



**TENNESSEE BOARD OF REGENTS**  
**Thursday, June 22, 2017**  
**Committee Meetings**

- A. Committee on Finance and Business Operations
  - 1. Approval of the Minutes from the April 13 and May 18, 2017 Special Called Meetings of the Finance and Business Operations Committee
  - 2. Review and Consider Maintenance and Mandatory Fees and Tuition
  - 3. Consideration of Funding for Operations for the 2017 – 2018 Fiscal Year
  
- B. Committee on Personnel and Compensation
  - 1. Consent Agenda
    - a. Tenure and Promotion Recommendations at Community Colleges
    - b. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology
    - c. Review and Approval of Faculty Promotional Increases
    - d. Review of Institutional Requests for New or Amended Compensation Plans
  - 2. Review and Approval of System Wide Compensation Strategy
  - 3. Review and Approval of Executive Incentive Compensation Plan Payments
  - 4. Approval of President Emeritus Contracts
  - 5. Review and Consider Appointments Reporting to the Chancellor
  - 6. Equity and Affirmative Action Presentation
  
- C. Committee on Academic Policies and Programs and Student Life
  - 1. Proposed Program Terminations, Modifications, and New Technical Program Implementations for TCATs
  - 2. New Program Proposals at Community Colleges
  - 3. Proposed Revisions to TBR Policy 2:03:01:05 Academic Retention and Readmission at the Tennessee Colleges of Applied Technology
  
- D. Committee on External Affairs
  - 1. Overview of the New Role of the External Affairs Unit
  - 2. Discussion of the Role of the External Affairs Unit in Accordance with the FOCUS Act
  - 3. Review of the External Affairs Committee Charter
  
- E. Committee on Workforce Development
  - 1. Overview of the New Role of the Workforce Development Committee
  - 2. Proposed New Initiatives
  - 3. Discussion of Committee Charter



**TENNESSEE BOARD OF REGENTS**  
**Quarterly Board Meeting**  
**Friday, June 23, 2017 - 9:30 a.m. (EDT)**  
**Agenda**

- I. Minutes
  - A. March 31, 2017 Regular Session Board Meeting
  - B. May 12, 2017 Special Called Meeting of the Board
  - C. June 6, 2017 Special Called Meeting of the Board
  
- II. Report of Interim Action
  
- III. Report of the Committees
  - A. Report of the Special Called Meeting of the Personnel and Compensation Committee on April 27, 2017
  - B. Report of the Academic Policies and Programs Committee Meeting on June 22, 2017
  - C. Report of the External Affairs Committee Meeting on June 22, 2017
  - D. Report of the Workforce Development Committee Meeting on June 22, 2017
  - E. Report of the Audit Committee Meeting on June 6, 2017
  
- IV. Report of the Regents Award for Excellence in Philanthropy
  
- V. Report of the Chancellor
  - Transforming the Tennessee Transfer Pathway Website
  
- VI. Responsibility of Shared Governance by Regent Alex Fitzner
  
- VII. Unfinished Business
  - A. Review and Approval of Changes to the Bylaws
  
- VIII. New Business
  - A. Report of the Finance and Business Operations Committee Meeting on June 22, 2017, that Includes Approval of Tuition and Maintenance Fees and Approval of the Funding for Operations for the 2017 – 2018 Fiscal Year
  - B. Report of the Personnel and Compensation Committee Meeting on June 22, 2017, that Includes Faculty Promotional Increases and Approval of the System Compensation Plan Recommendations
  - C. Review and Approval of TBR Policy 1:11:00:00 – Development and Approval of Policies and Procedures
  - D. Resolution of Appreciation for Faculty Regent Alex Fitzner
  - E. Resolution of Appreciation for Student Regent Joshua Spurling
  - F. Resolution of Appreciation for Vice Chancellor Tristan Denley
  - G. Resolution of Appreciation for Vice Chancellor Dale Sims
  - H. Election of the Vice Chairman for 2017-2018



TENNESSEE BOARD OF REGENTS  
 ROANE STATE COMMUNITY COLLEGE  
 JUNE 21-23, 2017



**SCHEDULE OF EVENTS**  
 (Eastern Time Zone)

**WEDNESDAY, JUNE 21**

3:00 p.m. (EDT)	Hotel Check-In		
	Comfort Inn 1867 S. Roane Street Harriman, TN 37748 865-882-6600 Hotel Check-Out: 12 Noon	or	Holiday Inn Express 1885 S. Roane Street Harriman, TN 37748 865-295-0001 Hotel Check-Out: 12 Noon

Dinner is on your own; dining information will be available in hotel lobby.

**THURSDAY, JUNE 22**

Reserved parking will be available in the Faculty/Staff Parking lot. Information packets will be available in the lobby of the O'Brien Building near the meeting room. Special transportation will be provided for attendees upon request.

6:00-9:30 a.m. (EDT)	Hotel's Complimentary Breakfast	Comfort Inn or Holiday Inn Express
10:30-11:30	Campus Tours	Tours will start every 15 minutes from Vann Student Center, Roane County Campus
12:00 Noon (EDT)	Lunch	Dunbar Building – Vann Student Center Roane County Campus
1:00 p.m. (EDT)	TBR Committee Meetings	
4:45 p.m. (EDT)	Buses depart RSCC Campus for Hotel	
5:00-6:15 p.m. (EDT)	Hospitality Suite Available at the Comfort Inn	
6:20 p.m. (EDT)	Buses will Depart from the Entrance of the Comfort Inn and Holiday Inn Express for arrival at Roane County Campus	
6:45-8:15 p.m. (EDT)	Dinner	Dunbar Building – Vann Student Lounge Roane County Campus
8:15 p.m. (EDT)	Buses depart from Roane State for return to Comfort Inn and Holiday Inn Express	
8:30-10:00 p.m. (EDT)	Hospitality Suite - Comfort Inn	

**Friday's Schedule (backside)**

**FRIDAY, JUNE 23**

**6:00-8:30 a.m. (EDT)      Hotel's Complimentary Breakfast      Comfort Inn/Holiday Inn Express**

**OR**

**7:30-9:00 am (EDT)      Light Continental Breakfast      O'Brien Building – Theatre Lobby  
RSCC Campus**

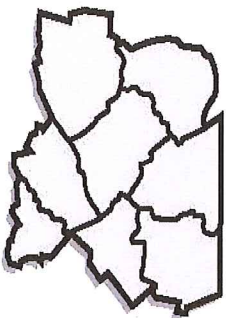
**8:20 a.m. (EDT)      Buses depart from the entrance of the Comfort Inn and the Holiday Inn Express for  
travel to RSCC Campus**

**8:45 a.m. (EDT)      Group Photos taken near the steps between the Technology Building and Dunbar  
Building**  
- Board Members  
- Board Members and Presidents/Directors

**9:00 a.m. (EDT)      Welcome      O'Brien Building - Theatre  
Dr. Chris Whaley, President      RSCC Campus  
Presentation: Roane State Community College**

**9:30 a.m. (EDT)      TBR Quarterly Meeting      O'Brien Building - Theatre  
RSCC Campus**

**11:45 a.m. (EDT)      Boxed Lunches Available      Hospitality Room - O-225  
O'Brien Building**



**Roane State**  
**COMMUNITY COLLEGE**

GUEST OF THE PRESIDENT  
PARKING PERMIT

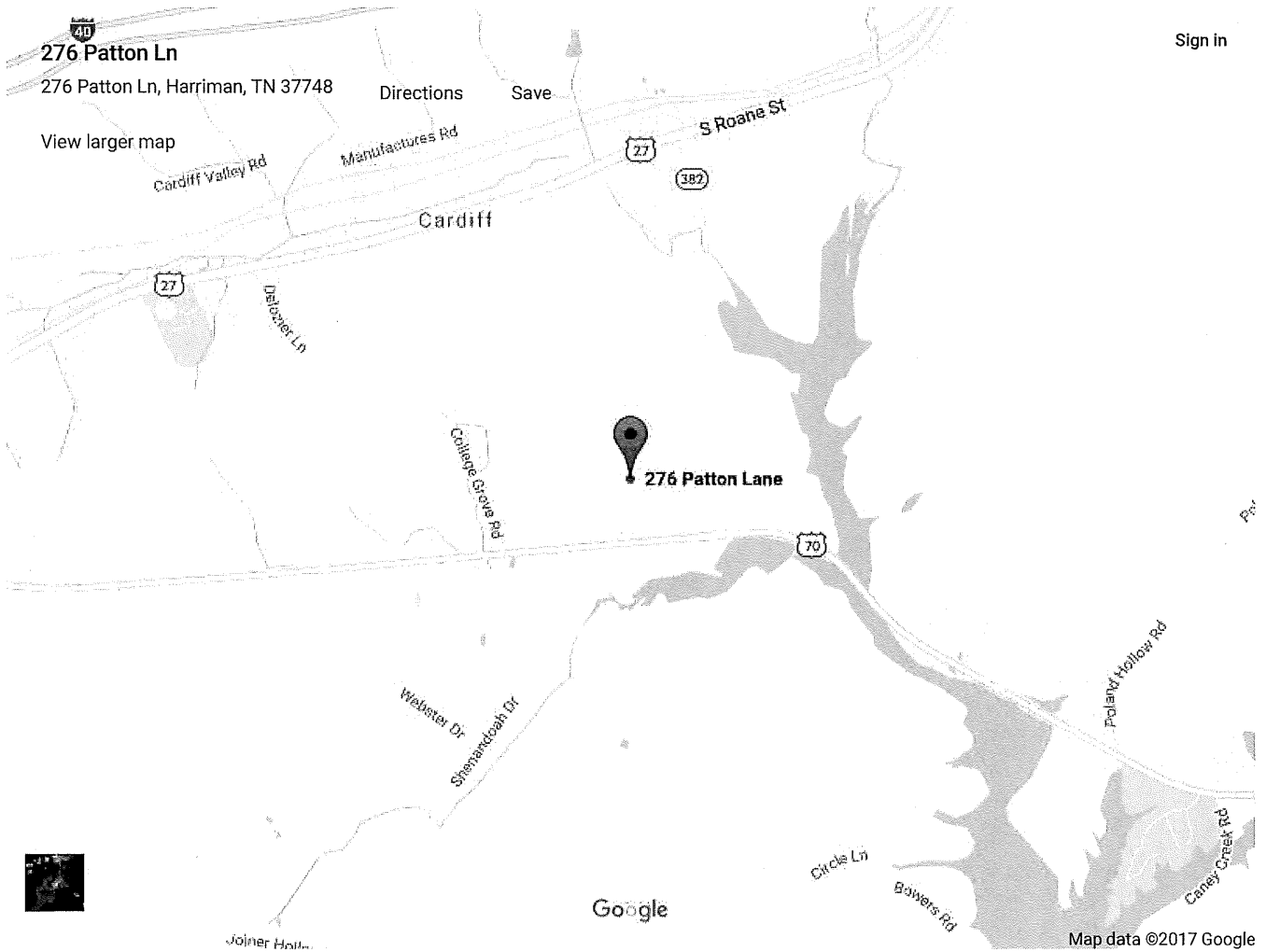
TENNESSEE BOARD OF REGENTS MEETING  
JUNE 22-23, 2017

## Roane State Community College

[Home](#) > [Campuses](#) > [Roane County Main Campus](#) >

## Roane County Campus Maps and Directions

[Sign in](#)



### Address

276 Patton Lane  
Harriman, TN 37748

### Directions

1. Take I-40 to exit #347 (Harriman/Rockwood).
2. Turn left at exit's traffic light onto Hwy 27 - travel for approximately 2 miles
3. Turn left at next traffic light (Patton Lane)
4. Travel for approximately 1 mile – Campus is on your right



# Roane State Community College

Roane County Campus (Main Campus)

Harriman, Tennessee

[www.roanestate.edu/roane](http://www.roanestate.edu/roane)

## BUILDING LEGEND:

- ① Dunbar Building (D)
- ② Athletic Complex (G)
- ③ Library (L)
- ④ Technology Building (T)
- ⑤ O'Brien Humanities Building (O)
- ⑥ Theatre
- ⑦ Henry/Stafford East Tennessee Agricultural Exposition Center (EC)
- ⑧ Physical Plant/Deliveries

## SERVICES:

- i** Information/One Stop  
(Admissions/Record/Financial Aid) D-100
- Advising Resource Center T-201
- Bookstore D-Vann Student Center
- Business Office D-100
- Foundation T-215
- Learning Center L - 2nd Floor
- Testing Center T-203
- Raider Room & Vann Student Center D-Ground Floor

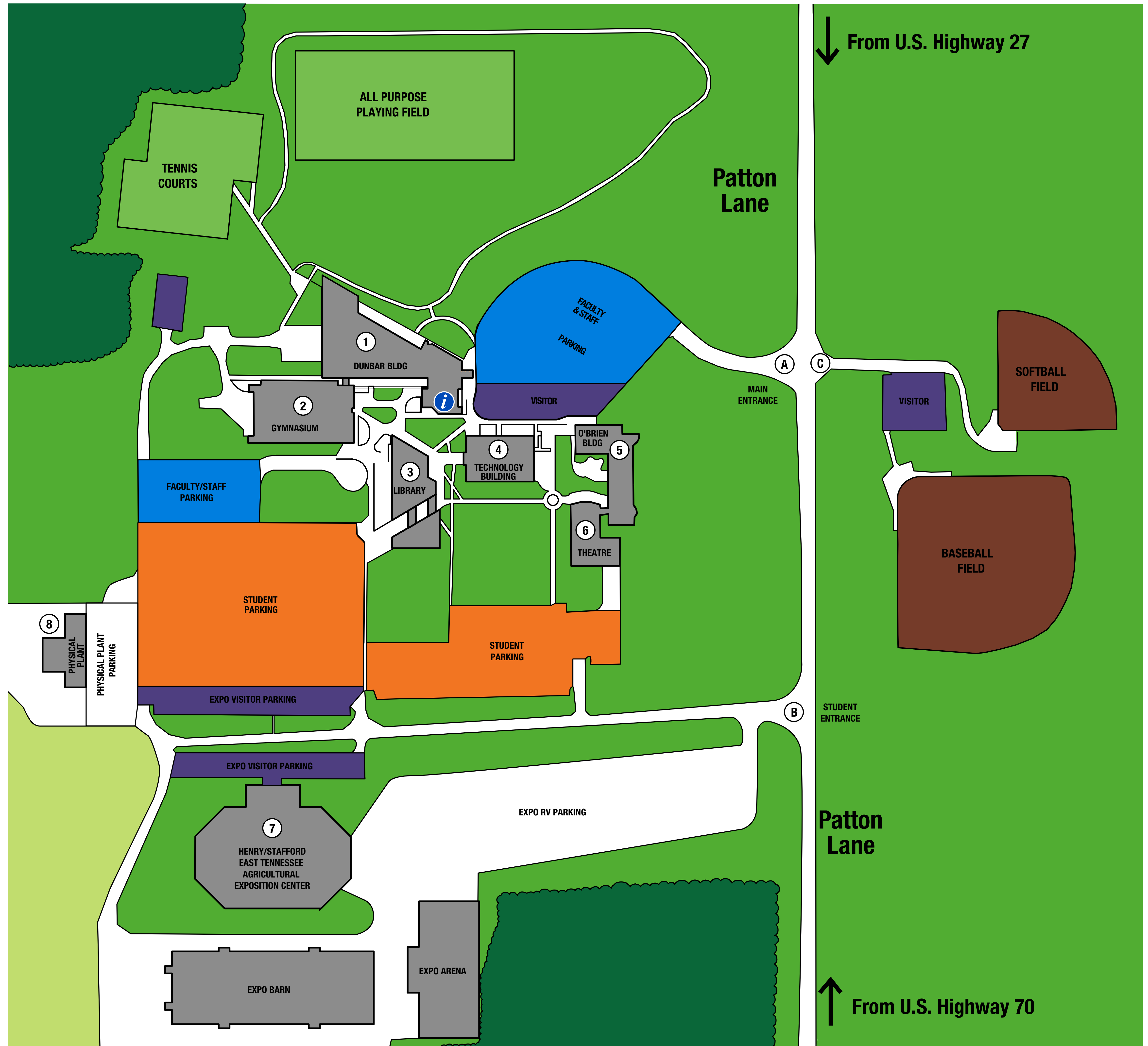
## CAMPUS ENTRANCES:

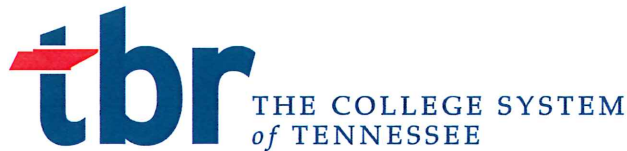
- Ⓐ Entrance A - **i** **♿** Primary Faculty/Staff Parking
- Ⓑ Entrance B - **♿** Primary Student Parking, Expo Center, Deliveries
- Ⓒ Entrance C - Maurice K. Williams Ball Park **♿**

## PARKING:

- Student Parking
- Staff Parking
- Visitor Parking

Campus Police Department **865.882.4500**





**TENNESSEE BOARD OF REGENTS  
Quarterly Board Meeting  
June 22 - 23, 2017**

**EXECUTIVE SUMMARY**

**Thursday, June 22, 2017**

**A. COMMITTEE ON FINANCE AND BUSINESS OPERATIONS**

**1. Approval of the Minutes from the April 13 and May 18, 2017 Special Called Meetings of the Finance and Business Operations Committee** *(Vice Chancellor Dale Sims)*

The Committee will consider approval of the minutes from the April 13 and May 18, 2017 special called meetings of the Finance and Business Operations Committee regarding maintenance fees and tuition.

**2. Review and Consider Maintenance and Mandatory Fees and Tuition** *(Vice Chancellor Dale Sims)*

The Committee met on April 14 and May 18, 2017 to review materials on maintenance fees and mandatory fees. As a result of those discussions, System Office staff developed recommendations on maintenance fees and mandatory fees as follows:

**Maintenance Fee Recommendations for Fiscal Year 2017-2018:**

**COMMUNITY COLLEGES**

	Base	Hours>Base
Undergraduate		
In-State	\$160	\$32
Increase Amount	\$4	\$1
Increase Percent	2.6%	3.2%
Out-of-State	\$499	\$100
Increase Amount	\$13	\$3
Increase Percent	2.7%	3.1%
<b>Regents On-line Degree Program</b>		
Undergraduate	\$64	\$64
<b>E-Rate</b>		
Undergraduate	\$80	\$80
<b>Dual Enrollment</b>		
Undergraduate	\$166	\$33

# Executive Summary – June 2017 Quarterly Meeting

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## COLLEGES OF APPLIED TECHNOLOGY

Trimester Rate	\$1,169
Increase Amount	30
Percent Increase	2.6%

### Mandatory Fee Recommendation:

- Debt Service fee increase of \$22 per semester at Columbia State Community College

Details on this recommendation are included in the attached materials.

