjunct Faculty)
	Academic Advising/ Student Retention	

BerryDunn issued its request to Ellucian, Oracle, Workday, Quali Foundation and SAP. Additional vendors were contacted and researched throughout the process; however they were ruled out because they did not have the capacity or experience to meet the needs of a multi-institution system the size and scale of TBR.

5.0 Analysis of the ERP Options

This section presents specific comparative information provided by members of the ERP software community serving higher education.

5.1 Vendor Functionality Capabilities

Vendor information regarding feature and functionality capabilities was requested based on BerryDunn’s analysis of responses collected through the questionnaire and focus groups, as well as functional and technical documentation provided by TBR. Vendors were asked to respond to these feature and functionality capabilities using the response indicators contained in the following table. Responding vendors required BerryDunn to sign non-disclosure agreements (NDA).

Response Indicators	
1	Feature/function is included in the current release.
2	Feature/function will be available in a future release.
3	Feature/function is not included in the current release, and is not planned to be part of a future release. However, this feature could be provided with custom modifications.
4	Feature/function is not included in the current release, and is not planned to be part of a future release. However, this feature could be provided with integration with a 3rd-party system.
5	Feature/function cannot be provided.

This information depicts current and planned functionality available from leading ERP vendors serving the higher education community. Vendor information was provided to us solely for purpose of this analysis. Please reference section 7.5 for the list of capabilities that each vendor was asked to respond to.

Response Indicator	Ellucian	Oracle	Workday
1	26	29	11
2	5	0	14
3	0	0	0
4	1	3	7
Average	1.3	1.3	2.1

The table above provides the number of each response indicator that the respective vendor provided for functionality. An average of all responses is provided in the last row. As no vendor responded to any functionality with a “5,” that was omitted from the table. The key takeaway for TBR is that there is no student SaaS model currently in production. Oracle and Workday indicated that they have models in development that will provide all of the necessary functionality; however, their current absence poses a substantial risk. When available, a SaaS model offers potential advantages that include cost savings, mobility, scalability, associability, and resilience.

5.2 Support Options for ERP Systems

Currently, TBR institutions operate in a traditional COTS model with each school maintaining its own database and providing services to their respective constituents. Software updates are managed at the institution level with minimal support from the COTS vendor. This requires significant in-house staff to operate and maintain the current environment while also paying annual licensing and maintenance fees to the vendor.

This section provides a high level understanding of some of the support options and the technical environment for each one. It is not intended to be all-inclusive.

Current TBR Model (status quo)	Vendor Architecture	Application Hosting	Data Model
	Traditional ERP 3 Tier Architecture (Web Server, App Server, Database Server)	On-Premise. On-premise option provide for Hybrid approach for SaaS-based application integration for certain models.	Single Tenant (one instance per institution)
	User Security	Security Architecture	Back-up and Recovery
	User Authentication, Permission Groups (what feature a user can access), Row Level Security (what data a user can access)	Multi-Level: User, Developer, and Database Administrator.	On-Premise: responsibility of TBR or College. OIR hosted: Frequency and Restore Time options based on price.

Strengths

- Employees have experience with the system
- Implementation risk is nonexistent

Challenges

- Opportunities for cost reduction are slim to none
- Low viability horizon

SaaS (Software-as-a-Service)

In a SaaS model, all of an institution’s ERP software applications are hosted on a vendor’s servers. The main goal of this model is cost reduction of software, hardware, staffing, and support. SaaS has had significant impact on the software industry in the past decade. However, higher education has been hesitant to adopt the “cloud” model for ERP systems. Today, SaaS vendors represent a substantial portion of the ERP marketplace.

SaaS	Vendor Architecture	Application Hosting	Data Model
	Proprietary In-Memory Object Model	SaaS Hosted by SaaS vendor	Multi-tenant with many entities sharing a single data structure
	User Security	Security Architecture	Back-up and Recovery
	User Authentication, Permission Groups (what feature a user can access), Row Level Security (what data a user can access)	Unified Model (no separate access admin for Developers and DBAs)	Included in Subscription

Strengths

- Proposed lower total cost of ownership by reducing staff and hardware costs
- Accelerated software implementations
- Decreased implementation risk because modifications are limited
- Ensures that vendor provide technical skills and expertise to keep system updated

Challenges

- Customization of software is limited to non-existent
- Security and confidentiality of storing data in the “cloud”
- There is no viable SaaS student model in the marketplace

Multi-entity processing (MEP)

Multi-entity processing (MEP) is a model that allows multiple databases to be combined into a single installation. A MEP model processes all transactions on a single data structure. It requires institutions to define and deploy common business practices. Once business practices are aligned, multiple instances can be transitioned to a single instance which greatly reduces staffing and resource costs.

MEP	Vendor Architecture	Application Hosting	Hosting Model
	Traditional ERP 3 Tier Architecture (Web Server, App Server, Database Server)	Hosted by the system or by Ellucian Cloud Services. On-premise option provide for Hybrid approach for SaaS based application integration for certain models.	Multiple Entity Processing on a single database
	User Security	Security Architecture	Back-up and Recovery
	User Authentication, Permission Groups (what feature a user can access), Row Level Security (what data a user can access)	Multi-Level: User, Developer and Database Administrator	On-Premise: responsibility of TBR or College. Hosted: Frequency and Restore Time options based on price.

Strengths

- Decreased need for staffing to support and maintain administrative systems
- Consistency of data among institutions allows for analysis of systematic data
- Ease of collaboration – ability to share best practices
- Associated costs are divided among multiple institutions
- Individual institutions are not burdened with technical support or hiring and retaining staff such as DBAs that are difficult to find

Challenges

- Meet system level needs and preserve uniqueness of each institution
- Systematic agreement on policies and procedures
- Requires skilled IT to support to deliver services
- System moves slower than an individual system

Community Source Development

Community source software differs from vended software because there is no software selection, acquisition, contract, or vendor management. There is no software licensing, as in essence the software is free. Community source development promotes collaboration among similar institutions to achieve common goals. Partner institutions suggest and choose new products; those that provide the resources for a project control its direction. There are multiple classes of membership: the more you contribute, the more say you have in strategic direction of the community.

Community Source	Vendor Architecture	Application Hosting	Hosting Model
	Tradition 4 Layer Web Development Architecture (Presentation Layer, Business Logic, Data Model Layer, Persistence Layer)	On Premise or Hosted via Kuali Commercial Affiliate	Single tenant processing
	User Security	Security Architecture	Back-up and Recovery
	User Authentication, Permission Groups (what feature a user can access), Row Level Security (what data a user can access)	Multi-Level: User, Developer, and Database Administrator	On-Premise: responsibility of TBR or College. Hosted: Frequency and Restore Time options based on price.

Strengths

- In the case of Kuali, built by and for the higher education community
- No licensing or maintenance costs
- Greater flexibility and control over software development and ability to meet end user needs
- Can set priorities if you have the resources to support them
- Collaboration with like-minded institutions
- Meet system level needs and preserve uniqueness of each institution
- Ease of collaboration – ability to share best practices

Challenges

- Difficult to understand if the long term viability of the software can be sustained
- Limited control over the development process based on Kuali consortium model
- Does not have the backing of a formal vendor community
- If you do not have the most resources, your priorities are not guaranteed to be addressed
- Increased hosting costs

5.3 Analysis of the Risks, Benefits, and Costs

Based on the ERP options identified by TBR in its RFP for this study, BerryDunn conducted analysis of the current ERP options environment. We identified the following ERP options for a comparative review of potential risks, benefits and high level costs.

Option A	Replace existing Banner ERP system with another vendor’s commercially available off-the-shelf (COTS) ERP offering, e.g. PeopleSoft®, Jenzabar, etc.	Option E	Software as a Service (SaaS), e.g. Workday®.
Option B	Replace modules of the Banner system with another vendor’s offering for a Best of Breed (BoB) approach, e.g. PeopleSoft® for Finance and ADP® for Payroll.	Option F	Continue with maintenance on Banner, e.g. status quo.
Option C	Similar to the BoB approach, but using open source modules, e.g. Quali.	Option G	Continue with maintenance on Banner but different support model, e.g. Single hosted instance (Multi-entity processing) MEP.
Option D	Drop maintenance on Banner and self-support going forward, e.g. develop staff to maintain student financial aid changes, tax updates, etc.	Option H	Combine options 'E' and 'F' to create a Hybrid option. Based on the fact that there is no end to end SaaS solution available today for HR, Finance & Student.

Assumptions Made for Analysis Purposes

We have identified a number of assumptions used in considering the comparative risks, benefits, and rough order of magnitude costs for each option. Based on current Banner operations, the technology deployed, and the strategic direction of TBR, assumptions were made in order to help understand the viability of each ERP option. In addition, impacts on staffing, time to implement, and infrastructure and security were considered.

Ten year projected costs are for planning purposes and considered both one-time costs (if applicable) and ongoing costs such as TBR (institutional and central office) staffing, vendor licensing/maintenance and other common costs of ownership. For detailed 10-year cost projections, reference appendix 7.3.

- **Acquisition and Implementation Costs (one-time costs)**

Our team projected a high level implementation timeline for each option in order to estimate implementation costs over multiple years. The COTS, BoB, and SaaS models will all require substantial acquisition and implementation costs because they would be new to TBR. Open Source

would require little in the way of acquisition costs, but implementation cost would be substantial. The MEP and Hybrid models require lower costs because they utilize all or some of the software already in place at TBR. Status quo requires no acquisition or implementation and switching to a self-support model would incur minor costs such as developing a self-support roadmap.

- **Maintenance Costs (ongoing)**

We have assumed that maintenance costs remain relatively the same when switching to a MEP or alternative COTS model. A SaaS model entails a significant increase in maintenance costs, which also impacts the SaaS elements of the BoB and Hybrid options. Open Source and Self-Support provide substantial cost reduction opportunities because there is no vendor maintenance. However, we have assumed limited maintenance costs for both models since it is unlikely that TBR would stop using 3rd party consultants completely.

- **Institutional Personnel Costs (ongoing)**

Personnel costs remain relatively the same when switching to a BoB or an alternative COTS model. They would drastically increase with an Open Source or Self-Support model and would expect to decrease with a Hybrid, SaaS, or MEP model.

- **Central Office Personnel Costs (ongoing)**

Central office personnel costs remain relatively constant across all options except when switching to a centralized MEP model, in which case those costs are assumed to increase.

- **OIR Data Center Cost³ (ongoing)**

OIR data center (or other hosting option) costs remain relatively the same when switching to an alternative COTS, Open Source, or Self-Support model. They are substantially reduced with a BoB, SaaS or Hybrid model and increased with an MEP model.

- **Possible 3rd Party Software Cost Avoidance (e.g. PeopleAdmin, SciQuest, eVisions)**

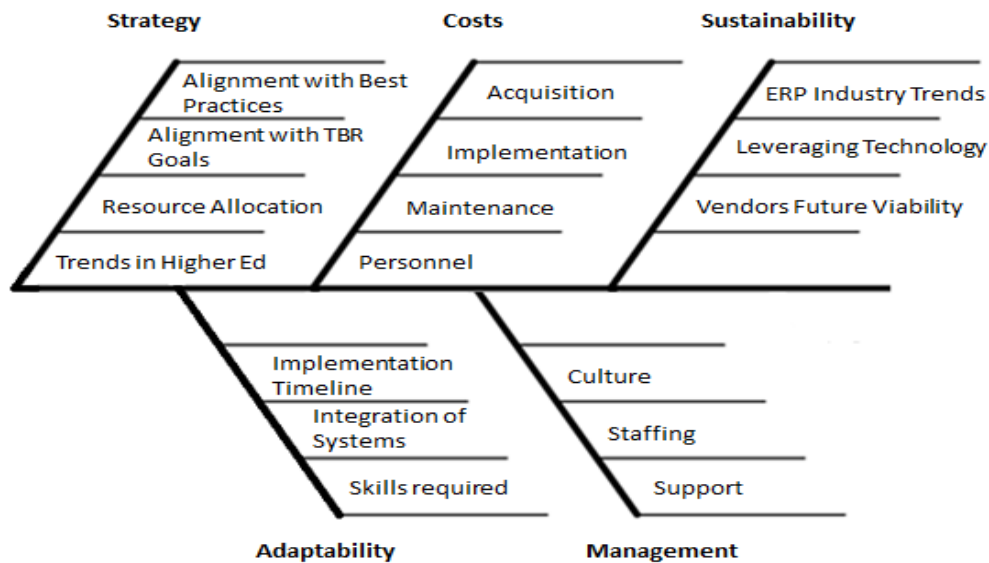
Possible 3rd party software cost avoidance is most likely to be realized by switching to a SaaS or Hybrid model and this cost avoidance is included in the tables in section 7.2.

Other assumptions made include the following: estimates were made based on all 19 TBR institutions participating (unless otherwise noted); the higher education community is seeking ways to decrease administrative costs; systems integration will be important for improved data analytics and to meet the increased demand for state and federal reporting; and the technology landscape for ERP options is changing rapidly due to the maturity of cloud solutions and widespread deployment of high speed broadband networks.

³ Please note that although actual OIR costs were used for hosting service estimates, we recommend that TBR and its institutions consider multiple options if one or more of the alternatives to status quo was investigated further.

Understanding Risks, Benefits, and Costs

Our analysis compares potential risks, benefits, and costs for each option. The Ishikawa Diagram below, commonly referred to as a “fishbone diagram,” identifies common factors associated with the ERP options analyzed. Five broad categories were analyzed and are explained on the following pages: Strategy, Costs, Sustainability, Adaptability, and Management.



The diagram further identifies factors considered for each risk category. Within each risk category is a table that scores the associated risk factors on a scale from 1 to 5 for each option, however a few risks have received a score of 0 because they have no impact on the status quo.

A score of 5 indicates a high risk and a score of 1 indicates a low risk. A score of 0 indicates no risk identified. Rationale for the scoring of each risk factor is included. It is important to note that the risks were scored based on comparative analysis of the eight options.

Strategy Risks

Our team identified four factors to be considered within the Strategy category: alignment of ERP options with TBR Goals and Best Practices, resource allocation, and trends in higher education.

Strategy					
Risk Factors	Alignment with TBR Goals	Alignment with Best Practices	Resource Allocation	Trends in Higher Ed	Total
COTS	4	3	4	5	16
BoB	5	3	4	3	15
Open Source	5	4	5	2	16
Self-Support	5	5	5	5	20

Strategy					
SaaS	2	2	2	2	8
Status Quo	4	4	4	5	17
MEP	2	1	1	2	6
Hybrid	3	3	3	4	13

- **Alignment with TBR Goals** – Goals identified by TBR are improve operational efficiencies for institutions, require fewer resources in staffing and/or licensing/maintenance costs to sustain, and minimize risk in both implementation and ongoing sustainment.
- **Alignment with Best Practices** – Each option allows for the adoption of best practices, some options require best practice to be aligned during implementation.
- **Resource Allocation** – A primary strategy is to optimize the allocation of resources providing administrative support services at each institution in order to allow limited resources to focus on better serving the mission of that school.
- **Trends in Higher Ed** – ERP vendors are developing or have developed a SaaS strategy and most industries are trending towards increased deployment of administrative services in the cloud and in place of isolated systems.

Cost Risks

We have considered the following key risk factors with respect to acquisition, implementation, and maintenance costs (one-time and ongoing).

Costs					
Risk Factors	Acquisition	Implementation	Maintenance	Personnel	Total
COTS	4	4	3	5	16
BoB	5	5	5	4	19
Open Source	1	4	4	4	13
Self-Support	0	1	5	5	11
SaaS	4	5	5	1	15
Status Quo	0	0	1	5	6
MEP	2	3	1	2	8
Hybrid	3	4	3	3	13

- **Acquisition** – The higher the cost of acquisition the more risk.
- **Implementation** – The more time and effort that is required for implementation, the higher the associated costs.

- **Maintenance** – Costs associated with the maintenance of a system include, but are not limited to hardware and/or subscription/licensing fees.
- **Personnel** – Personnel costs include but are not limited to employees needed for support, system administration and operations in both the central office and across the TBR institutions.

Sustainability Risks

We considered ERP industry trends, leveraging technology and vendor future viability as risk factors that influence the sustainability of each option.

Sustainability				
Risk Factors	Industry Trends	Leveraging Technology	Vendor's Future Viability	Total
COTS	4	4	3	11
BoB	3	2	4	9
Open Source	2	3	3	8
Self-Support	5	5	1	11
SaaS	2	2	2	6
Status Quo	4	5	4	13
MEP	3	2	3	8
Hybrid	3	3	3	9

- **ERP Industry Trends** – We considered industry trends including, but not limited to technology shifts and the current push to the cloud and more modular architectures.
- **Leveraging Technology** – The ability to scale technology to deliver services impacts the sustainability of each option.
- **Vendor Future Viability** – Vendor future viability refers to the likelihood that a vendor offering will be sustained as a competitive force.

Adaptability Risks

Risk factors include the implementation timeline, the integration of systems, and the skills required that impact the adaptability of each option.

Adaptability				
Risk Factors	Implementation Timeline	Integration of Systems	Skills Required	Total
COTS	4	4	4	12
BoB	5	5	4	14

Adaptability				
Open Source	5	5	5	15
Self-Support	1	5	5	11
SaaS	4	1	2	7
Status Quo	1	4	3	8
MEP	3	2	2	7
Hybrid	3	5	4	12

- **Implementation Timeline** – The duration and complexity of the implementation process impact the associated risk of each option.
- **Integration of Systems** – Increased complexity of system integration increases the associated risk.
- **Skills Required** – The scale and range of skillsets required factored into our team’s scoring of each option.

Management Risks

The three factors considered within the category of management risk were culture, staffing, and support.

Management				
Risk Factors	Culture	Staffing	Support	Total
COTS	4	4	4	12
BoB	4	3	4	11
Open Source	5	4	5	14
Self-Support	2	5	5	12
SaaS	5	1	1	7
Status Quo	1	5	4	10
MEP	3	2	2	7
Hybrid	4	3	3	10

- **Culture** – The required change to the organization for each option considered.
- **Staffing** – The fewer staff required over a ten year period, the less risk.
- **Support** – The complexity of the support model determines the risk associated. The more support needed, the more risky the option.

Aggregate Risks Table of Comparative Options

Based on the analysis and consideration of the comparative risk factors, the following total scores have been developed. A score of 5 indicates a high risk and a score of 1 indicates a low risk.

Assumed 10 Year Comparative Benefits						
	Strategy	Costs	Sustainability	Adaptability	Management	Total
COTS	2	2	2	1	2	9
BoB	3	2	2	4	1	12
Open Source	2	4	3	2	1	12
Self-Support	1	2	1	1	1	6
SaaS	4	2	3	3	4	16
Status Quo	2	3	2	3	2	12
MEP	4	5	4	4	5	22
Hybrid	3	4	2	2	3	14

Comparative Benefits of Each Option

Our team used the five factors (strategy, costs, sustainability, adaptability, and management) identified in the Ishikawa diagram to assess benefits for each option. For example, leveraging technology poses a risk to a status quo option but could be a benefit of a SaaS option. For the purposes of scoring comparative benefits, we have used a similar scoring range of 1 to 5, where a score of “5” indicates a high benefit and a score of “1” indicates a low benefit. Rationale for each score received is provided below.

Strategy

- **COTS** – Switching to a different COTS vendor presents an opportunity to improve operational efficiencies, however improvements would not be significant enough to warrant the time and effort of another implementation.
- **BoB** – The BoB model has the potential to improve operational efficiencies but will likely add complexity in TBR’s ability to integrate multiple systems to meet increasing state reporting demands.
- **Open Source** – Open source is a popular approach in higher education, but will also require more resources and may not align with TBR goals.
- **Self – Support** – The strategic benefits of dropping Ellucian maintenance and move to self-support are at odds with the industry trends and best practices.
- **SaaS** – A SaaS model, over time, would change the way IT support staff are utilized today, and could reduce security risk depending on vendor utilized.

- **Status Quo** – Remaining with the status quo provides an incremental ability to improve operational efficiencies for institutions, but does not provide TBR with needed catalyst to improve processes and optimize administrative systems.
- **MEP** – The MEP model could significantly reduce technical staffing once operationalized. Implementation risk is less than SaaS and ongoing costs are reduced by migrating to a single instance (or possibly two instances – see section 6.0).
- **Hybrid** – A hybrid model provides some improvements in operational efficiencies by adopting the SaaS model while leaving student system processes largely untouched.

Costs

- **COTS** – There are no anticipated cost benefits because maintenance costs are likely to be very similar to what TBR is currently paying and a new system would require substantial new implementation costs not incurred by staying with the status quo.
- **BoB** – Maintaining multiple systems would require TBR to pay significant subscription and/or maintenance fees and would add complexity to system support since multiple systems would need to be synchronized and multiple vendors would need to be managed.
- **Open Source** – TBR would save money on vendor maintenance fees because there are no traditional vendor support costs. However, KUALI does require a \$1M annual cost to be part of the systems decision making body, which would be important for TBR to be part of. In addition, it is likely that personnel costs would increase to provide the required support not being provided by an established vendor.
- **Self – Support** – Over the long term there would be no (or greatly reduced) vendor maintenance fees, but the cost of institutional and central office TBR personnel would drastically increase and likely not be sustainable.
- **SaaS** – Ongoing subscription costs, which are based on a rough order of magnitude estimate shared by vendors, drives up the cost of this option. As more organizations adopt this model, it is likely costs will decrease on a per unit basis.
- **Status Quo** – Requires no additional costs and acknowledges the sunk costs of the current environment, but is more expensive over a 10-year time period to maintain than other options.
- **MEP** – Will reduce costs over a 10-year timeframe by reducing the need for maintenance support and operational costs by consolidating ERP operations.
- **Hybrid** – Combines continuity of the Student system cost structure while reducing staff support needs for HR and Finance, which means limited dollars are focused more on the mission.

Sustainability

- **COTS** - Does not readily take advantage of new technology or industry trends that have occurred in the past 5-10 years.

- **BoB** – The sustainability of this model is compromised by the need to maintain relationships with multiple vendors and the complexity of keeping multiple systems (and therefore data) synchronized for operations, which limits the overall benefits.
- **Open Source** – In an open source model TBR would not be dependent on the sustainability of a vendor.
- **Self – Support** – It is difficult to identify benefits of this option other than increased autonomy over the ERP environment. It does not readily take advantage of technology changes or industry trends that have occurred in the past 10 years.
- **SaaS** – Most ERP vendors are adapting their software delivery model to take advantage of benefits demonstrated in the SaaS model. This option will further mature over the next 5 to 10 years and it is anticipated costs will decrease while product development will be further enhanced.
- **Status Quo** – Does not readily take advantage of technology changes or industry trends that have occurred in the past 10 years.
- **MEP** – As storage and per unit memory costs decrease the MEP option becomes more attractive. In addition, it provides more unified vision for enterprise systems while streamlining operations.
- **Hybrid** – The sustainability of this model is compromised by the need to maintain relationships with multiple vendors and the complexity of keeping multiple systems synchronized for operations.

Adaptability

- **COTS** - Does not change the need for personnel across the TBR landscape and does not improve system integration. Would require change to the organization that will take several years and significant effort.
- **BoB** – Approach would utilize best practices and provide the opportunity for significant process improvement, but is challenged by the integration of systems and the complexity of implementing multiple systems and managing multiple vendors.
- **Open Source** – Significant implementation effort that will increase the need for skilled technical personnel across the TBR landscape. In addition, it would be expected that the timeline for this option would likely be the longest as several components are not in production today.
- **Self – Support** – Increase the need for skilled personnel across the TBR landscape and does not improve system integration, but would not require significant implementation effort.
- **SaaS** – Provides the most scalability because everything is hosted via a 3rd party. Also reduces the need for skilled workers across the TBR landscape and because infrastructure is removed

from the implementation planning it would reduce overall time to implement, but would still require significant cultural change.

- **Status Quo** – Requires no implementation, but does not change the need for skilled personnel across the TBR landscape and does not improve system integration.
- **MEP** – Should require less time to implement than either SaaS or Hybrid because it assumes using Banner, and it will reduce the need for skilled technical personnel across the TBR landscape. In addition, this option requires increased system integration because of single instance environment, which should improve access to information and report and analytical capabilities.
- **Hybrid** – Will be a challenge to integrate systems because of the multiple platforms. However, will likely require a shorter implementation timeline than a full SaaS model.

Management

- **COTS** – limited change from status quo while requiring large effort for implementation.
- **BoB** – Some operational efficiency would be expected, but the need to integrate multiple systems and maintain those systems will require new personnel with different skillsets.
- **Open Source** – Significant increase in the amount of personnel required and a fundamental change in how ERP is managed.
- **Self – Support** – Dramatically increases the personnel and support required and a fundamental change in how ERP is managed.
- **SaaS** – Similar to MEP, this would require change to how ERP is deployed, but also provides an opportunity to improve operational efficiencies and improve reporting and analytics.
- **Status Quo** – Will continue to require significant personnel and support effort, but the least change to the organization.
- **MEP** – A single instance platform will require significant organizational change to align institutions practices, but it will reduce operational staffing needs and improve support efficiencies while eliminating redundant functions.
- **Hybrid** – Some operational efficiency will be achieved, but the need to integrate multiple systems and maintain those systems will offset some expected benefits.

Aggregate Benefits Table of Comparative Options

Based on the analysis and consideration of comparative benefits, the following total scores have been developed. For the purposes of scoring comparative benefits, we have used a similar scoring range of 1 to 5, where a score of “5” indicates a high benefit and a score of “1” indicates a low benefit.

Assumed 10 Year Comparative Benefits						
	Strategy	Costs	Sustainability	Adaptability	Management	Total
COTS	2	2	2	1	2	9
BoB	3	2	2	4	1	12
Open Source	2	4	3	2	1	12
Self-Support	1	2	1	1	1	6
SaaS	4	2	3	3	4	16
Status Quo	2	3	2	3	2	12
MEP	4	5	4	4	5	22
Hybrid	3	4	2	2	3	14

Comparative Costs Table

On the following page are cost projections for each of the ERP options analyzed. This takes into account both one-time and ongoing costs for vendor/consultant acquisition, implementation, maintenance, Institutional personnel, Institutional hardware, TBR central office, and OIR data center (if applicable).

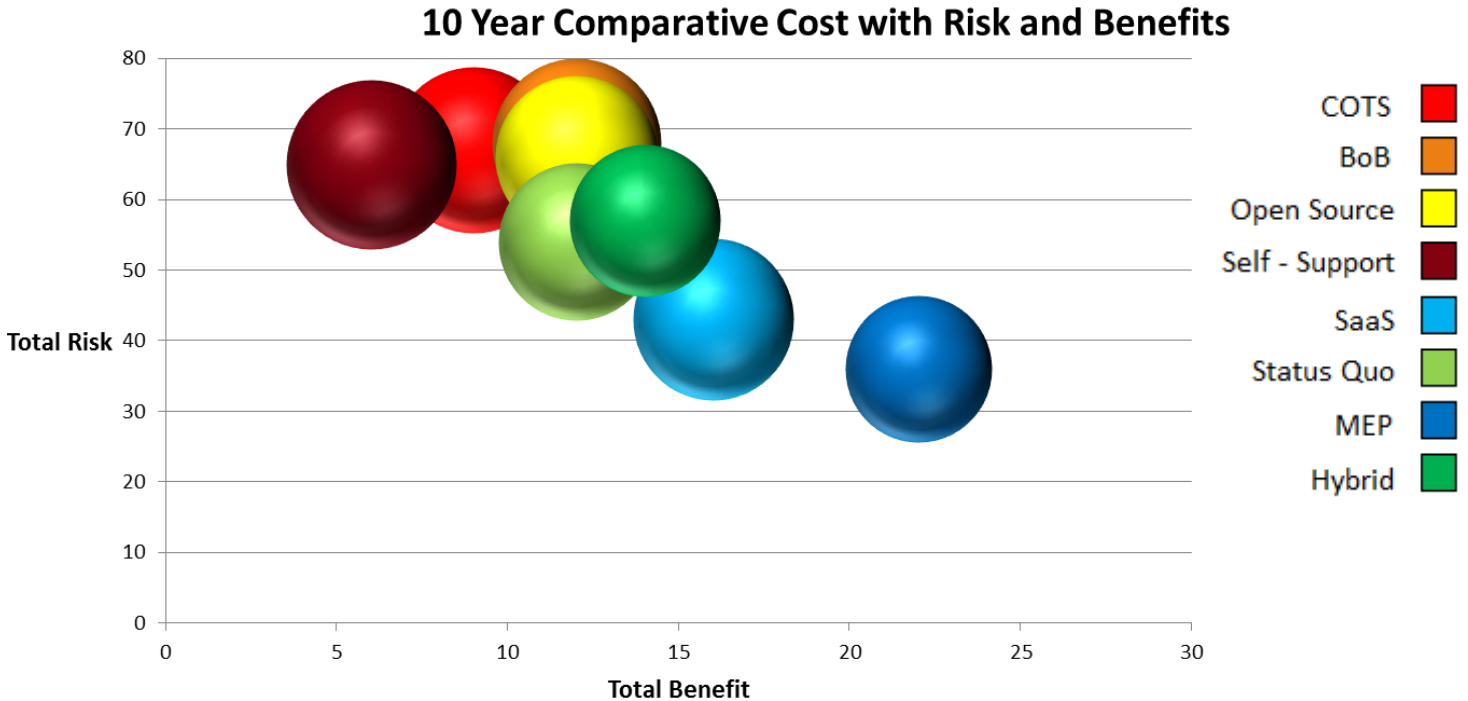
These costs should be considered for planning purposes only and represent a rough order of magnitude estimation of what 10 year costs could look like across the options compared.

10 Year Comparative Costs (did not account for CPI, currently at 1.6% per year)								
	COTS	BoB	Open Source	Self-Support	SaaS	Status Quo	MEP	Hybrid
Acquisition and Implementation Costs (one time costs not including TBR backfill)	\$ 25,000,000	\$ 20,000,000	\$ 16,000,000	\$ 3,000,000	\$ 17,250,000	\$ -	\$ 8,000,000	\$ 8,100,000
Maintenance Costs (10 year cost)	\$ 47,500,000	\$ 60,750,000	\$ 10,000,000	\$ 11,312,500	\$ 112,400,000	\$ 46,140,000	\$ 46,100,000	\$ 74,700,000
TBR Institutional IT Personnel (10 year cost)	\$ 108,000,000	\$ 108,000,000	\$ 144,996,480	\$ 177,811,200	\$ 69,110,000	\$ 108,000,000	\$ 71,760,000	\$ 80,540,000
TBR Institutional Hardware (10 year cost)	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 1,750,000	\$ 10,000,000	\$ 4,300,000	\$ 5,810,000
TBR Central Office personnel (10 year cost)	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 19,860,000	\$ 14,000,000
Estimate of OIR Data Center (10 year cost)	\$ 9,000,000	\$ 1,800,000	\$ 9,000,000	\$ 9,000,000	\$ 1,580,000	\$ 9,000,000	\$ 13,780,000	\$ 5,230,000
TOTAL	\$ 213,500,000	\$ 214,550,000	\$ 203,996,480	\$ 225,123,700	\$ 216,090,000	\$ 187,140,000	\$ 163,800,000	\$ 188,380,000
Cost Avoidance from Retiring 3rd Party Applications	\$ -	\$ -	\$ -	\$ -	\$ (18,370,000)	\$ -	\$ -	\$ (15,410,000)
TOTAL	\$ 214,000,000	\$ 215,000,000	\$ 204,000,000	\$ 225,000,000	\$ 198,000,000	\$ 187,000,000	\$ 164,000,000	\$ 173,000,000
Comparison to 10 Year Status Quo	114%	115%	109%	120%	106%	100%	88%	93%

Strategic trends indicate that a primary goal of public higher education institutions should be to focus limited resources and institutional energy on supporting the teaching, learning, and in some cases research, mission of their respective school. Growing the capacity of any institution’s IT staff to deliver administrative services that are readily available on the open market would seem to be counterproductive and likely not result in significant strategic benefits for that institution going forward.

Bubble Chart of Comparative ERP Options

BerryDunn totaled the risk and benefit scores for each ERP option. Total risk is shown on the Y-axis and total benefit is shown on the X-axis. The size of each bubble is determined by the rough order of magnitude cost for each option as a percentage of the status quo. Costs are projected for 10 years and include estimates for both one time and maintenance costs for both TBR and vendors where applicable. Please note that the higher the cost, the larger the bubble.



Based on the options identified and analyzed in this study, the MEP model offers the greatest risk/benefit ratio compared to the other options. Remaining on the status quo will be increasingly risky as TBR works to maintain 19 ERP systems being operated autonomously. The MEP offers the greatest opportunity for cost avoidance while reducing the overall risk to institutions by remaining on the same system and mitigating risks associated with introducing a new ERP platform to end users. In addition, both the SaaS and Hybrid model take advantage of technology advances and industry trends to varying degrees, but introduce new complexities and challenges as well.

Net Present Value (NPV) Analysis

Our team developed the following NPV analysis to compare the ERP options identified in this study with the status quo option. A NPV calculation is a capital budgeting tool used to compare the present value of cash inflows with the present value of cash outflows to determine the profitability of a project. It entails one large investment or cash out flow, followed by multiple years of cash inflows. A discount rate of 2.8% was used for the analysis based on the 10-year rate established by the federal government, http://www.whitehouse.gov/omb/circulars_a094/a94_appx-c.

This NPV analysis was calculated using the rough order of magnitude of the 10 year cost projections. The inflows in this analysis are not additional profits, but cost savings realized by switching from the status quo. The projected inflows for each year were calculated by subtracting each options yearly cost from the yearly cost of the status quo.

Berry Dunn prepared the NPV analysis using the following assumptions:

- All costs occur at the end of each year, including implementation costs
- Acquisition and implementation costs are included in the year of the expected cash outflow
- Cash savings are immediately reinvested at the discount rate

The following table provides the 10 year projected cost savings and/or additional projected cost for each option analyzed based on the comparative cost tables in appendix 7.2. The options are listed in a single column below in order of highest to lowest calculated return based on NPV calculation.

Net Present Value Calculations	
Option G - MEP	\$ 17,695,646
Option H - Hybrid	\$ 10,209,715
Option F - Status Quo	\$ -
Option E - SaaS	\$ (12,483,367)
Option C - Open Source	\$ (14,956,315)
Option A - COTS	\$ (24,880,746)
Option B - BoB	\$ (25,175,504)
Option D - Self Supported	\$ (32,744,403)



To see the NPV calculations please reference last page of appendix 7.2.





Based on this projection the MEP and the Hybrid options present a positive cash flow scenario compared to the status quo. However, we caution the reader that the ERP landscape is evolving rapidly and that options like SaaS continue to mature. It is likely that vendors would be aggressive in pricing their services and software for the TBR institutions.

5.4 Summary of Comparative ERP Options Analysis

To provide the reader with a summary comparison of the ERP options analyzed, BerryDunn created comparative tables utilizing the Harvey Balls model. These tables indicate how each identified option meets specific needs based on the key project drivers for considering ERP options:

- Improve operational efficiencies for institutions,
- Require fewer resources in staffing and/or licensing/maintenance costs to sustain,
- Minimize risk in both
 - implementation and
 - ongoing sustainment.

Each ball in the following tables is based on a scale of 0 to 4 with a 0 represented by an unfilled circle  and a 4 represented by fully colored circle .





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
A)	Replace existing Banner ERP system with another vendor’s commercially available off-the-shelf (COTS) ERP offering, e.g. PeopleSoft®, Jenzabar, etc.				

Improve Operational Efficiencies for Institutions – Chance for slight increases in operational efficiencies but changes would not be large enough to produce substantial gains.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – A similar platform is going to require the same amount of resources.

Minimize Risk in Implementation – Any change to the current system is going to incur significant implementation risk.

Minimize Risk in Ongoing Sustainment - Potential gains could be seen by leveraging State investments in PeopleSoft (EDISON) or UT System investment in SAP (IRIS) to possibly negotiate reduced costs.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
B)	Replace certain modules of the Banner system with another vendor's offering for a Best of Breed (BoB) approach, e.g. PeopleSoft® for Finance and ADP® for Payroll				

Improve Operational Efficiencies for Institutions – Operational efficiencies will be improved by leveraging the best product available.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – A best-of-breed approach may require higher licensing cost but fewer internal resources.

Minimize Risk in Implementation – Any change to the current system is going to incur significant implementation risk.

Minimize Risk in Ongoing Sustainment - In the long term diversification reduces risk of dependency on a single vendor.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
C)	Similar to the BoB approach, but using open source modules, e.g. Quali				

Improve Operational Efficiencies for Institutions – Quali was developed for higher education by higher education; it is possible that this expertise could provide operational efficiencies.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – A community development model has no licensing costs but will require additional internal staffing to support and maintain.

Minimize Risk in Implementation – Any change to the current system is going to incur significant implementation risk.

Minimize Risk in Ongoing Sustainment - There is an increased risk of long term sustainability as this is a voluntary model that emphasizes cooperation and coordination amongst a diverse set of Higher Education stakeholders.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
D)	Drop maintenance on Banner and self-support going forward, e.g. develop staff to maintain student financial aid changes, tax updates, etc.				

Improve Operational Efficiencies for Institutions – Any change to the status quo provides at least some opportunity to improve operational efficiencies.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – Dropping maintenance on Banner will lower maintenance costs however will require more internal IT support.

Minimize Risk in Implementation – Support would change but the system remains the same, decreasing implementation risk.

Minimize Risk in Ongoing Sustainment - Places emphasis on TBR to maintain enterprise system without resources to sustain research and development for product enhancement.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
E)	Software as a Service (SaaS), e.g. Workday®				

Improve Operational Efficiencies for Institutions – Transitioning to a SaaS model would be a large shift within TBR, thus generating large opportunities for improvement.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – SaaS can significantly reduce staffing and internal resource costs, but will require higher ongoing subscription (licensing) costs based on current pricing available.

Minimize Risk in Implementation – As it is an entirely different platform, the implementation risks are very high.

Minimize Risk in Ongoing Sustainment - Using 3rd party software provides the potential to minimize risk in ongoing sustainment.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
F)	Continue with maintenance on Banner, e.g. status quo				

Improve Operational Efficiencies for Institutions – Some changes can be made to improve overall operational efficiencies.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – Since this option requires no change it requires the same amount of resources.

Minimize Risk in Implementation – No implementation would be required so risk is nonexistent.

Minimize Risk in Ongoing Sustainment - Ongoing risk is reduced due to employee experience with the software.





EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/ maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
G)	Continue with maintenance on Banner but different support model, e.g. Single hosted instance (Multi-entity processing) MEP				

Improve Operational Efficiencies for Institutions – Has the ability to improve data integrity and reporting capabilities.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – This option provides an opportunity to divide maintenance, resource, and all other costs between institutions.

Minimize Risk in Implementation – Minimal risk is involved with implementation because TBR has been engaged in similar initiatives before.

Minimize Risk in Ongoing Sustainment - Risk in ongoing sustainment is reduced because there is one instance of software instead of 19.

EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
H)	Combine options 'E' and 'F'. Based on the fact that there is no end to end SaaS solution available today. (HR, Finance & Student)				

Improve Operational Efficiencies for Institutions – This option leverages SaaS capabilities and functional BoB capabilities.

Require Fewer Resources in Staffing and/ or licensing/ maintenance costs – The SaaS portion reduces staffing and internal resource costs; however, the BoB approach increases licensing costs.

Minimize Risk in Implementation – Recognizes greater risk of implementation due to multiple products and integration risks.

Minimize Risk in Ongoing Sustainment - In the long term, diversification reduces risk of dependency on a single vendor.

The table on the following page provides a side-by-side comparison of the eight options.

EOS Comparative Options Table					
	Options Considered	Improve operational efficiencies for institutions	Require fewer resources in staffing and/or licensing/maintenance costs	Minimize risk in implementation	Minimize risk in ongoing sustainment
A)	Replace existing Banner ERP system with another vendor's commercially available off-the-shelf (COTS) ERP offering, e.g. PeopleSoft®, Jenzabar, etc.				
B)	Replace certain modules of the Banner system with another vendor's offering for a Best of Breed (BoB) approach, e.g. PeopleSoft® for Finance and ADP® for Payroll				
C)	Similar to the BoB approach, but using open source modules, e.g. Quali				
D)	Drop maintenance on Banner and self-support going forward, e.g. develop staff to maintain student financial aid changes, tax updates, etc.				
E)	Software as a Service (SaaS), e.g. Workday®				
F)	Continue with maintenance on Banner, e.g. status quo				
G)	Continue with maintenance on Banner but different support model, e.g. Single hosted instance (Multi-entity processing) MEP				
H)	Combine options 'E' and 'F'. Based on the fact that there is no end to end SaaS solution available today. (HR, Finance & Student)				

Options Considered Not Workable

TBR asked the team to consider ERP options that would be most workable. Based on the risk, benefit and cost factors analyzed in sections 5.3 and 5.4; options A, B, C, and D were considered not workable.

These four ERP options were determined not to provide TBR with significant opportunity for process improvements; and/or long term sustainability was considered too risky; and/or the option would require significant increases in TBR personnel to support; and/or the option was considered to be out of alignment with the strategic direction of the TBR institutions.

Option A. Replace Banner with another commercial off the shelf (COTS) software.

The Banner ERP software has been in production for over eight years across TBR. In that time, several efforts have been made to increase efficiencies and streamline processes. Many schools continue to focus on process improvements and section 3.0 of this report identifies several opportunities for TBR to consider.

Ellucian continues to invest in its Banner software, which remains one of the most common ERP platforms in Higher Education. The benefits of a similar COTS solution are outweighed by acquisition and implementation costs, the impact on staffing, and the overall investment required in time and money.

Option B. Replace Banner with a Best of Breed (BoB) solution.

Best of breed solutions represent an attempt to capture best practice software functionality available in the marketplace. One of the key challenges is that a BoB solution also creates a multi-platform ERP environment that requires sharing data across multiple systems. A BoB solution would introduce added complexity, as TBR schools would need to integrate multiple software systems in order to share data and meet increasing state and federal reporting requirements.

TBR institutions have already spent several years focused on strengthening business processes and increasing efficiencies using their current ERP platform. BoB does not present sufficient opportunities to reduce costs or improve processes when considering the added complexity and business impact this change would entail.

In addition, the added challenge and risks of managing several vendors and keeping multiple enterprise systems upgraded and version current could require additional resources. The acquisition and integration costs, impact on staffing to learn new software, and the overall investment required in time and money outweighs the benefits of this option.

Option C. Replace Banner with Open Source/Community Source (Kuali).

For the purposes of this analysis, Kuali is the only viable open source/community source option that TBR could consider in 2014. During the timeframe of this study (late 2014), the fundamental premise of Kuali changed significantly. In August 2014, a new commercial company, KualiCo, was announced. In October,

KualiCo announced that it had acquired rSmart's for profit SaaS business. This activity further indicates the progression amongst higher education ERP providers towards a SaaS-based delivery model.

To date, only the Kuali Financial modules and COEUS (research administration) are in a production state. There are no active clients/partners using Student and/or Human Resources. The timeline for completion of these key ERP components remains unclear, but will be several years.

The resulting drop in vendor licensing costs would be beneficial; however, even in Kuali there are membership fees (at least \$1 million dollars per year) required for institutions that want to be part of the decision making process for prioritizing new features and functionality. In addition, a Kuali-type implementation would likely require significant increases in institutional staffing to support development, testing, and implementation of the software and its ongoing maintenance.

Option D. Drop Maintenance on Banner and self-support going forward.

The immediate impact of adopting option D on functional users would be minimal as users would continue to operate within the same ERP system. However, over time, this option is inherently risky and these risks will increase.

Many TBR institutions struggle to attract and retain qualified technical staff to support their individual deployments of the current ERP system, whether because of location and/or due to less than competitive compensation packages for some types of technical staff (DBA, software programmers, etc.). By dropping maintenance on Banner and adopting the concept of self-support, these challenges will become magnified over time.

Software maintenance support could not be sustained with current staff. Self-support would require TBR to increase its ERP staffing resources to replicate many of the software support and development capabilities that Ellucian now provides for its entire customer base.

Although TBR does hold a perpetual license for Banner software, dropping maintenance would put the onus for further enhancements on the shoulders of the internal staff of TBR. Not only would the institutions then be solely responsible for upgrades and patches, but in addition, software development would become the responsibility of the TBR system.

Section 5.5 will focus on ERP options **E, F, G, and H**, which were identified as workable.

5.5 Comparing Workable Options

Our study, in comparison with TBR objectives, identified that four of the ERP options analyzed could be workable. These options are:

- **Status Quo.** Minimal change from current support and maintenance model for ERP today with Banner/Ellucian and other 3rd party systems as identified in section 2 of this report. This option was identified as “F” in section 5.3.
- **Single Architecture/Multi-Entity Processing.** Remain on Banner, but plan to move the 19 TBR institutions to a “Multi-Entity Processing” (MEP) platform. The most likely scenario would be the 13 community colleges on one instance and the 6 universities on another instance and hosting the MEP at the OIR data center in Smyrna, TN. This option was identified as “G” in section 5.3
- **Hybrid model – Status Quo combined with Software as a Service (SaaS).** This option takes advantage of changes in the technology landscape to leverage an off-premise model for HR and Finance administrative functions while retaining the current Banner Student Information System (SIS). As of today, there is no SaaS SIS in production. This option was identified as option “H” in section 5.3.
- **Software as a Service (SaaS).** The ERP market for SaaS services has matured significantly over the last three years. Several established vendors are developing SaaS offerings (such as Oracle) and others only provide a SaaS solution (Workday), but as of 2014 there is not a full SaaS ERP for Higher Education available. It is expected this option will be available in the next three years. This option was identified as “E” in section 5.3.

We have provided additional analysis for four options deemed workable for TBR: The analysis for each of these options is described on the following pages.

Option F - Status Quo

Today, all TBR schools maintain their own instance of the Banner software, which includes over 224 modifications that require over 2,600 hours of annual maintenance. Refer to section 7.3 for additional details. As part of the annual maintenance support provided by Ellucian, five full-time Ellucian employees are housed at the TBR central office in Nashville to help maintain and provide support for the current ERP environment. These employees are referred to as the Support Maintenance Office, or SMO.

Across the 19 institutions and within the TBR central office approximately 150 FTEs (full-time equivalents) are supporting the ERP operation (hardware, software, and support services) as well as related 3rd-party products that have been purchased and/or developed to provide needed functionality that is not provided from the current deployment of Banner. Section 7.4 of the appendix provides an overview of the current hardware environment deployed to support each institutions ERP system.

The following table provides an overview of the 13 community colleges of the TBR and how many of them (8 of 13) are currently hosting their instance of Banner at the State of Tennessee’s Office of Information Resources (OIR) data center in Smyrna, TN.

Community College	Hosting Status as of 9/2014
Chattanooga State	No
Cleveland State	Yes
Columbia State	Yes
Dyersburg State	Yes
Jackson State	Yes
Motlow State	Yes
Nashville State	No
Northeast State	Beginning move in late 2014
Pellissippi State	Yes
Roane State	Yes
Southwest	No
Volunteer State	No
Walters State	Yes

- Assumptions.** TBR schools will begin migration to Banner XE and the community colleges will shift to a hosted model (OIR data center) over the next one to two years. TBR will continue to make incremental change to the current environment by continuing to review business processes and streamline operations where appropriate.
- Expected timeline.** There is no timeline for the status quo option per se, other than the expectation that Banner XE will move into the production environment as updates are made available to the TBR institutions.
- Long term viability of option.** Remaining on the current support model is a viable option in the short term. However, without change, costs will continue to increase and reporting and analytics capabilities will be challenged by the lack of integration between the 19 instances of Banner. It is our projection that the status quo option would have less than a 10-year lifespan as currently deployed.
- Ten-year projected costs** (includes one-time costs (if applicable) and ongoing costs such as TBR staffing, vendor licensing/maintenance and other commons costs of ownership). Based on projected staffing and maintenance costs at the TBR institutions, vendor licensing projections provided by Ellucian and other cost factors such as hosting costs at the OIR, the 10-year costs for remaining on the status quo would be approximately \$187,000,000. Please note that we are not recommending OIR, per se, but have used them as a tangible example for consideration and planning purposes only.

Option G - MEP (Multi-Entity Processing) – Single Application Architecture

The multi-entity processing (MEP) model would continue to utilize Banner ERP, but the MEP option would consolidate multiple institutions (entities) into a single data structure. The primary objective is to reduce operational costs by reducing redundant support efforts across the 19 institutions as deployed today. MEP also results in more streamlined business processes and improved reporting and analytics for end users because it requires those institutions to have common practices in order for the common data structure to work. In the MEP model all student, financial aid, human resource, and finance transactions would take place in a single database architecture.

There are several examples of this model in higher education today. One example that BerryDunn examined was the Colorado Community College System (CCCS). Similar to TBR, CCCS supports 13 diverse community colleges of various size and geography. However, unlike TBR there are no four-year schools that are part of the CCCS. The different types of Carnegie classified schools within TBR add complexity to a single instance option, but do not make this option unworkable. It should be anticipated that many of the four-year institutions may not consider this a viable option at the outset and our analysis takes this into consideration.

- **Assumptions.** MEP will require thoughtful consideration by TBR and likely will require a multi-phased approach. TBR will need to focus on common business practices across participating institutions before a single instance can be realized. The community colleges have already spent considerable time and effort focusing on streamlining business practices as a result of the Business Process Modeling project (BPM) started in 2013.

Based on a brief review of the documentation published on the TBR BPM project website and feedback provided as part of the ERP options study Focus Groups conducted by BerryDunn, it appears that TBR and its consultants have done a thorough job in facilitating initial discussions in each of the main BPM areas (Finance, HR/Payroll, Registration/Records, Financial Aid, Recruitment & Admissions and Student AR). This effort would be part of aligning business processes for the institutions of TBR.