### 3. Consideration of Funding for Operations for the 2017-2018 Fiscal Year (*Vice Chancellor Dale Sims*)

The Committee will consider approval of funding for operations for the 2017-2018 fiscal year consisting of state appropriations for operating and capital funding.

## B. COMMITTEE ON PERSONNEL AND COMPENSATION

### 1. Consent Agenda

#### a. Tenure and Promotion Recommendations at Community Colleges

The community college presidents have submitted these recommendations with supporting materials and have certified that approved campus policies and procedures were followed in each case. TBR staff review indicates that the institutions have been consistent in their application of Board and institutional personnel policies pertinent in these decisions. There are no unusual increases or decreases in percentages of promotion or tenure recommendations over the past four years. In each of the four cases of a recommendation for promotion by exception, the staff recommends approval. Summary tables, lists of faculty members recommended for promotion and/or tenure, and justifications for promotions by exception immediately follow a brief staff observation of the recommendations.

#### Tenure

Table 1 summarizes the impact of tenure recommendations at each community college. Observations summarizing the information in the tables include the following:

- (1) Fifty-one (51) faculty members are recommended for tenure. This is a decrease from the previous year of seventy-two (72), a net change of twenty-one (21) recommendations. This does not represent a trend or exceptional change over a four-year period.
- (2) The percentage of tenured faculty in 2017-18 will range from 27% at Nashville to 70.0 % at Pellissippi. This represents a 1 % increase than the previous year at Nashville, and a 1% decrease than the previous year at Pellissippi. The percentage of tenured faculty increases at seven community colleges and decreases at six. The percentage change is less than 6% over a four-year average for all institutions and less than a 3.2% change over a four-year average for all but two institutions. No unusual deviations were noted by staff analysis.
- (3) No tenure by exceptions are recommended at this time.



# Executive Summary – June 2017 Quarterly Meeting

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## Promotion

Table 2 provides the following summary data:

- (1) One hundred fifty-nine (159) faculty members are recommended for promotion in 2017-18. The number of promotions from community colleges increases by nineteen (19) from 2016-17. The previous year, 2016-17, reflected a decrease of ten (10) promotions as compared to 2015-16. The fluctuation is normal to this process.
- (2) The percentage of total community college faculty recommended for promotion in 2017-18 ranges from 4.0% at Nashville and 13.3% at Cleveland. The range is normal to this process.

Recommended promotions includes four exceptions at Volunteer State Community College. Justifications are found at the end of this report.

### **b. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology**

The Committee will be asked to act on recommendations for granting promotion and tenure to eligible faculty members. A list of the faculty being recommended for promotion and tenure is shown as Attachment A-1 and B-1 respectively.

The recommendations and supporting documents were submitted by the TCAT directors and were certified by them as having been processed through the approved institutional procedures. They have been reviewed by the Board's staff and are endorsed for favorable consideration by the Personnel Committee.

A summary of the tabulations regarding promotion and tenure recommendations for each center has been prepared by the staff. The thirty-two (32) faculty receiving promotions represent 5.9% of the TCAT instructional staff. The four (4) faculty receiving tenure represents 0.7% of the TCAT instructional staff. Tabulation tables for promotion and tenure are shown as Attachments A-2 and B-2. Other observations of interest are listed below.

#### **Promotions:**

The thirty-two (32) promotions are divided into these categories: eighteen (18) to Instructor (the second rank); five (5) to Senior Instructor (the third rank); six (6) to Master Instructor (the fourth rank); and three (3) to Master Instructor II (the highest rank).

#### **Tenure:**

With approval of these instructional staff, the total tenured faculty for the TCATs is 19%.

### **c. Review and Approval of Faculty Promotional Increases**

A total of 159 faculty members are recommended for promotion at the community colleges. At the TCAT's 32 faculty members are recommended for promotion. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The recommendations and supporting documents were submitted to the Board by the community colleges and Tennessee Colleges of Applied Technology and were certified by them as having been processed through the approved institutional procedures. TBR staff has verified the proposed ranks of the individuals submitted for promotion by the institutions and ensured a corresponding increase for those that were eligible was submitted, or an exception noted.



# Executive Summary – June 2017 Quarterly Meeting

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## d. Review of Institutional Requests for New or Amended Compensation Plans

In accordance with TBR Guideline P-043 Compensation, the following institutions submitted new or revised compensation plan to the System Office for review:

<b>Institution</b>	<b>Summary of Changes</b>
<u>Jackson State Community College</u>	Amendment to the existing compensation plan to reduce redundancy, update salary scales and titles, and updating the Academic Dean classification to faculty, rather than administrative.

The proposed revised compensation plan was reviewed within the System Office by a committee of five (5) individuals from the following offices; Finance, Academic Affairs, TN Colleges of Applied Technology, and two (2) individuals from Human Resources. The Committee reviewed the proposed plan for methodology, equity, consistency, completeness, and clarity. After review of the proposed plan, the Committee respectively recommends Board approval of the proposed revisions of the compensation plan.

## 2. Review and Approval of System-wide Compensation Strategy (*Vice Chancellor Dale Sims*)

Page A-35 of *The Budget* notes that funding is recommended to provide the state portion of a 3.0% salary pool for higher education employees. Additionally, Section 49, Item 4 of the appropriations bill (SB 483/HB 511), as introduced, includes the following provision related to funding for higher education salaries:

(a) From the appropriations made in Section 1, Title III-10, Items 3 and 4, it is the legislative intent to provide a pool of funds for higher education employee salary increases effective July 1, 2017, at a level determined by each governing board.

This provision grants to the Board the discretion to determine how this funding pool is distributed. The proposed System Compensation Strategy below incorporates feedback received from the institution administrators. It attempts to address the collective compensation issues identified by the institutions.

**1. System Wide Salary Adjustments.** A salary pool would be created of at least 3% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2017. All increases from the 3% salary pool would be effective retroactively to July 1, 2017. From this salary pool at least 1.7% would be issued as a cost of living adjustment effective July 1. In addition, the following types of adjustments may be requested:

**A. Cost of Living Adjustment (COLA).** A COLA salary pool of at least 1.7% would be created of salaries of all regular, full and part-time employees, restricted and unrestricted, on the payroll as of June 30, 2017. Institutions may use the remaining 1.3% salary pool to increase the amount of the COLA, up to or equal to the 3% salary pool amount requested.

i. COLA Level: This proposal allows for a percentage or flat dollar increase.

ii. Distribution: Each eligible employee would receive a percentage increase based on their June 30, 2017 salary. A minimum flat dollar payment could be established by the institution. The amount would be pro-rated for part-time employees.

## Executive Summary – June 2017 Quarterly Meeting

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- iii. Timing: Institutions will provide at least a 1.7% COLA effective July 1, 2017. That increase may be implemented immediately, effective July 1, 2017, with no further action required by the Board. In addition, those institutions that are providing an additional COLA increase of between the 1.7% increase and up to and including the full 3% salary pool may implement it immediately, effective July 1, 2017 with no further action required by the Board.

**B. Compensation Plan** - Institutions would be authorized to use up to the remaining 1.3% salary pool to provide salary adjustments consistent with their Board approved compensation plans.

**a. Compensation Plan-Not Fully Funded.**

- i. Compensation Plan Level: Institutions would be authorized to use up to the remaining 1.3% salary pool to fund their compensation plan.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), and the percentage of the salary pool used for the compensation plan. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**b. Compensation Plan-Fully Funded.**

- i. Market Adjustment Level: Institutions who have fully funded their compensation plans would adjust the salary ranges to address changes in market salaries, as prescribed in their compensation plan. Institutions would be authorized to use up to the remaining 1.3% salary pool to fund their compensation plan and provide salary increases.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), and the percentage of the salary pool used for the compensation plan increase. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**c. Compensation Plan – Equity Adjustments**

- iv. Equity Level: Utilizing the remaining 1.3% salary pool, institutions would be authorized to provide reclassifications consistent with their compensation plan.

## Executive Summary – June 2017 Quarterly Meeting

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- i. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
  - ii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the increase, the type of increase (i.e. salary equity, reclassification, etc.), and the percentage of the salary pool used for the compensation plan increase. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.
- C. Faculty Promotions.** All or a portion of the remaining 1.3% salary pool would be created to address funding for faculty promotions, consistent with the institution's approved compensation plan.
  - i. Faculty Promotion Level: This proposal envisions a percentage of the salary pool to fund faculty promotions.
  - ii. Distribution: Each eligible faculty member would receive the amount due under the approved institution compensation plan for the promotion.
  - iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the faculty promotion. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.
- 2. Institution or Local Funded Increases.** Institutions would be authorized to provide salary adjustments using uncommitted local funds. These increases are not subject to the July 1, 2017 effective date. The institution will submit the effective date of payment with the proposal for review at the September Board Meeting.
  - A.** Consistent with those purposes specified in items 1. A – C above.
    - i. Level: Institutions would be authorized to use an amount equal to the Institution's ability to fund using uncommitted local funds.
    - ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
    - iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation funded by group, which groups if any are excluded from the increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.
  - B. One-Time Payment.** Institutions would be authorized to use non-recurring funds to provide one-time payments to all regular full-time and part-time employees on payroll as of June 30, 2017.
    - i. Level: Institutions would be authorized to pay a one-time bonus not to exceed \$1000 to all regular, full and part-time employees, paid on restricted and unrestricted funds.



## Executive Summary – June 2017 Quarterly Meeting

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- ii. Distribution: Each full-time eligible employee would receive the same bonus amount. Part-time employees would be pro-rated.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of the one-time payment, and the requirements used to determine eligibility. It is proposed that these adjustments be acted on by the Board during its September meeting.

### 3. Process.

- A. Each institution shall provide a minimum of a 1.7% COLA effective July 1, 2017, to be implemented in the July payroll cycle. For those institutions providing a COLA of up to including the full 3% salary pool, it will be effective July 1, 2017 and be implemented in the July payroll cycle. All other increases will be subject to further review and approval at the September Board meeting.
- B. For those institutions providing other increases in addition to the COLA, a summary of the planned implementation of any the items above will be submitted to April Preston no later than August 16, 2017.
- C. Proposed plans will include: itemized breakdown of how the salary pool was spent, as well as any local funds; the percentage and dollar amount of the salary pool used for each type of increase; payment dates, including the amount and type of increase to be given; the amount of recurring funds encumbered by the proposed increase; the percentage of the compensation plan funded by group; if applicable, which groups if any are excluded from the increase; the type of increase (i.e. salary equity, living wage, etc.); additional positions funded; as well as justifications for any increases to administrators that exceed an individual employee 10% increase. This information will be provided for Board approval at the September Board meeting.
- D. Institutions will be authorized to implement the proposed plans as approved by the Board.

### 3. Review and Approval of Executive Incentive Compensation Plan Payments *(Vice Chancellor Dale Sims)*

The Executive Performance Incentive Plan was approved at the Board's June 2013 Meeting. It was created at the request of Board Members to address the gap between the average market salaries for the presidents, directors and Chancellor and the current compensation level for these officials. In the current compensation plan the salaries for the Chancellor and institutional leaders are set at 90% of the market average for comparable positions. The Plan provides an opportunity for the leaders to earn up to the market value of their respective position on an annual basis, based on institutional performance. The incentive does not add to the base salary for the position, and will be recalculated each year. This is the third year of operation of the Plan.

Participants in the plan include the presidents of the community colleges and Tennessee Colleges of Applied Technology (TCATs) and the Chancellor.

The incentive amount is equal to ten percent (10%) of the market average salary for comparable positions and is divided into two components: the metric based allowance equal to 85% of total incentive amount and a discretionary allowance equal to 15% of the total incentive amount. The primary incentive measurement for presidents is the change in weighted formula outcomes at each institution. The change in total weighted outcomes for the system is calculated in a similar manner and used to calculate the weighted outcome growth allowance amount for the Chancellor. The incentive measurement amount for the directors is based on five



## Executive Summary – June 2017 Quarterly Meeting

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(5) outcomes, weighted equally: program completion rate; job placement rate; private giving; expanded offerings, and expanded enrollment.

Due to the change in leadership at the System Office, and the lack of a performance process completed at this time to evaluate the potential discretionary incentive, there is no discretionary incentive pay recommended this cycle.

The university presidents are not included in the proposed metric based incentive recommendation as the local university boards now review and approve all salary increases for their respective presidents.

### **RECOMMENDATION**

Pursuant to the Plan, recommendations for incentive pay are brought before the Committee for review and approval. Recommendations of the Committee, if any, are presented to the full Board for action. The Plan requires an individual to be employed in one of the eligible positions at the time the payments are approved to be eligible to receive incentive pay and have satisfactory performance.

To assist the Committee, System staff have calculated the total incentive that is possible for each eligible position, and the total incentive payment recommended. These calculations are reflected in the attachment.

It is recommended the Committee take the following action:

- a) Consider for approval the Executive Performance Incentive Pay for the presidents, as presented in the attachment.

#### **4. Approval of President Emeritus Contracts** (*Vice Chancellor Dale Sims*)

Per requirements to be compensated as president emeritus (T.C.A. § 8-36-714) and TBR Policy 5:01:03:00 Retirement, persons serving as President Emeritus must file a report for the previous year's work (approved by the sitting President), and a copy of the contract for the next fiscal year's work, for approval by the board. Attached are the reports and contracts for approval for fiscal year 2017-18, for the following individuals:

Dr. Jack Campbell – Walters State Community College  
Dr. Nathan Essex – Southwest Tennessee Community College  
Dr. Frank Glass – Motlow State Community College  
Dr. Rebecca Hawkins – Columbia State Community College  
Dr. William Locke – Northeast State Community College  
Dr. Walter Nelms – Jackson State Community College  
Dr. Wade Powers – Northeast State & Volunteer State Community Colleges  
Dr. Allen Edwards – Pellissippi State Community College  
Dr. Carl Hite – Cleveland State Community College

#### **5. Review and Consider Appointments Reporting to the Chancellor** (*Chancellor Tydings*)

In light of the changes from the FOCUS Act, changes in our mission to be a comprehensive community and technical college system, and the recent reassignment of Executive Vice Chancellor and Interim Vice Chancellor for Student Success, the following appointments are recommended for your consideration:

Interim Vice Chancellor for Student Success – Dr. Heidi Leming (resume attached)  
Executive Vice Chancellor for Policy & Strategy – Dr. Russ Deaton (resume attached)

Informational only:

Special Assistant to the Chancellor – Dr. Lynn Goodman (resume attached)

## Executive Summary – June 2017 Quarterly Meeting

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### 6. **Equity and Affirmative Action** (*Vice Chancellor Wendy Thompson*)

The Committee will receive background information on equal opportunity efforts in the system office and campuses. This will include compliance with regulations and policies related to equal employment opportunity and Affirmative Action data, as well as how these issues impact efforts to the system's vision.

## C. **COMMITTEE ON ACADEMIC POLICIES AND PROGRAMS AND STUDENT LIFE**

### 1. **Proposed TCAT Program Terminations, Modifications, and New Technical Program Implementations** (*Executive Vice Chancellor James King*)

#### **Tennessee Colleges of Applied Technology**

Six (6) program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries.

Thirty-six (36) academic actions were submitted by a TCAT institution 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.

### 2. **New Program Proposal at Community Colleges** (*Interim Vice Chancellor Randy Schulte*)

#### **Chattanooga State Community College**

Associate of Applied Science in Nuclear Medicine Technology (A.A.S.)

Chattanooga State Community College requests approval to establish a new A.A.S. in Nuclear Medicine Technology to address workforce need in a regional four-state area. The proposed degree uses courses that support the existing Technical Certificate in Nuclear Medicine Technology and will be developed for online delivery. This new degree does not exist at any other Tennessee college or university. It will create a new pathway way for completion for students in this field.

### 3. **Revisions to Policy 2:03:01:05 – Academic Retention and Readmission at the Tennessee Colleges of Applied Technology** (*Executive Vice Chancellor James King*)

The Academic Retention and Readmission Policy at the Tennessee Colleges of Applied Technology was reviewed, revised and approved during the Presidents and Directors Meeting to eliminate inconsistencies in the interpretation of this policy. As the Technical Colleges move to a single instance of Banner, it will be imperative for the colleges to implement this policy consistently across the state.

## D. **COMMITTEE ON EXTERNAL AFFAIRS**

### 1. **Overview of the New Role of the External Affairs Unit** (*Vice Chancellor Kim McCormick*)

The Committee will receive an overview of the newly established Office of External Affairs structure, goals and objectives.

### 2. **Discussion of the Role of the External Affairs Unit in Accordance with the Focus Act** (*Vice Chancellor Kim McCormick*)

## Executive Summary – June 2017 Quarterly Meeting

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The Committee will discuss alignment of the goals and objectives of the External Affairs Unit in relation to the goals and objectives of the Focus Act.

### **3. Review of the External Affairs Committee Charter** (*Vice Chancellor Kim McCormick*)

The Committee will review the current External Affairs Committee Charter to assess the need, if any, for revisions in accordance to the External Affairs Unit structural revision.

## **E. COMMITTEE ON WORKFORCE DEVELOPMENT**

### **1. Overview of the New Role of the Workforce Development Committee** (Vice Chancellor Carol G. Puryear)

The Committee will receive an overview of the newly established Office of Economic and Community Development goals and objectives.

### **2. Proposed New Initiatives** (*Vice Chancellor Carol G. Puryear*)

The Committee will receive information on proposed initiatives for the Office of Economic and Community Development:

- A. Partnerships with state agencies;
- B. Overview of the certification program for technical and community college workforce representatives.

### **3. Discussion of Committee Charter** (*Vice Chancellor Carol G. Puryear*)

The Committee will review the current Committee on Workforce Development Charter as taken from the current TBR bylaws.

## **Friday, June 23, 2017**

## **I. Minutes**

### **A. Minutes from the March 31, 2017 Regular Session Board Meeting**

The Board will consider approving minutes from the March 31, 2017 regular session of the Board.

### **B. Minutes from the May 12, 2017 Special Called Meeting of the Board**

The Board will consider approving the minutes of the May 12, 2017 Special Called Session where the Board approved the recommendation for the president at Chattanooga State Community College, and General Counsel Mary Moody presented the new process for selecting nominees for faculty and student regent appointments.

### **C. June 6, 2017 Special Called Meeting of the Board**

The Board will consider approving the minutes of the June 6, 2017 Special Called Session where the Board approved the recommendation for the Vice Chancellor for Business and Finance and Business Operations, the new Chief Audit Executive, and a resolution of appreciation for Ms. Tammy Gourley Birchett.



# Executive Summary – June 2017 Quarterly Meeting

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## 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. A copy of the report is enclosed in the materials.

## III. Report of the Committees

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

1. Report of the Special Called Meeting of the Personnel and Compensation Committee on April 27, 2017
2. Report of the Academic Policies and Programs Committee Meeting on June 22, 2017
3. Report of the External Affairs Committee Meeting on June 22, 2017
4. Report of the Workforce Development Committee Meeting on June 22, 2017
5. Report of the Audit Committee Meeting on June 6, 2017

## IV. Report of the Regents Award for Excellence in Philanthropy

The Board will hear a report on recent presentations of the Regents Award for Excellence in Philanthropy. At Tennessee College of Applied Technology-Knoxville on April 6, 2017, an award was presented to ARCONIC representatives on behalf of Tennessee Colleges of Applied Technology at Knoxville and Morristown.

## V. Report of the Chancellor

The Board will hear a report on transforming the Tennessee Transfer Pathway website.

## VI. Responsibility of Shared Governance by Regent Alex Fitzner

In lieu of the typical presidents and directors report, the Board will hear a presentation on the responsibility of shared governance by Regent Alex Fitzner.

## VII. Unfinished Business

- A. In accordance with Section XII of the Bylaws of the Tennessee Board of Regents, notice is given that the following changes to the Bylaws will be presented to the Board for a vote at the June 2017 Quarterly Meeting of the Board:

The Bylaws shall be changed throughout to reflect that the executive heads of each college of applied technology shall be referred to as the president of the institution, instead of the director. This change is in title only and shall not affect the job description, compensation, benefits or any other condition of employment of the executive head of a college of applied technology.

The Board will consider granting Mary Moody, General Counsel and Board Secretary, authority to make the necessary ministerial changes to the Bylaws reflecting the change in titles.

## VIII. New Business

- A. **Report of the Finance and Business Operations Committee Meeting on June 22, 2017, that Includes Approval of Tuition and Maintenance Fees and Approval of the Funding for Operations for the 2017 – 2018 Fiscal Year**

The Board will be asked to consider approving the minutes from the Finance and Business Operations Committee meeting on June 22, 2017 that includes approval of tuition and maintenance fees, and funding for operations for 2017-18 fiscal year.



## Executive Summary – June 2017 Quarterly Meeting

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### **B. Report of the Personnel and Compensation Committee Meeting on June 22, 2017, that Includes Faculty Promotional Increases and Approval of the System Compensation Plan Recommendations**

The Board will be asked to consider approving the minutes from the Personnel and Compensation Committee meeting on June 22, 2017 that includes the Committee's response to staff's recommendation on faculty promotional increases and the system compensation plan recommendations.

### **C. Review and Approval of TBR Policy 1:11:00:00 – Development and Approval of Policies and Procedures**

Following implementation of the FOCUS Act and reorganization of the TBR System Office, the existing policies and guidelines will be reviewed to determine what revisions are needed to reflect those changes. This policy establishes the process to be followed in making those revisions and in adopting new policies and procedures going forward. The proposed policy was presented to the Presidents Council at its May 17, 2017 meeting and was approved by the Council. The Board will be asked to consider approving proposed Policy 1:11:00:00 – Development and Approval of Policies and Procedures.

### **D. Resolution of Appreciation for Faculty Regent Alex Fitzner**

The Board will consider approving a resolution of appreciation for Regent Alex Fitzner for his service as Faculty Regent to the Tennessee Board of Regents.

### **E. Resolution of Appreciation for Student Regent Joshua Spurling**

The Board will consider approving a resolution of appreciation for Regent Joshua Spurling for his service as Student Regent to the Tennessee Board of Regents.

### **F. Resolution of Appreciation for Vice Chancellor Tristan Denley**

The Board will consider approving a resolution of appreciation for Vice Chancellor Tristan Denley for his years of service to the Tennessee Board of Regents.

### **G. Resolution of Appreciation for Vice Chancellor Dale Sims**

The Board will consider approving a resolution of appreciation for Vice Chancellor Dale Sims for his years of service to the Tennessee Board of Regents.

### **H. Election of the Vice Chairman for 2017-2018**

The Board will receive nominations and elect the Vice Chairman for 2017-2018.

**MINUTES**  
**TENNESSEE BOARD OF REGENTS**  
**REGULAR SESSION**

March 31, 2017

The Tennessee Board of Regents met in regular session on March 31, 2017, hosted by the middle Tennessee region colleges of applied technology. The meeting was held at the TCAT Murfreesboro's new Smyrna Campus/Nissan Training Center located in Smyrna, Tennessee. The day's activities began with a ribbon-cutting ceremony for the new training center with Governor Bill Haslam; Mr. John Martin, Nissan's Senior Vice President of Manufacturing; Chancellor Flora Tydings; and Thomas Mendl, a TCAT student and Nissan employee, speaking to an audience of state officials, local officials, and over 200 invited guests. After the ribbon-cutting ceremony, guests were invited to tour the new facility and view demonstrations of various programs offered at colleges of applied technology across the middle Tennessee region. After the tours and a brief lunch, the quarterly meeting began at 1:00 p.m. Central. Vice Chair Reynolds presided and called the meeting to order. In her opening remarks, Vice Chair Reynolds expressed her appreciation to Governor Haslam, Mr. Martin, Mr. Mendl and everyone who played a role in the ribbon-cutting ceremony earlier that day. She continued by thanking the directors of the colleges of applied technology at Dickson, Hartsville, Hohenwald, Livingston, McMinnville, Murfreesboro, Nashville, Pulaski and Shelbyville (which comprise the TCATs middle Tennessee region) for showcasing the work being done at their respective campuses. Next, Vice Chair Reynolds introduced newly appointed Board members to the audience. They are Mr. Joey Hatch, Executive Vice President and General Manager for Skanska USA, who represents the 7<sup>th</sup> congressional district, and Mr. Thomas A. H. White, Senior Vice President of Investor Relations at Unum Group, who serves as the At-large East Tennessee representative. General Counsel and Board Secretary Mary Moody then called the roll. Constituting a quorum, the following members were present:

Ms. Emily Reynolds, Vice Chairman  
Dr. MaryLou Apple  
Mr. Greg Duckett  
Mr. Alex Fitzner  
Mr. Tom Griscom  
Mr. Joey Hatch  
Mr. Mike Krause  
Ms. Fran Marcum  
Dr. Barbara Prescott  
Ms. Leigh Shockey  
Mr. Parker Smith  
Mr. Josh Spurling  
Commissioner Jai Templeton  
Ms. Danni Varlan  
Mr. Thomas A. H. White

Members not available to attend the meeting were Governor Bill Haslam, Commissioner Candice McQueen and Regent Leigh Shockey.

Next, Vice Chair Reynolds recognized former Acting Chancellor David Gregory and asked the Board's permission to address the Resolution of Appreciation for Acting Chancellor David Gregory at that time. She then called on Regent Duckett for the resolution. Regent Duckett moved adoption of the resolution with a unanimous second. The motion carried unanimously. Regents Varlan, Duckett and Marcum all expressed their deep appreciation for the work Chancellor Gregory has done throughout his career. Chancellor Gregory then addressed the Board and expressed his gratitude of serving the Board and System over the course of his career. A copy of the resolution is attached to the official copy of the Minutes as Appendix A.

#### I. Minutes

Minutes of the December 1, 2016, regular session Board meeting and January 27, 2017, special called session were provided to all Board members prior to the quarterly Board meeting. Regent Duckett moved for the approval of the minutes and Regent Griscom provided a second to the motion. The motion passed on a voice vote.

#### II. REPORT OF INTERIM ACTION

Vice Chair Reynolds called on Chancellor Tydings, who presented the Report of Interim Action, reflecting business transacted by the Office of the Chancellor since the previous meeting of the Board. Chancellor Tydings requested approval of the report. Regent Prescott moved to accept the report and Regent Smith 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 B.

#### III. REPORT OF THE COMMITTEES

The Board then considered approval of the Minutes from the February 7 and February 23, 2017, meetings of the special called Finance and Business Operations Committee and the March 14, 2017, meeting of the Audit Committee. Regent Griscom moved for adoption of the minutes and a second was provided by Regent Apple. The motion carried. Regent Griscom informed the Board that the Audit Committee minutes included the Audit Committee responsibilities concerning the universities going forward post FOCUS Act. The Audit Committee agreed that they would continue to review information that could have an impact on the universities' budgets or financial statements as well as other materials to be regularly reviewed such as the Comptroller's Office Audit Reports, Internal Audit Follow-up Reports on Comptroller's Office Findings, Federal Audit Reports and Risk Assessments (attachment A of the Audit Committee minutes). A copy of the minutes from the special called meetings of the Finance and Business Operations are attached to the official copy of the Minutes as Appendix C and D. The Audit Committee minutes and background materials are attached to the official copy of the Minutes as Appendix E.

#### IV. REPORT OF THE CHANCELLOR

Next, Vice Chair Reynolds called on Chancellor Tydings for her report. Chancellor Tydings mentioned that four of the university governing boards have met and two are remaining. She mentioned the Board retreat that was held on Thursday, March 30. The purpose of the retreat was to discuss the Board's vision of the TBR system going forward with its education and workforce development mission. The TBR vision is to be the premier technical and community college system in the nation leading in education and workforce development. She expounded on several items that the Board would be addressing later in the quarterly meeting such as the revisions to TBR policy on articulation creating a more transparent pathway for TCAT students to community college; a proposed change in the Bylaws to change the directors' title to presidents; consideration of a new policy on behavioral intervention teams at our campuses; and, consideration of a new policy on limited review of university budgets mandated by the FOCUS act. She reported on the institutional briefings held at the six universities and, also with University of Tennessee campuses. She informed members of the meetings conducted with legislative leaders, presentations of the TBR budget proposals to House and Senate education committees, House finance committee and provided written responses to questions from the Senate finance committee. Meetings with the Department of Economic and Community Development were held and she reported that we are monitoring federal budget proposals for impacts on public higher education. Chancellor Tydings complimented Vice Chancellor King and the TCAT staff on hosting the annual national meeting of the American Technical Education Association in Nashville with over 650 attendees from across the country. Four national awards were presented: TCAT Chattanooga won the Outstanding Technical Program; Sara Wilson from TCAT Chattanooga won Outstanding Technical Student and also won the Notable Performance in a Technical Field Award; and, Kim McPherson from TCAT Dickson won Outstanding Technical Teacher. Regarding the Shared Services Initiative, she reported on the common application in which students may file a single application to enroll in any of our community colleges, and processes to make transferring easier. Lastly, she gave an update on the completion agenda reiterating that the new completion number for Drive to 55 for TCATs and community colleges is 25,492.

#### V. Tennessee Promise Student Success Report

In lieu of the presidents and directors report, Student Regent Joshua Spurling led a discussion with two guest Tennessee Promise Students, Mr. Kendal Franks from Columbia State Community College and Mr. Travis France, TCAT Morristown. In his introductory remarks, Regent Spurling emphasized the importance of how Tennessee Promise has helped change the lives of first generation college students. Regent Spurling strongly encouraged administration to continue its work on transfer pathways and its communication with employers to help students become placed in the workforce after graduating. He then introduced guest speakers Mr. Franks, a business administration student who plans to continue his education by enrolling at a four year institution to become a data administrator, and Mr. France, a drafting and AutoCAD program student from



the TCAT Morristown. Each reported on the impact Tennessee Promise has made on their education and desire to better themselves.

Vice Chair Reynolds thanked Regent Spurling, Mr. Franks and Mr. France for sharing their comments with the Board and audience.

#### VI. UNFINISHED BUSINESS

There was no unfinished business brought before the Board at this meeting.

#### VII. NEW BUSINESS – Consent Agenda

The following items were presented under the consent agenda:

1. Proposed Revisions to TBR Policy 4:03:03:00 – General Travel
2. Proposed Revisions to TBR Policy 2:01:00:03 – Principles of Articulation in Vocational/Technical Education
3. Proposed Revisions to Policy 2:03:01:01 – Undergraduate Academic Retention Standards

Regent Prescott moved approval of the consent agenda and Regent Smith provided a second. A copy of the revisions to TBR Policy 4:03:03:00 – General Travel is attached to the official copy of the Minutes as Appendix F. A copy of the revisions to TBR Policy 2:01:00:03 – Principles of Articulation in Vocational/Technical Education is attached to the official copy of the Minutes as Appendix G. A copy of the revisions to TBR Policy 2:03:01:01 – Undergraduate Academic Retention Standards is attached to the official copy of the Minutes as Appendix H.

#### VII. NEW BUSINESS – Informational Reporting

Before moving into the informational reports, Chancellor Tydings provided the members with an update on current searches for a Chief Audit Executive, a Vice Chancellor of Finance and Business Operations, and the Chattanooga State Community College president. Lastly, she reported on the progress of the Northeast State Community College audit.

The following agenda items were presented for informational purposes only and required no action. The first item was an overview of the Governor's Budget Recommendations. Vice Chancellor Sims' written report gave an overview of the Governor's FY 2017 - 2018 higher education budget recommendations. As mentioned in the attached report, the Governor has recommended additional total funding of \$49.6 million for the TBR. Of this amount, \$49.1 million is recurring in nature and \$500,000 is non-recurring. Additionally, the Governor recommended \$298.6 million in capital funding as outlined in the attached report. Materials presented in this report are attached to the official copy of the Minutes as Appendix I.

Next, Ms. Ginger Hausser gave an update on legislation affecting higher education. Her report included updates on legislation concerning technical corrections with the FOCUS Act, the Tennessee Reconnect Grant, the Tennessee Support, Training & Renewing Opportunity for National Guardsman (STRONG) Act, instate tuition, student immunizations, guns on campus, smoking on campus, student disciplinary cases, early college, and Tennessee Council for Career and Technical Education. This report was for information purposes only.

At the conclusion of Ms. Hausser's report, Regent Prescott inquired about the Board's support of legislation regarding undocumented students paying instate tuition. Legislative initiatives are approved by the Board at its December meeting each year. Instate tuition for undocumented students was not part of the legislative initiatives at the December 2016 meeting. After some discussion among the members, Regent Duckett made the motion to add Board support insuring that any Tennessee high school graduate have the ability to pay instate tuition regardless of any legislation that it may be attached to. Regent Spurling seconded the motion. The motion carried.

Next, Vice Chancellor Denley gave an update on Academic Affairs initiatives that included a report on the co-requisite initiative. Data was provided to the members showing an increase from last year. Then Vice Chancellor Denley reported on the Advising Summit recently held with national leaders such as John Gardner from the John Gardner Institute for Excellence in Undergraduate Education and Jennifer Joslin, Associate Director for Content Development at NACADA, the global communication for academic advising. Teams from campuses across the state vied for six \$10,000 awards on the best project submitted. The winners of the six awards were: Austin Peay State University, Chattanooga State Community College, Dyersburg State Community College, Nashville State Community College, Pellissippi State Community College and Tennessee Tech University. Funding was provided by the Lumina Foundation and the Bill & Melinda Gates Foundation.

Vice Chair Reynolds called on Mary Moody for the next agenda item regarding the notice of proposed changes to the Bylaws. In accordance with Section XII of the Bylaws of the Tennessee Board of Regents, notice was given that the following changes to the Bylaws will be presented to the Board for a vote at the June 2017 quarterly meeting to reflect that the executive heads of each college of applied technology shall be referred to as the president of the institution, instead of director. This change is in title only and shall not affect the job description, compensation, benefits or any other condition of employment of the executive head of a college of applied technology.

## VII. NEW BUSINESS – Action Items

The first item was approval of the recommendation for the director at the TCAT Morristown. Due to the retirement of Jerry Patton effective December 31, 2016, a search was opened in September 2016. A search committee was selected consisting of one Board of Regents' member, Regent Danni Varlan, and representatives from faculty, staff, students, the lead institution and the college's general advisory committee. The position was advertised, applications were reviewed, and candidates were selected for interviews. Chancellor Tydings then proceeded with the recommendation to hire Mr. Jerry S. Young as the next director of the TCAT Morristown. Mr.

Young has served as the director of the TCAT Crossville since November 2014. He began his career with the TCAT Crossville in 1988 as an Electronics Technology Program Instructor. He also served as the Assistant Director from 2005-2014. He received a bachelor's degree from Excelsior College in Albany, New York and a master's degree from the University of the Cumberland in Williamsburg, Kentucky. Regent Varlan provided members with the background information on the search and moved to accept the recommendation to hire Mr. Jerry S. Young as the next director of the TCAT Morristown. Regent Fitzner provided a second to the motion and the motion carried.

Next, was a presentation by Vice Chancellor King on the proposed TCAT program terminations, modifications, and new technical program implementations for the Tennessee Colleges of Applied Technology. Regent Griscom moved to accept the proposed program changes and implementations with a second provided by Regent Templeton. The motion carried. A copy of the proposed program changes and implementations are attached to the official copy of the Minutes as Appendix J.

Vice Chancellor Denley presented a new degree program from Middle Tennessee State University to establish a new bachelor of science in Africana Studies and an associate of applied science in Anesthesia Technology at Columbia State Community College. A motion was made by Regent Prescott to approve with a second provided by Regent Fitzner. The motion carried. A copy of the materials is attached to the official copy of the Minutes as Appendix K.

As the next agenda item, General Counsel Moody presented a new policy for the Board's consideration regarding behavioral intervention teams on the campuses, TBR Policy 7:02:00:00 – Behavioral Intervention Team. The Safety and Security Task Force recommended a system-wide policy on this subject to assure that these teams operate consistently throughout the system and follow best practices. Regent Griscom moved to adopt the new policy and Regent Smith seconded the motion. The motion passed. A copy of the policy is attached to the official copy of the Minutes as Appendix L.

Next, Regent Duckett presented the minutes from the March 14, 2017, special called meeting of the Finance and Business Operations Committee that addressed a disclosure amendment to the 2017-2018 capital budget request, a recommendation on incidental fee requests which would become effective Fall 2017, and a new policy 4:01:00:05 – Consideration of University Budgets. A motion was made by Regent Duckett to approve the report with a second provided by Regent Griscom. A roll call vote was taken and the motion passed. A copy of the minutes is attached to the official copy of the Minutes as appendix M.

Vice Chair Reynolds then called on Chancellor Tydings for the building naming request from Motlow State Community College to name the original building on the Smyrna campus after former president Dr. Art Walker. Dr. Walker faithfully served Motlow State from 2003 to 2006. He was instrumental in helping raise over \$1.6 million to build the original building on the Smyrna campus. He was truly dedicated and provided unwavering support to the students at Motlow State. Regent Marcum moved to approve the naming with Regent Apple providing a second to the



motion. The motion passed unanimously. President Kinkel addressed the Board in support of this naming. The building is to be named the Arthur L. Walker, Jr. Building.