In addition, as outlined in option one (status quo), eight of the 13 community colleges have already moved to a hosted environment within the OIR, but are maintaining their own instance of Banner ERP at OIR, therefore not realizing the opportunity for significant cost avoidance. As existing hardware reaches retirement and requires replacement and upgrades, the MEP option becomes more attractive as it reduces both the physical and financial footprint required to deliver ERP services.

As with option one (status quo), Banner XE will be available in the next 12-24 months. It is assumed that if TBR was to embrace the MEP option, it would take advantage of this change to serve as a catalyst to move institutions into a multi-entity processing environment.

Another consideration that will need to be factored into planning for MEP is the need to ensure low-latency, high bandwidth connectivity with the OIR data center. The requirement for reliable,

redundant connectivity will also be true of all ERP models that are hosted off premise (including SaaS).

The following assumptions reflect the Ten Year comparative Cost Table on page 54 and section 7.2.

Acquisition and Implementation: In theory, no acquisition costs would be incurred because the systems are already in place at TBR. However, we are assuming that the migration of 13 community colleges to a single instance and six universities to a second instance would not be cost-free. Our team estimates that there would be a two million dollar cost each year for the first four years to cover consulting fees, training, server hardware removal, etc.

Maintenance: We made the assumption that maintenance fees would remain the same as the status quo under a MEP model.

Personnel: The number of employees needed for support, system administration, and operations will be reduced when moving to a single entity, but the rate at which current employees are reduced or repurposed is not certain. For our analysis, we made the assumption that no reduction would occur in years 1 and 2, a 10% reduction in each of years 3 – 6, and a 20% reduction in each of years 7 -10, which would see a significant reduction in staff needed to support technical support operations.

Hardware: When moving from 19 instances of Banner to two, less server hardware is going to be required for system operation. We assumed about 75% less when business practices are aligned and the technical migration is complete. We made the assumption that hardware would be reduced by 25% per year for the first five years before stabilizing at \$250,000 compared with a \$1,000,000 annual cost of the status quo.

Central Office: Some employees would likely move to the TBR central office. We assumed that the central office costs would remain the same as status quo in years 1 and 2, increase by 25% in years 3 and 4, and remain constant through year 10.

OIR Data Center: We assumed that data center costs would remain the same as the status quo in year 1. In year 2 they would increase by 25% and remain constant through year 10.

- **Expected timeline.** The migration to a MEP environment could be done within one year as a technical project, but the reality of consolidating these schools into a single instance will require extensive planning and communications between TBR and the individual institutions. Executive vision and a clearly outlined project roadmap will be important steps in seeing this come to fruition. A decrease in personnel makes up a significant portion of the cost savings associated with transitioning to the MEP. Reduction and relocation of staff ends in year three in the chart below but will continue until appropriate staffing levels are reached.

MEP											
Year 1			Year 2				Year 3				
Program Plan											
Business Process Alignment and Training											
		Technical Migration to MEP Environment									
						Repurposing or Reduction of Staff					

- Long term viability of option.** The MEP option provides a number of positive incentives that should better position TBR for improving the sustainability of its ERP platform over the medium to long term. First of all, the process of identifying and adopting common business practices will position the TBR schools for migration to a SaaS environment if that is determined to be a long term goal. In addition, the reduction in on campus technical staff will serve as cost avoidance to those institutions that should result in repurposing staff to focus on serving the academic mission of their respective institution.
- Ten year projected costs.** The MEP option provides an opportunity to significantly reduce staffing and operational costs in an environment like TBR where all 19 schools currently run their own ERP systems. Based on current technical support staffing across the 13 community colleges, we have estimated that a single instance for the community colleges would result in a 34% cost avoidance for ongoing support and maintenance costs now paid by these 13 schools. Total 10-year cost projections for TBR to move the 13 community colleges to a single instance and the six universities to a second instance is estimated at \$164,000,000.

Option E - Software as a Service (SaaS)

The SaaS model is frequently referred to as a cloud service and these terms are sometimes used synonymously. SaaS is a non-customizable software product that is housed off-premise and architected to host several organizations in a multi-tenant environment. In place of customization, SaaS software is typically more configurable than COTS products. Data is stored off-site and managed by a 3rd party vendor. A SaaS model allows TBR to scale capacity without increasing hardware or technical IT staff.

Efforts at system customization would be replaced by business process modification and software configuration. The maintenance and development of a complex IT structure is shifted to a 3rd party.

- Assumptions.** As of 2014, there is no viable SaaS student module in the marketplace. Several vendors (including Oracle and Workday) have committed to having a student module in production by 2017. In addition, this effort would require significant business process reengineering across the 19 institutions in order to align with the SaaS model, which is not customizable but highly configurable. In addition, based on recent information provided by the

Kuali Foundation it is possible that within 3-4 years a cloud based model for Community Source ERP may be available to higher education clients.

A SaaS model requires fewer staff which would be an important consideration for TBR. The current staff could be reduced through attrition, repurposed, relocated, or otherwise released. Since systems and data are managed by a 3rd party, it is foreseeable that accessibility and security issues could arise.

The following assumptions reflect the Ten Year comparative Cost Table on page 54 and section 7.2.

Acquisition and Implementation: Acquisition and implementation costs were estimated by averaging the costs provided to us from SaaS vendors. No SaaS vendor provided an implementation cost for Student, so we made the assumption that a student module represented 53% of the total acquisition/ implementation cost of a SaaS offering and calculated a total accordingly. Implementation timelines were also based off of information provided to us from vendors.

Maintenance: Maintenance costs are based on numbers provided to our team by vendors. Year 1 includes the HR SaaS modules and the complete cost of status quo. Year 2 includes finance and HR as well as the complete cost of status quo. Year 3 includes HR, finance, and the student portion of status quo. Each year an inflation rate of 3.3% is factored in. Status quo costs are included in the maintenance for years 1 through 3 because the SaaS model will not be usable during the implementation phase.

Personnel: Personnel remained the same as the status quo in years 1 and 2, as it is not realistic to assume that TBR could reduce or repurpose a significant number of employees immediately. In years 3 – 5 we assumed a 10% reduction in staff, followed by a 20% reduction in years 6 – 10.

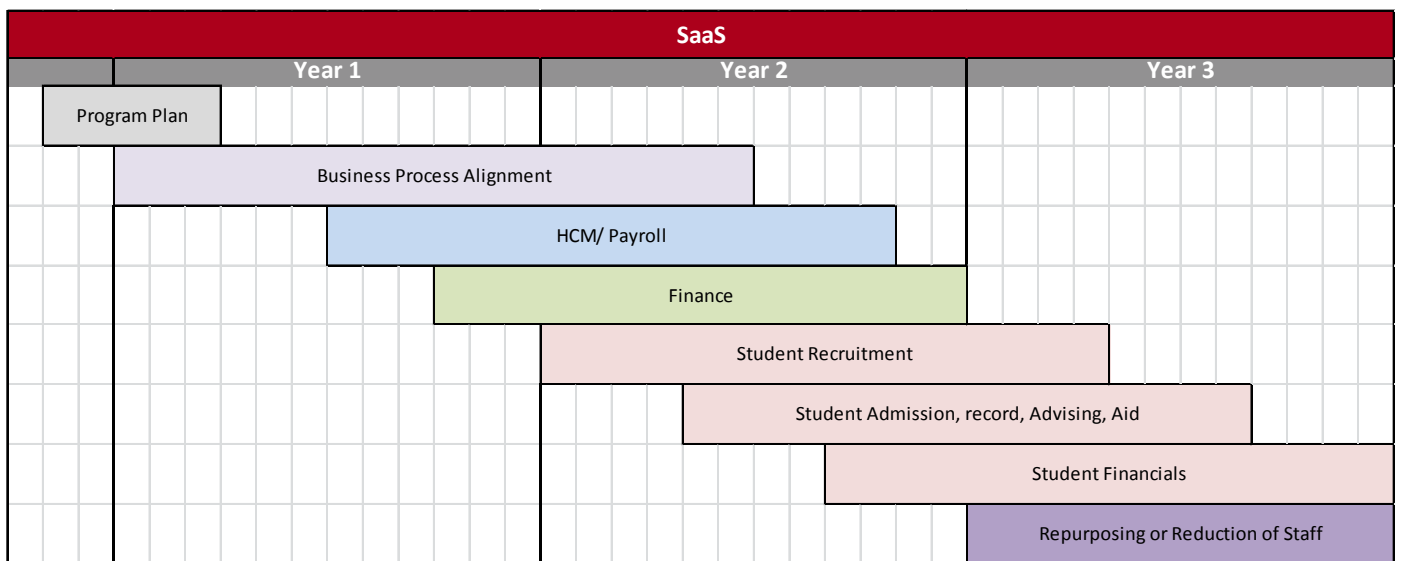
Hardware: All hardware costs are shifted to maintenance costs in a SaaS model in the form of annual subscription fees. However, in year 1 cost remains the same as the status quo. In years 2 and 3, costs are reduced by 50%. These costs account for the server hardware that will still be in use at TBR during implementation.

Central Office: Central office costs remain the same as status quo.

OIR Data Center: All data center costs are shifted to maintenance costs in a SaaS model. However, in year 1 costs remain the same as the status quo. In years 2 and 3, costs are reduced by 50%. These costs account for the transition period away from the data center during implementation.

3rd Party Software Cost Avoidance: There is functionality included in a SaaS model that TBR is currently contracting to 3rd parties. If TBR deployed a SaaS model, we made the assumption that they would no longer need contracts with SciQuest, eVisions, and PeopleAdmin. Based on self-reported figures, all 19 institutions spent a combined \$2,250,122 on these products in 2013. We made the assumption that no cost savings would occur in year 1, only cost savings for PeopleAdmin would occur in year 2, and complete cost savings could be realized in years 3 - 10.

- Expected timeline.** In total it is projected to take 3-4 years to complete business practice redesign efforts, identify the preferred SaaS vendor, and complete implementation and training after a competitive RFP process. The actual implementation of a SaaS model can be relatively quick. However, the following steps that occur before and after that can be time consuming and likely to require the assistance of consultants:
 - Identify best fit vendors
 - Issue RFP and procure services
 - Review, analyze, and streamline business practices
 - Plan implementation and deployment



- Long term viability of option.** Our analysis indicated that a SaaS model provides the most opportunity for significant change on the market today. For the past decade, systems in all industries have been making the transition to the cloud. As the model continues to mature, its viability is high (beyond 10 years).

Ten year projected costs. Based on vendor costs provided to us, switching to a full SaaS model will not reduce costs over the 10-year horizon. Cost savings stem from reductions in internal staffing and hardware, and offering functionality that is currently performed by 3rd party products at TBR. Based on estimates provided to us by leading vendors, a complete SaaS model would have a 10-year cost of approximately \$198,000,000.

Option H – “Hybrid” - Status Quo combined with Software as a Service (SaaS)

In considering the “Hybrid” option for TBR, BerryDunn looked at the whole of the ERP marketplace available to Higher Education today. Options for best of breed include hosted off-premise, community source, and custom developed. The one model that stands out as demonstrating potential benefit to TBR is the SaaS model. Within the SaaS model the reality today is that Finance and Human Resource

modules are available for implementation, but Student modules are not. The analysis shows that a Hybrid option is workable by retaining the status quo for Banner Student and moving all 19 institutions of the TBR to a common Finance and Human Resource platform using the SaaS model.

- **Assumptions.** The basic premise is to combine the current Student modules deployment with a best of breed solution for HR and Finance modules. This will require analysis and planning by TBR and its institutions to determine how best to proceed and what components of the ERP system should be migrated away from the status quo.

It is reasonable that other models (community source, custom developed, COTS, etc.) could be deemed viable as best of breed, but based on our analysis in section 5.3, we do not believe that those are beneficial options either because of issues around costs, sustainability, or capacity to deliver. For the purposes of this study, our analysis led us to focus on SaaS model combined with the status quo to create a “Hybrid” model.

A key risk factor to be considered when introducing a Hybrid model will be how this will impact the ability of TBR to gather, manage, and report on key performance indicators. It is our experience that multiple enterprise systems can make it more difficult to develop system-wide reports as well as institutional level analytics because there will be the need for additional interfaces between multiple systems.

The following assumptions reflect the Ten Year comparative Cost Table on page 54 and section 7.2.

Acquisition and Implementation: Hybrid estimates were based proportionately off of the pricing used for status quo and SaaS. We estimated that 50% of the status quo is associated with the student module and 47% of the SaaS costs are associated with HR and Finance modules. Resulting in the equation $(\text{Status Quo} * .5) + (\text{SaaS} * .47) = \text{Hybrid}$. Implementation is estimated to occur over a two-year period.

Maintenance: Maintenance costs are calculated using the same equation as above. However in year three the student portion of the status quo was added into the cost of the SaaS offering, that cost is already included in the calculation of Hybrid so it was reduced from the yearly total.

Personnel: Personnel remained the same as the status quo in years 1 and 2 because it is not realistic to assume that TBR could reduce or repurpose a significant number of employees immediately. In years 3 – 7 our team assumed a 10% reduction in staff. In years 8 -10 personnel remained constant at slightly under \$6.4 million. Based on the assumptions that the current Student module is 50% of the status quo and personnel costs for the status quo are \$10.8 million per year, the lowest possible annual cost for personnel in a hybrid model is \$5.4 million.

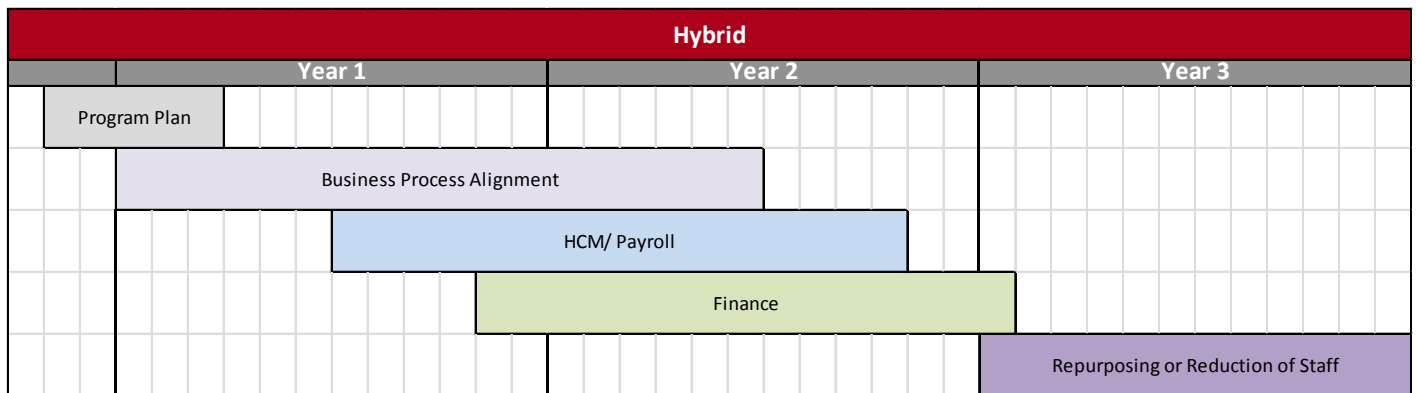
Hardware: Based on the assumption that a student module comprises 50% of the cost of the status quo, we assumed about 50% less server hardware would be required in a Hybrid model. We estimated that hardware would be reduced by 25% per year for the first 3 years before stabilizing at \$ 500,000 compared with a \$1,000,000 annual cost of the status quo.

Central Office: Central office costs remain the same as the status quo.

OIR Data Center: Based on the assumption that a student module comprises 50% of the cost of the status quo, we assumed data center costs would be reduced by 50% in a Hybrid model. Our team estimated that costs would be reduced by 25% per year for the first 3 years before stabilizing at \$ 450,000 compared with a \$900,000 annual cost of the status quo.

3rd Party Software Cost Avoidance: There is functionality included in a SaaS model that TBR is currently contracted to 3rd parties. If TBR deployed a Hybrid model we made the assumption that they would no longer need contracts with PeopleAdmin and SciQuest. Based on self-reported figures, all 19 institutions combined spent over \$1,800,000 on these products in 2013. We made the assumption that no cost savings would occur in year 1; only cost savings for PeopleAdmin would occur in year two; and cost savings for both PeopleAdmin and SciQuest could be realized in years 3 - 10.

- **Expected timeline.** It is estimated that this migration would likely take 2-3 years to complete a review of common business practice efforts, identify SaaS vendor, and to complete implementation and training. The actual implementation for SaaS is relatively short, but the need to review and streamline business practices will take significant time and effort for the TBR institutions and will likely require external consultant assistance. In addition to conducting business process analysis in preparation for SaaS adoption, any change from the status quo will require an extended selection process that may have multiple steps, including, but not limited to:
 - Identify best fit vendors, based on business process analysis
 - Issue RFP
 - Plan for implementation, change management and deployment of software



- **Long term viability of option.** The Hybrid option serves as a transition from the status quo to a full SaaS model. The viability of the option is dependent on multiple vendors, but does reduce the demand for in-house resources to support the ERP system.

- **Ten year projected costs.** Our analysis indicates that costs could be reduced from the status quo by moving to a Hybrid environment. This would reduce internal (TBR/schools) operational costs and would also provide the ability to potentially reduce 3rd party software products currently utilized across TBR, including but not limited to SciQuest and PeopleAdmin. Based on estimates provided by leading SaaS vendors and the current costs associated with the Ellucian Banner Student module for maintenance and operations it is estimated that the 10-year cost projections for Hybrid are approximately \$173,000,000.

6.0 Understanding the Options Analysis

Motivating Factors for the TBR Institutions to Consider

TBR should consider the information contained in this report and be aware of a number of critical factors that may influence next steps in considering its ERP options. The current model of vendor software maintenance is being challenged by new entrants into the ERP landscape (community source, SaaS, etc.).

The cost of paying for software customizations on an annualized basis and the continued impact those customizations have on updates and patches is increasing. In addition, stakeholders are demanding more detailed information from their ERP systems to meet demands for improved reporting and data-driven decision making.

Factors for TBR and its institutions to consider include, but are not limited to:

- **Total cost of ownership (TCO).** In other words, in looking at the total cost of running ERP today (internal and external costs) is TBR focusing staff and financial resources in the best possible direction?
- **Student success.** How is the ERP system(s) and the data provided in this system helping to engage and support the success of students?
- **Analytics.** Is the ERP system providing the information needed to meet state and federal mandates, such as the Complete College Tennessee Act (CCTA), and other important drivers that may determine institutional funding?
- **Security.** If some or all data is moved to the cloud does it pose a security risk? Could SaaS and/or hosted models actually provide increased security compared with more traditional hosting models?
- **Mobility.** Is the ERP system meeting the functional needs of a 21st century workforce? Anytime, anywhere access is no longer a luxury, but an expectation for system users. Most, if not all, system users are familiar with buying at eCommerce sites. People are beginning to expect the same ease of navigation and usability in their enterprise systems.

This ERP options study has identified workable options for TBR to consider. TBR could maintain the status quo for the foreseeable future assuming that the institutions of TBR move to Banner XE and make progress to address the stakeholder feedback identified in sections two and three of this report. Our analysis indicates that TBR should consider all of the workable options before moving forward.

An Evolution of Options

The diagram below provides a high level view of TBR’s current state and options going forward. The blue boxes at the bottom of the image represent TBR’s current state. The 19 rectangles are scattered to indicate differences and inconsistent practices between institutions.

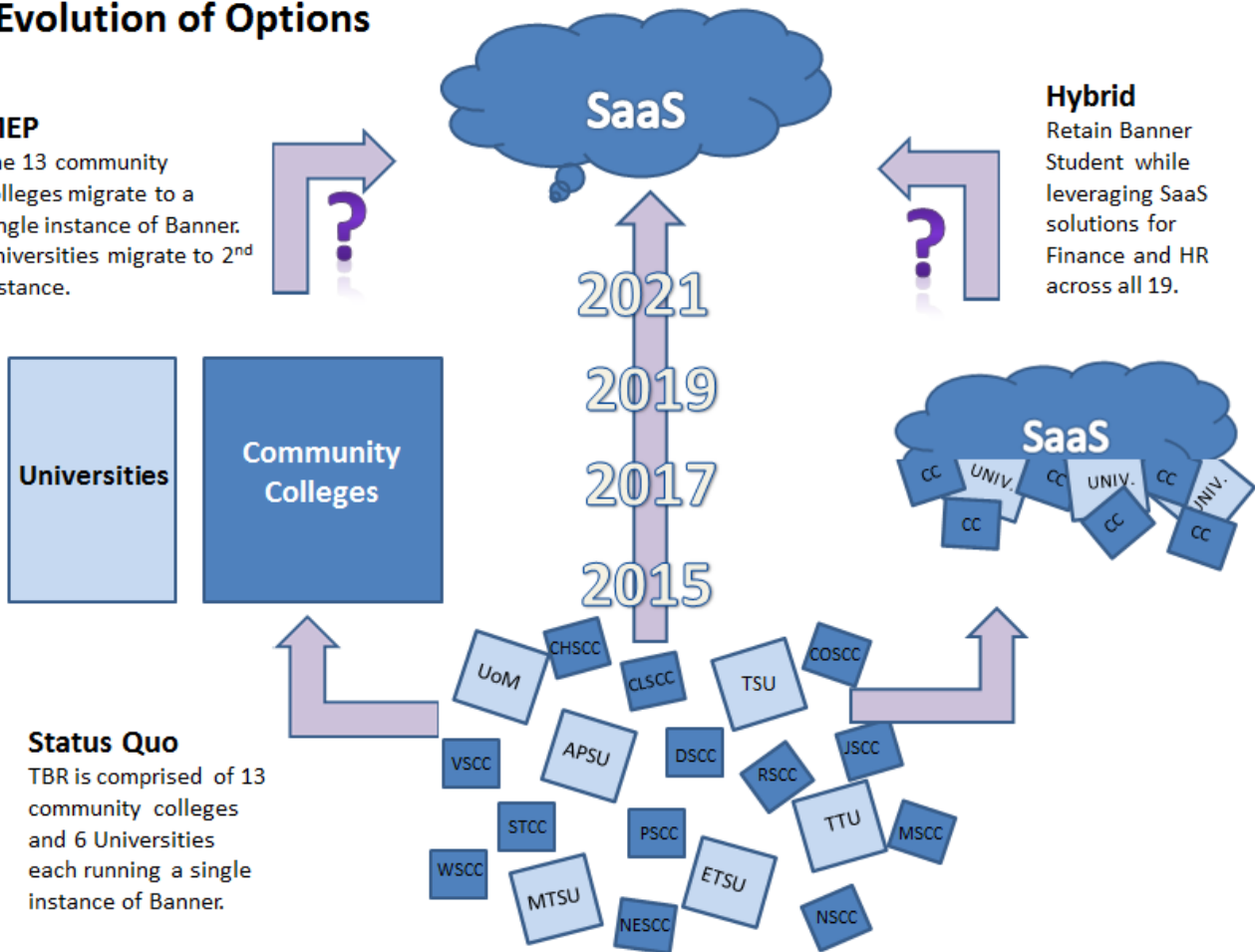
Evolution of Options

MEP

The 13 community colleges migrate to a single instance of Banner. Universities migrate to 2nd instance.

Hybrid

Retain Banner Student while leveraging SaaS solutions for Finance and HR across all 19.



According to industry research and our analysis a full SaaS mode should be available in the next 5 years¹

In this diagram there are two models that are feasible to migrate to immediately from the Status Quo; Hybrid and Multi-entity processing (MEP).

The MEP Model

The MEP model on the left operates under the assumption that all 19 institutions would not be able to align their practices enough to share a single instance. Four year schools and two years schools are similar in many instances but differ in key areas such as admissions, housing, alumni relations and advancement.

Combining the community colleges onto a single instance is a viable option. A tangible example of this is the Colorado Community College System. In addition, the universities could also share a common data structure. This will require a common framework for business process streamlining.

The Hybrid Model

The Hybrid model is inclusive of all TBR institutions. To date there is no functional student SaaS model. This option relies on maintaining Banner student, at least in the short term, while leveraging SaaS solutions for HR and finance. Since a full SaaS solution does not exist today this will need to be considered as more SaaS options become available to TBR.

Factors Relevant to Change

In conducting this study a number of observations were made by the BerryDunn team that should be noted. The following areas were identified as opportunities for improvement that will provide the TBR organization with a more coordinated ability to meet institutional needs and build consensus around next steps in considering ERP options.

Institutional autonomy vs. economy. Each institution, but especially the four year universities see themselves as independent institutions that need to have the flexibility to make changes that are in their best strategic interests even when these changes may be perceived as not beneficial to the greater TBR. This will be a challenge, but by focusing on reducing costs and resources for administrative functions and strengthening support for academic and institutional goals, TBR can develop a rational business case for why ERP needs to be more centrally coordinated than it is today.

Trust between TBR and Institutions. TBR must be seen as a partner that will support and strengthen strategic objectives of its institutions. Moving towards a more centrally coordinated ERP environment will not be feasible if the institutions do not believe that TBR is either willing or capable of providing services and support that will improve upon the current ERP environment while reducing costs and increasing system functionality. This may require changes to the current organizational structure and how personnel are distributed across the institutions and the central office of TBR.