Next, Vice Chair Reynolds called on Regent Marcum to present the resolution of appreciation for the service of Regent Robert P. Thomas who represented the 5<sup>th</sup> congressional district. After the reading of the resolution, Regent Marcum personally expressed her appreciation for his dedicated service to the TBR System and moved adoption of the resolution. Regents Prescott and Duckett provided a second to the motion. The motion passed unanimously. A copy of the resolution is attached to the official copy of the Minutes as Appendix N.

The next agenda item was a resolution of appreciation for Regent Howard Roddy presented by Regent Griscom, who then moved adoption of the resolution. A second was provided by Regent Duckett. The motion carried unanimously. A copy of the resolution is attached to the official copy of the Minutes as Appendix O.

In closing, Vice Chair Reynolds thanked the middle Tennessee Region directors and Director Kreider for assisting with the meeting, and wished them much success in the new Smyrna campus. The next meeting will be on June 22 – 23, 2017 at Roane State Community College.

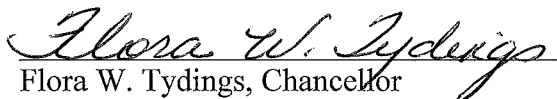
#### ADJOURNMENT OF THE MEETING

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

Respectfully submitted,

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Mary G. Moody, Secretary

  
Flora W. Tydings, Chancellor

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Emily J. Reynolds, Vice Chairman

## MINUTES

### TENNESSEE BOARD OF REGENTS

#### SPECIAL CALLED SESSION

May 12, 2017

The Board met in a special called session by teleconference on Friday, May 12, 2017 at 1:30 p.m. central time. The purpose of the meeting was to receive and consider the recommendation for the president of Chattanooga State Community College and to approve a process for selecting nominees for faculty and student regent appointments.

Vice Chair Emily Reynolds welcomed everyone and thanked them for participating on the call. She then asked Board Secretary Mary Moody to call the roll. The following members participated:

Dr. MaryLou Apple  
Mr. Gregory Duckett  
Mr. Alex Fitzner  
Mr. Tom Griscom  
Mr. Joey Hatch  
Mr. Mike Krause  
Ms. Fran Marcum  
Dr. Barbara Prescott  
Ms. Emily Reynolds  
Ms. Leigh Shockey  
Mr. Parker Smith  
Mr. Josh Spurling  
Mrs. Danni Varlan  
Mr. Tom White

A quorum was present. Members not available to participate were Governor Bill Haslam, Commissioner Candice McQueen and Commissioner Jai Templeton.

Vice Chair Reynolds called on Chancellor Flora Tydings for the recommendation for the president at Chattanooga State Community College. Chancellor Tydings thanked those who served on the presidential search advisory committee as well as those who assisted with the search from Greenwood Asher. Regent Tom Griscom served as chair of the search committee, with Regents Danni Varlan and Tom White also serving on the committee. Former Regent Howard Roddy briefly served on the search committee until changes were made in Board appointments. Chancellor Tydings then proceeded with the recommendation of Dr. Rebecca Ashford as the new president at Chattanooga State Community College. Dr. Ashford currently serves as the vice president of student affairs at Pellissippi State Community College in Knoxville, Tennessee. She began her higher education career in 1997 as a student advisor at what was then Brevard Community College in Florida, and has held executive-level

appointments at three community colleges since 2000. She holds a doctorate in Educational Leadership, a master's degree in Higher Education Student Personnel and a bachelor's degree in English Education, all from the University of Central Florida, and an associate of arts degree from Brevard Community College, now known as Eastern Florida State College.

Next, Regent Tom Griscom was asked to report on the details of the search. He stated that Dr. Ashford was one of four finalists chosen by the presidential search advisory committee from sixty-three (63) applicants from around the country. The search committee held its first meeting on February 10, 2017. Then on March 20, the committee met to consider and select candidates for round one interviews. Twelve (12) candidates were chosen to interview, with one alternate. One candidate withdrew and the alternate moved forward to interview. Interviews were conducted on March 28 and 29. As a result of the interviews, seven (7) candidates were brought forward for reference checking. The committee met again on April 12 to discuss and review reference feedback on the candidates selected to move forward. At the end of the review, the committee brought four (4) finalists forward for campus interviews from April 19 through April 26. At the conclusion of his report, Regent Griscom moved to approve Chancellor Tydings' recommendation to hire Dr. Rebecca Ashford as the next president of Chattanooga State Community College. A second was provided by Regent Varlan. Additional remarks were provided by Regents Varlan and White concerning the recommendation. A roll call vote was taken and the motion passed unanimously. Currently traveling abroad with a group of students on a TNCIS program, Dr. Ashford joined the call to express her thanks to the Board for their confidence and also for this wonderful opportunity. Dr. Ashford will begin her new assignment on July 10, 2017.

Next, Vice Chancellor Reynolds called on General Counsel Mary Moody to present the process for selecting nominees for faculty and student regent appointments. Ms. Moody explained that at the December 2016 meeting, the Board approved legislative initiatives that included drafting legislation regarding post-FOCUS Act appointments of faculty and student regents for TBR. Governor Bill Haslam signed into law in March 2017 a bill (HB1003) adding a non-voting faculty regent to the Tennessee Board of Regents and making a minor administrative change in the process for selecting student regents. Previous legislation outlined provisions for selecting faculty regent nominees from a university, community college and college of applied technology that included a rotation cycle among the three institutions. The new legislation adds a non-voting faculty regent and allows the Board to adopt a process ensuring that the positions of voting and non-voting faculty regents rotate among the institutions in the system. The statute further provides that the non-voting faculty member moves into the voting faculty seat the following year after serving one year as a non-voting faculty member. The process for selecting student regents remains the same with a minor change. Nominees will be selected only from community colleges and colleges of applied technology, and a student member who graduates during his or her term as regent may complete that term on the Board. Regent Prescott moved to adopt the process with Regent Spurling seconding the motion. The motion passed unanimously by roll call vote. A copy of the process for selecting nominees for faculty and student regents, along with a copy of the new legislation, is attached to the official copy of the minutes as Appendix A.


Minutes  
May 12, 2017  
Page 3

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

Respectfully submitted,

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Mary G. Moody, Secretary

  
Flora W. Tydings, Chancellor

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Emily J. Reynolds, Vice Chair



**MINUTES**  
**TENNESSEE BOARD OF REGENTS**  
**SPECIAL CALLED SESSION**

June 6, 2017

The Board met in a special called session at the System office on Tuesday, June 6, 2017 at 1:00 p.m. central time. The purpose of the meeting was to receive and consider the recommendation for the Vice Chancellor of Finance and Business Operations; receive and consider the recommendation for the Chief Audit Executive; and to approve a resolution of appreciation for Ms. Tammy Gourley Birchett.

Vice Chair Emily Reynolds called the meeting to order and welcomed new Board member, Ms. Yolanda Greene. Ms. Greene represents the 4<sup>th</sup> congressional district. In the absence of Mary Moody, General Counsel and Board Secretary, Sonja Mason, Assistant Board Secretary, was asked to call the roll. The following members participated:

Dr. MaryLou Apple  
Mr. Gregory Duckett  
Mr. Alex Fitzner  
Mrs. Yolanda Greene  
Mr. Tom Griscom  
Mrs. Fran Marcum  
Dr. Barbara Prescott  
Ms. Emily Reynolds  
Mr. Parker Smith  
Mrs. Danni Varlan  
Mr. Tom White

A quorum was present. Members not available to participate were Governor Bill Haslam, Commissioners Candice McQueen and Jai Templeton and Regents Mike Krause, Joey Hatch, Leigh Shockey and Josh Spurling.

Vice Chair Reynolds called on Chancellor Flora Tydings for the recommendation for the Vice Chancellor of Finance and Business Operations. She thanked those who served on the search committee. The search committee members included Regent Barbara Prescott, chair of the search committee, President Anthony Wise, President Myra West, April Preston, Renee Stewart, Hilda Tunstill and John Clark. The position was advertised in Diverse Issues of Higher Education, National Association of College & University Business Officers and with the Southern Association of College & University Business Officers. The committee received and reviewed 25 qualified applicants from around the country. The committee met several times, conducted in-person interviews, selecting two finalists who were interviewed by Regent Greg Duckett and Chancellor Flora Tydings. Next, Chancellor Tydings proceeded with the recommendation of hiring Mr. Danny Gibbs as the new Vice Chancellor of Finance and Business Operations. She reported that Mr. Gibbs is currently the Executive Vice President of Business and Finance at Roane State Community College in Harriman, Tennessee, a position he has held since September 2006. From 1984 until 2006, he was Assistant Vice President of Finance and Business at Volunteer State Community College; and prior to this, Mr. Gibbs was a legislative auditor for the Comptroller of the Treasury – Division of State Audit. Mr. Gibbs holds a bachelor's degree in accounting from Tennessee Tech University. After the Chancellor's recommendation was heard, Regent Prescott

provided further comments about the search and moved to accept the recommendation of hiring Mr. Danny Gibbs as the Vice Chancellor of Finance and Business Operations and, also add to the motion that the Board appoint Mr. Gibbs as Treasurer of the Tennessee Board of Regents. Regent Smith seconded the motion. Regent Duckett also concurred with the motion and expressed his appreciation for those who served on the committee. A roll call vote was taken and the motion passed unanimously. Mr. Gibbs addressed the Board and thanked everyone for the opportunity in his new responsibility and the confidence placed in him.

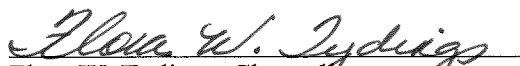
Next, Vice Chair Reynolds called on Regent Tom Griscom for the recommendation for the new Chief Audit Executive. Regent Griscom, Chair of the Audit Committee, reported that the Audit Committee met earlier that day and received a recommendation from Chancellor Flora Tydings to hire Mr. Mike Batson as the Chief Audit Executive. The search committee was chaired by President Janet Smith with Regent Parker Smith, Mae Perry, Mary Moody, Blayne Clements and Alicia Gillespie serving as members on the committee. The position was advertised in the Chronicle of Higher Education and, also with the Association of College and University Auditors. The committee reviewed 28 applicants from across the country. After several committee meetings and interviews, the committee recommended two finalists for Chancellor Tydings and Regent Griscom to interview. He further stated that this position reports directly to the Audit Committee and to the full Board. After his report, Regent Griscom moved to accept the Audit Committee's recommendation to hire Mr. Mike Batson as the Chief Audit Executive. Regent Smith seconded the motion and the motion was carried unanimously. Vice Chair Reynolds called on Mr. Batson for comment. Mr. Batson thanked the Board for the support and confidence placed in him as the new Chief Audit Executive.

As the next and final item, Vice Chair Reynolds called on Regent Fran Marcum for the resolution of appreciation for Ms. Tammy Gourley Birchett for her years of service to the Tennessee Board of Regents. After reading the resolution Regent Marcum moved to adopt the resolution with Regents Prescott and Duckett providing a second to the motion. A roll call vote was taken and the motion was unanimously approved. A copy of the resolution is attached to the official copy of the Minutes as Appendix A.

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

Respectfully submitted,

  
\_\_\_\_\_  
Sonja F. Mason, Acting Secretary


  
\_\_\_\_\_  
Flora W. Tydings, Chancellor

\_\_\_\_\_  
Emily J. Reynolds, Vice Chair



## MEMORANDUM

TO: Members of the Tennessee Board of Regents

FROM: Flora W. Tydings, Chancellor 

DATE: June 14, 2017

SUBJECT: Interim Action Report –Second Quarter  
Tennessee Board of Regents Quarterly Board Meeting

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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.

### I. Personnel Actions – Tennessee Board of Regents Staff

Appointments: Mark Chamberlain; Senior Performance Support Specialist; TN eCampus; Effective 3/20/17  
Dr. Pamela Whitehouse; Senior Instructional Designer; TN eCampus; Effective 5/2/17  
Dr. Kit Inpornjivit; Senior Instructional Designer; TN eCampus; Effective 5/15/17  
Mike Batson; Chief Audit Executive; System-wide Internal Audit; Effective 6/12/17  
Mary Ann Hammonds; Executive Assistant to the Chancellor; Chancellor's Office; Effective 6/1/17  
Andrew Dollar; Executive Director, Government Relations, Policy, Planning, Research; Office of External Affairs; Effective 6/2/17

Reclassifications: James Adams; Manager to Director of Construction Management; Effective 5/1/17  
Jon Calisi; Manager of Information Technology to Deputy Chief Information Officer; Effective 5/1/17

Reclassifications continued: Rehan Chaudhary; Business Intelligence Analyst to Business Intelligence Engineer; Effective 5/1/17  
Ginger Hausser; Director, External Affairs to Associate Vice Chancellor for Institutional Advancement; Effective 6/1/17  
Anita Jansen; Administrative Assistant I to Administrative Assistant II; Effective 6/1/17  
Heidi Leming; Assistant Vice Chancellor to Associate Vice Chancellor; Effective 5/11/17  
James King, to Executive Vice Chancellor and Interim Vice Chancellor, Student Success; Effective 5/1/17  
Dr. Kimberly McCormick – Special Assistant to the Chancellor to Vice Chancellor for External Affairs; Effective 5/1/17  
Carol Puryear – to Vice Chancellor for Community and Economic Development; Effective 5/1/17  
Dr. Randy Schulte – Assistant Vice Chancellor to Interim Vice Chancellor, Academic Affairs; Effective 5/1/17

Promotions: None

Degree Attainment: Lindsey Butler; TN eCampus; Bachelor's Degree

Retirement: John Townsend, 5/31/17  
Tammy Birchett, 6/9/17  
Dale Sims, 6/30/2017

Separations: Tristan Denley; Effective May 9, 2017

Appointments: Vice President and Other Executives: Attachment A

Salary Adjustments: Vice President and Other Executives: Attachment B

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. Memo Regarding Implementation of Industrial Maintenance at McMinnville located at VIAM Manufacturing in Manchester, TN: Attachment F

FWT/sm  
Enclosures



**TBR System-wide  
Vice Presidents and Executive Level Increases**

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Effective Date</b>	<b>Type of Increase</b>	<b>Increase</b>	<b>New Salary</b>
ChSCC	B. McCormick	Assistant Vice President of Student Affairs	7/1/17	Base Adj. and ATB	\$14,404.00	\$98,880.00
ChSCC	S. Rudder	Dean of Student Engagement and Support Services	7/1/17	Base Adj. and ATB	\$8,062.00	\$86,520.00
JSCC	C. Pittman	Interim Auditor	4/17/17	Additional Duties	\$3,937.71	\$60,190.57

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

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Salary</b>	<b>Effective Date</b>
DSCC	Dr. Tamara Colgan	VP, Academic	\$111,000.00	6/12/17
DSCC	Charlene White	VP, Finance and Administrative Services	\$97,308.00	6/1/17
JSCC	C. Pittman	Interim Auditor	\$60,190.57	4/17/17
NaSCC	Dr. William Terry Brown	VP, Academic Affairs and Student Services	\$126,072.00	7/3/17

Tennessee Board of Regents  
 Summary of State Building Commissions Actions  
 03/09/2017 thru 05/11/2017

Date	SBC Number	Institution	Project	Value	SBC Action
3/9/2017	166/005-05-2015	ETSU	Johnson City Day Center	1,050,000	Approved a revision in project budget, funding, and sources of funding in order to award a contract.
	166/005-01-2017	ETSU	Sevierville Program Expansion	818,000	Approved a project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/009-05-2016	MTSU	Academic Classroom Building	1,600,000	Approved awarding a contract to the best evaluated proposer for a Construction Manager/General Contractor.
	166/009-07-2016	MTSU	Several Buildings Exterior Repairs	1,683,919	Approved a revision in project budget, scope, funding, and sources of funding.
	166/001-03-2010	TSU	Mechanical Updates	4,807,696	Approved a revision in project budget, funding, and sources of funding in order to award a contract.
	166/011-03-2016	TTU	Volpe Library First Floor Expansion	1,060,000	Approved utilizing a Best Value alternative delivery method.
	166/011-01-2017	TTU	Tennessee Center for Poultry Science	2,070,000	Approved a project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer
	166/017-01-2017	DSCC	Glover Building Nursing Program Expansion	1,075,000	Approved a project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/021-01-2017	MSCC	Advanced Robotics Training Center	5,500,000	Approved a project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/038-02-2016	NeSCC	Building Controls Updates	750,000	Approved a revision in project budget, scope, funding, and sources of funding.
	166/032-02-2015	PSCC	Outdoor Classroom/Stage and Solar Demonstration	420,000	Approved a revision in project budget, scope, funding, and sources of funding.
	166/025-01-2017	VSCC	Warf Science Building Addition and Renovatio	1,750,000	Approved a project, budget, scope, funding, and sources of funding, and proceeding with the process to select a designer.
	166/080-01-2017	Pulaski	Campus Expansion	3,171,350	Approved a project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/007-13-2011	UoM	New Student Housing	462,894	Rec'vd report C.O. #3 @ 31.42%
4/13/2017	166/009-03-2013	MTSU	Master Plan	500,000	Approved a revision in project budget, funding, and source of funding.
	166/007-09-2016	UoM	Student Housing Roof and Brick Repair	2,000,000	Approved a revision in project budget, scope, funding, and source of funding.
	166/017-01-2016	DSCC	Gymnasium Mechanical Updates	346,000	Approved a revision in project budget, funding, and sources of funding in order to award a contract.
	166/060-01-2017	Knoxville	Training Facility and Renovations	19,200,000	Lieutenant Governor McNally expressed his gratitude for working with the local community for this great need. The commission approved the project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
166/070-01-2017	Memphis	Satellite Campus	17,500,000	Approved a project, budget, scope, funding, and sources of funding, and proceeding with the process to select a designer.	