Resistance to Change. Based on feedback received by stakeholders and common knowledge of the willingness of end users to change from the status quo, it can be expected that most personnel's first reaction to changing to a different ERP will be negative. However, a well thought out strategy that is inclusive, incremental and focused on institutional needs first and TBR needs second will help to reduce

this pushback. Regular and frequent communications will be an essential cornerstone of any change strategy.

Being Agile in a Changing Marketplace

This study serves as a starting point to inform a further discussion of options for the TBR community. TBR institutions have several ERP options to consider that range from maintaining the current environment to fundamentally changing the way enterprise administrative services are delivered. Some options directly impact the way people, processes and technology are utilized across the State.

Pressures to reduce administrative costs are likely to continue and ERP changes may be an opportunity to reallocate limited resources to better support the academic mission of institutions of TBR. Over the next several years, institutions can look forward to more ERP options that will include several hosting models as well as many different ways to procure software used.

As TBR considers next steps the following criteria should be of primary concern: vendor contracts need to reflect the rapidly changing ERP landscape and likely a 10 year agreement is too long in 2015 and beyond; administrative services will continue to be critical, but how administrative services are delivered must demonstrate strategic value to their institution; and the end-user community will continue to demand more functionality from the systems they use.

The IT organizations of the TBR institutions need to prepare now for this new world where change is the norm and the traditional importance of systems maintenance and physical infrastructure become less of a factor. The ERP landscape is changing rapidly as new vendors have entered the marketplace and users of administrative systems continue to demand more self-service, better reporting capabilities, and ERP systems that are intuitive and available whether a person is in the office, on the road, or at home.

7.0 Appendix Overview

- 7.1 Participation by Institutions
- 7.2 Ten Year Cost Projections and Net Present Value
- 7.3 TBR Modifications to Banner
- 7.4 Hardware Inventory
- 7.5 List of Capabilities
- 7.6 Institutional ERP and Support Information

7.1 Participation by Institutions

Approximately 150 TBR stakeholders participated in regional and virtual focus groups with representation from all 19 institutions. In addition, approximately 460 people responded to a web-based questionnaire that preceded the focus groups. The table here shows the distribution of responses by institution for the questionnaire.

Institution	# of Respondents
The University of Memphis	63
East Tennessee State University	43
Dyersburg State Community College	40
Southwest Tennessee Community College	35
Jackson State Community College	34
Middle Tennessee State University	34
Nashville State Community College	24
Tennessee Technological University	21
Motlow State Community College	17
Austin Peay State University	16
Tennessee State University	14
Walters State Community	14
Pellissippi State Community College	13
Cleveland State Community College	12
Columbia State Community College	12
TBR System Office	12
Chattanooga State Community College	11
Northeast State Community College	11
Volunteer State Community College	10
Roane State Community College	9

7.2 Ten Year Cost Projections and Net Present Value

ERP Option A - COTS

Option A - Traditional Commercial Off the Shelf (COTS) Hosted on Premise 10 Year Cost Projections													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo 10 year	
Option Cost													
Acquisition and Implementation Costs	\$ 10,000,000	\$ 7,500,000	\$ 5,000,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000,000	N/A	
Maintenance Costs (10 year cost)	\$ 2,500,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 47,500,000	103%	
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 108,000,000	100%	
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	100%	
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%	
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000	100%	
Totals	\$ 26,600,000	\$ 26,600,000	\$ 24,100,000	\$ 21,600,000	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ 213,500,000	114%	

ERP Option B - BoB

Option B - Best-of-Breed (BoB) - Separate modules for HRIS, FIS and SIS plus retention of other existing BoB applications 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo 10 year
Option Cost												
Acquisition and Implementation Costs	\$ 8,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000	N/A
Maintenance Costs (10 year cost)	\$ 2,250,000	\$ 4,500,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 60,750,000	132%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 108,000,000	100%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	100%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	20%
Totals	\$ 24,350,000	\$ 24,600,000	\$ 25,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 214,550,000	115%

ERP Option C - Open Source

Option C - Community Source/Open Source 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo 10 year
Option Cost												
Acquisition and Implementation Costs	\$ 6,000,000	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000,000	N/A
Vendor Maintenance Costs (10 year cost)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	22%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 11,880,000	\$ 13,068,000	\$ 14,374,800	\$ 15,812,280	\$ 15,812,280	\$ 15,812,280	\$ 15,812,280	\$ 15,812,280	\$ 15,812,280	\$ 144,996,480	134%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	100%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000	100%
Totals	\$ 21,100,000	\$ 20,180,000	\$ 19,368,000	\$ 20,674,800	\$ 22,112,280	\$ 20,112,280	\$ 20,112,280	\$ 20,112,280	\$ 20,112,280	\$ 20,112,280	\$ 203,996,480	109%

ERP Option D - Self-Support

Option D - Self-Supported Instances of Banner at Each Institution (eliminate Elucian support) 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo 10 year
Option Cost												
Acquisition and Implementation Costs	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	N/A
Maintenance Costs (10 year cost)	\$ 2,925,000	\$ 1,462,500	\$ 865,625	\$ 865,625	\$ 865,625	\$ 865,625	\$ 865,625	\$ 865,625	\$ 865,625	\$ 865,625	\$ 11,312,500	25%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 12,960,000	\$ 15,552,000	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 18,662,400	\$ 177,811,200	165%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	100%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000	100%
Totals	\$ 21,185,000	\$ 21,314,500	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 225,123,700	120%

ERP Option E - SaaS

Option E - Software-as-a-Services (SaaS) 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of 10 Year Status Quo
Option Cost												
Acquisition and Implementation Costs	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,250,000	N/A
Maintenance Costs (10 year cost)	\$ 6,500,000	\$ 8,500,000	\$ 12,700,000	\$ 11,000,000	\$ 11,300,000	\$ 11,700,000	\$ 12,000,000	\$ 12,500,000	\$ 12,900,000	\$ 13,300,000	\$ 112,400,000	244%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 9,720,000	\$ 8,748,000	\$ 7,873,200	\$ 6,298,560	\$ 5,038,848	\$ 4,031,078	\$ 3,224,863	\$ 2,579,890	\$ 69,114,439	64%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 500,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	18%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 450,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,575,000	18%
3rd Party Software Cost Avoidance	\$ -	\$ (369,921)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (2,250,122)	\$ (18,370,897)	N/A
Totals	\$ 26,350,000	\$ 27,030,079	\$ 27,794,878	\$ 18,897,878	\$ 18,323,078	\$ 17,148,438	\$ 16,188,726	\$ 15,680,956	\$ 15,274,741	\$ 15,029,768	\$ 197,718,542	106%

ERP Option F - Status Quo

Option F - Status Quo 10 Year Cost Projections											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals
Option Cost											
Acquisition and Implementation Costs	\$ -	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost	\$ -
Maintenance Costs (10 year cost)	\$ 4,000,000	\$ 4,100,000	\$ 4,200,000	\$ 4,400,000	\$ 4,500,000	\$ 4,700,000	\$ 4,800,000	\$ 5,000,000	\$ 5,100,000	\$ 5,300,000	\$ 46,100,000
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 10,800,000	\$ 108,000,000
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000
Totals	\$ 18,100,000	\$ 18,200,000	\$ 18,300,000	\$ 18,500,000	\$ 18,600,000	\$ 18,800,000	\$ 18,900,000	\$ 19,100,000	\$ 19,200,000	\$ 19,400,000	\$ 187,100,000

ERP Option G - MEP

Option G - MEP 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo 10 year
Option Cost	Implementation for Community Colleges	Implementation for Community Colleges	Implementation for Universities	Implementation for Universities	Recurring Maintenance	Recurring Maintenance	Recurring Maintenance	Recurring Maintenance	Recurring Maintenance	Recurring Maintenance		
Acquisition and Implementation Costs	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	N/A
Maintenance Costs (10 year cost)	\$ 4,000,000	\$ 4,100,000	\$ 4,200,000	\$ 4,400,000	\$ 4,500,000	\$ 4,700,000	\$ 4,800,000	\$ 5,000,000	\$ 5,100,000	\$ 5,300,000	\$ 46,100,000	100%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 9,720,000	\$ 8,748,000	\$ 7,873,200	\$ 7,085,880	\$ 5,668,704	\$ 4,534,963	\$ 3,627,971	\$ 2,902,376	\$ 71,761,094	66%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 750,000	\$ 562,500	\$ 421,875	\$ 316,406	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 4,300,781	43%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,750,000	\$ 2,187,500	\$ 2,187,500	\$ 2,187,500	\$ 2,187,500	\$ 2,187,500	\$ 2,187,500	\$ 2,187,500	\$ 19,862,500	142%
Estimate of OIR Data Center 10 year cost	\$ 1,125,000	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 1,406,250	\$ 13,781,250	153%
Totals	\$ 20,325,000	\$ 20,456,250	\$ 19,638,750	\$ 19,163,625	\$ 16,283,356	\$ 15,629,630	\$ 14,312,454	\$ 13,378,713	\$ 12,571,721	\$ 12,046,126	\$ 163,805,625	88%

ERP Option H - Hybrid

Option H - Hybrid 10 Year Cost Projections												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals	% of Status Quo
Option Cost												
Acquisition and Implementation Costs	\$ 4,100,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,100,000	N/A
Maintenance Costs (10 year cost)	\$ 5,000,000	\$ 6,000,000	\$ 7,100,000	\$ 7,300,000	\$ 7,600,000	\$ 7,800,000	\$ 8,100,000	\$ 8,300,000	\$ 8,600,000	\$ 8,900,000	\$ 74,700,000	162%
TBR Institutional IT Personnel 10 year cost (no inflation)	\$ 10,800,000	\$ 10,800,000	\$ 9,720,000	\$ 8,748,000	\$ 7,873,200	\$ 7,085,880	\$ 6,377,292	\$ 6,377,292	\$ 6,377,292	\$ 6,377,292	\$ 80,536,248	75%
TBR Institutional Hardware 10 year cost (no inflation)	\$ 1,000,000	\$ 750,000	\$ 562,500	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 5,812,500	58%
TBR Central Office personnel 10 year cost (no inflation)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 14,000,000	100%
Estimate of OIR Data Center 10 year cost	\$ 900,000	\$ 675,000	\$ 506,250	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 5,231,250	58%
3rd Party Software Cost Avoidance	\$ -	\$ (369,921)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (1,880,212)	\$ (15,411,617)	N/A
Totals	\$ 23,200,000	\$ 23,255,079	\$ 17,408,538	\$ 16,517,788	\$ 15,942,988	\$ 15,355,668	\$ 14,947,080	\$ 15,147,080	\$ 15,447,080	\$ 15,747,080	\$ 172,968,381	92%

Net Present Value – NPV

Net Present Value (NPV) Calculation - Cost Savings of Alternative Options											
10 year NPV		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Option F - Status Quo	Cost	\$ 18,100,000	\$ 18,200,000	\$ 18,300,000	\$ 18,500,000	\$ 18,600,000	\$ 18,800,000	\$ 18,900,000	\$19,100,000	\$ 19,200,000	\$ 19,400,000
NPV \$ -	Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Option G - MEP	Cost	\$ 20,325,000	\$ 20,456,250	\$ 19,638,750	\$ 19,163,625	\$ 16,283,356	\$ 15,629,630	\$ 14,312,454	\$13,378,713	\$ 12,571,721	\$ 12,046,126
NPV \$ 17,695,646	Savings	\$ (2,225,000)	\$ (2,256,250)	\$ (1,338,750)	\$ (663,625)	\$ 2,316,644	\$ 3,170,370	\$ 4,587,546	\$ 5,721,287	\$ 6,628,279	\$ 7,353,874
Option H - Hybrid	Cost	\$ 23,200,000	\$ 23,255,079	\$ 17,408,538	\$ 16,517,788	\$ 15,942,988	\$ 15,355,668	\$ 14,947,080	\$15,147,080	\$ 15,447,080	\$ 15,747,080
NPV \$ 10,209,715	Savings	\$ (5,100,000)	\$ (5,055,079)	\$ 891,462	\$ 1,982,212	\$ 2,657,012	\$ 3,444,332	\$ 3,952,920	\$ 3,952,920	\$ 3,752,920	\$ 3,652,920
Option E - SaaS	Cost	\$ 26,350,000	\$ 27,030,079	\$ 27,794,878	\$ 18,897,878	\$ 18,323,078	\$ 17,148,438	\$ 16,188,726	\$15,680,956	\$ 15,274,741	\$ 15,029,768
NPV \$ (12,483,367)	Savings	\$ (8,250,000)	\$ (8,830,079)	\$ (9,494,878)	\$ (397,878)	\$ 276,922	\$ 1,651,562	\$ 2,711,274	\$ 3,419,044	\$ 3,925,259	\$ 4,370,232
Option C - Open Source	Cost	\$ 21,100,000	\$ 20,180,000	\$ 19,368,000	\$ 20,674,800	\$ 22,112,280	\$ 20,112,280	\$ 20,112,280	\$20,112,280	\$ 20,112,280	\$ 20,112,280
NPV \$ (14,956,315)	Savings	\$ (3,000,000)	\$ (1,980,000)	\$ (1,068,000)	\$ (2,174,800)	\$ (3,512,280)	\$ (1,312,280)	\$ (1,212,280)	\$ (1,012,280)	\$ (912,280)	\$ (712,280)
Option A - COTS	Cost	\$ 26,600,000	\$ 26,600,000	\$ 24,100,000	\$ 21,600,000	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$19,100,000	\$ 19,100,000	\$ 19,100,000
NPV \$ (24,880,746)	Savings	\$ (8,500,000)	\$ (8,400,000)	\$ (5,800,000)	\$ (3,100,000)	\$ (500,000)	\$ (300,000)	\$ (200,000)	\$ -	\$ 100,000	\$ 300,000
Option B - BoB	Cost	\$ 24,350,000	\$ 24,600,000	\$ 25,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$ 19,950,000	\$19,950,000	\$ 19,950,000	\$ 19,950,000
NPV \$ (25,175,504)	Savings	\$ (6,250,000)	\$ (6,400,000)	\$ (7,650,000)	\$ (1,450,000)	\$ (1,350,000)	\$ (1,150,000)	\$ (1,050,000)	\$ (850,000)	\$ (750,000)	\$ (550,000)
Option D - Self Supported	Cost	\$ 21,185,000	\$ 21,314,500	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$ 22,828,025	\$22,828,025	\$ 22,828,025	\$ 22,828,025
NPV \$ (32,744,403)	Savings	\$ (3,085,000)	\$ (3,114,500)	\$ (4,528,025)	\$ (4,328,025)	\$ (4,228,025)	\$ (4,028,025)	\$ (3,928,025)	\$ (3,728,025)	\$ (3,628,025)	\$ (3,428,025)
Discount rate		2.8%									

Berry Dunn prepared the preceding cost analysis using the following assumptions:

- All costs occur at the end of each year, including implementation costs
- Savings are as compared to the status quo
- Acquisition and implementation costs are included in the year of the expected cash outflow
- Cash savings are immediately reinvested at the discount rate
- The discount rate is equal to the OIG published nominal rates to be used for discounting nominal cash flows for ten year purchase/lease decisions. See http://www.whitehouse.gov/omb/circulars_a094/a94_appx-c

7.3 TBR Modifications to Banner

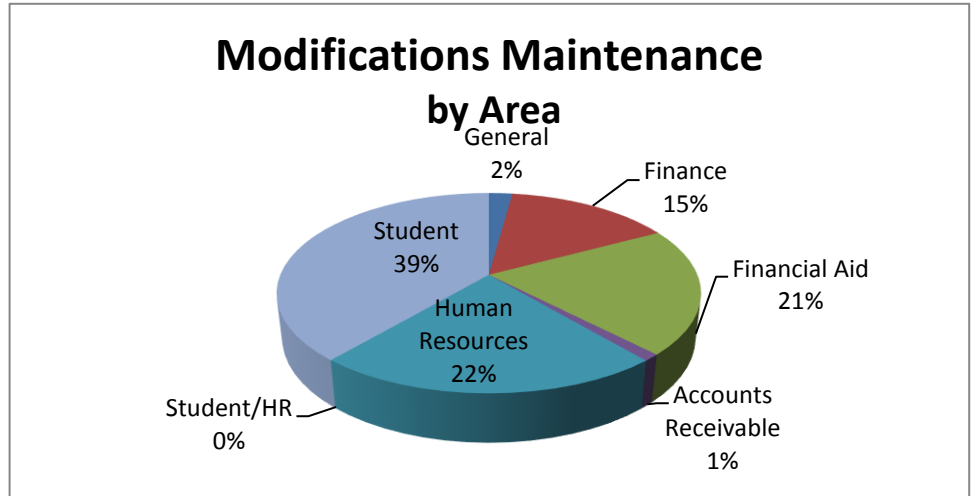
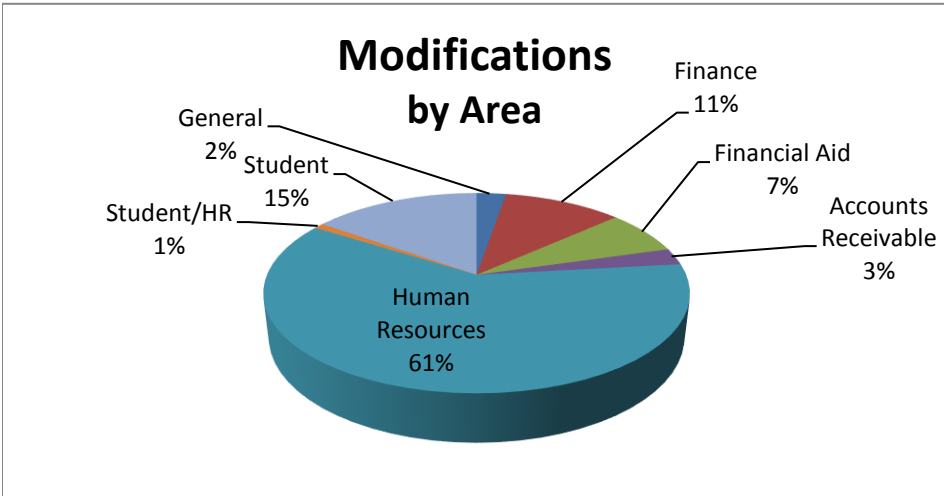
The following pie charts provide a high-level overview of current Banner modifications that are maintained for TBR. This is accurate as of July 2013.

Tennessee Board of Regents Modifications to Banner

Statistics on Modifications:

Total Modifications
 General
 Finance
 Financial Aid
 Accounts Receivable
 Human Resources
 Student/HR
 Student

<u>Mods</u>	<u>Dev Hrs</u>	<u>Maint Hrs</u>
112	32,143	2,623
3	542	56
12	3,954	395
8	5,373	537
3	168	29
68	11,475	589
1	0	0
17	10,631	1,016



7.4 Hardware Inventory

The following inventory table was gathered from the institutional inventory request form shared with all 19 TBR institutions. Information provided below was self-reported by each institutions CIO/IT Director.

Hardware Inventory			
	Database (please include vendor, product used and version in production today)	Operating System (e.g. Solaris or RedHat Linux, etc.) used for ERP (please include vendor, product, and version) for Banner and relevant 3rd party software other if applicable	Identify the # of servers (physical and/or virtualized) that are in production to support the current ERP environment
CLSCC	Oracle RAC 11.2.0.4	RedHat Linux 5 for all except: Solaris 10 for Luminis 4, Solaris 9 for Luminis DB server, Windows Server 2008 for MAPS (Evisions, FormFusion, IntelleCheck) and BDM	14
COSCC	Oracle RDBMS 11.2.0.4	Red Hat Enterprise Linux Server release 5.10 (Tikanga)	2 servers for the Database (shared) 1 server for INB 1 server for SSB 1 server for JobSub 1 server for Luminis (Solaris 9) 1 server for Evisions Product Suite (Windows 2003) 1 server for BDMS (Windows 2003) 1 server for Workflow 1 server for ODS (shared)

Hardware Inventory

	Database (please include vendor, product used and version in production today)	Operating System (e.g. Solaris or RedHat Linux, etc.) used for ERP (please include vendor, product, and version) for Banner and relevant 3rd party software other if applicable	Identify the # of servers (physical and/or virtualized) that are in production to support the current ERP environment
DSCC	Oracle, 11.2.0.4	Red Hat Linux for Banner database, Solaris for Luminis	16
JSCC	Oracle 11.2.0.4 for all except ODS...ODS 11.2.0.3	inb, ssb, jobsub, workflow, degreeworks, and luminis - Linux Redhat 5.0 eprint - Linux Redhat 6.0 BDMS - Windows 2008R2 Evisions - Windows 2008 Campus Loan Manager - Windows 2008	PROD system - 15 servers TEST system - 13 servers
MSCC	Oracle RAC 11.2.0.4.0	Linux Redhat 4.1.2-54	11
NSCC	Oracle Database 11gR2	Oracle Corp. Solaris 10, Red Hat Enterprise Linux 5, Microsoft Windows Server (various versions)	9
NESCC	Sun M3000	Solaris 10, RedHat Linux 5 and 6	10

Hardware Inventory

	Database (please include vendor, product used and version in production today)	Operating System (e.g. Solaris or RedHat Linux, etc.) used for ERP (please include vendor, product, and version) for Banner and relevant 3rd party software other if applicable	Identify the # of servers (physical and/or virtualized) that are in production to support the current ERP environment
PSCC	PSCC Vendor: Oracle Product:RDBMSVersion:11.1.0.7, V: Oracle, P:RDBMS, V:11.2.0.1 @OIR V:Oracle, P:RDBMS, V:11.2.0.4	Vendor: Oracle Product: Solaris Version:9 and Vendor: RedHat Product: Linux Version:5	Physical PSCC: 18; VM PSCC: 7; OIR: 12
RSCC	Oracle 11G,	Linux RedHat(hosted), Solaris(will be going away), Windows server 2003	12 production servers, 10 test servers.
STCC	Oracle 11G	Sun Solaris 10 Sparc for the Sun Servers, RedHat Enterprise 5 for the Virtual.	4 SunFire T5240, 2 SunFire 5220, 3 Dell R710 and 1 Dell R300 for the virtual
VSCC	Oracle 11gR2	Solaris 10 for Banner DB, INB, SSB, DegreeWorks - Redhat 5.9 for ePrint - Redhat 6.4 for Workflow - Windows 2003, 2008, 2008R2 for most other 3rd party	3 in PROD for DB, INB, SSB
WSCC	Oracle	Linux	12 virtual servers at OIR. Additional 12 virtual servers at WSCC for Luminis.
APSU	Oracle 11g, 11.0.2.0	Red Hat linux	3 total, 2 virtual 1 physical. All RHEL
ETSU	Dell R910 under warranty until 1/25/17 - main banner DB	Red Hat Enterprise Linux Server release 5.10 (Tikanga)	physical 9 virtual 7
MTSU	Oracle 11.2.03	Sun Solaris 10 May 2009 7th Update Internal Build 8 Windows (for Luminis)	physical - 2 for INB, 1 for Luminis virtual - 4 for SSB

Hardware Inventory

	Database (please include vendor, product used and version in production today)	Operating System (e.g. Solaris or RedHat Linux, etc.) used for ERP (please include vendor, product, and version) for Banner and relevant 3rd party software other if applicable	Identify the # of servers (physical and/or virtualized) that are in production to support the current ERP environment
TSU	Sun Enterprise M4000, 64GB, 4CPUs (32 Cores)	Sun Solaris 10	12
TTU	Oracle 11.2.0.3.0	database servers - Solaris 10 other servers RedHat Linux [redhat-release-5Server-5.8.0.3, redhat-release-server-6Server-6.1.0.2.el6.x86_64 ...] Windows server and workstation OS	27 (7 physical)
UoM	Oracle 11G	RedHat Linux	5 physical servers – VMware virtualization hosts 22 VMs for production 14 VMs for test 6 VMs for development
CHSCC	no reply	no reply	no reply

7.5 List of Capabilities

- 1) The system provides an integrated ERP system for all modules listed below. Please refer to the RFI memo for more background and details.
 - Advancement
 - Auxiliary Services (Housing, Meal Plans, Athletics)
 - Budgeting
 - Bursar (Student A/R, Cashiering)
 - Financial Accounting (AP/GL/Fixed Assets, Reporting, etc.)
 - Financial Aid
 - Human Resources
 - Payroll
 - Recruitment/Admissions
 - Registrar/Records
 - Student (Grading, Advising, Retention)
- 2) In addition, can the proposed system provide the following functionality?
 - Automated Travel & Expense
 - Curriculum Planning
 - Degree Audit
 - Data Warehouse
 - ePortfolio
 - E-Print Functionality
 - Intelligent Data Capture (IDC)
 - Business Intelligence
 - Predictive Analytics
 - Student Customer/Constituent Relationship Management (CRM)
 - Student Retention
 - Web-Based Time Entry (decentralized)
 - Portal
 - Workflow to support the automated routing of documents and transactions across the organization for approval and review.
 - Continuing education, contract training, online learning, and specialized projects.
 - Mobile applications that allow for a “BYOD” (bring your own device) environment for system users.
 - A single personnel file that can be shared by all departments with appropriate user-defined permissions.