Attachment C

				Chancellor Tydings introduced Reb Haizlip with Haizlip Studios for the presentation. After the presentation, Treasurer Lillard asked how this project would mitigate the risks posed by the active railroad tracks separating these two parts of the campus. Mr. Haizlip explained that the sight lines created by the land bridge, parking garage and amphitheater common area will make it appear that the land bridge is the most efficient manner to reach the other side of the campus. The fencing around the railroad tracks would remain, as would the existing gated crossings, but Mr. Haizlip explained that the structures were being designed so that the land bridge would be seen as the best path to the parking garage and other side of the campus. Treasurer Lillard asked that they continue to consider elements that can further mitigate the risks to students. Treasurer Lillard also suggested Mr. Haizlip talk with Commissioner Oglesby about the open design of the garage near the ball park, as he has heard a number of favorable comments about its design. The commission approved the EDP.	
	166/007-03-2016	UoM	Land Bridge and Parking Garage	36,600,000	
	166/003-07-2016	APSU	328 College Street Reroofing	380,000.00	Approved under delegated authority
	166/003-01-2017	APSU	Greek Housing Sprinkler Installation	196,000.00	Approved under delegated authority
	166/003-02-2017	APSU	Kimbrough Steam Line Replacement	250,000.00	Approved under delegated authority
	166/007-01-2017	UoM	Memorial Track Resurfacing	135,000.00	Approved under delegated authority
	166/048-01-2017	Harriman	Louden County Allied Health	264,000.00	Approved under delegated authority
	166/084-01-2017	Crump	Welding Program Expansion	114,380.00	Approved under delegated authority
5/11/2017					
	166/005-03-2016	ETSU	Pediatrics Renovation	1,000,000	Approved a revision in project budget, funding, and source of funding Approved project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/009-01-2017	MTSU	Facilities Storage Shed	138,155	Approved project, budget, scope, funding, and source of funding, and proceeding with the process to select a designer.
	166/007-02-2017	UoM	Getwell Entry Gate	180,000	Approved a revision in project budget, funding, and source of funding.
	166/013-01-2013	CISCC	Master Plan	128,200	Approved a revision in project budget, funding, and sources of funding in order to award a contract.
	166/019-02-2016	JSCC	Science Building HVAC Update	570,000	Comptroller Wilson mentioned that Senator Yager and Representative Powers are interested in this project. The Commission approved the Early Design Phase as recommended by the State Architect.
	166/027-01-2016	RSCC	Campbell County Higher Ed Center Lab Expar	1,100,000	
					Chancellor Tydings introduced President Brian Noland and Doug McCarty with McCarty Holsaple McCarty, Inc. Mr. McCarty introduced Li Wang to give the presentation. Comptroller Wilson stated that, based on the cost of this project, he questioned if it was appropriate to move forward without approval by the new Board of Trustees. The President wrote a letter explaining that the Trustees are very aware and supportive of this project. The Commission approved the Early Design Phase as presented by McCarty Holsaple McCarty, Inc.
	166/005-08-2013	ETSU	Fine Arts Classroom Building	52,338,250	Rec'vd report C.O. #34 @ .13%
	166/015-01-2012	CoSCC	Williamson County Center Relocation	41,092	Rec'vd report C.O. #1 @ 10.94%
	166/025-02-2012	VSCC	Mattox Building HVAC Updates	46,592	



Tennessee Board of Regents  
Summary of State Building Commission Executive Subcommittee

**March 20, 2017 Executive Subcommittee Meeting**

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
TCAT-Pulaski Transaction No. 17-02-003	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal.	OFD/GS to coordinate transaction
TBR Transaction No. 15-00-01	Lease Amendment	Approved a lease amendment with waiver of advertisement.	OFD/GS to coordinate transaction

**April 17, 2017 SBC Executive Subcommittee Meeting**

ETSU SBC #166/005-02-2017	Demolition	Approved project, budget, scope, funding and source of funding.	OFD/GS to coordinate transaction
ETSU SBC #166/005-03-2017	Demolition	Approved project, budget, scope, funding and source of funding.	OFD/GS to coordinate transaction
TCAT-Knoxville Transaction No. 17-03-001	Acquisition	Approved obtaining title work, survey, and environmental assessment, and to accept as gift the required interest with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
ETSU Transaction No. 17-03-023	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal.	OFD/GS to coordinate transaction
ETSU SBC #166/005-01-2017	Designer Selection	Approved selection of Community Tectonics Architects as designer for the project	OFD prepares Designer Agreement and continues with project
TTU SBC #166/011-01-2017	Designer Selection	Approved selection of McFarlin Huitt Panvini as designer for the project	OFD prepares Designer Agreement and continues with project
DSCC SBC #166/017-01-2017	Designer Selection	Approved selection of McGehee Nicholson Burke as designer for the project	OFD prepares Designer Agreement and continues with project

MSCC SBC #166/021-01-2017	Designer Selection	Approved selection of Gilbert/McLaughlin/Casella as designer for the project	OFD prepares Designer Agreement and continues with project
VSCC SBC #166/025-01-2017	Designer Selection	Approved selection of J Holmes Architecture PLLC as designer for the project	OFD prepares Designer Agreement and continues with project
TCAT-Knoxville SBC #166/060-01-2017	Designer Selection	Approved selection of Adams Craft Herz Walker as designer for the project	OFD prepares Designer Agreement and continues with project
TCAT-Pulaski SBC #166/080-01-2017	Designer Selection	Approved selection of Cope Architecture as designer for the project	OFD prepares Designer Agreement and continues with project

**May 22, 2017 SBC Executive Subcommittee Meeting**

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
MSCC SBC #166/060-01-2017	Designer Selection	Approved selection of Heibert+Ball Land Design as designer for the project	OFD prepares Designer Agreement and continues with project
UoM SBC #166/007-02-2017	Designer Selection	Approved selection of Designshop, pllc as designer for the project	OFD prepares Designer Agreement and continues with project
CoSCC Transaction No. 17-04-016	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair	OFD/GS to coordinate transaction
SWCC Transaction No. 17-05-900	Disposal by Lease	Approved disposal by lease with waiver of advertisement and appraisals.	OFD/GS to coordinate transaction

**CONSTRUCTION CONTRACTS AWARDED 03/01/2017 - 05/31/2017**  
**Contracts totaling \$12,292,239.41**

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/ Project Name</u>
HNA Engineering, pllc	OSB Services, LLC	314,250.00	3/3/2017	166/007-04-2016	Uom Lambuth Wilder Chiller Replacement
Kurzynske & Assocaites	CHC Mechanical Contractors, Inc.	599,987.00	3/9/2017	166/001-03-2010B	TSU Humphries Hall Mechanical Updates
Kurzynske & Assocaites	R. L. Campbell Contracting Company, Inc.	311,450.00	3/13/2017	166/019-02-2015B	Library & McWherter Elevator Modernization
Rodney L. Wilson Consulting, PLLC	Elite Contractors, LLC	117,700.00	4/4/2017	166/001-06-2016	TSU, Residence Hall Roof Replacement
Reedy & Sykes Architecture & Design	Preston Construction Company	853,700.00	4/4/2017	166/005-05-2015	ETSU, Johnson City Day Center Replacement
HNA Engineering, pllc	Metro Mechanical Contractors, Inc.	112,525.00	4/4/2017	166/007-01-2014A	UoM CFA Museum Boiler Replacement
Smith Seckman Reid, Inc. (Nashville)	S. M. Lawrence Company, Inc.	1,638,307.00	4/5/2017	166/009-05-2011A	MTSU Saunders Fine Arts HVAC Updates
Richard C. Rinks and Associates, Inc.	Porter Roofing Contractors, Inc. (McMinnville)	305,483.00	4/5/2017	166/011-04-2016	TTU Cookeville Higher Education Campus
Design Innovations Architects, Inc.	Henley Roofing Company	1,099,000.00	4/14/2017	166/027-01-2015	RSCC Campus Roof Replacements
Braganza Associates, P. C.	Barnes & Brower, Inc.	1,468,987.00	4/25/2017	166/033-02-2015	STCC Roof & Envelope Replacement / Repairs
HNA Engineering, pllc	Damon-Marcus Company, Inc.	677,423.00	4/25/2017	166/033-01-2016	STCC Mechanical Systems Modernization
HNA Engineering, pllc	Billy Rogers Plumbing Heating & A/C Inc.	282,000.00	5/1/2017	166/017-01-2016	DSCC Gymnasium Mechanical Updates
Lyle Cook Martin Architects, Inc.	C and C Contracting, LLC	292,352.00	5/11/2017	166/003-05-2016	APSU Executive Education Board Room Renovations
Barge Waggoner Sumner & Cannon, Inc.	Thomas Construction Company, Inc.	870,384.43	5/15/2017	166/005-04-2016	ETSU Stormwater Drainage Repairs
Gilbert McLaughlin Casella Architects, plc	WellSpring Builders, Inc.	677,554.00	5/15/2017	166/003-02-2015	APSU Kimbrough Trading Center Renovations
Community Tectonics Architects, Inc.	K & F Construction, Inc.	1,074,600.00	5/22/2017	166/032-01-2016	PSCC Strawberry Plains Science Labs
Kaatz Binkley Jones Morris Architects, Inc. (Nashville)	Village Roofing Company, Inc.	190,000.00	5/22/2017	166/015-01-2016	CSCC Webster Athletic Facility Several Buildings Roof Replacements
Canup Engineering, Inc.	Barnes & Brower, Inc.	929,634.00	5/22/2017	166/007-07-2013D	UoM Various Buildings Code and Safety Updates
Kaatz Binkley Jones Morris Architects, Inc. (Nashville)	Roofix, Inc.	257,300.00	5/23/2017	166/025-02-2016	VSCC Roof Replacements and Envelope Repairs
McGehee Nicholson Burke Architects, P.C.	Universal Contractors, LLC	123,717.00	5/23/2017	166/017-02-2016	DSCC Gymnasium Interior Repairs
Engineering Services Group, Inc.	Webb Plumbing, Heating & Electric Corporation	147,000.00	5/23/2017	166/000-01-2015E6	TCAT-Harriman Fire Alarm / Security

Civil Engineering & Surveying, LLC	Elk Mountain Construction Company, Inc.	385,801.00	5/23/20107	166/011-01-2016	TTU Storm Sewer Replacement
Allen & Hoshall, Inc.	MSB Construction	472,100.00	5/24/2017	166/019-02-2016	JSCC Science Building HVAC Update
Engineering Services Group, Inc.	Lawson Electric Company, Inc.	189,985.00	5/24/20107	166/000-01-15E5	TCAT Chattanooga Electrical Updates PH2



**Summary by Type of Contract**  
**Contracts Approved from March 1, 2017 to May 31, 2017**

<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>
<u>TBR Offices</u>							
Academics	1	-	-	3	-	6	10
RODP	-	74	-	1	-	-	75
TBR Combined	8	-	1	1	2	5	17
<b>Subtotal</b>	<b>9</b>	<b>74</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>11</b>	<b>102</b>
<u>Institutions</u>							
APSU	-	-	-	-	-	-	-
ETSU	1	-	-	-	-	-	1
MTSU	-	-	-	2	1	-	3
TSU	-	-	-	-	1	-	1
TTU	3	-	-	-	-	-	3
UOM	2	-	-	-	2	-	4
							-
ChSCC	1	-	-	-	-	3	4
CISCC	-	-	-	-	-	1	1
CoSCC	1	-	-	-	-	2	3
DSCC	-	-	-	-	-	2	2
JSCC	-	-	-	-	-	1	1
MSCC	-	-	-	-	-	1	1
NaSCC	-	-	-	-	-	-	-
NeSCC	1	-	-	-	-	-	1
PSCC	-	-	-	-	1	3	4
RSCC	1	-	-	-	-	1	2
STCC	-	-	-	-	1	1	2
VSCC	-	-	-	-	1	1	2
WSCC	1	-	-	-	-	1	2
TCAT Combined	2	-	1	3	-	6	12
<b>Subtotal</b>	<b>13</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>23</b>	<b>49</b>
<b>Grand Total</b>	<b>22</b>	<b>74</b>	<b>2</b>	<b>10</b>	<b>9</b>	<b>34</b>	<b>151</b>

**Summary by Type of Contract**  
**Contracts Approved from March 1, 2016 to May 31, 2016**

<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>
<u>TBR Offices</u>							
Academics	-	-	-	23	1	3	27
RODP	2	58	-	-	-	-	60
TBR Combined	8	-	9	4	4	5	30
<b>Subtotal</b>	<b>10</b>	<b>58</b>	<b>9</b>	<b>27</b>	<b>5</b>	<b>8</b>	<b>117</b>
<u>Institutions</u>							
APSU	2	-	-	-	2	-	4
ETSU	-	-	-	-	1	-	1
MTSU	3	-	-	-	-	-	3
TSU	3	-	-	-	-	-	3
TTU	2	-	-	-	3	2	7
UOM	2	-	-	-	1	4	7
		-	-	-	-	-	-
ChSCC	1	-	-	-	-	-	1
CISCC	-	-	-	-	-	-	-
CoSCC	-	-	-	-	2	3	5
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	1	1	2
MSCC	-	-	-	-	-	-	-
NaSCC	-	-	-	-	-	2	2
NeSCC	-	-	-	-	-	1	1
PSCC	-	-	-	-	-	3	3
RSCC	-	-	-	-	-	1	1
STCC	-	-	-	-	-	-	-
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	-	-
TCAT Combined	2	3	1	-	-	1	7
<b>Subtotal</b>	<b>15</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>10</b>	<b>18</b>	<b>47</b>
<b>Grand Total</b>	<b>25</b>	<b>61</b>	<b>10</b>	<b>27</b>	<b>15</b>	<b>26</b>	<b>164</b>

## Tennessee Board of Regents

### Contracts Approved March 1, 2017 through May 31, 2017

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
104961	Amendment to Existing Agreement	Everfi, Inc.	Academics	Computer Software	\$50,000.00	yes	6/15/2017	6/14/2018	yes
106046	Professional Service	Tennessee Technological University	Academics	Computer Software	\$70,000.00		3/15/2017	3/14/2018	
106100	Professional Service	National Student ClearingHouse	Academics	Other - Goods	\$0.00		4/10/2017	6/30/2020	
106107	Use of Facilities	Deer Run Camps and Retreats	Academics	Lodging and Meeting Space	\$6,000.00		8/3/2017	8/4/2017	
106111	Hotel/Lodging Agreement	Embassy Suites Nashville-Murfreesboro	Academics	Lodging and Meeting Space	\$5,550.00		8/10/2017	8/11/2017	
106140	Use of Facilities	Nelson Andrews Leadership Center	Academics	Lease of Space	\$5,660.00		8/2/2017	8/3/2017	
106178	Grant Agreement	Austin Peay State University	Academics	Grant	\$10,000.00		6/1/2017	6/1/2018	
106179	Grant Agreement	Chattanooga State Community College	Academics	Grant	\$10,000.00		6/1/2017	6/1/2018	
106180	Grant Agreement	Dyersburg State Community College	Academics	Grant	\$10,000.00		6/1/2017	6/1/2018	
106189	Professional Service	Tennessee Longitudinal Data System	Academics	Memo of Understanding	\$0.00		6/1/2017	6/30/2020	
106117	Grant Agreement	Tennessee Higher Education Commission	CLSCC	Grant	\$7,098.00		6/1/2017	7/31/2017	
106202	Service Agreement	Meltwater News	COMM	Other - Services	\$1,275.00		5/30/2017	8/29/2017	
104032	Amendment to Existing Agreement	NGWeb Solutions	Comm. Colleges	Computer Software	\$36,000.00	yes	5/1/2017	4/30/2018	yes
105400	Amendment to Existing Agreement	GCA Services Group, Education Division	COSCC	Other - Services	\$450,000.00		2/15/2017	2/14/2018	yes
106031	Cooperative Agreement	Freed-Hardeman University	COSCC	Cooperative Educational Offerings	\$0.00		8/1/2017	5/31/2020	
106143	Grant Agreement	Tennessee Higher Education Commission	COSCC	Grant	\$7,482.00		6/1/2017	7/31/2017	
101984	Amendment to Existing Agreement	Wacker Polysilicon North America, LLC	CSTCC	Other - Services	\$634,000.00		1/1/2017	5/31/2021	
106139	Grant Agreement	Tennessee Higher Education Commission	CSTCC	Grant	\$7,278.00		6/1/2017	7/31/2017	
106167	Cooperative Agreement	Bluefield State College	CSTCC	Cooperative Educational Offerings	\$0.00		4/1/2017	3/31/2022	
106169	Subscription Agreement	Pearson Education, Inc.	CSTCC	Other - Services	\$715,000.00		7/1/2017	6/30/2018	
106097	Banking Services	First Citizens National Bank	DSCC	Banking Services	\$23,612.48		4/1/2017	3/31/2018	yes
106133	Grant Agreement	Tennessee Higher Education Commission	DSCC	Grant	\$7,242.00		6/1/2017	7/31/2017	
105293	Amendment to Existing Agreement	SciQuest	ETSU	Other - Goods	\$285,488.00		1/1/2016	12/31/2020	yes
106056	Lease Agreement	Capital Commercial Real Estate	Facilities	Lease of Space	\$35,316.00		3/15/2017	6/30/2018	
106095	License Agreement	VIAM Manufacturing	Facilities	Lease of Space	\$0.00		4/1/2017	3/31/2022	
106192	Grant Agreement	Tennessee Higher Education Commission	JSCC	Grant	\$7,170.00		6/1/2017	7/31/2017	
106129	Grant Agreement	Tennessee Higher Education Commission	MSCC	Grant	\$7,101.00		7/1/2017	7/31/2017	
106040	Professional Service	DVL Seigenthaler, Inc	MTSU	Marketing	\$600,000.00	yes	2/22/2017	12/31/2017	yes
106109	Professional Service	Short's Travel Management	MTSU	Travel	\$3,200,000.00	yes	7/1/2017	6/30/2022	yes
106132	Service Agreement	Air Planning, LLC	MTSU	Other - Services	\$387,017.00		4/20/2017	11/11/2017	yes
104304	Amendment to Existing Agreement	Freed-Hardemann University	NSCC	Lease of Space	\$0.00		8/15/2014	8/14/2017	
103135	Clinical Affiliation	Gallatin Women's Center, PC	Nursing/AH	Clinical Experience	\$0.00		3/19/2013	3/31/2018	
103225	Clinical Affiliation	McKenzie Medical Group	Nursing/AH	Clinical Experience	\$0.00		5/8/2013	5/31/2018	