- The ability to enroll students on a continual basis that is not restricted to a traditional academic calendar.
 - The ability to capture and assess all student fees that a student owes before refunds or disbursements are issued to that student.
 - The ability to integrate with standard email platforms such as MS Outlook.
- 3) Self-service functionality for the following groups:
- Students (full time and part time)
 - Faculty (tenured, tenure track, professional, adjunct, part time)
 - Employees (full time, part time, and contract)
 - Vendors

7.6 Institutional ERP and Support Information

The CIO/IT Director for each institution also self-reported on the following information. Our team has provided a high level summary of this information gathered during the institutional inventory request for each institution. Please note that costs include reported costs for both Banner and major 3rd party systems deemed critical to ERP operations.

APSU			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	8156		
Institutional FTE (Faculty & Staff)	360	Blackboard Collaborate	\$79,500
Total Institutional FTE (Faculty, Staff, & Students)	8516	SciQuest	\$52,000
Student Headcount	10,399	People Admin	\$41,400
Internal Staff Costs	\$1,916,458	Nolij	\$37,151
Software	\$720,821	Starfish Retention	\$32,100
Hardware	\$178,842	Workflow and Scanning	
ERP Expenditures (total)	\$2,816,121		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	11
Database Manager	1		
Senior Systems Analyst	0.75		
Senior Systems Analyst	0.75	Total Scanning Applications	8
Systems Analyst 1	1		
Systems Analyst 1	1		
Systems Analyst 2	1		
Systems Analyst 2	1		
Systems Analyst 2	1	Ratios	
Web Services Specialist	0.5	Staff/Management Ratio	16
Total Staff Supporting Banner	8		
ERP Systems Administrator	0.5	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	2.36%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	8.5		

ETSU			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	12,329		
Institutional FTE (Faculty & Staff)	608	Touchnet	\$324,600
Total Institutional FTE (Faculty, Staff, & Students)	12,937	SciQuest	\$205,000
Student Headcount	14,691	Student Success Collaborative	\$125,000
Internal Staff Costs	\$536,000	Cboard Student Card	\$101,684
Software		People Admin	\$64,000
Hardware		Workflow and Scanning	
ERP Expenditures (total)			
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	15
Banner DBA (1) & Sr Systems Admin (1)	2	Total Scanning	4
Analyst 3, Information Systems (4)	4	Ratios	
Programmer/Analyst 2, Information Systems (4)	4		
Financial Systems Info Mgr	0.5	Staff/Management Ratio	10.5
Total Staff Supporting Banner	10.5		
Director, Information Systems	1	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	1.89%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	11.5		

MTSU			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	19560		
Institutional FTE (Faculty & Staff)	911	D2L Learning Management	\$338,962
Total Institutional FTE (Faculty, Staff, & Students)	20471	SciQuest eProcurement	\$234,401
Student Headcount	23,881	TouchNet	\$70,845
Internal Staff Costs	\$1,397,148	Harris Connect	\$56,000
Software	\$600,000	People Admin	\$51,390
Hardware	\$24,000	Workflow and Scanning	
ERP Expenditures (total)	\$2,021,148		
IT Staff Resources Supporting Banner and 3rd Party Products	Role		
Oracle DBA Supporting Banner	1	Total Workflow	16
SQL Server DBA - SQL Cluster/Reporting	1		
Senior Systems Analyst - HR/Payroll	1	Total Scanning Applications	59
Senior Systems Analyst - Fin, AR, SciQuest	1		
Senior Systems Analyst - Advancement	1		
Senior Systems Analyst - Argos/TBR Reporting	1		
Senior Systems Analyst - ST/Faculty	1	Ratios	
Senior Systems Analyst - ST	2		
Senior Systems Analyst - Fin Aid	1	Staff/Management Ratio	4.67
Senior Systems Analyst BDMS/Luminis	1		
Total Staff Supporting Banner	14		
Asst VP ERP Systems	1		
Director, Database Administration Services	1	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	1.87%
Director Admin Information System Services	1		
Total Management Supporting Banner	3		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	17		

TSU			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	7067		
Institutional FTE (Faculty & Staff)	322	SciQuest	\$141,109
Total Institutional FTE (Faculty, Staff, & Students)	7389	TouchNet	\$86,696
Student Headcount	8816	UAS	\$56,000
Internal Staff Costs	\$156,767	Basis	\$13,364
Software	\$586,373	Simplicity	\$13,000
Hardware	\$10,674	Workflow and Scanning	
ERP Expenditures (total)	\$753,814		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
DBA	0.5	Total Scanning Applications	14
UL - Fin Aid	1		
US - General	1	Ratios	
UL - Finance and HR	1		
UL - Student	1	Staff/Management Ratio	4.75
Unix Administrator	0.25		
Total Staff Supporting Banner	4.75	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	1.79%
Applications Director	1		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	5.75		

TTU			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	9715		
Institutional FTE (Faculty & Staff)	388	Desire2Learn	\$147,367
Total Institutional FTE (Faculty, Staff, & Students)	10103	TouchNet	\$131,530
Student Headcount	11115	EAB-SSC	\$107,500
Internal Staff Costs	\$633,648	IPM (Cognos...)	\$90,000
Software	\$694,630	SciQuest eProcurement	\$78,000
Hardware	\$44,850	Workflow and Scanning	
ERP Expenditures (total)	\$1,373,128		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	1
Banner DBA	1	Total Scanning Applications	20
Systems Analyst 2 - HR	1		
Systems Analyst 2 - Admissions	1	Ratios	
Systems Analyst 2 - Finance	1		
Systems Analyst 1 - Records	1	Staff/Management Ratio	6
Programmer/Analyst - Financial Aid	1		
Total Staff Supporting Banner	6	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	1.80%
Director, Enterprise Application Services	1		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	7		

UoM			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	16461		
Institutional FTE (Faculty & Staff)	887	SciQuest	\$288,547
Total Institutional FTE (Faculty, Staff, & Students)	17348	Blackboard	\$173,500
Student Headcount	21480	TouchNet	\$151,545
Internal Staff Costs	\$901,074	Hobson's Connect	\$92,000
Software	\$131,537	on Base by Matrix	\$79,100
Hardware	\$16,378	Workflow and Scanning	
ERP Expenditures (total)	\$1,048,989		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	6
		Total Scanning Applications	17
Banner DBA	3	Ratios	
Systems Analyst	4.5		
Web Specialist	2.5	Staff/Management Ratio	20
Total Staff Supporting Banner	10		
Director, Enterprise Application Services	0.5	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	1.18%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	10.5		

CSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	3245		
Institutional FTE (Faculty & Staff)	99	Touchnet	\$77,315
Total Institutional FTE (Faculty, Staff, & Students)	3344	SciQuest	\$42,300
Student Headcount	5225	Starfish Retention	\$24,000
Internal Staff Costs	\$178,000	Argos	\$11,581
Software	\$24,186	Intellecheck (eVisions)	\$10,708
Hardware	\$105,000	Workflow and Scanning	
ERP Expenditures (total)	\$307,186		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
Banner DBA	0.8	Total Scanning Applications	4
Systems Analyst Student (Records, enrollment, Financial Aid)	0.95	Ratios	
Systems Analyst (HR, Payroll, Advancement)	0.7		
Systems Analyst (Business Office, Backup DBA)	0.7	Staff/Management Ratio	15.75
Total Staff Supporting Banner	3.15		
Coordinator - Admin Computing	0.2		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	3.35	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	3.38%

CHSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	6198		
Institutional FTE (Faculty & Staff)	237	TouchNet	\$96,933
Total Institutional FTE (Faculty, Staff, & Students)	6435	Argos	\$11,136
Student Headcount	9910	FormFusion	\$10,675
Internal Staff Costs	\$487,500	Runner Technologies	\$8,900
Software	\$478,900	SciQuest	\$1,612
Hardware	\$13,700	Workflow and Scanning	
ERP Expenditures (total)	\$980,100		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
DBA	1	Total Scanning Applications	0
Student Programmer	1		
Financial Aid Programmer	1		
Finance Programmer	1	Ratios	
HR Programmer	1		
Banner Reports	0.5	Staff/Management Ratio	12
Luminis Admin	0.5	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	2.74%
Total Staff Supporting Banner	6		
Total Management Supporting Banner	0.5		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	6.5		

CLSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	2467		
Institutional FTE (Faculty & Staff)	72	Touchnet	\$43,015
Total Institutional FTE (Faculty, Staff, & Students)	2539	SciQuest	\$42,300
Student Headcount	3790	People Admin	\$17,363
Internal Staff Costs	\$537,000	Argos	\$10,003
Software	\$178,100	AcademicWorks	\$9,350
Hardware	\$19,400	Workflow and Scanning	
ERP Expenditures (total)	\$734,500		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
Systems Manager (Banner DBA)	0.75	Total Scanning Applications	7
Banner Prog/Analyst for Finance/HR	1		
Banner Prog/Analyst for Student/Fin Aid	1	Ratios	
Systems Analyst	1		
Business Systems Analyst/Administrator	1	Staff/Management Ratio	3.8
Total Staff Supporting Banner	4.75		
Director, Information Technology	1	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	8.33%
Systems Manager (Management)	0.25		
Total Management Supporting Banner	1.25		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	6		

DSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	1913		
Institutional FTE (Faculty & Staff)	54	SciQuest	\$46,058
Total Institutional FTE (Faculty, Staff, & Students)	1967	Desire2Learn	\$31,067
Student Headcount	3258	Touchnet	\$20,010
Internal Staff Costs	\$398,143	IntelleCheck (eVisions)	\$10,264
Software	\$159,956	Argos	\$9,618
Hardware	\$11,599	Workflow and Scanning	
ERP Expenditures (total)	\$569,698		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	1
Banner DBA/HR Support	1	Total Scanning Applications	16
Programmer/Analyst Supporting Student	1		
Programmer/Analyst Supporting Financial Aid	1	Ratios	
Programmer/Analyst Supporting Finance, Purchasing and Advancement	1		
Director providing support for Luminis	0.25	Staff/Management Ratio	8.7
Webmaster providing support for Luminis content	0.1		
Total Staff Supporting Banner	4.35	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	8.98%
Vice President for Technology	0.5		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	4.85		

JSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	2720		
Institutional FTE (Faculty & Staff)	62	Touchnet	\$51,917
Total Institutional FTE (Faculty, Staff, & Students)	2782	SciQuest	\$44,097
Student Headcount	4587	Desire 2 Learn	\$43,353
Internal Staff Costs	\$442,923	Argos	\$11,581
Software	\$197,752	People Admin	\$11,505
Hardware	\$103,461	Workflow and Scanning	
ERP Expenditures (total)	\$744,136		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	3
Banner DBA	1	Total Scanning Applications	39
HR & Advancement System Analyst	1		
Financial Aid & Finance System Analyst	1		
Student System Analyst	1	Ratios	
System Administrators	0.25		
Coordinator, Systems Analyst	0.75	Staff/Management Ratio	21
Director, Information Technology	0.25		
Total Staff Supporting Banner	5.25	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	8.87%
Coordinator, Systems Analyst	0.25		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	5.5		

MSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	2886		
Institutional FTE (Faculty & Staff)	92	SciQuest	\$42,300
Total Institutional FTE (Faculty, Staff, & Students)	2978	Touchnet	\$41,400
Student Headcount	4900	Argos	\$11,581
Internal Staff Costs	\$358,618	IntelleCheck (eVisions)	\$10,264
Software	\$240,978	People Admin	\$8,682
Hardware	\$175,619	Workflow and Scanning	
ERP Expenditures (total)	\$775,215		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	2
Banner DBA supporting all modules	1	Total Scanning Applications	13
Programmer/Analyst 2	1		
Programmer/Analyst 2	1	Ratios	
Functional Support specialist supporting Argos	1	Staff/Management Ratio	4
Total Staff Supporting Banner	4	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	5.43%
Director of Administrative Computing	1		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	5		

NSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	5709		
Institutional FTE (Faculty & Staff)	164	Touchnet	\$64,896
Total Institutional FTE (Faculty, Staff, & Students)	5873	SciQuest	\$42,300
Student Headcount	10007	Argos	\$10,296
Internal Staff Costs	\$470,109	IntelleCheck (eVisions)	\$10,264
Software	\$688,398	Runner Technologies	\$8,900
Hardware	\$15,393	Workflow and Scanning	
ERP Expenditures (total)	\$1,173,900		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
Banner DBA	1	Total Scanning Applications	57
Solaris Admin	1		
Solaris Admin Backup	0.25		
Programmer	1	Ratios	
Analyst I	1	Staff/Management Ratio	6.75
Analyst II	1		
Windows Admin (eVisions, Xtender)	0.5		
Portal Admin	1		
Total Staff Supporting Banner	6.75	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	4.73%
Assistant Director, Admin Svcs and Systems	0.75		
Director, Computer Services	0.25		
Total management supporting Banner	1		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	7.75		

NESCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	3892		
Institutional FTE (Faculty & Staff)	127	TouchNet	\$114,868
Total Institutional FTE (Faculty, Staff, & Students)	4019	People Admin	\$17,363
Student Headcount	5893	UC4	\$12,500
Internal Staff Costs	\$750,000	SciQuest	\$112,250
Software	\$301,500	IntelleCheck (eVisions)	\$10,674
Hardware	\$16,500	Workflow and Scanning	
ERP Expenditures (total)	\$ 1,073,893.00		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
		Total Scanning Applications	5
Banner DBA	1	Ratios	
Programmer/Analysts	3.5		
System Administrator	1		
Total Staff Supporting Banner	5.5	Staff/Management Ratio	11
Director of ERP System	0.5	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	4.72%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	6		

PSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	6826		
Institutional FTE (Faculty & Staff)	238	Desire2Learn	\$91,000
Total Institutional FTE (Faculty, Staff, & Students)	7064	Hobson's Apply Yourself	\$82,450
Student Headcount	10704	TouchNet	\$19,647
Internal Staff Costs		ePrint	\$15,102
Software		People Admin	\$14,181
Hardware		Workflow and Scanning	
ERP Expenditures (total)	\$941,480		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	4
Banner DBA	1	Total Scanning Applications	13
Banner 3rd Party SysAdmin Support	1		
Banner Analysts (one analyst manages functional techs)	5	Ratios	
Banner Functional Techs	2	Staff/Management Ratio	9
Total Staff Supporting Banner	9		
Director APS	1	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	4.20%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	10		

RSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	3703		
Institutional FTE (Faculty & Staff)	127	Touchnet	\$73,885
Total Institutional FTE (Faculty, Staff, & Students)	3830	SciQuest	\$44,546
Student Headcount	6214	People Admin	\$17,363
Internal Staff Costs	\$324,302	Argos	\$11,581
Software	\$414,574	IntelleCheck (eVisions)	\$11,104
Hardware	\$123,011	Workflow and Scanning	
ERP Expenditures (total)	\$861,887		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	3
Programming support	2	Total Scanning Applications	5
Sys. Admin and Sys OS	1.15		
Banner DBA Support	1.1	Ratios	
Total Staff Supporting Banner	4.25		
Director, Administrative Systems	0.5	Staff/Management Ratio	5.7
Assistant Director,	0.25	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	3.94%
Total Management Supporting Banner	0.75		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	5		

STCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	6768		
Institutional FTE (Faculty & Staff)	213	TouchNet	\$45,554
Total Institutional FTE (Faculty, Staff, & Students)	6981	People Admin	\$19,395
Student Headcount	10817	Kronos	\$15,395
Internal Staff Costs	\$557,426	Runner Technologies	\$13,007
Software	\$339,242	Argos	\$9,111
Hardware	\$11,000	Workflow and Scanning	
ERP Expenditures (total)	\$907,668		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	5
Banner DBA Supporting Banner, ODS, Boss Cops, Runner Technologies	1	Total Scanning Applications	9
Banner DBA supporting Student	1		
Systems Analyst supporting Student, Workflow	1		
Systems Analyst supporting HR, Advisortrac/Tutortrac	1	Ratios	
Systems Analyst supporting Financial Aid, Kronos, Budget and ePrint	1	Staff/Management Ratio	7
Systems Analyst supporting portal and Web development	1		
Systems Analyst supporting Finance, Xtender	1		
Total Staff Supporting Banner	7	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	3.76%
Director, Enterprise Application Services	1		
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	8		

VSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	4932		
Institutional FTE (Faculty & Staff)	159	D2L	\$78,444
Total Institutional FTE (Faculty, Staff, & Students)	5091	TouchNet	\$74,763
Student Headcount	8159	SciQuest	\$43,956
Internal Staff Costs*	\$263,761	People Admin	\$15,027
Software*	\$30,000	College Scheduler	\$15,000
Hardware*	\$8,856	Workflow and Scanning	
ERP Expenditures (total)*	\$302,617		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	0
Coordinator programming Services	1	Total Scanning Applications	3
Portal Administrator/Web Developer	0.5		
Database Administrator	1	Ratios	
Programmer Analyst	1		
Total Staff Supporting Banner	3.5	Staff/Management Ratio	4.67
Associate Director of IT	0.75	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	2.67%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	4.25		

WSCC			
Key Data Points	FY13-14	Top Five Most Expensive 3rd Party Products	Annual Maintenance Cost
Student FTE	4081		
Institutional FTE (Faculty & Staff)	161	SciQuest	\$42,300
Total Institutional FTE (Faculty, Staff, & Students)	4242	TouchNet	\$39,896
Student Headcount	6265	IntelleCheck (eVisions)	\$21,400
Internal Staff Costs	\$488,004	FormFusion	\$11,581
Software	\$239,820	Argos	\$11,581
Hardware	\$36,000	Workflow and Scanning	
ERP Expenditures (total)	\$763,823		
IT Staff Resources Supporting Banner and 3rd Party Products	Role	Total Workflow	4
HR	1.5	Total Scanning Applications	5
Student	2		
Finance	1	Ratios	
DBA	1		
Total Staff Supporting Banner	5.5	Staff/Management Ratio	5.5
Director	1	Total FTEs Supporting Banner/institutional FTEs (Faculty and Staff)	4.04%
Total FTE of staff and management supporting Banner and 3 rd party (A+B from worksheet)	6.5		



TENNESSEE BOARD OF REGENTS

New Business

A. APPROVAL OF THE PROPOSED 2016 MEETING DATES

The Board will be asked to approve the meeting dates for 2016. The proposed dates and locations are provided in the materials.

B. REPORT OF THE PERSONNEL AND COMPENSATION COMMITTEE MEETING ON SEPTEMBER 16, 2015 THAT INCLUDES TENURE UPON APPOINTMENTS, COMPENSATION PROPOSALS, AND THE REPORT OF THE SEPTEMBER 2, 2015 SPECIAL CALLED MEETING.

C. REPORT OF THE FINANCE AND BUSINESS OPERATIONS COMMITTEE MEETING ON SEPTEMBER 16, 2015 THAT INCLUDES THE CAPITAL BUDGET FOR FY 2016-2017 AND THE CAPITAL MATCH FUNDING REPORT

D. BUILDING NAMING REQUEST AT MIDDLE TENNESSEE STATE UNIVERSITY – JOHN BRAGG MEDIA AND ENTERTAINMENT BUILDING

Middle Tennessee State University President Sidney McPhee requests that an existing building located on the main campus be renamed. The current name is “The John Bragg Mass Communication Building.” On May 18, 2015 the name of the MTSU College of Mass Communication changed to Media and Entertainment per the approval of TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00. Therefore the current name does not accurately reflect the academic purpose range of media and content encompassed by the programs offered of the college. The requested name for this building would bring it up-to-date and accurate reflection of the building purpose. The proposed new name is “The John Bragg Media and Entertainment Building.”

The building name will continue to honor Representative John Bragg, for his service to the community and to the State of Tennessee. He was a leader in the field of communications and was instrumental in procuring funding for the Mass Communications Building.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.

E. BUILDING NAMING REQUEST AT MIDDLE TENNESSEE STATE UNIVERSITY – ANDREW WOODFIN MILLER, SR., EDUCATION CENTER

President Sidney McPhee requests that the Middle Tennessee State University newly acquired building located at 509 East Bell Street be named. The building is under renovation until the end of this calendar year. It will occupy the following divisions to serve Middle Tennessee State University: Jones College of Business Executive Business Program, the Center of Counseling and

Psychological Services, The University College, The University Police Criminal Division Office, and The Center for Chinese Music and Culture. It is requested to name this building the “Andrew Woodfin Miller, Sr., Education Center.”

The building name will honor Mr. Andrew Woodfin Miller, Sr., for his generosity and community support. It was during the Centennial Campaign, April 2012, that Mr. Miller pledged a sum of ten million dollars to purchase and renovate this building and property for the use of the university’s needs.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.

F. RESOLUTION OF APPRECIATION FOR DIRECTOR DAVID BROWDER

The Board will consider approving a resolution of appreciation for Director David Browder for his years of service to the Tennessee Board of Regents.



TENNESSEE BOARD OF REGENTS

MEETING: Quarterly Board Meeting
SUBJECT: Approval of the Proposed 2016 Meeting Dates
DATE: September 17, 2015
PRESENTER: Chancellor John G. Morgan
ACTION REQUIRED: Voice Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Board will be asked to consider and approve the meeting dates for 2016. The proposed dates and locations are:

Wednesday, March 30	New Williamson County Campus – Columbia State Community College
Thursday and Friday, June 23 and 24	Northeast State Community College
Thursday and Friday, September 15 and 16	University of Memphis
Thursday, December 1	TBR System Office



TENNESSEE BOARD OF REGENTS

MEETING: Quarterly Meeting

SUBJECT: Building Naming Request From
Middle Tennessee State University

DATE: September 17, 2015

PRESENTER: Chancellor John G. Morgan

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

Middle Tennessee State University President Sidney McPhee requests that an existing building located on the main campus be renamed. The current name is "The John Bragg Mass Communication Building." On May 18, 2015 the name of the MTSU College of Mass Communication changed to Media and Entertainment per the approval of TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00. Therefore the current name does not accurately reflect the academic purpose range of media and content encompassed by the programs offered of the college. The requested name for this building would bring it up-to-date and accurate reflection of the building purpose. The proposed new name is "The John Bragg Media and Entertainment Building."

The building name will continue to honor Representative John Bragg, for his service to the community and to the State of Tennessee. He was a leader in the field of communications and was instrumental in procuring funding for the Mass Communications Building.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.



TENNESSEE BOARD OF REGENTS

Office of the Chancellor

1416 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

August 7, 2015

Dr. Sidney A. McPhee
President
Middle Tennessee State University
110 Cope Administration Building
Murfreesboro, Tennessee 37132

Dear President McPhee:

This letter is to confirm receipt of your July 27, 2015, request that the building formerly known as the College of Mass Communication building located at Middle Tennessee State University Campus be known as the "John Bragg Media and Entertainment Building." I will place this recommendation on the agenda for the September 17, 2015, Board Meeting under New Business.

Sincerely,

John G. Morgan
Chancellor

JGM/KF



TENNESSEE BOARD OF REGENTS

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

MEMORANDUM

TO: Chancellor Morgan

FROM: David Gregory *DBG*

SUBJECT: Naming of the John Bragg Mass Communication Building
At the Middle Tennessee State University Campus

DATE: August 6, 2015

I have reviewed Dr. Sidney McPhee's letter dated July 27, 2015, requesting that an existing building located on the main campus be renamed. The current name is "The John Bragg Mass Communication Building." On May 18, 2015 the name of the MTSU College of Mass Communication changed to Media and Entertainment per the approval of TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00. Therefore the current name does not accurately reflect the academic purpose range of media and content encompassed by the programs offered of the college. The requested name for this building would bring it up-to-date and accurate. The proposed new name is "The John Bragg Media and Entertainment Building."

The building name will continue to honor Representative John Bragg, for his service to the community and to the State of Tennessee. He was a leader in the field of communications and was instrumental in procuring funding for the Mass Communications Building.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques. I recommend that this request be approved.

Attachments

Office of the President

Middle Tennessee State University
110 Cope Administration Building
Murfreesboro, TN 37132
o: 615-898-2622 • f: 615-898-2507



July 27, 2015

Mr. John Morgan, Chancellor
Tennessee Board of Regents
1415 Murfreesboro Road, Suite 350
Nashville, TN 37217

Dear Chancellor Morgan:

The Tennessee Board of Regents at its September 23, 1994 Quarterly Board Meeting approved naming the Mass Communication Building at Middle Tennessee State University in honor of Representative John Bragg. Enclosed are copies of the meeting minutes pages on that approval and a copy of the building plaque.

As you may be aware, the name of the MTSU College of Mass Communication was in May of this year changed to College of Media and Entertainment per the approval of the TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00, copy of approval enclosed.

In accordance with TBR Policy 4:02:05:01, the MTSU Ad Hoc Building Naming Committee, list of members enclosed, was asked via email, copy enclosed, to concur requesting approval of the Board to rename The John Bragg Mass Communication Building to The John Bragg Media and Entertainment Building; and they unanimously concurred.

Therefore, your consideration and recommendation to the Board to approve renaming The John Bragg Mass Communication Building to The John Bragg Media and Entertainment Building at the September Quarterly Board Meeting would be most appreciated.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sidney A. McPhee", written over a horizontal line.

Sidney A. McPhee
President

enclosures

MINUTES

TENNESSEE BOARD OF REGENTS

REGULAR SESSION

SEPTEMBER 23, 1994

The Tennessee Board of Regents met in regular session on September 23, 1994 at Nashville State Technical Institute. The Vice Chair of the Board, Mr. Evans Harvill, presided and called the meeting to order.

Upon instruction of the Vice Chair, the Secretary called the roll. The following members were present:

Mr. Jason Farmer
Mr. William W. Farris
Mr. Robert Jack Fishman
Mr. Robert L. "Bud" Gamble
Mr. Clifford H. 'Bo' Henry
Mr. Thomas H. Jackson
Mr. Keith McCord
Mr. Carl R. Moore
Mr. Stanley Rogers
Ms. Debora Seivers
Dr. Maxine Smith
Mr. Evans Harvill

A quorum was present. While Commissioner Qualls missed the roll call, he attended the meeting. Due to previous commitments, Commissioner L. H. (Cotton) Ivy, Ms. Jane G. Kisber, Dr. Arliss Roaden, Mr. J. Howard Warf, and Governor Ned McWherter were absent.

Mr. Harvill welcomed recently appointed Board members: Mr. Jason Farmer, Mr. Stanley Rogers, Ms. Debora Seivers and Dr. Maxine Smith. Mr. Harvill noted that former Board member J. D. Johnson was in attendance at the meeting. He then recognized Representative John Bragg, Chairman of the House Finance Ways and Means Committee, and his wife, both of whom are strong supporters of the Tennessee Board of Regents.

I. MINUTES OF THE LAST MEETING

The Minutes of the Regular Session held June 24, 1994, and the Special Session held August 16, 1994 having been submitted to all members of the Board, and there being no corrections, additions, or deletions, were recommended for approval. Mr. Fishman moved that the Minutes be approved. Mr. Henry provided a second to the motion which was unanimously carried by voice vote.

VI. UNFINISHED BUSINESS

None.

VII. NEW BUSINESS

Chancellor Smith endorsed naming the Agricultural Pavilion at Tennessee Technological University in honor of W. Clyde Hyder and Tommy Burks. Mr. Hyder taught at the university for 34 years and has supported TTU since his retirement. Senator Burks, who was a student of Mr. Hyder, provided critical support for the Pavilion and participates in the Agricultural Foundation. The recommendation was consistent with TBR policy. A motion was unanimously made, provided a second and approved, thereby, naming the building the W. Clyde Hyder-Tommy Burks Agricultural Pavilion. Mr Hyder and Senator Burks thanked the Board, and commented on the growth at TTU. They both acknowledged the President's contributions to the institution and the system.

The Chancellor advised the Board that President Nicks recommended naming the College of Medicine Administration Building at East Tennessee State University in honor of Governor McWherter. Governor McWherter was instrumental in the initiation and evolution of the James H. Quillen College of Medicine and has continuously supported education during his life in public service. The institutional committee unanimously recommended the name which was endorsed by Chancellor Smith. The recommendation was consistent with TBR policy. Mr. Harvill stated that it was a privilege for the Board to participate in naming this building for the Governor. Mr. Farris moved the naming of the building for Governor McWherter; the Board provided a unanimous second and approval.

The next agenda item included the naming of the nursing building at Middle Tennessee State University. The Chancellor endorsed naming the Building in memory of Dr. John Faver Cason and Dr. Lois M. Kennedy, two physicians who were in charge of the out-patient obstetrics department at Rutherford Hospital and who were instrumental in establishing a clinic for the benefit of indigent patients. Mr. Farris made a motion to accept the proposal which was in accordance with TBR policy. A second was unanimously provided and the motion approved. The nursing building is, therefore named, the Cason-Kennedy Building. (See Attachment A mailed to Board members prior to the meeting.) Mr. James R. Arnhart, President of the Christy-Houston foundation was recognized for support provided by his organization.

Chancellor Smith then endorsed naming the Mass Communications Building at Middle Tennessee State University in honor of Representative John Bragg. Representative Bragg, who has continuously supported MTSU and quality education for all Tennessee students, has also been a leader in the field of communications and was instrumental

in procuring funding for the Mass Communications Building. Mr. Farris made a motion to name the building. A second was provided by Mr. Gamble and others and the motion was unanimously approved. Representative Bragg thanked the Board and indicated that MTSU has been his second home since 1936 when he became a student there. He noted Governor McWherter's contributions to education, the progress in K-12, and the initiatives making the Technology Centers state-of-the-art. Mr. Harvill noted that through the efforts of Representative Bragg, who took controversial positions and stood up for what he believed in, Tennessee was closer to providing education from kindergarten through life. Mr. Fishman then noted the irreplaceable efforts provided by Representative Bragg in relation to improving the higher education funding formula and obtaining financial and other support for the Technology Centers. Mr. Fishman then requested that a Resolution of Appreciation outlining the numerous contributions of Representative Bragg be entered into the official minutes of the Board. (Attachment B.) With unanimous agreement by the Board, Representative Bragg was provided a standing ovation.

The next agenda item included the naming of the Learning Resources Center at MTSU. Based on the fact that much of the impetus for investing in new computer-based instructional technology for the Learning Resources Center came from Governor McWherter's 21st Century Classroom Initiative, an MTSU committee recommended that the building be named the Ned R. McWherter Learning Resources Center. The recommendation was made in accordance with policy and was supported by the Chancellor. Mr. Farris, together with Mr. Fishman, made a motion to accept the recommendation; a second was provided by Mr. Jackson and the rest of the Board. The motion was unanimously approved.

Mr. Gamble presented a Resolution of Appreciation outlining some of the numerous contributions to education in Tennessee made by Senator Ray C. Albright. (See Attachment C.) Senator Albright who served in both the Tennessee House and Senate for a total of 26 years, spearheaded hallmark reform in K-12 education policy and financing. His skill in guiding budget and complicated policy issues was also noted. Mr. Gamble moved that the resolution be approved, a second was provided by Mr. Moore, Mr. Rogers, and Mr. Fishman and the motion was unanimously approved. Dr. Maxine Smith noted that during his tenure with the legislature, Senator Albright impressed her with his ability and commitment to education. Chancellor Smith noted that Senator Albright was a person of conviction who steadfastly supported the Education reform bill and that he would be sorely missed. Senator Albright thanked the Board and highlighted the great strides that Governor McWherter has made in education. He then noted contributions to education made by Chancellor Smith, and Board members including Mr. Farris, Mr. Moore, Mr. Gamble, Mr. Harvill, Ms. Kisber, and Mr. Jackson.



New Business
Attachment B

A RESOLUTION of appreciation
for service provided in behalf
of higher education by
Representative John T. Bragg

WHEREAS, Representative John T. Bragg of Murfreesboro has served 30 years as a member of the House of Representatives, having been elected first in 1964, and

WHEREAS, during his tenure, he has become a nationally recognized expert on governmental finance and has served in many significant positions in the National Conference of State Legislatures, the Council of State Governments and the U.S. Advisory Commission on Intergovernmental Relations, and

WHEREAS, as Chairman of the House Committee on Finance, Ways and Means, he has been a leader among legislative advocates of strengthening public education at all levels, and

WHEREAS, Representative Bragg led the effort to secure an infusion of \$100,000,000 in financing for the recreation of the Tennessee Technology Centers to provide state-of-the-art equipment and programming for students, and

WHEREAS, his generous support of higher education is reflected, as well, in his personal devotion to the well being of his alma mater, Middle Tennessee State University;

NOW, THEREFORE, BE IT RESOLVED by the Tennessee Board of Regents, in regular quarterly session at Johnson City, that the Board does hereby express its appreciation to Representative John T. Bragg for his three decades of public service devoted to the welfare of the citizens of Tennessee.

THE JOHN BRAGG MASS COMMUNICATION BUILDING



IN RECOGNITION OF HIS CAREERS AS NEWSPAPER PUBLISHER, PRINTING EXECUTIVE, AND STATE LEGISLATOR, A GRADUATE AND DISTINGUISHED ALUMNUS OF THIS UNIVERSITY, HE HAS SERVED FOR MORE THAN TWO DECADES IN THE TENNESSEE HOUSE OF REPRESENTATIVES, WHERE HE HAS DISTINGUISHED HIMSELF AS CHAIRMAN OF THE HOUSE FINANCE, WAYS AND MEANS COMMITTEE, AND HAS BECOME NATIONALLY KNOWN FOR HIS EXPERTISE IN STATE FISCAL MATTERS. CHAMPION OF LEGISLATIVE INDEPENDENCE, HE HAS LED THE DEVELOPMENT OF THE NATIONAL CONFERENCE OF STATE LEGISLATURES, ADVOCATE OF OPEN GOVERNMENT, PROponent OF FISCAL ACCOUNTABILITY AND LEGISLATIVE FREEDOM, TIRELESS FRIEND OF MUSEUM AND HIGHER EDUCATION, HE HAS TAKEN HIS RICH TALENTS AND USED THEM TO SERVE HIS STATE AND HIS CHOSEN PROFESSIONS WITH RARE DISTINCTION AND UNCOMMON DEDICATION.

RECOGNITION OF REPRESENTATIVE JOHN BRAGG AFFIRMED BY TENNESSEE BOARD OF REGENTS, SEPTEMBER 11, 1991

DR. JAMES E. WALSH, PRESIDENT
MIDDLE TENNESSEE STATE UNIVERSITY

DR. CHARLES E. SMITH, CHAIRMAN
TENNESSEE BOARD OF REGENTS

GOVERNOR NED McWHIRTER, CHAIRMAN
TENNESSEE BOARD OF REGENTS

NAME/TITLE CHANGE FORM

This form is used to request a name or title change for an academic program (degree, minor, concentration, or certificate) or unit (department, college, school, center, etc.). A separate form is required for each change requested.

TBR Policy 2:01:01:00 requires notification to the TBR Vice Chancellor for Academic Affairs for name/title changes. The Vice Chancellor for Academic Affairs must approve name changes prior to implementation. TBR will notify THEC, so that appropriate documentation can be included in the Academic Program Inventory.

Institution: Middle Tennessee State University
Date of Request: May 18, 2015
Proposed Implementation Date: July 1, 2015

Name/Title Change Request: Academic Program
 Academic Unit (Attach an organizational chart)
 Degree Designation (Requires both TBR and THEC approval)
 Other (specify) _____

Current Name/Title/Designation: College of Mass Communication
(Specify whether the program is a degree, minor, concentration, or certificate. Include the name of the degree associated with the program if applicable, i.e., "the concentration in Office Systems within the existing B.S. in Business Management.")

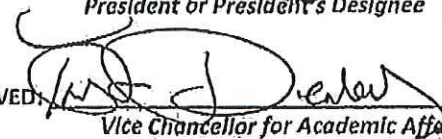
Proposed Name/Title/Designation: College of Media and Entertainment
(Include the name of the degree associated with the program if applicable.)

Justification: (Why is the change needed? Use additional space as needed.)

The current name (Mass Communication) is dated and does not fully describe the range of media and content encompassed by the programs of the college. This request comes after consultations with faculty, chairs, prominent alumni and member of the industries associated with programs of the college, as well as a series of focus groups led by the media and public relations firm DVL Selgenenthaler. We also believe that renaming the college will also provide an important boost to our marketing, recruitment and retention efforts.

Are there new costs associated with the proposed change? Yes No
(If yes, attach an explanation of projected costs and specify the source of funding to support these new costs.)

Submitted by:  DATE: 5/18/2015
President or President's Designee (Typed name will be sufficient.)

APPROVED:  DATE: 5/19/2015
Vice Chancellor for Academic Affairs

2015-2016
MTSU BUILDING NAMING ADVISORY COMMITTEE
(Ad Hoc Committee)

NAME	COLLEGE	TERM
One (1) Faculty From Each Undergraduate College:		
Dr. Ashley Morris	Basic & Applied Sciences	2014-2016
Dr. James Rust	Behavioral & Health Sciences	2014-2016
Dr. John Wermert	Business	2014-2016
Dr. Terry Weeks	Education	2014-2016
Dr. Tanya Peres	Liberal Arts	2014-2016
Professor Charlie Dahan	Mass Communications	2014-2016
One (1) Academic Dean:		
Dr. Lana Seivers	Dean, College of Education	2014-2016
Position Appointees:		
Kathy Jones	President, MTSU Foundation	2015-2016
Tony Beard	President, MTSU Alumni Association	2015-2016
Dr. Tricia Farwell	President, Faculty Senate	2015-2016
Lindsey Pierce	President, Student Government Association	2015-2016
Joe Bales	Vice President for University Advancement	Permanent
John Cothern	Senior Vice President	Permanent

John Cothern

From: John Cothern
Sent: Friday, July 10, 2015 6:31 AM
To: Ashley Morris; Charlie Dahan; James Rust; Joe Bales; John Wermert; 'Kathy Jones'; Lana Seivers; 'Lindsey Pierce'; Tanya Peres; Terry Weeks; 'Tony Beard'; Tricia Farwell
Subject: The John Bragg Mass Communication Building
Attachments: The John Bragg Mass Communication Building Plaque.pdf; John Bragg Mass Communication Bldg name change approval 2015.pdf

Attached is a copy of The John Bragg Mass Communication Building plaque. As you will note, the recognition and building naming was approved by the Tennessee Board of Regents at its September 23, 1994 meeting.

As you may be aware, the name of the Mass Communications College was in May of this year changed to College of Media and Entertainment per the approval of the TBR Vice Chancellor for Academic Affairs pursuant to TBR Policy 2:01:01:00, copy of approval attached.

Pursuant to TBR Policy 4:02:05:01, it is necessary to request approval of the Board to rename the building to The John Bragg Media and Entertainment Building. It would be considered at the Board's upcoming September quarterly meeting.

Dr. Sidney A. McPhee, President, and Dr. Brad Bartel, Provost, support this request and asked that the Committee consider and support the renaming.

Therefore, your consideration is respectfully recommended.

Please signify your concurrence or non-concurrence by reply.

Thanks



TENNESSEE BOARD OF REGENTS

MEETING: Quarterly Meeting

SUBJECT: Building Naming Request From
Middle Tennessee State University

DATE: September 17, 2015

PRESENTER: Chancellor John G. Morgan

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

President Sidney McPhee requests that the Middle Tennessee State University newly acquired building located at 509 East Bell Street be named. The building is under renovation until the end of this calendar year. It will occupy the following divisions to serve Middle Tennessee State University: Jones College of Business Executive Business Program, the Center of Counseling and Psychological Services, The University College, The University Police Criminal Division Office, and The Center for Chinese Music and Culture. It is requested to name this building the "Andrew Woodfin Miller, Sr., Education Center."

The building name will honor Mr. Andrew Woodfin Miller, Sr., for his generosity and community support. It was during the Centennial Campaign, April 2012, that Mr. Miller pledged a sum of ten million dollars to purchase and renovate this building and property for the use of the university's needs.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques.



TENNESSEE BOARD OF REGENTS

Office of the Chancellor

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

August 12, 2015

Dr. Sidney A. McPhee
President
Middle Tennessee State University
110 Cope Administration Building
Murfreesboro, Tennessee 37132

Dear President McPhee:

This letter is to confirm receipt of your July 27, 2015, request that the newly acquired building located at 509 East Bell Street commonly known as the Bell Street Medical Arts building at the Middle Tennessee State University Campus be known as the "Andrew Woodfin Miller, Sr., Education Center." I will place this recommendation on the agenda for the September 17, 2015, Board Meeting under New Business.

Sincerely,

John G. Morgan
Chancellor

JGM/KF




TENNESSEE BOARD OF REGENTS

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

MEMORANDUM

TO: Chancellor Morgan

FROM: David Gregory 

SUBJECT: Naming of the Bell Street Medical Arts Building
At the Middle Tennessee State University Campus

DATE: August 11, 2015

I have reviewed Dr. Sidney McPhee's letter dated July 27, 2015, requesting the newly acquired building located at 509 East Bell Street be named. The building is under renovation until the end of this calendar year. It will occupy the following divisions to serve Middle Tennessee State University: Jones College of Business Executive Business Program, the Center of Counseling and Psychological Services, The University College, The University Police Criminal Division Office, and The Center for Chinese Music and Culture. It is requested to name this building the "Andrew Woodfin Miller, Sr., Education Center."

The building name will honor Mr. Andrew Woodfin Miller, Sr., for his generosity and community support. It was during the Centennial Campaign, April 2012, that Mr. Miller pledged a sum of ten million dollars to purchase and renovate this building and property for the use of the university's needs.

The Middle Tennessee State University naming committee met on July 10, 2015. They voted to approve this naming and request in compliance with TBR Policy 4:02:05:01- Naming Buildings and Facilities and Building Plaques. I recommend that this request be approved.

Attachments

Office of the President

Middle Tennessee State University
110 Cope Administration Building
Murfreesboro, TN 37132
o: 615-898-2622 • f: 615-898-2507



July 27, 2015

Mr. John Morgan, Chancellor
Tennessee Board of Regents
1415 Murfreesboro Road, Suite 350
Nashville, TN 37217

Dear Chancellor Morgan:

In recognition of Middle Tennessee State University's (MTSU) Centennial and the MTSU Centennial Campaign, Mr. Andrew Woodfin Miller, Sr. made a pledge in April 2012 to contribute the sum of \$10,000,000 to be used to enable MTSU to purchase and renovate the property commonly referred to as the Bell Street Medical Arts Building. The Building was part of the former Middle Tennessee Medical Center property that was purchased by the State for the benefit and use of MTSU in April 2013.

Enclosed is a copy of the April 2012 Gift Agreement with Mr. Miller. The pledge is being paid/contributed in ten (10) \$1,000,000 annual payments. Mr. Miller has completed (contributed) \$4,000,000 of that pledge.

In recognition of the gift, MTSU agreed to seek approval from the Tennessee Board of Regents to name the Building in honor of Mr. Miller. The agreed upon name is Andrew Woodfin Miller, Sr. Education Center.

The Building is now under renovations and should be opened by the end of this calendar year. Occupants of the building will include the Jones College of Business Executive Business Program, the Center for Counseling and Psychological Services, the University College, the University Police Criminal Division Office and the Center for Chinese Music and Culture.

In accordance with TBR Policy 4:02:05:01, the MTSU Ad Hoc Building Naming Committee, list of members enclosed, was asked via email, copy enclosed, to support the naming; and they unanimously concurred.

Therefore, your consideration and recommendation to the Board to approve naming the Building the Andrew Woodfin Miller, Sr. Education Center at the September Quarterly Board Meeting would be most appreciated.

Sincerely,



Sidney A. McPhee
President

enclosures

**GIFT AGREEMENT BETWEEN
ANDREW WOODFIN MILLER, SR.
AND
MIDDLE TENNESSEE STATE UNIVERSITY
AND
THE MIDDLE TENNESSEE STATE UNIVERSITY FOUNDATION**

1. Intentions of Andrew Woodfin Miller, Sr. (the Donor)

- 1.1 In recognition of Middle Tennessee State University's (MTSU/University) Centennial and the MTSU Centennial Campaign, the Donor will contribute the sum of \$10,000,000 to be used to enable the University to purchase and renovate the property commonly referred to as the Bell Street Medical Arts Building.
- 1.2 The \$10,000,000 dollar commitment will be paid in 10 installments, beginning no later than June of 2012, with annual payments on or before January 15 of each succeeding year. The Donor reserves the right to alter this schedule, but agrees that annual payments shall not be less than \$1,000,000. Payments shall be in cash or fair market value of publicly traded securities, and shall be paid by Andrew Woodfin Miller, Sr. or the Andrew Woodfin Miller Foundation, or jointly.

The Donor will complete the gift according to the schedule below:

\$1,000,000 by June 30, 2012.
\$1,000,000 by January 15, 2013.
\$1,000,000 by January 15, 2014.
\$1,000,000 by January 15, 2015.
\$1,000,000 by January 15, 2016.
\$1,000,000 by January 15, 2017.
\$1,000,000 by January 15, 2018.
\$1,000,000 by January 15, 2019.
\$1,000,000 by January 15, 2020.
\$1,000,000 by January 15, 2021.

- 1.3 The Donor and the University have discussed the utilization of the annual contribution. Funds contributed by the Donor shall be used to enable the University to purchase and renovate the property located at 509 East Bell Street, commonly known as the Bell Street Medical Arts Building, for the discretionary use by the University.
 - 1.4 Should excess funds remain from the purchase and renovation of said property, the Donor (or Donor's designee) and the University will work to identify an appropriate use for such funds.
 - 1.5 Donor acknowledges that acceptance of the gift by the University and all conditions specified herein shall be subject to all applicable Tennessee state laws and policies pertaining to the purchase of real property and capital projects.
2. Intentions of Middle Tennessee State University and the MTSU Foundation
- 2.1 The MTSU Foundation agrees to establish and maintain any and all accounts, endowed or otherwise required in the fulfillment of this commitment. The terms and conditions of such agreements shall be

in agreement with Foundation and/or University policies and subject to the terms and conditions set forth by the MTSU Foundation.

2.2 In recognition of the aforementioned gift, the University agrees to seek approval from the Tennessee Board of Regents to name the building the **Andrew Woodfin Miller Center**, or as mutually agreed upon by the University and the Donor. In the event that the execution of a purchase agreement and approval for naming the building results in a delay of the donation schedule set forth above, the Donor agrees to make a "catch-up" contribution upon fulfillment of the prerequisite conditions mentioned herein. The University further intends to name an appropriate space within the facility or establish a faculty award in honor of **Mr. and Mrs. Lewis Bandy**. Additionally, the University agrees to seek approval to establish the **Andrew Woodfin Miller School of Accounting**.

2.3 The University shall notify the Donor in a timely manner regarding the use of the fund. The Donor requests that reporting on the use of this endowment fund be directed to:


Andrew Woodfin Miller, Sr.
7944 Fisher Island Drive
Fisher Island, Florida 33109

2.4 With the consent of the Donor, news of this gift may be shared with University publications and websites, as well as other media, as appropriate. All news items will be published at the editors' discretion.

AGREED

DONOR:

MIDDLE TENNESSEE STATE UNIVERSITY:

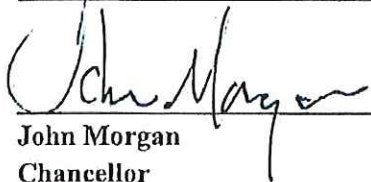
 Date: 4/12/12
Andrew Woodfin Miller, Sr.
7944 Fisher Island Drive
Fisher Island, Florida 33109

 Date: 4/12/12
Sidney A. McPhee
President

MIDDLE TENNESSEE STATE UNIVERSITY FOUNDATION:

 Date: 4/13/2012
Phyllis B. Martin
President - MTSU Foundation

APPROVED: TENNESSEE BOARD OF REGENTS

 Date: 4/12/2012
John Morgan
Chancellor

2015-2016
MTSU BUILDING NAMING ADVISORY COMMITTEE
(Ad Hoc Committee)

NAME	COLLEGE	TERM
One (1) Faculty From Each Undergraduate College:		
Dr. Ashley Morris	Basic & Applied Sciences	2014-2016
Dr. James Rust	Behavioral & Health Sciences	2014-2016
Dr. John Wermert	Business	2014-2016
Dr. Terry Weeks	Education	2014-2016
Dr. Tanya Peres	Liberal Arts	2014-2016
Professor Charlie Dahan	Mass Communications	2014-2016
One (1) Academic Dean:		
Dr. Lana Seivers	Dean, College of Education	2014-2016
Position Appointees:		
Kathy Jones	President, MTSU Foundation	2015-2016
Tony Beard	President, MTSU Alumni Association	2015-2016
Dr. Tricia Farwell	President, Faculty Senate	2015-2016
Lindsey Pierce	President, Student Government Association	2015-2016
Joe Bales	Vice President for University Advancement	Permanent
John Cothorn	Senior Vice President	Permanent

John Cothern

From: John Cothern
Sent: Friday, July 10, 2015 7:20 AM
To: Ashley Morris; Charlie Dahan; James Rust; Joe Bales; John Wermert; 'Kathy Jones'; Lana Seivers; 'Lindsey Pierce'; Tanya Peres; Terry Weeks; 'Tony Beard'; Tricia Farwell
Subject: Andrew Woodfin Miller, Sr. Education Center

In recognition of Middle Tennessee State University's (MTSU) Centennial and the MTSU Centennial Campaign, Mr. Andrew Woodfin Miller, Sr. made a pledge in April 2012 to contribute the sum of \$10,000,000 to be used to enable MTSU to purchase and renovate the property commonly referred to as the Bell Street Medical Arts Building, which was part of the former Middle Tennessee Medical Center (MTMC) property. The pledge is being paid/contributed by a \$1,000,000 annual payment. Mr. Miller has completed (contributed) \$4,000,000 of that pledge.

The MTMC property, including Bell Street Medical Arts Building, was purchased by MTSU (State) in April 2013.

In recognition of the gift, MTSU agreed to seek approval from the Tennessee Board of Regents to name the Building in honor of Mr. Miller. The agreed upon name is Andrew Woodfin Miller, Sr. Education Center.