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
103618	Clinical Affiliation	Highlands OB/GYN ,PLLC	Nursing/AH	Clinical Experience	\$0.00		9/26/2013	9/25/2018	
104781	Clinical Affiliation	Fort Sanders OBGYN Group	Nursing/AH	Clinical Experience	\$0.00		4/7/2015	4/6/2020	
105687	Clinical Affiliation	Madisonville Primary Care Group	Nursing/AH	Clinical Experience	\$0.00		7/28/2016	7/27/2021	
105757	Clinical Affiliation	University of Tennessee at Martin	Nursing/AH	Clinical Experience	\$0.00		9/6/2016	9/5/2021	
105960	Clinical Affiliation	Broughton Hospital	Nursing/AH	Clinical Experience	\$0.00		12/8/2016	12/7/2021	
105991	Clinical Affiliation	Life Care Centers of America	Nursing/AH	Clinical Experience	\$0.00		1/9/2017	1/8/2022	
105998	Clinical Affiliation	HIT - The University of TN College of Vet.Med.	Nursing/AH	Clinical Experience	\$0.00		3/2/2017	3/1/2022	
106022	Clinical Affiliation	Mercedes Children's Clinic	Nursing/AH	Clinical Experience	\$0.00		2/2/2017	2/1/2022	
106036	Clinical Affiliation	University Health System (Kristy Williams)	Nursing/AH	Clinical Experience	\$0.00		2/14/2017	2/13/2018	
106037	Clinical Affiliation	Family Care Clinic (McMinnville)	Nursing/AH	Clinical Experience	\$0.00		2/16/2017	2/15/2022	
106038	Clinical Affiliation	MSN/HIT- Erlanger Health System (All Sites)	Nursing/AH	Clinical Experience	\$0.00		5/16/2017	5/15/2022	
106041	Clinical Affiliation	Better Health & Wellness Clinic	Nursing/AH	Clinical Experience	\$0.00		2/28/2017	2/27/2022	
106047	Clinical Affiliation	Wellness Walk-In Clinic (Alabama)	Nursing/AH	Clinical Experience	\$0.00		3/2/2017	3/1/2022	
106049	Clinical Affiliation	Hugh Chatham Memorial Hospital	Nursing/AH	Clinical Experience	\$0.00		5/26/2017	5/25/2022	
106050	Clinical Affiliation	Cleveland TN Hosp Co. LLC dba Tennova HC Cleveland	Nursing/AH	Clinical Experience	\$0.00		4/1/2017	3/31/2020	
106052	Clinical Affiliation	Fort Payne Pediatrics	Nursing/AH	Clinical Experience	\$0.00		3/6/2017	3/5/2022	
106053	Clinical Affiliation	Columbia Pediatrics	Nursing/AH	Clinical Experience	\$0.00		3/6/2017	3/5/2022	
106058	Clinical Affiliation	University Health System (Laura Thompson)	Nursing/AH	Clinical Experience	\$0.00		4/1/2017	12/31/2017	
106059	Clinical Affiliation	Children's Clinic East - Lebanon	Nursing/AH	Clinical Experience	\$0.00		5/23/2017	12/31/2017	
106060	Clinical Affiliation	Lentz Pediatrics	Nursing/AH	Clinical Experience	\$0.00		3/7/2017	3/6/2022	
106062	Clinical Affiliation	Pioneer Pediatrics (McMinnville)	Nursing/AH	Clinical Experience	\$0.00		3/8/2017	3/7/2022	
106064	Clinical Affiliation	Murray-Calloway County Hospital (multiple sites)	Nursing/AH	Clinical Experience	\$0.00		3/8/2017	3/7/2022	
106065	Clinical Affiliation	Carrollton Orthopedic Spine Center (multi sites)	Nursing/AH	Clinical Experience	\$0.00		3/8/2017	3/7/2022	
106066	Clinical Affiliation	Changes Medical Spa & Laser Center	Nursing/AH	Clinical Experience	\$0.00		3/9/2017	3/8/2022	
106067	Clinical Affiliation	Hope Resource Center	Nursing/AH	Clinical Experience	\$0.00		3/9/2017	3/8/2022	
106068	Clinical Affiliation	Compassus Palliative Care - Tullahoma	Nursing/AH	Clinical Experience	\$0.00		3/9/2017	3/8/2022	
106069	Clinical Affiliation	Holston Medical Group (all sites TN & VA)	Nursing/AH	Clinical Experience	\$0.00		7/26/2017	7/25/2022	
106070	Clinical Affiliation	Northshore University Health System (All Sites)	Nursing/AH	Clinical Experience	\$0.00		3/16/2017	3/15/2022	
106071	Clinical Affiliation	Wellstream Family Medicine	Nursing/AH	Clinical Experience	\$0.00		3/17/2017	3/16/2022	
106072	Clinical Affiliation	University Pediatric Urology	Nursing/AH	Clinical Experience	\$0.00		3/17/2017	3/16/2022	
106073	Clinical Affiliation	Cumberland River Hospital, Inc.	Nursing/AH	Clinical Experience	\$0.00		3/17/2017	3/16/2022	
106074	Clinical Affiliation	Primary Care Specialists South (Jackson, TN)	Nursing/AH	Clinical Experience	\$0.00		3/20/2017	3/19/2022	
106077	Clinical Affiliation	Hall Medical Clinic	Nursing/AH	Clinical Experience	\$0.00		3/21/2017	3/20/2022	
106080	Clinical Affiliation	Agape Family Health (Columbia, TN)	Nursing/AH	Clinical Experience	\$0.00		3/23/2017	3/22/2022	
106082	Clinical Affiliation	Kabir Clinic	Nursing/AH	Clinical Experience	\$0.00		3/23/2017	3/22/2022	
106083	Clinical Affiliation	Hometown Urgent Care	Nursing/AH	Clinical Experience	\$0.00		3/23/2017	3/22/2022	
106084	Clinical Affiliation	Kids Kare Pediatrics (Cookeville)	Nursing/AH	Clinical Experience	\$0.00		4/27/2017	4/26/2022	
106085	Clinical Affiliation	Jennie Stuart Medical Group	Nursing/AH	Clinical Experience	\$0.00		3/22/2017	3/21/2022	
106087	Clinical Affiliation	King Family Medical	Nursing/AH	Clinical Experience	\$0.00		3/24/2017	3/23/2022	
106088	Clinical Affiliation	Gallian Medical Group	Nursing/AH	Clinical Experience	\$0.00		3/24/2017	3/23/2022	
106089	Clinical Affiliation	Columbus Pediatrics & Adolescent Care	Nursing/AH	Clinical Experience	\$0.00		3/24/2017	3/23/2022	
106092	Clinical Affiliation	Fairview Community Health Center (KY)	Nursing/AH	Clinical Experience	\$0.00		3/28/2017	3/27/2022	
106093	Clinical Affiliation	Cool Springs MD (Chattanooga)	Nursing/AH	Clinical Experience	\$0.00		3/28/2017	3/27/2022	



Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
106094	Clinical Affiliation	University Health System (Carolyn Hodges)	Nursing/AH	Clinical Experience	\$0.00		4/1/2017	3/27/2018	
106096	Clinical Affiliation	Judson E. Rogers, MD	Nursing/AH	Clinical Experience	\$0.00		3/29/2017	3/28/2022	
106098	Clinical Affiliation	La Clinica Camellia	Nursing/AH	Clinical Experience	\$0.00		3/29/2017	3/28/2022	
106104	Clinical Affiliation	Tennessee Heart (All Locations)	Nursing/AH	Clinical Experience	\$0.00		4/6/2017	4/5/2022	
106105	Clinical Affiliation	Eighth Street Medical Clinic (John Clardy)	Nursing/AH	Clinical Experience	\$0.00		4/6/2017	4/5/2022	
106115	Clinical Affiliation	Life is Beautiful MD	Nursing/AH	Clinical Experience	\$0.00		4/10/2017	4/9/2022	
106116	Clinical Affiliation	Life Circle Women's Healthcare	Nursing/AH	Clinical Experience	\$0.00		4/10/2017	4/9/2022	
106119	Clinical Affiliation	Hardin County Regional Health Center dba Lifespan	Nursing/AH	Clinical Experience	\$0.00		4/11/2017	4/10/2022	
106125	Clinical Affiliation	Chesapeake Urology Associates	Nursing/AH	Clinical Experience	\$0.00		4/13/2017	4/12/2022	
106126	Clinical Affiliation	Mountain View Family Medicine	Nursing/AH	Clinical Experience	\$0.00		4/13/2017	4/12/2022	
106127	Clinical Affiliation	University Health System (Heather Barker)	Nursing/AH	Clinical Experience	\$0.00		4/17/2017	4/30/2018	
106131	Clinical Affiliation	Healthy Life Family Medicine (Dr. Sherri Walker)	Nursing/AH	Clinical Experience	\$0.00		4/20/2017	4/19/2022	
106134	Clinical Affiliation	Cumberland Family Medical Center, Inc. (all sites)	Nursing/AH	Clinical Experience	\$0.00		4/21/2017	4/20/2018	
106135	Clinical Affiliation	Children's Medical Group Hermitage	Nursing/AH	Clinical Experience	\$0.00		8/8/2017	8/7/2022	
106136	Clinical Affiliation	Family Medicine and Weight Loss Clinic (Texas)	Nursing/AH	Clinical Experience	\$0.00		4/24/2017	4/23/2022	
106138	Clinical Affiliation	Bluefield Women's Center	Nursing/AH	Clinical Experience	\$0.00		4/24/2017	4/23/2022	
106141	Clinical Affiliation	Dickson Medical Associates (all sites)	Nursing/AH	Clinical Experience	\$0.00		4/25/2017	4/24/2022	
106142	Clinical Affiliation	Shanti David LLC	Nursing/AH	Clinical Experience	\$0.00		4/25/2017	4/24/2022	
106145	Clinical Affiliation	Sunshine Pediatrics (Maryland)	Nursing/AH	Clinical Experience	\$0.00		4/26/2017	4/25/2022	
106158	Clinical Affiliation	Comprehensive Wellness Center	Nursing/AH	Clinical Experience	\$0.00		5/3/2017	5/2/2022	
106159	Clinical Affiliation	Adventist Health System (GA - multiple sites)	Nursing/AH	Clinical Experience	\$0.00		5/4/2017	5/3/2022	
106164	Clinical Affiliation	University Health System (Christina McGee)	Nursing/AH	Clinical Experience	\$0.00		6/1/2017	5/31/2018	
106165	Clinical Affiliation	Midsouth Medicine (Mississippi)	Nursing/AH	Clinical Experience	\$0.00		5/8/2017	5/7/2022	
106166	Clinical Affiliation	Dr. Theresa Morrison	Nursing/AH	Clinical Experience	\$0.00		5/8/2017	5/7/2022	
106173	Clinical Affiliation	Richland Place	Nursing/AH	Clinical Experience	\$0.00		5/11/2017	5/10/2022	
106187	Clinical Affiliation	Weakley Co. Family Medicine Christina Jorge only	Nursing/AH	Clinical Experience	\$0.00		5/16/2017	5/15/2018	
106188	Clinical Affiliation	Paris Pediatrics	Nursing/AH	Clinical Experience	\$0.00		5/16/2017	5/15/2022	
106191	Clinical Affiliation	Sewanee Family Practice	Nursing/AH	Clinical Experience	\$0.00		5/17/2017	5/16/2022	
106193	Clinical Affiliation	Primary Care & Hope Clinic (M'boro/Smyrna)	Nursing/AH	Clinical Experience	\$0.00		5/17/2017	5/16/2022	
104870	Service Agreement	Dynamic Security, Inc.	PSCC	Other - Services	\$450,000.00		7/1/2017	6/30/2018	yes
105001	Banking Services	US Bank	PSCC	Banking Services	\$5,000.00		7/1/2017	6/30/2018	yes
106102	Grant Agreement	Tennessee Higher Education Commission	PSCC	Grant	\$14,796.00		6/1/2017	7/31/2017	
106048	Purchase Agreement	Rudd Seeley Wallis, LLC	PSCC	Other	\$1,800,000.00		3/7/2017	7/7/2017	
106163	Professional Service	Kim McGaw	RODP	Speaker	\$2,450.00		6/1/2017	6/30/2017	
100375	Amendment to Existing Agreement	Barnes & Noble College Booksellers, Inc.	RSCC	Other - Services	\$375,000.00		7/1/2017	6/30/2018	yes
106108	Grant Agreement	Tennessee Higher Education Commission	RSCC	Grant	\$7,290.00		6/1/2017	7/31/2017	
106103	Service Agreement	KPMG	STCC	Consulting	\$177,030.00		4/3/2017	4/2/2018	
106203	Grant Agreement	Tennessee Higher Education Commission	STCC	Grant	\$14,760.00		6/5/2017	6/23/2017	



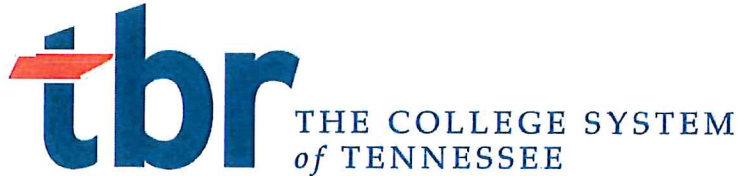
Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
103744	Amendment to Existing Agreement	Elsevier, B.V.	TBR	Other - Services	\$2,473,271.00	yes	1/1/2014	12/31/2018	
104224	Amendment to Existing Agreement	RJ Young Co	TBR	Other - Goods	\$3,000,000.00	yes	6/15/2017	6/14/2019	yes
104692	Amendment to Existing Agreement	ProQuest LLC	TBR	Other - Services	\$74,221.00		3/1/2017	2/28/2018	yes
105284	Amendment to Existing Agreement	Everfi, Inc. Student	TBR	Computer Software	\$217,500.00		7/1/2017	6/30/2018	yes
105420	Amendment to Existing Agreement	SAS Institute, Inc. - amendment decreased annual amount for year 2	TBR	Computer Software License	\$1,887,000.00	yes	3/16/2017	3/15/2018	yes
105629	Amendment to Existing Agreement	Education Advisory Board	TBR	Other - Services	\$727,677.00		6/1/2016	6/20/2021	
105901	Amendment to Existing Agreement	U.S. Bank National Association	TBR	Other - Services	\$15,000,000.00		11/1/2016	10/31/2021	yes
106044	License Agreement	ProQuest LLC	TBR	Other - Services	\$56,420.00		2/1/2017	1/31/2018	
106045	License Agreement	Adobe Systems Inc	TBR	Computer Software License	\$0.00	yes	3/27/2017	3/26/2019	
106086	Software License	Convenc, Inc.	TBR	Computer Software License	\$226,138.00		3/27/2017	3/26/2022	yes
106156	Professional Service	Tennessee Student Assistance Cooperation	TBR	Other - Services	\$20,000.00		5/10/2017	5/9/2018	
106174	Service Agreement	Jackson State Community College - lead institution administrative services for TCATs	TBR	Other - Services	\$429,000.00		7/1/2017	6/30/2018	
106175	Dual Services Extra Compensation	Volunteer State Community College - Andrew Dollar	TBR	Other - Services	\$20,000.00		3/6/2017	5/31/2017	
105832	Amendment to Existing Agreement	Tennessee Department of Labor	TCAT Athens	Grant	\$103,261.00		9/15/2016	6/30/2017	
106075	Grant Agreement	Tennessee Department of Labor	TCAT Athens	Grant	\$72,804.00		3/10/2017	6/30/2017	
106199	Grant Agreement	Memphis Bioworks Foundation	TCAT Covington	Grant Subcontract	\$124,098.00		2/1/2017	10/31/2018	
106150	Dual Services Extra Compensation	Tennessee Board of Regentst	TCAT Jackson	Teaching	\$7,360.80		8/31/2018	8/31/2018	
105833	Amendment to Existing Agreement	Tennessee Department of Labor	TCAT Knoxville	Other - Services	\$140,958.00		6/30/2016	6/30/2017	
106076	Grant Agreement	Tennessee Department of Labor	TCAT Knoxville	Grant	\$16,510.00		3/10/2017	6/30/2017	
106144	Professional Service	Tennessee Electric Cooperative Association	TCAT Murfreesboro	Training	\$648,900.00		7/1/2017	6/30/2018	
106154	Professional Service	Tennessee Board of Regents	TCAT Office	Foundation Duties	\$0.00		7/1/2017	6/30/2018	
106055	Lease Agreement	East Tennessee Human Resource Agency	TCAT Oneida	Lease of Space	\$18,241.00		1/1/2017	12/31/2017	
106043	Cooperative Agreement	TCAT Shelbyville General Advisory Board	TCAT Shelbyville	Foundation Duties	\$0.00		3/3/2017	6/30/2017	
106176	Purchase Agreement	Technical Training Aids, Inc.	TCAT Shelbyville	Other - Goods	\$533,689.00		5/11/2017	12/31/2017	
106184	Professional Service	Foundation for Shelbyville	TCAT Shelbyville	Foundation Duties	\$0.00		7/1/2017	6/30/2018	
106120	Service Agreement	Xerox Corporation	TSU	Other - Services	\$931,337.55		1/1/2017	12/31/2021	
104849	Amendment to Existing Agreement	Regions Bank	TTU	Banking Services	\$14,000.00	yes	6/1/2017	5/25/2020	yes
105552	Amendment to Existing Agreement	Roane State Community College	TTU	Cooperative Educational Offerings	\$5,000.00		7/1/2014	6/30/2018	
106106	Amendment to Existing Agreement	Motlow State Community College	TTU	Memo of Understanding	\$25,000.00		7/1/2015	6/30/2018	
105444	Amendment to Existing Agreement	First Tennessee Bank N.A.	UOM	Banking Services	\$237,829.00		4/1/2016	12/31/2021	yes
105480	Amendment to Existing Agreement	Teach for America	UOM	Other	\$400,000.00		5/26/2016	7/22/2017	

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
106114	Service Agreement	Paciolan LLC	UOM	Computer Software License	\$150,000.00		5/1/2017	4/30/2022	yes
106186	Service Agreement	AT & T Corporation	UOM	Telecommunications Services	\$667,000.00	yes	7/1/2017	6/30/2018	yes
106170	Grant Agreement	Tennessee Higher Education Commission	VSCC	Grant	\$21,462.00		6/1/2017	7/31/2017	
106200	Service Agreement	Volunteer State College Foundation	VSCC	Foundation Duties	\$0.00		7/1/2017	6/30/2018	
101552	Amendment to Existing Agreement	East Tennessee Property Development, LLC	WSCC	Lease of Space	\$92,649.76		6/15/2010	6/14/2025	yes
106168	Grant Agreement	Tennessee Higher Education Commission	WSCC	Grant	\$7,182.00		6/5/2017	6/23/2017	
<b>151 Contracts</b>									

**Interim Action Report**  
**Tennessee Colleges of Applied Technology Program Proposals**  
**Approved by the Board through Delegated Authority to the Chancellor**

The following program modification was approved through this process:

- Implementation of Industrial Maintenance at McMinnville located at VIAM Manufacturing in Manchester, TN.

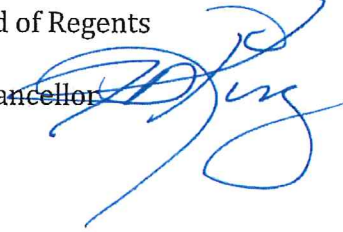


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## MEMORANDUM

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TO: Members of the Tennessee Board of Regents

FROM: James D. King, Executive Vice Chancellor 

CC: Flora W. Tydings, Chancellor

DATE: May 5, 2017

SUBJECT: Tennessee Colleges of Applied Technology- 14 Day Approval Process

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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-McMinnville for an Industrial Maintenance program to be offered in Coffee County. This program will enable TCAT-McMinnville to offer additional programs in high demand and meet industry needs in the McMinnville 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.

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 Friday, May 19, 2017. Her email is [carol.puryear@tbr.edu](mailto: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

TBR-TCAT FORMAT 1

NEW PROGRAM PROPOSAL

I. General Information

A. Name of TCAT

Tennessee College of Applied Technology - McMinnville

B. Statement of action proposed and scope of program

The Tennessee College of Applied Technology – McMinnville proposes to offer an Industrial Maintenance program at VIAM, Mfg. in Manchester, TN. The length of the program is 1,728 hours.

C. Proposed implementation date

January 1, 2018

D. Objectives

To serve and educate a competent workforce within Coffee, Grundy, and adjoining counties in the area of manufacturing. To operate day and evening classes in Industrial Maintenance.

E. Analysis of potential for duplicating programs or services within the TCAT or at other institutions in the primary service area.

TCAT McMinnville and TCAT Shelbyville both work together to meet the demand for the program of Industrial Maintenance. There are many more students wanting to enroll, however, we are both at capacity, and this will help relieve the demand.

II. Program Supply and Demand Rationale (Data must address OIS and/or Employment Security Study detailing number of jobs available and projected in the primary service area. Local surveys and letters of support are encouraged.)

In addition to specific employee needs for the attached documents from companies and the Department of Labor projections in the field of Industrial Maintenance a continued growth in our LWIA6 alone and across the State.

III. Estimated Enrollment and Program Completers

	<u>Enrollment</u>	<u>Completers</u>
1st Year	20 FT/20 PT (evenings)	N/A
2nd Year	20 FT/20 PT (evenings)	17 projected
3rd Year	20 FT/20 PT (evenings)	17 projected



IV. Curriculum (In addition to program curriculum, the proposal should address plans for assessment, basic skills, and program evaluation.)

Written tests will be given to assess theory teaching. Hands-on evaluations will be used to evaluate skills learned. Total assessment will be a combination of both theory and hands-on results.

Example A is an assessment off of one of our trainers.

Example B is an overall program evaluation accomplished by our Industrial Maintenance competency checklist.

V. Estimated Program Cost

Approximately \$500,000

VI. New Faculty Needed (Number and estimated salary)

1st Year	1 full-time	\$45,000 plus benefits
	1 part-time	\$28,000
2nd Year	1 full-time	\$47,000 plus benefits
	1 part-time	\$28,000
3rd Year	1 full-time	\$48,000 plus benefits
	1 part-time	\$28,000

VII. Other Support Services

A. Facilities – N/A

B. Other – Telephone service and data line

VIII. Advisory Committee (List names and titles)

Charlie King, Facility/Maintenance Superintendent, Batesville Casket Co., Inc.

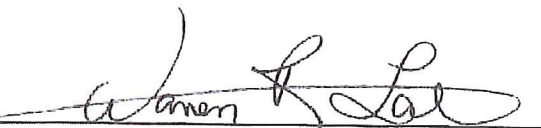
Donnie Hopkins, Director of Plant Engineering and Maintenance, VIAM Manufacturing

Mike Leckman, Maintenance Manager, Kasai North America

Jack Foy, General Manager Tooling & Maintenance, Kasai North America

IX. Documentation of Regional Program Coordination

(Please see enclosures)

X.   
Signature of Director

4/27/17  
Date Signed



April 18, 2017

TN College of Applied Technology – McMinnville  
Dr. Warren Laux  
241 Vo Tech Dr.  
McMinnville, TN 37110

Dear Dr. Laux,

Please allow me to express my commitment to serve on an advisory committee for TCAT McMinnville at Manchester. I would be willing to meet twice a year to review the mission statement, curriculum, budget, assessments, and any other items that would come before the committee.

As you know, there is a great need for skilled employees in manufacturing in Coffee County, and as a partner in economic development for our county, I am happy to serve in this capacity.

Sincerely,

A handwritten signature in black ink that reads "Terri Hudson".

Terri Hudson  
Executive Director



April 18, 2017

TN College of Applied Technology – McMinnville  
Dr. Warren Laux  
241 Vo Tech Dr.  
McMinnville, TN 37110

Dear Dr. Laux,

Please allow me to express my willingness to serve on an advisory committee for TCAT McMinnville at Manchester. I would be willing to meet twice a year to review the mission statement, curriculum, budget, assessments, and any other items that would come before the committee.

As you know, there is a great need for skilled employees in manufacturing. I would project that in the next 3-5 years, our facility will have a need for 45 employees, and this is the reason for my commitment to serve in this capacity.

Sincerely,

A handwritten signature in black ink, appearing to read "Keith D. Hayes". The signature is written in a cursive style with a large, prominent 'K'.

VIAM MANUFACTURING, INC.  
87 Park Tower Drive • Manchester, TN 37655-6484 • Phone (981) 461-2300 • Fax (981) 461-2334  
[www.viamfg.com](http://www.viamfg.com)

Registered TN 6946, ISO 14001

*County Mayor of Coffee County*

GARY CORDELL

1329 McArthur Street  
Suite 1  
Manchester, TN 37355



931-723-5100  
Fax 931-723-5152  
Email: [mayor@coffeecountyttn.org](mailto:mayor@coffeecountyttn.org)

April 18, 2017

TN College of Applied Technology – McMinnville  
Dr. Warren Laux  
241 Vo Tech Dr.  
McMinnville, TN 37110

Dear Dr. Laux,

Please allow me to express my commitment to serve on an advisory committee for TCAT McMinnville at Manchester. I would be willing to meet twice a year to review the mission statement, curriculum, budget, assessments, and any other items that would come before the committee.

As you know, there is a great need for skilled employees in manufacturing in Coffee County, and as a partner in economic development for our county, I am happy to serve in this capacity.

Sincerely,

A handwritten signature in black ink that reads "Gary Cordell". The signature is written in a cursive style with a large, looped initial "G".

Gary Cordell  
Coffee County Mayor



---

One Batesville Blvd. • Batesville, IN 47006

---

April 18, 2017

TN College of Applied Technology – McMinnville

Dr. Warren Laux

241 Vo Tech Dr.

McMinnville, TN 37110

Dear Dr. Laux,

Please allow me to express my willingness to serve on an advisory committee for TCAT McMinnville at Manchester. I would be willing to meet twice a year to review the mission statement, curriculum, budget, assessments, and any other items that would come before the committee.

As you know, there is a great need for skilled employees in manufacturing. I would project that in the next 3-5 years, our facility will have a need for 5/20 employees, and this is the reason for my commitment to serve in this capacity.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Allen", written in a cursive style.





April 21, 2017

Tennessee College of Applied Technology  
Mr. Rodney Baker  
241 Vo Tech Drive  
McMinnville, Tennessee 37110

Dr. Laux,

Please accept this letter as confirmation of my commitment to serve on the Advisory Board for the TCAT McMinnville satellite campus in Manchester. It would be an honor to participate with this committee to help ensure that the training process is adequate and meets the need for skilled Maintenance Techs.

Having worked for the past 35 years with manufacturing in the maintenance field I would like to say that I am in support of any and all endeavors that are targeted at increasing the knowledge and skills for potential maintenance personnel. I feel very strongly that there is an immediate need for more education and training opportunities in this area. I look forward to participating in this opportunity for improvement.

Thank You,  
*Charles T. King*

Charlie King  
Facility/Maintenance Superintendent  
175 Monogard Drive  
Manchester, Tn 37355  
(931) 461-8172 work  
(931) 212-6508  
[Charlie.king@batesville.com](mailto:Charlie.king@batesville.com)



**KASAI NORTH AMERICA, INC.**

**Tennessee Operation**

1020 Volunteer Parkway

Manchester, TN 37355

TEL: 931-728-4122

FAX: 931-728-4693

April 18, 2017

TN College of Applied Technology – McMinnville  
Dr. Warren Laux  
241 Vo Tech Dr.  
McMinnville, TN 37110

Dear Dr. Laux,

Please allow me to express my willingness to serve on an advisory committee for TCAT McMinnville at Manchester. I would be willing to meet twice a year to review the mission statement, curriculum, budget, assessments, and any other items that would come before the committee.

As you know, there is a great need for skilled employees in manufacturing. I would project that in the next 3-5 years, our facility will have a need for 40 employees, and this is the reason for my commitment to serve in this capacity.

Sincerely,

Jim Leyhew

Plant Manager

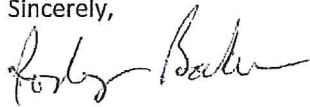
KASAI North America, Inc.

From: Rodney Baker, TCAT McMinnville Industrial Maintenance Instructor

To Whom it may concern,

I will be happy to serve on the Advisory Board for the satellite location of TCAT McMinnville's Industrial Maintenance Program in Manchester, TN. I look forward to building relationships with the area's industry in order to establish an effective Training facility and assist in fulfilling the needs for skilled workers in the area.

Sincerely,

A handwritten signature in cursive script that reads "Rodney Baker". The signature is written in black ink and is positioned above the printed name.

Rodney Baker

Notice the outlook indicators below: Jobs4tn

Clicking on individual titles such as *First-Line Supervisors* will profile:

- Job summary
- Jobs data
- Candidates Available
- Supply and Demand Data
- Education and Training Data
- Occupational Experience Data
- Occupational Wage Data
- Employment Data
- Annual Openings
- Industries that Employ these Occupations

*Some of this data has been included below the LWDA6 Maintenance list as an example of available information.*

#### **LWDA6 Maintenance**

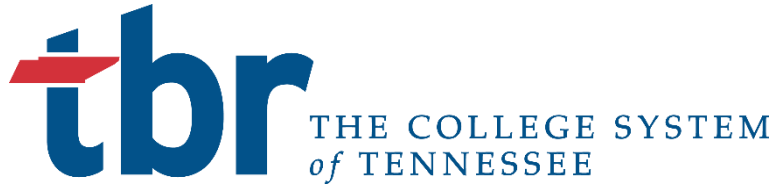
<https://www.jobs4tn.gov/vosnet/drills/occupation/occdrill.aspx?enc=g6jWQSkbOHVuEM/gza2MnaSVN3UbG/rWd2ztwcZayXPk5AOH7sMFT0JN8SdVfnWj5egrj9PTaSjNNWkYi5J+7Xjv+ThxfXutzWG8Sgrr/QM=>

#### LWIA 6

**Here is a list of occupations that matched your keyword search.** Occupations are ranked based on how well they matched the keyword. The table below also indicates whether the keyword was found in the title, related job titles, or description of each occupation.

You may click on the matched indicator in the Related Job Titles and Occupation Description columns to view the corresponding matches. To select an occupation, click on its title.

100%	<a href="#"><u>First-Line Supervisors of Mechanics, Installers, and Repairers</u></a>			
81%	<a href="#"><u>Maintenance and Repair Workers, General</u></a>			
45%	<a href="#"><u>Helpers--Installation, Maintenance, and Repair Workers</u></a>			
44%	<a href="#"><u>Industrial Machinery Mechanics</u></a>			
35%	<a href="#"><u>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</u></a>			



**Tennessee Board of Regents**  
***Committee on Finance and Business Operations***  
**June 22, 2017**

**AGENDA**

- 1. Approval of the Minutes from the April 13 and May 18, 2017 Special Called Meetings of the Finance and Business Operations Committee Regarding Maintenance Fees and Tuition (Vice Chancellor Dale Sims)**

The Committee will consider approval of the minutes from the April 13 and May 18, 2017 special called meetings of the Finance and Business Operations Committee regarding maintenance fees and tuition.

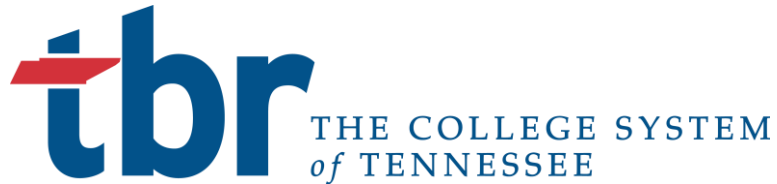
- 2. Review and Consider Maintenance and Mandatory Fees and Tuition (Vice Chancellor Dale Sims)**

The Committee will consider approval of staff recommendations regarding maintenance and mandatory fees and tuition.

- 3. Consideration of Funding for Operations for the 2017-2018 Fiscal Year (Vice Chancellor Dale Sims)**

The Committee will consider approval of funding for operations for the 2017-2018 fiscal year consisting of state appropriations for operating and capital funding.





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BOARD TRANSMITTAL

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MEETING: Committee on Finance and Business Operations

SUBJECT: Approval of the Minutes from the April 13 and May 18,  
2017 Special Called Meetings of the Finance and  
Business Operations Committee Regarding  
Maintenance Fees and Tuition

DATE: June 22, 2017

PRESENTER: Vice Chancellor Dale Sims

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approve

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The Committee will consider approval of the minutes from the April 13 and May 18, 2017 special called meetings of the Finance and Business Operations Committee regarding maintenance fees and tuition.

**REPORT OF THE  
COMMITTEE ON FINANCE AND BUSINESS  
OPERATIONS**

**SPECIAL CALLED MEETING**

April 13, 2017

The Committee on Finance and Business Operations met in a special called session by teleconference on April 13, 2017, at 1 p.m. Central Daylight Time.

A quorum was present and the meeting was called to order by Chairman Duckett.

Chairman Duckett stated this was the first of three meetings planned to discuss maintenance fee and tuition proposals prior to the June 23, 2017, Board meeting. This meeting was for informational purposes only, therefore, no action was required.

Vice Chair Reynolds thanked Committee members for their participation in the meeting.

Chancellor Tydings thanked members of the Committee for their participation and encouraged questions from Committee members prior to the Committee taking action on June 6.

The only item on the agenda was a presentation by Vice Chancellor Dale Sims regarding the framework for consideration of maintenance fee proposals which, if approved, would become effective Fall 2017. The Committee reviewed information previously distributed by Vice Chancellor Sims which included (1) preliminary meeting schedule, (2) goals, (3) background information, (4) framework for consideration of maintenance fee proposals, (5) review of indicated student revenue increases, and (6) next steps.

Regent Hatch requested that TCAT data in the future be broken out by individual college instead of one cumulative total for all TCATs.

Regent Griscom requested that the Committee be provided with a chart displaying maintenance fee history along with the state funding history for the same period.

The next special called meeting of the Committee on Finance and Business Operations is scheduled for May 18, 2017 at 1 p.m. Central Daylight Time. At that time the Committee will review additional information on maintenance fee and tuition proposals.

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

Respectfully submitted,

COMMITTEE ON FINANCE  
AND BUSINESS OPERATIONS

---

Gregory Duckett, Chair

**REPORT OF THE  
COMMITTEE ON FINANCE AND BUSINESS  
OPERATIONS**

**SPECIAL CALLED MEETING**

May 18, 2017

The Committee on Finance and Business Operations met in a special called session on May 18, 2017, at 1 p.m. Central Daylight Time.

A quorum was present and the meeting was called to order.

This was the second meeting planned to discuss tuition recommendations that would become effective beginning Fall 2017. This meeting was for informational purposes only, therefore, no action was required.

Discussion of maintenance fee and tuition recommendations as well as two mandatory fee requests were the only agenda items.

Material discussed included:

- College's and TCAT's Maintenance Fee and Appropriation History – 2004-2017



➤ Mandatory Fee Requests from Columbia State Community College and Northeast State Community College

➤ Indicated student revenue increase levels by institution

Board staff will distribute recommendations regarding maintenance fee and tuition increases to Committee members prior to the June 6, 2017, special called meeting of the Committee. Committee members were requested to contact Vice Chancellor Sims or Associate Vice Chancellor Stewart with any questions they may have regarding the information discussed at this meeting.

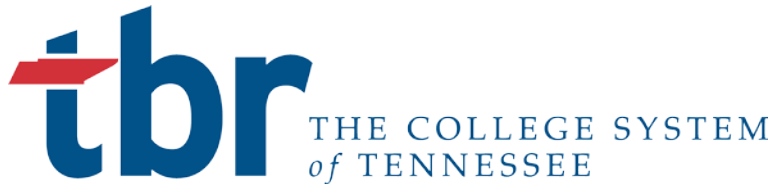
There being no further business to come before the Committee, the meeting adjourned.

Respectfully submitted,

COMMITTEE ON FINANCE  
AND BUSINESS OPERATIONS

---

Gregory Duckett, Chair



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BOARD TRANSMITTAL

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MEETING: Committee on Finance and Business Operations

SUBJECT: Review and Consider Maintenance and Mandatory Fees and Tuition

DATE: June 22, 2017

PRESENTER: Vice Chancellor Dale Sims

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approve

---

The Committee met on April 14 and May 18, 2017 to review materials on maintenance fees and mandatory fees. As a result of those discussions, System Office staff developed recommendations on maintenance fees and mandatory fees as follows:

**Maintenance Fee Recommendations for Fiscal Year 2017-2018:**

**COMMUNITY COLLEGES**

	<u>Base</u>	<u>Hours&gt;Base</u>
Undergraduate		
In-State	\$160	\$32
Increase Amount	\$4	\$1
Increase Percent	2.6%	3.2%
Out-of-State	\$499	\$100
Increase Amount	\$13	\$3
Increase Percent	2.7%	3.1%

	<u>Base</u>	<u>Hours&gt;Base</u>
<b>Regents On-line Degree Program</b>		
Undergraduate	\$64	\$64
<b>E-Rate</b>		
Undergraduate	\$80	\$80
<b>Dual Enrollment</b>		
Undergraduate	\$166	\$33

**COLLEGES OF APPLIED TECHNOLOGY**

Trimester Rate	\$1,169
Increase Amount	30
Percent Increase	2.6%

**Mandatory Fee Recommendation:**

- Debt Service fee increase of \$22 per semester at Columbia State Community College

Details on this recommendation are included in the attached materials.