The Building is now under renovations and should be opened by the end of this calendar year. Occupants of the building will include the Jones College of Business Executive Business Program, the Center for Counseling and Psychological Services, the University College, the University Police Criminal Division and the Center for Chinese Music and Culture.

Based upon MTSU's commitment and TBR Policy 4:02:05:01, it is necessary to request the Board to approve naming the Building as the Andrew Woodfin Miller, Sr. Education Center. It would be considered at the Board's upcoming September quarterly meeting.

Dr. Sidney A. McPhee, President, support the naming and requests that the Committee consider and approve the naming.

Therefore, your consideration is respectfully recommended.

Please signify your concurrence or non-concurrence by reply.

Thanks



TENNESSEE BOARD OF REGENTS

MEETING:	Quarterly Meeting
SUBJECT:	Report on the Presentation of the Regents Award for Excellence in Philanthropy
DATE:	September 17, 2015
PRESENTER:	Regent Fran Marcum
ACTION REQUIRED:	No Action Needed
STAFF'S RECOMMENDATION:	Not Applicable

BACKGROUND INFORMATION:

Recipients of the Regents award for Excellence in Philanthropy are selected due to their generosity of time and resources, influence on volunteers to become involved in fund raising, active promotion of the importance of higher education, leadership in philanthropy, exceptional civic responsibility and integrity.

The report will highlight Regents Award recipients, Mr. and Mrs. George Johnson. They were nominated by University of Memphis. Photographed from left to right: Regents: Rebecca Reeves, Leigh Shockey, Barbra Prescott, Recipient George Johnson and Regent Greg Duckett.



REPORT OF THE COMMITTEE ON AUDIT

August 25, 2015

The Committee on Audit met in regular session on August 25, 2015 at the Tennessee Board of Regents system office. A quorum was present. In attendance were system office staff, campus Internal Audit Directors, the Board's Vice Chair, Regent Emily Reynolds, and other Board members including the following Audit Committee members:

Regent Tom Griscom, Audit Committee Chair
Regent Fran Marcum
Regent Greg Duckett (via conference call)
Regent Leigh Shockey (via conference call)

The first section, Consent Agenda, included three items. Item I.a, Review of Risk Assessments for Universities and Community Colleges – Enterprise-wide, included the annual enterprise assessments of risk performed by management at each university, community college and the system office. Item I.b, Review of Risk Assessments for Universities and Community Colleges – Indicated Major Processes, included management's assessments of the risks and mitigating controls for certain major processes; each university, community college and the system office schedules all major

processes for review over a three-year cycle. Item I.c, Review of Revised Internal Audit Charters, included revisions to the charters for each internal audit office in the system, except Roane State Community College. Primarily, information was added in the Purpose section of the charters to identify and describe Assurance and Consulting services that internal auditors may provide, in accordance with the *Standards* of the Institute of Internal Auditors. The Committee voted to approve the Consent Agenda items.

The second section of the meeting agenda, Informational Reporting, included three items. Item II.a, Review of Comptroller's Office Audit Reports, consisted of a discussion of audit reports issued by the Comptroller's Office during the last quarter. The financial and compliance audit report for Tennessee State University Foundation – Endowment for Educational Excellence for the Fiscal Year Ended June 30, 2014, had an unmodified opinion on the presentation of the financial statements and no findings. The audit report for Tennessee State University (TSU) for the Fiscal Year Ended June 30, 2014, had an unmodified opinion on the presentation of the financial statements and two findings. One finding was identified as a significant deficiency, but not as a material weakness and no instances of noncompliance

were required to be reported. The finding regarding the need to implement additional controls in specific areas was a repeat finding. The management of TSU provided their plans to resolve the issues repeated in the finding by the end of December 2015. The audit reports for both Columbia State Community College and Volunteer State Community College for the Fiscal Years Ended June 30, 2014 and June 30, 2013 had unmodified opinions on the presentation of the financial statements and one finding. The finding for each institution was identified as a significant deficiency but not a material weakness and there were no instances of noncompliance required to be reported. The final report was an NCAA agreed-upon procedures review for East Tennessee State University for the Fiscal Year Ended June 30, 2014. This report was regarding a review of financial and other information for the university's athletic programs with no significant issues noted. A summary of the Comptroller's audits is included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item II.b, Update of Corrective Actions on Performance Audit Findings, was a progress report of the corrective actions taken by the Tennessee Board of Regents system office staff on findings included in the

Comptroller's performance audit of the system, issued in January 2014. Chief Audit Executive (CAE) Tammy Birchett commented on the status of each unresolved finding. Six of the findings are considered resolved while certain actions for the three remaining findings are still in progress. Regent Griscom asked about the status of finding five regarding dual-admission agreements between institutions. Chancellor Morgan explained that TBR's part of the finding is resolved and that the unresolved issue is regarding updating the definitions of geographic areas, which is to be completed by THEC. This item was for informational purposes and required no action.

Item II.c, Review of Internal Audit Reports, consisted of discussion of internal audit reports issued by the system's internal auditors during the last quarter. CAE Birchett discussed two audit reports with the Committee: University of Memphis, *Data Analytics Monitoring for Fiscal Year 2015* and Jackson State Community College, *Fraudulent ACH and Check Transactions*. A list of the internal audits issued during the quarter is included as Attachment B to these minutes. This item was for informational purposes and required no action.

Item III, Review of Internal Audit Year-End Status Reports for Fiscal Year 2015, included summaries of the audit effort by campus, planned hours compared to actual hours, percentage of the audit plan completed by institution, a three-year trend analysis of audit hours for completed audits, a summary of investigation activity and lists of completed audits and investigations. The review of the year-end status reports was for informational purposes and required no action.

Item IV, Review of Fiscal Year 2016 Internal Audit Plans, presented the Committee with an explanation by CAE Birchett of the audit planning process and charts showing an overview of system-wide planned audit time by type of audit and by functional area. This information was accompanied with audit plans for the institutions and system office for Fiscal Year 2016. Regent Griscom explained that updated audit plans are received quarterly in an effort to keep the Board apprised of significant changes to the plans made throughout the year since priorities may change as new issues arise. The Committee voted to approve the audit plans as presented. The audit plans are included as Attachment C to these minutes.

Item V, Review of Hiring for Interim Internal Audit Position, requested an exception to TBR Policy 4:01:05:00, Internal Audit, in the hiring of an Internal Audit Director at Roane State Community College. The exception was requested because, even though the candidate met the education requirement, had extensive accounting experience and has been employed in good standing with the college for four years, she lacked the certification required by the policy and the auditing experience required by the position description. The Committee was advised that the candidate is studying for the Certified Internal Auditor exam and until the requirements are met, she will be in an interim status. Regent Griscom asked that the Committee be informed when the candidate obtains her CIA status. Regent Duckett asked if the CAE could foresee any unintended results arising from this exception. Chancellor Morgan shared that the decision was well thought through and even though it would be on record as an exception, it would be unlikely this decision would impact future hiring practices. CAE Birchett commented that based on a personal interview and the candidate's other credentials, she believed the candidate was a good fit for the position. By a voice vote, the Committee approved the request for the exception.

There being no further business to come before the Committee, the meeting was adjourned.

Respectfully submitted,

Committee on Audit

Tom Griscom, Committee Chair

Attachment A

**Summary of Comptroller's Office Audit Reports
Issued During the Quarter**

Tennessee Board of Regents
Audit Committee
August 25, 2015
Review of Comptroller's Office Audit Reports
Financial and Compliance Audits—Findings Reported

Institution	For the Year Ended	Fairness of Financial Statement Presentation	Report on Internal Control	Report on Compliance	Findings
Tennessee State University	June 30, 2014	Unmodified Opinion	One finding identified as a significant deficiency, but not as a material weakness	No instances of noncompliance required to be reported	2

Finding 1 – Management did not provide adequate internal controls in three specific areas.

As noted in the prior audits, the university did not design and monitor proper internal controls. The audit observed three conditions in violation of university policies and/or industry-accepted best practices. One condition is repeated from the prior two audits; another condition is repeated from the prior audit. Inconsistent implementation of internal controls increases the risk of fraud or error. The details of these findings are confidential pursuant to Section 10-7-504(i) *Tennessee Code Annotated*.

Management's Comment – Management concurred with the finding and recommendation. Management responded the university is implementing additional internal controls over the specific areas noted during the audit. Three projects are being undertaken with completion dates of December 2015, January 2016 and June 2016.

Finding 2 – The university's financial aid office did not take necessary action to report Pell Payment Data to the Department of Education within the required time frame during the spring semester.

Management did not notify the U.S. Department of Education (ED) of Pell disbursements made in the spring 2014 semester by the required deadline. According to the 2013-2014 *Federal Student Aid Handbook*, a school must submit Federal Pell Grant Disbursement records “no later than 15 days after making a disbursement or becoming aware of the need to adjust a student's disbursement.” The audit found that 23 of the 25 Pell disbursements tested, management did not notify ED in a timely manner.

Management's Comment – Management concurred with the finding and recommendation. Management stated the financial aid office identified this issue in early spring 2014, during the reconciliation process for Pell. Management determined the parameters set for the extract process only pulled students with both fall and spring enrollment, causing spring-only students to be omitted. In March 2014, the parameter has been eliminated to ensure all records will be extracted.

Internal Audit Follow-Up: An internal audit follow-up report on these findings will be presented to the Audit Committee at a subsequent meeting.

Tennessee Board of Regents
Audit Committee
August 25, 2015
Review of Comptroller's Office Audit Reports
Financial and Compliance Audits—No Findings Reported

Institution	For the Years Ended	Fairness of Financial Statement Presentation	Report on Internal Control	Report on Compliance	Findings
Tennessee State University Foundation - Endowment for Educational Excellence	June 30, 2014	Unmodified Opinion	No material weaknesses identified	No instances of noncompliance required to be reported	0

Tennessee Board of Regents
Audit Committee
August 25, 2015
Review of Comptroller's Office Audit Reports
Financial and Compliance Audits—Findings Reported

Institution	For the Year Ended	Fairness of Financial Statement Presentation	Report on Internal Control	Report on Compliance	Findings
Columbia State Community College	June 30, 2014 and June 30, 2013	Unmodified Opinion	One finding identified as a significant deficiency, but not as a material weakness	No instances of noncompliance required to be reported	1
<p>Finding 1 – Management did not design and monitor internal controls in one specific area</p> <p>Management did not design and monitor internal controls in one specific area. The audit observed a condition in violation of industry-accepted best practices. Inconsistent implementation of internal controls increases the risk of fraud or error. The details of these findings are confidential pursuant to Section 10-7-504(i) <i>Tennessee Code Annotated</i>.</p> <p>Management's Comment – Management concurred with the finding and recommendation. Management responded that appropriate procedures are being developed to address the condition noted in the finding. Additional controls will be in place no later than December 31, 2015, and staff have been assigned responsibility for ongoing monitoring of the risks for this area.</p>					
<p><i>Internal Audit Follow-Up: An internal audit follow-up report on these findings will be presented to the Audit Committee at a subsequent meeting.</i></p>					

Tennessee Board of Regents
Audit Committee
August 25, 2015
Review of Comptroller's Office Audit Reports
Financial and Compliance Audits—Findings Reported

Institution	For the Year Ended	Fairness of Financial Statement Presentation	Report on Internal Control	Report on Compliance	Findings
Volunteer State Community College	June 30, 2014 and June 30, 2013	Unmodified Opinion	One finding identified as a significant deficiency, but not as a material weakness	No instances of noncompliance required to be reported	1

Finding 1 – The college did not provide adequate internal controls in two specific areas

The college did not design and monitor internal controls in specific areas. The audit observed two conditions in violation of college policies and/or industry-accepted best practices. Inconsistent implementation of internal controls increases the risk of fraud or error. The details of these findings are confidential pursuant to Section 10-7-504(i) *Tennessee Code Annotated*.

Management's Comment – Management concurred with the findings and recommendation. Management is taking corrective action to ensure internal controls are strengthened in the two specific areas. These controls will be fully implemented by October 31, 2015.

Internal Audit Follow-Up: An internal audit follow-up report on these findings will be presented to the Audit Committee at a subsequent meeting.

Tennessee Board of Regents
Audit Committee
August 25, 2015
Review of Comptroller's Office Audit Reports
NCAA Agreed-Upon Procedures Review

Review of Certain Agreed-upon Procedures Related to the Statement of Revenues and Expenses of the Intercollegiate Athletic Programs

The Comptroller of the Treasury, Division of State Audit, performs certain agreed-upon procedures each year to assist the universities in evaluating whether each Statement of Revenues and Expenses of the Intercollegiate Athletics Programs and the related Notes to that statement comply with the National Collegiate Athletic Association's financial reporting requirements (NCAA Bylaw 3.2.4.16). The engagements are conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants, but the agreed-upon procedures do not constitute an examination to express an opinion on compliance with the NCAA requirements. Management of each university is responsible for their statement, compliance with NCAA requirements and the sufficiency of the procedures requested of the auditors. In determining the accuracy of information presented in each institution's statement, the engagement includes analytical procedures, tests or comparison of data to the Banner system or other supporting documents, reviews of internal control procedures and policies and reviews of agreements.

For the specific procedures performed, the auditors noted that data on the statements (1) agreed or reconciled to support or complied with requirements; (2) did not agree and were corrected; or (3) did not agree, but were immaterial or insignificant. Errors noted below affecting the Statements and Notes to the statements were adjusted by management for the final reports. No other significant, unexplained or unusual matters were included in the reports.

For the year ended June 30, 2014:

East Tennessee State University

Attachment B

**Internal Audit Reports and Investigations
Issued During the Quarter**

Internal Audit Reports for Review with the Committee

UOM	Data Analytics Monitoring FYE 2015
JSCC	Fraudulent ACH and Check Transactions

Internal Audit Reports for Informational Purposes

ETSU	Travel Procedures
ETSU	Student Health Billing Practices
ETSU	Technology Access Fee FY 2014
TTU	Accounts Receivable 2014-15
TTU	Inventory Observations FYE 2015
UOM	Study Abroad
UOM	Fixed Assets FY 2015
UOM	Complimentary Ticket Policy
UOM	Inventory Observations FYE 2015
UOM	Cash Monitoring FYE 2015
ChSCC	Bank Reconciliations
NaSCC	Career Services Salary Data for 2008-2012
PSCC	Accounts Payable and Accrued Liabilities
STCC	Review of Unemployment Expenditures
STCC	Special Review of Gymnasium Rentals
STCC	Review of Motor Vehicle Procedures
WSCC	CCTA Efficiency and Other Outcomes

Internal Audit Follow-Up Reports for Informational Purposes

MTSU	Follow-Up to State Audit FYE 2014
UOM	Follow-Up to State Audit FYE 2014
NaSCC	Follow-Up to State Audit FYE 2012-2013

TCAT Operational Audits for Informational Purposes

Dickson	Focused Review of Operations
Hartsville	Focused Review of Operations
Jacksboro	Focused Review of Operations
Jackson	Focused Review of Operations
McMinnville	Focused Review of Operations
Murfreesboro	Focused Review of Operations
Pulaski	Focused Review of Operations
Whiteville	Focused Review of Operations

Information Technology for Informational Purposes

UOM	NACHA Data Security
CISCC	NACHA Operating Rules Compliance
CoSCC	IT General Controls Review
DSCC	IT General Controls Review
STCC	IT General Controls Review

Internal Audit Investigations for Informational Purposes

APSU	Outside Employment
ETSU	Facilities VA Campus Custodial Staff
ETSU	University Advancement
MTSU	Special Review of Disabled Student Services
TTU	Hiring of Deputy Chief Information Officer
UOM	Case Resolution – Purchasing Card Fraud
ChSCC	Case Resolution - Class Attendance
ChSCC	Case Resolution - In-State Residency

Attachment C

**Approved Internal Audit Plans for the
Fiscal Year Ended June 30, 2016**

**Austin Peay State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
OVC Special Assistance Fund	R	AT	Jul 2015	15.0
MTSU-Presidents Expense-FYE 2015	R	FM	Aug 2015	25.0
State Audit Follow Up	R	FM	Feb 2016	10.0
Risk Assessment-FM	F	FM	Apr 2016	10.0
Procurement Card Review	O	FM	Jul 2015	25.0
Travel Claim Review	O	FM	Jul 2015	30.0
Access and Diversity 2016	S	FM	Jul 2015	20.0
Study Abroad	S	IA	Aug 2015	25.0
Quality Assessment Review	P	IS	Apr 2016	10.0
Unscheduled Investigations	I	IS	Jul 2015	15.0
General Consultation	C	IS	Jul 2015	40.0
Emergency Preparedness	A	PP	Apr 2016	25.0
Risk Assessment Research	R	RS	Apr 2016	7.0
CCTA/Funding formula 2016	R	SS	Jan 2016	20.0
Risk Assessment-Student Services	M	SS	Apr 2016	10.0
Total Planned Audit Days:				287.0

Estimate Days Available For Audits = 300 (2 audit staff)

Audit Types:

R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review
O - Other

Functional Areas:

AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

**East Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
University Advancement	F	AD	Oct 2015	6.7
NCAA Compliance	A	AT	Apr 2015	20.0
Athletic Ticket Office	A	AT	Jan 2016	30.0
INV1405	F	AT	Oct 2015	13.3
Agency Accounts	A	FM	Dec 2015	30.0
WETS FM	R	FM	Oct 2015	26.7
Contracts and Agreements	A	FM	Apr 2015	8.3
Cash Counts and Inventory	R	FM	Jun 2016	5.3
Bursars Office	A	FM	May 2016	15.0
Misc Course Fees	A	FM	Jan 2016	30.0
Access and Diversity Funds	S	FM	Jul 2015	13.3
TTU Presidents Expenses	R	FM	Aug 2015	26.7
State Audit Follow-up	F	FM	Mar 2016	2.7
Unscheduled Investigations	I	FM	Jul 2015	13.3
Management Risk Assessments	M	FM	May 2016	5.3
Medical Library	S	IA	Apr 2015	19.0
INV1505	I	IA	Apr 2016	6.7
INV1506	I	IA	May 2015	4.0
Study Abroad	S	IA	Oct 2015	26.7
General Consulting	C	IS	Jul 2015	10.0
Additional Earnings	A	IS	Jan 2016	30.0
Timekeeping	S	IS	Jun 2016	6.7
IIA Quality Assurance Self Assessment	R	IS	Feb 2016	13.3
Electronic Workpapers	P	IS	Jul 2015	10.0
NACHA Web Transactions Data Security	R	IT	Apr 2016	16.7
PCI Compliance Scans	P	IT	Jul 2015	13.3
Web Application Security	A	IT	Jun 2015	13.3
OIT Policies and Procedures Review	A	IT	Mar 2015	5.3
Data Warehouse Control and Security	A	IT	Mar 2016	26.7
Software License Compliance	A	IT	Nov 2015	20.0
Third Party Servers FY 2015	S	IT	Apr 2015	5.0
Third Party Servers FY 2016	S	IT	Jan 2016	20.0
PCI Compliance Readiness	F	IT	Jul 2015	6.7
Banner Security	F	IT	Jul 2015	3.3
IT Consulting	C	IT	Jul 2015	10.0
INV1504	F	PP	Sep 2015	3.3
Financial Aid Administration	A	SS	Apr 2015	20.0
Student Health Billing Practices	F	SS	Jan 2016	20.0
CCTA Funding Formula	R	SS	Jan 2016	20.0
Federal Work Study	A	SS	Apr 2016	22.5
Total Planned Audit Days:				599.2
Estimate Days Available For Audits = 597 (4 staff)				

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Middle Tennessee State University
Internal Audit Plan
Fiscal Year June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Football Attendance 2015	R	AT	Aug 2015	34.0
Athletic Concessions Revenue FY2015-2016	A	AT	Apr 2016	30.0
Athletic Gifts in Kind FY2013	F	AT	Sep 2015	6.0
Cash Counts FY2015	S	FM	Jul 2015	10.0
Cash Counts FY2016	S	FM	May 2016	8.0
Inventories FY2015	S	FM	Jul 2015	20.0
Inventories FY2016	S	FM	May 2016	8.0
State Audit FYE 6.30.2014	F	FM	Jul 2015	10.0
Property Management Contract Review 2013-2015	A	FM	Jul 2015	10.0
Food Services Commissions FY2015	A	FM	Jan 2016	30.0
President Expenses FY2015	R	FM	Aug 2015	34.0
Consulting-Assisting President Expenses FY2016	S	FM	Jul 2015	8.0
Access Diversity Funds 2013-2015	S	FM	Aug 2015	30.0
Study Abroad	S	IA	Sep 2015	30.0
Pcard Dept Review, Global Studies	S	IA	Jul 2015	6.0
INV1504	I	IA	Jul 2015	8.0
INV1506	I	IA	Jul 2015	8.0
Blue Print Solutions FY2015	A	IS	Mar 2016	30.0
MRA-Spring 2016	M	IS	Feb 2016	6.0
Emergency Preparedness FY2016	A	IS	Dec 2015	30.0
Consulting-General and Research	C	IS	Jul 2015	20.0
Internal Peer Review FY2016	P	IS	Feb 2016	5.0
Project-Electronic Work Papers	P	IS	Jul 2015	20.0
FU-Follow-up Reviews as Needed	F	IS	Jul 2015	10.0
INV1502	I	IS	Jul 2015	6.0
INV1501	I	IS	Jul 2015	8.0
Unplanned Investigations	I	IS	Jul 2015	60.0
Space Utilization Review of Risk Controls	A	PP	Apr 2016	30.0
INV1304	I	PP	Jul 2015	8.0
CCTA FY2016	R	SS	Feb 2016	20.0
Financial Aid Procedural Review	A	SS	Nov 2015	30.0
INV1402	I	SS	Jul 2015	16.0
Research Services Procedural Review	A	RS	Jan 2016	30.0
Confucius Institute	S	RS	Sep 2015	16.0
Total Planned Audit Days:				635.0

Estimate Days Available For Audits - 642 (4 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
NCAA Student Assistance Fund 2016	R	AT	Aug 2015	20.0
Cash Counts 2016	A	FM	Jun 2016	5.0
General Consultation 2016	C	FM	Jul 2015	50.0
Access and Diversity 2016	S	FM	Mar 2016	20.0
State Audit Follow Up	F	FM	Sep 2015	30.0
Study Abroad 2016	S	IA	Nov 2015	25.0
Management's Risk Assessment	M	IS	Jan 2016	10.0
Quality Assurance Review 2016	P	IS	Feb 2016	5.0
Unplanned Investigations 2016	I	IS	Jul 2015	45.0
Evidence Room 2016	A	IS	Feb 2016	25.0
MKI	P	IS	Jul 2015	10.0
CCTA 2016	R	SS	Apr 2016	22.0
Admissions 2016	A	SS	Sep 2015	30.0
Total Planned Audit Days:				297.0

Estimate Days Available For Audits = 254 (2 staff)

Audit Types:

R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review
O - Other

Functional Areas:

AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

**Tennessee Tech University
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audits	Type	Area	Audit Start Date	Days Planned
Advancement 2015-16	A	AD	Feb 2016	33.3
Advancement 2015-16	M	AD	Jul 2015	3.3
Student Assistance Funds 2014-15	R	AT	Jul 2015	10.0
Auxiliaries Risk Assessment 2015-16	M	AX	Jul 2015	3.3
Procard Review 2015-16	P	FM	Aug 2015	46.7
Inventory Observations 6-30-15	R	FM	Jul 2015	18.7
Receipts 2015-16	A	FM	Mar 2016	33.3
Follow up to State Audit 2014-15	F	FM	Nov 2015	8.0
Travel 2015-16	A	FM	Apr 2016	40.0
Access and Diversity Funds 2015-16	S	FM	Aug 2015	20.0
Dining Charges Review 2015-16	S	FM	Jul 2015	26.7
Instruction and Academic Support 2015-16	M	IA	Jul 2015	4.7
Study Abroad 2015-16	S	IA	Oct 2015	20.0
Enterprise-wide 2015-16	M	IS	Jul 2015	4.7
Minors on Campus 2014-15	A	IS	Jul 2015	33.3
Investigation 15-10	I	IS	Jul 2015	3.0
Unscheduled Investigation 2015-16	I	IS	Jul 2015	26.7
General Consultation 2016	C	IS	Jul 2015	6.7
Internal Audits 2015-16	F	IS	Jul 2015	6.7
SELF-IA Self assessment 2015-16	P	IS	Jan 2016	13.3
PCI-DSS 2015	A	IT	Jul 2015	6.7
Information Technology Risk Assessment 2015-16	M	IT	Jul 2015	3.3
Sponsored Program Reviews 2015-16	P	RS	Jul 2015	26.7
CCTA Funding Formula 2015-16	R	SS	Jan 2016	20.0
Total Planned Audit Days:				419.0

Estimate Days Available For Audits = 430 (3 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**University of Memphis
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Athletics Travel Expenses-FY2016	A	AT	Feb 2016	40.0
Courtesy Cars-FY2016	C	AT	Apr 2016	33.0
Athletics Comp Tickets-FY2015	F	AT	May 2016	13.0
Athletics Comp Tickets-FY2015	A	AT	Jul 2015	20.0
Bookstore Controls-FY2016	A	AX	Oct 2015	33.0
Unscheduled Investigations-FY2016	I	IS	Jul 2015	54.0
General Consulting Management	C	IS	Jul 2015	40.0
QAR Review-FY2016	P	IS	Apr 2016	11.0
Controls Sponsored Accounts-FY2016	A	IT	Jan 2016	33.0
IT Consulting-FY2016	C	IT	Jul 2015	33.0
NACHA Bank Audit-FY2016	R	IT	Mar 2016	16.0
IT Security Controls	C	IT	Jul 2015	33.0
Grant Compliance BigData NIH Grant-FY2016	A	RS	Jul 2015	53.0
CCTA Audit-FY2016	R	SS	Feb 2016	20.0
Pcards	R	FM	Jul 2015	50.0
Data Analytics	A	FM	Jul 2015	40.0
Asset Verifications-FY2016	A	FM	Jul 2015	47.0
Followup FY14 State Audit	F	FM	Oct 2015	40.0
Study Abroad	F	FM	Dec 2015	27.0
Inventory Observation for State Audit FY2016	R	FM	Mar 2016	17.0
Diversity Audit	S	FM	Jul 2015	40.0
Risk Assessment-FY2016	R	FM	Apr 2016	11.0
Cash Counts For State Auditors	R	FM	Jul 2015	14.0
Inventory Observaton-FY15 Inventory	R	FM	Jul 2015	4.0
Total Planned Audit Days:				722.0

Estimate Days Available For Audits - 910 (5 staff)

Audit Types:

R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review
O - Other

Functional Areas:

AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

**Chattanooga State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Sports Clinic	A	AT	Aug 2015	8.0
Payroll	A	FM	Oct 2015	12.0
Cash Counts	S	FM	Oct 2015	3.0
Accounts Receivable	A	FM	Sep 2015	13.0
State Audit Follow-up	F	FM	Jan 2016	1.0
Access & Diversity Funds	S	FM	Aug 2015	8.0
Contracts	A	FM	Mar 2016	16.0
Year End Procedures FYE 2016	S	FM	Jun 2016	1.5
Year End Procedures FYE 2015	S	FM	Jul 2015	1.0
Print Shop	A	AX	Nov 2015	12.0
Volkswagon Academy	S	IA	May 2015	11.0
Study Abroad	S	IA	Aug 2015	13.0
Adult Education	A	IA	Oct 2015	13.0
Human Resources	A	IS	Mar 2016	28.0
Enterprise Risk Assessment	M	IS	May 2016	5.0
INV1502	I	IS	Apr 2015	3.0
INV1601	I	IS	Jul 2015	8.0
INV1602	I	IS	Dec 2015	8.0
General Consultation	C	IS	Jul 2015	12.0
Follow up Reviews	F	IS	Jul 2015	12.0
Quality Self Assessment	P	IS	Feb 2016	5.0
Special Projects-Audit Software	P	IS	Jul 2015	13.0
NACHA	S	IT	Jan 2016	14.0
CCTA	R	SS	Dec 2015	25.0
Total Planned Audit Days:				245.5

Estimate Days Available For Audits = 344 (2 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Cleveland State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Purchasing 2015	A	FM	Sep 2015	20.0
PSCC-Presidential Expense Audit FYE 2015	R	FM	Sep 2015	15.0
NACHA 2016	S	FM	May 2016	15.0
Access and Diversity Funds	S	FM	Aug 2015	5.0
IA Letter MRA 2016	M	IA	Apr 2016	4.0
Study Abroad	S	IA	Oct 2015	5.0
QAR-2016	P	IS	Feb 2016	5.0
Unscheduled Investigations	I	IS	Jul 2015	5.0
INV201501	I	IS	Aug 2015	13.8
General Consultation-2016	C	IS	Jul 2015	5.0
TCAT Athens-IA Letter MRA 2016	M	IS	Jan 2016	2.0
Title IV	F	IS	Nov 2015	5.0
State Audit Follow-up	F	IS	Nov 2015	10.0
Automated Workpapers	P	IS	Aug 2015	3.7
Year End 2015	R	IS	Jul 2015	2.0
Year End 2016	R	IS	Jun 2016	1.0
User Access	A	IT	Dec 2015	10.0
CCTA Funding Formula	R	SS	Mar 2016	20.0
Total Planned Audit Days:				146.4

Estimate Days Available for Audits = 151 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Columbia State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
IIA Quality Assurance Self-assessment	P	IS	Feb 2016	10.0
Website Development	P	IS	Aug 2015	15.0
Electronic Work Papers	P	IS	May 2015	2.7
General Consulting Services	C	IS	Jul 2015	3.0
Review Management's Risk Assessment TCAT Pulaski	M	IS	Mar 2016	1.0
Review Management's Risk Assessment TCAT Hohenwald	M	IS	Mar 2016	1.0
Controls Review	A	IS	Mar 2016	3.0
CCTA Funding Formula	R	SS	Oct 2015	20.0
Consumer Information Compliance Review	C	SS	Jul 2015	15.0
Return To Title IV	A	SS	Nov 2015	8.0
Federal Work-Study	A	SS	Mar 2016	4.0
Process Review	C	SS	Apr 2016	3.8
General Consulting Services	C	SS	Jul 2015	3.0
Accessibility	C	IA	Jul 2015	5.0
Study Abroad	S	IA	Sep 2015	20.0
General Consulting Services	C	IA	Jul 2015	1.0
Review Management's Risk Assessment - Instruction and Academic Support	M	IA	Jan 2016	2.0
Controls Review	A	IA	Mar 2016	5.0
General Consulting Services	C	IT	Jul 2015	1.0
Follow-up State Audit Finding	F	IT	Jan 2016	2.0
Controls Review	A	IT	Jan 2016	4.0
General Consulting Services	C	PP	Jul 2015	2.0
Review Management's Risk Assessment - Physical Plant	M	PP	Feb 2016	1.0
General Consulting Services	C	AX	Jul 2015	1.0
Review Management's Risk Assessment - Auxiliary	M	AX	Feb 2016	1.0
General Consulting Services	C	AD	Jul 2015	3.0
Controls Review	A	AD	Jan 2016	1.0
Athletic Travel	A	AT	Jun 2016	2.5
General Consulting Services	C	AT	Jul 2015	1.0
Random Cash Counts	A	FM	Jun 2015	6.0
Access and Diversity	S	FM	Jul 2015	20.0
General Consulting Services	C	FM	Jul 2015	8.0
Review Management's Risk Assessment - Financial Management	M	FM	Nov 2015	2.0
Investigation	I	FM	Jul 2015	6.0
Total Planned Audit Days:				184.0

Estimate Available Days For Audits = 184 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Dyersburg State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Study Abroad	S	FM	Oct 2015	14.7
Year End Cash Counts & Bank Confirmations - 06302015	R	FM	Jun 2016	4.0
Follow-up to State Audit	F	FM	Nov 2015	3.3
Risk Assessment Financial Management	M	FM	Apr 2016	8.0
Access and Diversity Funds	S	FM	Jul 2015	14.7
Faculty Sick Leave	S	FM	Sep 2015	10.7
IIA Quality Assurance Self-Assessment	P	IS	Apr 2016	6.7
Unscheduled Investigations	I	IS	Jul 2015	8.7
Investigation 15-01	I	IS	Jul 2015	1.3
Investigation 15-02	I	IS	Aug 2015	1.3
General Consultation	C	IS	Jul 2015	6.7
PII Review	C	IS	Nov 2015	8.7
Risk Assessment Public Service	M	IS	Apr 2016	6.7
Building Security/Key Control	S	PP	Jul 2015	14.7
Federal Work Study Program and FA Fraud	S	SS	Oct 2015	13.3
Student Needs & Cash Concessions	S	SS	Mar 2016	8.0
CCTA Funding Formula	R	SS	Feb 2016	18.7
Risk Assessment Student Affairs	M	SS	Apr 2016	8.0
Total Planned Audit Days:				158.0

Estimate Available Days For Audits = 156.7 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Jackson State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Risk Assessment-Auxiliary	M	AX	May 2016	3.0
Access and Diversity Funds	S	FM	Aug 2015	17.0
VSCC President's Expense Audit	R	FM	Oct 2015	20.0
Year-end Procedures	R	FM	Jun 2016	3.0
State Audit Follow up-09012015	F	FM	Sep 2015	12.0
Study Abroad	S	IA	Oct 2015	17.0
TCAT Risk Assessment	M	IS	Feb 2016	5.0
General Consultation	C	IS	Jul 2015	25.0
IIA Quality Assurance Self-Assessment	P	IS	Apr 2016	5.0
Emergency Preparedness Follow up	F	IS	Apr 2016	5.0
Internal Audit Follow-up	F	IT	Apr 2016	5.0
CCTA Funding Formula End of Term	R	SS	Feb 2016	20.0
Risk Assessment - Student Services	M	SS	May 2016	4.0
Total Planned Audit Days:				141.0

Estimate Available Audit Days = 133 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Motlow State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Advancement-FY 2016	C	AD	Oct 2015	1.5
Athletics-FY 2016	C	AT	Sep 2015	1.5
Auxiliary-FY 2016	C	AX	Oct 2015	1.5
Payroll Audit	A	FM	Jul 2015	19.5
State Audit	F	FM	Nov 2015	4.0
Access and Diversity Funds	S	FM	Jul 2015	10.0
Financial Management-FY 2016	C	FM	Jul 2015	1.5
State Audit Assistance Year End	R	FM	May 2016	2.0
MRA Instruction and Academic Support	C	IA	Nov 2015	4.7
Study Abroad	S	IA	Jul 2015	10.7
Workforce Development	F	IA	Oct 2015	4.0
Instruction and Academic Support-FY 2016	C	IA	Jul 2015	1.5
Human Resources	A	IS	Jul 2015	19.4
Internal Audit Follow-ups	F	IS	Jul 2015	3.3
MRA TCAT McMinnville	M	IS	Dec 2015	3.3
MRA TCAT Murfreesboro	M	IS	Dec 2015	3.3
MRA TCAT Shelbyville	M	IS	Dec 2015	3.3
QAR Quality Assessment Review	P	IS	Feb 2016	5.3
Unscheduled Investigations	I	IS	Sep 2015	6.7
Financial Aid	F	IS	Nov 2015	10.0
Institutional Support-FY 2016	C	IS	Oct 2015	1.5
MRA Information Technology	M	IT	Nov 2015	4.7
Information Technology	F	IT	Nov 2015	5.3
Information Technology-FY 2016	C	IT	Oct 2015	1.5
Physical Plant-FY 2016	C	PP	Oct 2015	1.5
Admissions and Registration	A	SS	Nov 2015	10.0
CCTA Funding Formula (Fall 2015 Data)	R	SS	Mar 2016	20.0
Student Services-FY 2016	C	SS	Oct 2015	1.5
Total Planned Audit Days:				163.0

Estimate Available Audit Days = 163 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Nashville State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Cash Counts	S	FM	Jul 2015	4.0
Copy Machine Collections	A	FM	Nov 2015	13.0
Cash Collections	A	FM	Feb 2016	25.0
State Audit Follow-up	F	FM	Aug 2015	6.0
Year-End Work	R	FM	Dec 2015	5.0
Access and Diversity Funds	S	FM	Sep 2015	8.8
Study Abroad	S	IA	Feb 2016	10.0
Audit Software	P	IS	Nov 2015	6.0
General Consultation	C	IS	Nov 2015	6.0
IA Follow-Up	F	IS	Feb 2016	3.0
QAR	P	IS	Nov 2015	7.7
Management's Risk Asssment - TCAT Dickson	M	IS	Jul 2015	3.0
Management's Risk Asssment - TCAT Nashville	M	IS	Jul 2015	3.0
Management's Risk Asssment - NaSCC	M	IS	May 2016	12.0
Unscheduled Investigations	I	IS	Jul 2015	13.0
INV1501	I	IS	Mar 2016	19.2
TBR IT	F	IT	Sep 2015	7.0
CCTA FF Comprehensive	R	SS	Jul 2015	20.0
Total Planned Audit Days:				171.7

Estimate Available Audit Days = 172 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Northeast State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Travel Process Review	S	FM	Jul 2015	27.0
State Audit Assistance-Yr End	R	FM	May 2016	6.0
WACC - President's Expenses Audit	R	FM	Jul 2015	20.0
TCAT RISK Assessment	M	FM	Jan 2016	3.0
Risk Assessments-NeSCC	M	FM	Oct 2015	7.0
Access and Diversity Funds	S	FM	Jul 2015	20.0
Study Abroad	S	IA	Sep 2015	7.0
Human Resources	A	IS	Jun 2016	6.8
Electronic Workpapers Software	P	IS	Jul 2015	7.0
IIA Quality Assurance Self Study	P	IS	Feb 2016	5.0
Special Requests and Projects	S	IS	Jul 2015	7.0
General Consultation	C	IS	Jul 2015	7.0
Other Internal Audit Follow-Up	F	IS	Jul 2015	5.0
CCTA Funding Formula	R	SS	Jan 2016	20.0
Total Planned Audit Days:				147.8

Estimate Available Audit Days = 146 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Pellissippi State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Foundation	A	AD	Jul 2015	12.0
Accounts Receivable	A	FM	Mar 2016	16.0
NACHA	S	FM	Aug 2015	10.0
Internal Audit Follow Ups	F	FM	Jul 2015	5.0
Review of RFP's & other purchasing issues	P	FM	Jul 2015	5.0
MKInsight Software	P	FM	Jul 2015	8.0
Faculty Credentials	S	IA	Oct 2015	14.0
Review of Compliance Assist	C	IA	Jul 2015	8.0
Internation Education Review (TNCIS)	S	IA	Sep 2015	8.0
Quality Assurance Review	P	IS	Jan 2016	8.0
TCAT Knoxville Risk Assessment	M	IS	Jan 2016	2.0
Access and Diversity	S	IS	Jul 2015	8.0
Consulting/Special Request	C	IS	Jul 2015	12.0
PSCC - Risk Assessment Institutional Support	M	IS	Jan 2016	2.0
PSCC - Enterprise Wide Risk Assessment	M	IS	May 2016	2.0
PSCC - Risk Assessment BCS	M	IS	Dec 2015	2.0
Review of French Exchange Program	P	IS	Apr 2016	6.0
PSCC - Risk Assessment Information Technology	M	IT	Apr 2016	3.0
PSCC - IT Security Consulting, Etc.	C	IT	Jul 2015	2.0
CCTA Funding Formula	R	SS	Dec 2015	30.0
PSCC - Risk Assessment Financial Aid	M	SS	Oct 2015	2.0
Total Planned Audit Days:				165.0

Estimate Available Audit Days = 161 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Southwest Tennessee Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
State Audit Follow Up	F	FM	Sep 2015	10.0
Cash Count	S	FM	Jul 2015	4.0
Access and Diversity Funds	S	FM	Jul 2015	14.0
Federal Perkins Loan	S	FM	Jul 2015	6.0
Federal Audit Follow up	F	FM	Jan 2016	7.0
Study Abroad	S	IA	Jul 2015	20.0
Risk Management-Institutional Support	M	IS	Dec 2015	7.0
Unscheduled Investigations	I	IS	Jul 2015	13.0
General Consultation	C	IS	Jul 2015	13.0
Audit Software	P	IS	Jul 2015	10.0
IIA Quality Assurance Self-Assessment	P	IS	Feb 2016	10.0
Internal Audit Follow Up	F	IS	Jul 2015	7.0
Risk Management TCAT	M	IS	Jun 2016	2.0
Risk Management-Technology/Services	M	IT	May 2016	7.0
Risk Management-Physical Plant	M	PP	Jul 2015	7.0
CCTA	R	SS	Jan 2016	20.0
Total Planned Audit Days:				157.0

Estimate Available Audit Days = 156 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Volunteer State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audits	Days Planned
Athletic Work Study Program	S	AT	Aug 2015	20.0
Access and Diversity Funds	S	FM	Nov 2015	20.0
State Audit Year-End Procedures	S	FM	Jun 2016	2.0
State Audit Follow-Up	F	FM	Dec 2015	5.0
Study Abroad	S	IA	Sep 2015	20.0
Management Risk Assessment	M	IS	May 2016	10.0
TCAT Hartsville Management Risk Assessment	M	IS	Feb 2016	1.0
TCAT Livingston Management Risk Assessment	M	IS	Feb 2016	1.0
QAIP Self Assessment	P	IS	Feb 2016	10.0
Follow-Up Activities	F	IS	Jul 2015	5.0
Unscheduled Investigations	I	IS	Jul 2015	5.0
General Consultation	C	IS	Jul 2015	15.0
MKI Implementation	P	IS	Jul 2015	10.0
Student Campus Activities	S	SS	Mar 2016	20.0
CCTA Funding Formula	R	SS	Jan 2016	20.0
Total Planned Audit Days:				164.0

Estimate Available Audit Days = 148 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Walters State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audits	Days Planned
WSCC Auxiliary Risk Assessment	M	AX	May 2016	2.0
Accounts Receivable	A	FM	Jan 2016	15.0
Contracts Audit	A	FM	Jan 2016	15.0
NACHA Compliance Review	S	FM	Oct 2015	10.0
NeSCC President's Expenses	R	FM	Oct 2015	15.0
PCI-DSS	A	FM	Sep 2015	8.0
WSCC President's Expenses Audit	S	FM	Oct 2015	2.0
Community Education Risk Assessment	M	IA	May 2016	2.0
TCAT Morristown Risk Assessment	M	IS	Feb 2016	1.0
MKinsight Audit Software	P	IS	Jul 2015	20.0
WSCC Communications and Marketing Risk Assessment	M	IS	May 2016	2.0
WSCC Risk Assessment	M	IS	May 2016	1.0
Institutional Support Consulting	C	IS	Jul 2015	11.0
Quality Assessment Review	R	IS	Apr 2016	5.0
Unscheduled Investigations	I	IS	Jul 2015	5.0
Cloud Computing Audit	A	IT	Nov 2015	20.0
IT Governance	A	IT	Aug 2015	4.0
Facilities Management Risk Assessment	M	PP	May 2016	2.0
Access and Diversity Funds Grant Audit	S	SS	Aug 2015	3.0
Study Abroad Program Audit	S	SS	Oct 2015	2.0
CCTA Funding Formula - Institutional Data	R	SS	Nov 2015	20.0
Total Planned Audit Days:				165.0

Estimate Available Audit Days = 165 (1 staff)

Audit Types:

R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review
O - Other

Functional Areas:

AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

**Tennessee Board of Regents - System Office
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audits	Days Planned
General Consultation	C	FM	Jul 2015	20.0
Follow up Travel Claims	F	FM	Nov 2015	5.0
TNCIS	S	FM	Jul 2015	25.0
Electronic Working Papers	P	IS	Jul 2015	25.0
Managment's Risk Assessment	M	IS	May 2016	1.0
Periodic Internal Peer Reviews (QAR)	R	IS	Jan 2016	25.0
CCTA Funding Formula	R	SS	Oct 2015	15.0
Capital Projects	A	PP	Jun 2015	15.0
TFLI Followup	F	IS	Nov 2015	15.0
Total Planned Audit Days:				146.0

Estimate Available Audit Days = 148 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
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- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Tennessee Board of Regents - TCATs
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audit Start Date	Days Planned
Covington-IAR-Focused Review - 15	A	FM	Jun 2015	3.3
Knoxville-IAR-Focused Review - 15	A	FM	May 2015	2.5
Morristown-IAR-Focused Review - 15	A	FM	Jun 2015	2.5
Oneida-IAR-Focused Review - 15	A	FM	May 2015	2.5
Athens-IAR-Focused Review-16	A	FM	May 2016	5.0
Chattanooga-IAR-Focused Review-16	A	FM	Nov 2015	10.0
Covington-IAR-Focused Review-16	A	FM	Jun 2016	5.0
Crossville-IAR-Focused Review-16	A	FM	Oct 2015	7.0
Crump-IAR-Focused Review-16	A	FM	Nov 2015	10.0
Elizabethton-IAR-Focused Review-16	A	FM	Dec 2015	10.0
Dickson-IAR-Focused Review-16	A	FM	Mar 2016	5.0
Hartsville-IAR-Focused Review-16	A	FM	Feb 2016	6.0
Hohenwald-IAR-Focused Review-16	A	FM	Aug 2015	10.0
Jacksboro-IAR-Focused Review-16	A	FM	Sep 2015	5.0
Knoxville-IAR-Focused Review-16	A	FM	May 2016	5.0
Livingston-IAR-Focused Review-16	A	FM	Jan 2016	7.0
McKenzie-IAR-Focused Review-16	A	FM	Aug 2015	10.0
McMinnville-IAR-Focused Review-16	A	FM	Feb 2016	5.0
Memphis-IAR-Focused Review-16	A	FM	Apr 2016	6.0
Murfreesboro-IAR-Focused Review-16	A	FM	Mar 2016	5.0
Nashville-IAR-Focused Review-16	A	FM	May 2016	5.0
Newbern-IAR-Focused Review-16	A	FM	Feb 2016	5.0
Oneida-IAR-Focused Review-16	A	FM	May 2016	5.0
Paris-IAR-Focused Review-16	A	FM	Sep 2015	10.0
Pulaski-IAR-Focused Review-16	A	FM	Mar 2016	5.0
Ripley-IAR-Focused Review-16	A	FM	Apr 2016	5.0
Shelbyville-IAR-Focused-16	A	FM	Nov 2015	7.0
Whiteville-IAR-Focused Review-16	A	FM	Jan 2016	5.0
Jackson-IAR-Focused Review-16	A	FM	May 2016	5.0
Morristown-IAR-Focused Review-16	A	FM	Jan-16	5.0
Total Planned Audit Days:				178.8

Estimate Days Available For Audit = 182 (1 staff)

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**Tennessee Board of Regents - Information Systems
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audits	Days Planned
ETSU IT GCR - 032016	A	IT	Mar 2016	15.0
UOM IT GCR - 052016	A	IT	May 2016	15.0
ChSCC IT GCR - 092015	A	IT	Sep 2015	15.0
MSCC IT GCR - 10/2015	A	IT	Oct 2015	15.0
NaSCC IT GCR - 012016	A	IT	Jan 2016	15.0
NeSCC IT GCR - 042016	A	IT	Apr 2016	15.0
VSCC ITGCR - 112015	A	IT	Nov 2015	15.0
TBR IT General Controls Review	A	IT	Jul 2015	15.0
QA Self Assessment	R	IS	Feb 2016	5.0
General IT Consultation	C	IT	Jul 2015	12.0
RODP IT General Controls Review	A	IT	Jul 2015	12.0
OIR Data Center Contract - 022016	A	IT	Feb 2016	12.0
Banner ODS Data Warehouse Project	C	IT	Jul 2015	7.5
TCAT IT Questionaire	A	IT	Sep 2015	10.0
Follow-up on all SWIA IT Audits	F	IT	Jul 2015	12.0

Provision to complete prior period audits

MTSU IT GCR	2.0
TTU IT GCR	3.0
CoSCC IT GCR	1.0
DSCC IT GCR	3.0
TBR - Information Security	3.0
Total Planned Audit Days:	202.5

Estimate Available Audit Days = 202 (1 staff)

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**Tennessee Board of Regent - Investigations
Internal Audit Plan
Fiscal Year Ended June 30, 2016**

Audit	Type	Area	Audits	Days Planned
TBR 10-08	I	FM	Jul 2015	5.0
TBR 15-03	I	FM	Jul 2015	5.0
TBR 12-04	I	FM	Jul 2015	5.0
TBR 15-01	I	FM	Jul 2015	8.0
TBR 15-04	I	FM	Jul 2015	10.0
TBR 14-03	I	FM	Jul 2015	2.0
TBR 16-02	I	IS	Jul 2015	10.0
TBR 14-20	I	IS	Jul 2015	1.0
TBR 16-01	I	IS	Jul 2015	8.0
TBR 13-02	I	FM	Jul 2015	5.0
TBR 14-04	I	IA	Jul 2015	5.0
Investigation Management	I	IS	Jul 2015	24.0
Consultation with Campus Auditors	C	IS	Jul 2015	24.0
Unscheduled Investigations	I	FM	Jul 2015	70.0
Total Planned Audit Days:				182.0

Estimate Available Audit Days = 184 (1 staff)

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TENNESSEE BOARD OF REGENTS

MEETING:	September Quarterly Board Meeting
SUBJECT:	Revision of TBR Bylaws
DATE:	September 16, 2015
PRESENTER:	General Counsel Mary G. Moody
ACTION REQUIRED:	Roll Call Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

In accordance with Article XII of the Board bylaws, The Board was given notice of the intent to bring changes to its Bylaws before the Board at the June 19, 2015 quarterly meeting.

The following revisions to the Bylaws will be considered by the Board:

Amendment to Subsections IV.G. 3 and 4, pertaining to record votes of the Board;

Amendment to Subsection VII.L, pertaining to student and faculty representation on committees of the Board; and

Amendment to Subsection VIII.B.2., pertaining to terms of office.