End of Document



THE COLLEGE SYSTEM  
*of* TENNESSEE

# Committee on Finance & Business Operations

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**Mandatory Fees, Maintenance Fees, & Tuition  
Discussion**

June 6, 2017

# Agenda

- Review of Mandatory Fee Requests
- Review of Indicated Student Revenue Increases
- Review of Maintenance Fee and Tuition Rate Increases
- Consideration of Recommended Actions



# Mandatory Fee Requests

# COSCC Project Description

## Summary

- Construction of Phase 1 of a parking facility that will provide 248 additional parking spaces
- Phase 1 will meet the anticipated short term needs of the campus
- Parking facility can be expanded in future by adding 2 decks

## Parking Facility Costs

	<u>Spaces</u>	<u>Cost</u>
Parking Structure		
Phase 1	248	\$ 6,780,000
Phase 2	252	\$ 4,305,234
<b>Total</b>	<b>500</b>	<b>\$ 11,085,234</b>

## Parking Facility Phase 1 Financing

Williamson Campus Residual Funds	\$ 818,000
Williamson Building 4 Planning Funds	\$ 90,000
Maintenance Funds Re-Direction	\$ 1,020,000
Legislative Appropriation	\$ 1,250,000
TSSBA Debt	\$ 3,602,000
<b>Total</b>	<b>\$ 6,780,000</b>

## TSSBA Debt

<b>Assumptions:</b> Project Cost	\$ 3,602,000
Interest Rate	7.00%
No. of Years	20
Cost of Issuance	2.00%
Administrative Costs	0.20%
Annual Debt Service Pmt.	\$ 347,483

## Issue Size

Project Cost	\$ 3,602,000
Cost of Issuance	\$ 72,040
Administrative Costs	\$ 7,204
<b>Size of Bond Issue</b>	<b>\$ 3,681,244</b>

# COSCC – Funding of Debt Service

Proposal:

- Size student fee to meet expected debt service need @ 4% interest
- Pledge additional institutional revenues to meet TSSBA pro forma requirement of 7% (@ 20 year financing)
  - Institution acknowledges that it will be responsible for debt service cost if eventual debt carries rate above 4%

	<u>Per Semester</u>	<u>Annual Amount</u>
<b>Debt Service Requirement</b>		<b>\$ 347,500</b>
<b>Student Fee</b>	<b>\$ 22.00</b>	<b>\$ 262,800</b>
<b>Institutional Funds</b>		<b>\$ 84,700</b>
<b>Funds Available</b>		<b><u><u>\$ 347,500</u></u></b>

# COSCC Request Effect on Mandatory Fees (annual)

	Current Mandatory (1)	Proposed Increase	Proposed Mandatory
CHSCC	\$ 94	\$ -	\$ 94
CLSCC	\$ 74	\$ -	\$ 74
COSCC	\$ 46	\$ 44	\$ 90
DSCC	\$ 74	\$ -	\$ 74
JSCC	\$ 60	\$ -	\$ 60
MSCC	\$ 82	\$ -	\$ 82
NASCC	\$ -	\$ -	\$ -
NESCC	\$ 86	\$ -	\$ 86
PSCC	\$ 114	\$ -	\$ 114
RSCC	\$ 78	\$ -	\$ 78
STCC	\$ 90	\$ -	\$ 90
VSCC	\$ 68	\$ -	\$ 68
WSCC	\$ 63	\$ -	\$ 63

***(1) Current mandatory fees exclude the \$225 technology access fee charged at all community***

## Recommended Action

- Approve COSCC debt service fee at \$22 per semester
- COSCC pledges additional institutional funds to meet TSSBA pro forma requirements
- Allows parking garage project to proceed as originally planned in size and scope



# Indicated Student Revenue Increases

# Community Colleges: Indicated Student Revenue Increase

	<u>Percent</u>	<u>Amount</u>
Institutions' salary increase	1.7%	\$ 4,439,600
Inflation (80%)	0.8%	1,976,200
TN Reconnect	0.1%	261,200
<b>Grand Total</b>	<b><u>2.6%</u></b>	<b><u>\$ 6,677,000</u></b>

# Colleges of Applied Technology Indicated Student Revenue Increase

	<u>Percent</u>	<u>Amount</u>
Institutions' salary increase	1.4%	\$ 448,300
Inflation (80%)	1.1%	358,500
TN Reconnect	0.1%	32,000
Grand Total	<u>2.6%</u>	<u>\$ 838,800</u>

# Recommended Maintenance Fee and Tuition Rates

# Community Colleges

	FY 2016-17		FY 2017-18	
	Base Hours	Hours > Base	Base Hours	Hours > Base
<b>Undergraduate</b>				
In-State	\$ 156	\$ 31	\$ 160	\$ 32
Incr. Amount			\$ 4	\$ 1
Incr. Percent			2.6%	3.2%
Out-of-State	\$ 486	\$ 97	\$ 499	\$ 100
Incr. Amount			\$ 13	\$ 3
Incr. Percent			2.7%	3.1%
<b>Regents On-line Degree Program</b>				
Undergraduate	\$ 62	\$ 62	\$ 64	\$ 64
<b>E-Rate</b>				
Undergraduate	\$ 78	\$ 78	\$ 80	\$ 80
<b>Dual Enrollment</b>				
Undergraduate	\$ 166	\$ 33	\$ 166	\$ 33



# Colleges of Applied Technology

	<u>FY 2016-17</u>	<u>FY 2017-18</u>
Tri-mester Rate	\$ 1,139	\$ 1,169
Increase		
Amount		\$ 30
Percent		2.6%



# Combined Fee Impact on Student Engaged in 30 Credit Hours Annually <sup>(1)</sup>

	A	B	C	D	E	F	G	H	I	J
	Current Maintenance	Current Mandatory	Total	Recommended Mandatory	Total Before Maintenance	% Incr.	Est. Maint Inc (2)	Total	Projected Total	% Increase
CHSCC	\$ 3,930	\$ 319	\$ 4,249	\$ -	\$ 4,249	0.0%	\$ 102	\$ 102	\$ 4,351	2.4%
CLSCC	3,930	299	4,229	-	4,229	0.0%	102	102	4,331	2.4%
COSCC	3,930	271	4,201	44	4,245	1.0%	102	146	4,347	3.5%
DSCC	3,930	299	4,229	-	4,229	0.0%	102	102	4,331	2.4%
JSCC	3,930	285	4,215	-	4,215	0.0%	102	102	4,317	2.4%
MSCC	3,930	307	4,237	-	4,237	0.0%	102	102	4,339	2.4%
NASCC	3,930	225	4,155	-	4,155	0.0%	102	102	4,257	2.5%
NESCC	3,930	311	4,241	-	4,241	0.0%	102	102	4,343	2.4%
PSCC	3,930	339	4,269	-	4,269	0.0%	102	102	4,371	2.4%
RSCC	3,930	303	4,233	-	4,233	0.0%	102	102	4,335	2.4%
STCC	3,930	315	4,245	-	4,245	0.0%	102	102	4,347	2.4%
VSCC	3,930	293	4,223	-	4,223	0.0%	102	102	4,325	2.4%
WSCC	3,930	288	4,218	-	4,218	0.0%	102	102	4,320	2.4%
TCATs	\$ 3,417	\$ 230	\$ 3,647	\$ -	\$ 3,647	0.0%	\$ 90	\$ 90	\$ 3,737	2.5%

(1) Table intended to illustrate impact if recommended mandatory fee changes and indicated maintenance fee changes are adopted.

(2) The estimated maintenance fee increase is 2.6% at community colleges and TCATs.

## Recommended Actions

- Approve recommended mandatory fee change for Columbia State Community College as presented on slide 7.
- Approve recommended maintenance fee and tuition rates presented on slides 12 and 13.

**End of presentation**

# Additional Information

Increase Amounts by Institution



# Revenue Generated from Indicated Maintenance Fee Adjustment

Inst.	<u>Inflation</u>	<u>3% Salary Inc</u>	<u>Tn Reconnect</u>	<u>Total</u>
CHSCC	184,400	444,600	26,200	655,200
CLSCC	75,500	167,100	9,800	252,400
COSCC	127,700	262,600	15,400	405,700
DSCC	60,700	129,000	7,600	197,300
JSCC	97,700	238,600	14,000	350,300
MSCC	119,400	305,800	18,000	443,200
NASCC	210,300	431,900	25,400	667,600
NESCC	135,900	332,900	19,600	488,400
PSCC	242,200	538,100	31,700	812,000
RSCC	142,000	294,400	17,400	453,800
STCC	247,200	478,200	28,100	753,500
VSCC	170,000	486,300	28,600	684,900
WSCC	163,200	330,100	19,400	512,700
Subtotal	1,976,200	4,439,600	261,200	6,677,000

TCATs	358,500	448,300	32,000	838,800
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System	2,334,700	4,887,900	293,200	7,515,800
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# Revenue Generated from Indicated Maintenance Fee Adjustment - TCATs

Inst.	Inflation	3% Salary Inc	TN Reconnect	Total
Athens	8,000	10,800	800	19,600
Chattanooga	26,800	32,900	2,400	62,100
Covington	4,900	9,300	700	14,900
Crossville	14,000	14,100	1,000	29,100
Crump	7,800	9,600	700	18,100
Dickson	15,200	24,200	1,700	41,100
Elizabethton	13,100	20,200	1,400	34,700
Harriman	8,600	10,600	800	20,000
Hartsville	16,000	13,300	1,000	30,300
Hohenwald	10,700	14,300	1,000	26,000
Jacksboro	6,300	6,600	500	13,400
Jackson	16,800	19,400	1,400	37,600
Knoxville	24,200	35,200	2,500	61,900
Livingston	16,700	13,800	1,000	31,500
McKenzie	5,700	7,300	500	13,500
McMinnville	7,400	8,900	600	16,900
Memphis	29,800	38,600	2,700	71,100
Morristown	19,900	26,100	1,900	47,900
Murfreesboro	17,500	20,300	1,500	39,300
Nashville	21,100	31,300	2,100	54,500
Newbern	9,500	12,600	900	23,000
Oneida	6,100	8,200	600	14,900
Paris	8,900	12,600	900	22,400
Pulaski	17,600	13,200	900	31,700
Ripley	4,800	5,600	400	10,800
Shelbyville	14,200	21,100	1,500	36,800
Whiteville	6,900	8,200	600	15,700
Total	358,500	448,300	32,000	838,800

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BOARD TRANSMITTAL

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MEETING: Committee on Finance and Business Operations

SUBJECT: Approval of Funding for Operations for the  
2017-2018 Fiscal Year

DATE: June 22, 2017

PRESENTER: Vice Chancellor Dale Sims

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

---

Board Policy 4:01:00:00 (*Budget Control*) recognizes budgeting as the process whereby the plans of an institution are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time. In view of this, institutions submit detailed budgets for approval three times for each fiscal year.

Under Board policy, the original budget for each fiscal year is known as the *Proposed Budget* and is prepared in the spring of each year. 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 *Proposed Budget* is normally submitted to the Board for approval at the June Board meeting.

The final budget submitted for each fiscal year is the *Estimated Budget*. It includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

The purpose of this agenda item is to consider for approval both the recommended *Estimated Budgets* for FY 2016-17 and the recommended *Proposed Budgets* for FY 2017-18. As part of approval of the Proposed Budgets for FY 2017-18, staff recommends that the Board authorize the Chancellor to take actions necessary to implement the approved budgets.

Tennessee Board of Regents  
Summary of Unrestricted & Restricted Current Funds

Institutions	Beginning	Unrestricted	Unrestricted	Ending	Restricted	Restricted	Total	Total
	Fund		Expenditures	Fund		Expenditures		Expenditures
	Balance	Revenues	and	Balance	Revenues	and	Revenues	and
			Transfers			Transfers		Transfers
APSU	9,439,900	145,282,700	145,282,700	9,439,900	44,096,300	44,039,700	189,379,000	189,322,400
ETSU	13,603,500	245,890,900	245,630,700	13,863,700	68,200,700	67,388,000	314,091,600	313,018,700
MTSU	21,373,700	338,749,000	338,749,000	21,373,700	85,106,300	84,727,300	423,855,300	423,476,300
TTU	10,879,000	173,469,500	173,374,600	10,973,900	56,339,800	56,252,500	229,809,300	229,627,100
TSU	18,409,400	157,078,100	158,031,000	17,456,500	68,499,000	67,696,600	225,577,100	225,727,600
UOM	27,683,400	388,704,200	388,704,200	27,683,400	110,423,200	110,423,200	499,127,400	499,127,400
<b>Total Universities</b>	<b>101,388,900</b>	<b>1,449,174,400</b>	<b>1,449,772,200</b>	<b>100,791,100</b>	<b>432,665,300</b>	<b>430,527,300</b>	<b>1,881,839,700</b>	<b>1,880,299,500</b>
CHSCC	7,310,400	64,412,000	65,372,900	6,349,500	29,699,200	29,699,200	94,111,200	95,072,100
CLSCC	2,557,700	22,045,700	22,045,800	2,557,600	15,015,900	15,015,900	37,061,600	37,061,700
COSCC	3,544,500	33,597,800	33,557,800	3,584,500	22,536,100	22,494,900	56,133,900	56,052,700
DSCC	1,642,400	18,882,300	18,831,900	1,692,800	14,253,700	14,233,100	33,136,000	33,065,000
JSCC	10,051,300	29,847,800	28,873,800	11,025,300	15,154,300	15,154,200	45,002,100	44,028,000
MSCC	7,707,800	33,851,300	33,944,300	7,614,800	16,038,800	16,098,800	49,890,100	50,043,100
NASCC	24,915,300	47,464,800	54,096,000	18,284,100	27,772,700	27,772,000	75,237,500	81,868,000
NESCC	89,600	37,832,600	34,533,400	3,388,800	19,842,900	19,842,900	57,675,500	54,376,300
PSCC	4,316,200	68,329,500	69,361,600	3,284,100	28,194,200	28,194,200	96,523,700	97,555,800
RSCC	5,686,000	41,991,700	42,181,600	5,496,100	18,445,200	18,500,900	60,436,900	60,682,500
STCC	20,252,200	59,959,600	69,634,300	10,577,500	33,411,600	33,220,500	93,371,200	102,854,800
VSCC	11,076,500	52,522,900	51,160,700	12,438,700	22,974,200	22,475,700	75,497,100	73,636,400
WSCC	7,103,700	47,037,300	47,431,100	6,709,900	16,646,400	21,766,900	63,683,700	69,198,000
<b>Total 2-Year Institutions</b>	<b>106,253,600</b>	<b>557,775,300</b>	<b>571,025,200</b>	<b>93,003,700</b>	<b>279,985,200</b>	<b>284,469,200</b>	<b>837,760,500</b>	<b>855,494,400</b>
<b>Total TCATS</b>	<b>19,277,500</b>	<b>106,144,700</b>	<b>107,439,700</b>	<b>17,982,500</b>	<b>55,270,800</b>	<b>52,793,800</b>	<b>161,415,500</b>	<b>160,233,500</b>
ETSU College of Medicine	3,769,200	58,778,700	58,799,300	3,748,600	19,291,200	17,590,400	78,069,900	76,389,700
ETSU Family Practice	2,001,800	16,258,300	16,241,800	2,018,300	1,420,000	1,360,100	17,678,300	17,601,900
ETSU College of Pharmacy	261,000	11,459,000	11,458,300	261,700	87,900	85,800	11,546,900	11,544,100
TSU McMinnville NCRS	113,500	605,600	605,000	114,100	0	0	605,600	605,000
TSU Ag and Envir Research	528,200	3,509,700	3,506,600	531,300	0	0	3,509,700	3,506,600
TSU Cooperative Extension	1,323,100	3,428,000	4,116,200	634,900	0	0	3,428,000	4,116,200
TSU Forestry	13,900	193,300	193,000	14,200	0	0	193,300	193,000
Tennessee Board of Regents	5,448,200	29,915,200	29,915,200	5,448,200	10,981,900	10,981,900	40,897,100	40,897,100
<b>Total System</b>	<b>240,378,900</b>	<b>2,237,242,200</b>	<b>2,253,072,500</b>	<b>224,548,600</b>	<b>799,702,300</b>	<b>797,808,500</b>	<b>3,036,944,500</b>	<b>3,050,881,000</b>

Tennessee Board of Regents  
Summary of Revenue and Expenditures

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
<b>Revenues</b>							
State Appropriations	43,695,500	59,847,900	94,860,600	35,126,200	45,448,900	109,037,700	388,016,800
Tuition and Fees	81,044,800	143,821,000	191,644,700	88,675,900	98,559,500	200,285,800	804,031,700
Sales/Services/Other	7,121,400	17,361,700	18,973,200	8,937,700	11,987,400	52,884,200	117,265,600
Sub-total E&G	131,861,700	221,030,600	305,478,500	132,739,800	155,995,800	362,207,700	1,309,314,100
Auxiliary	13,421,000	24,860,300	33,270,500	24,338,300	17,473,700	26,496,500	139,860,300
Restricted	44,096,300	68,200,700	85,106,300	68,499,000	56,339,800	110,423,200	432,665,300
<b>Total Revenues</b>	<b>189,379,000</b>	<b>314,091,600</b>	<b>423,855,300</b>	<b>225,577,100</b>	<b>229,809,300</b>	<b>499,127,400</b>	<b>1,881,839,700</b>
<b>Expenditures and Transfers</b>							
Instruction	59,584,600	100,868,100	144,586,800	60,618,200	66,572,800	161,434,300	593,664,800
Research	556,400	2,611,500	4,641,200	2,925,500	2,583,800	13,787,000	27,105,400
Public Service	343,300	2,423,200	3,523,700	1,515,300	2,579,400	6,051,700	16,436,600
Academic Support	9,505,200	21,314,900	31,171,900	10,871,000	12,204,400	30,972,800	116,040,200
Student Services	25,612,500	28,522,600	44,447,000	20,167,000	23,278,600	57,136,200	199,163,900
Institutional Support	11,763,900	15,867,100	23,736,600	12,617,000	14,635,600	29,041,500	107,661,700
Operation & Maintenance of Plant	14,165,900	17,783,600	27,687,600	16,665,500	14,088,400	35,937,300	126,328,300
Scholarships and Fellowships	7,044,900	23,896,500	14,400,700	6,732,300	12,929,600	17,873,400	82,877,400
Total E&G Expenditures	128,576,700	213,287,500	294,195,500	132,111,800	148,872,600	352,234,200	1,269,278,300
Auxiliary	6,951,900	14,648,400	19,416,700	21,427,300	7,222,400	16,975,700	86,642,400
Restricted	44,039,700	67,388,000	84,727,300	67,696,600	56,252,500	110,423,200	430,527,300
<b>Total Expenditures</b>	<b>179,568,300</b>	<b>295,323,900</b>	<b>398,339,500</b>	<b>221,235,700</b>	<b>212,347,500</b>	<b>479,633,100</b>	<b>1,786,448,000</b>
<b>Transfer to (from) Other Funds</b>							
E&G	3,285,000	7,483,600	11,283,000	1,580,900	7,028,300	9,973,500	40,634,300
Auxiliary	6,469,100	10,211,200	13,853,800	2,911,000	10,251,300	9,520,800	53,217,200
Sub-total Expenditures & Transfers	189,322,400	313,018,700	423,476,300	225,727,600	229,627,100	499,127,400	1,880,299,500
<b>Addition (Reductions) to Fund Balance</b>							
E&G	0	259,500	0	-952,900	94,900	0	-598,500
Restricted	56,600	812,700	379,000	802,400	87,300	0	2,138,000
Auxiliary	0	700	0	0	0	0	700
Sub-total	56,600	1,072,900	379,000	-150,500	182,200	0	1,540,200
<b>Total</b>	<b>189,379,000</b>	<b>314,091,600</b>	<b>423,855,300</b>	<b>225,577,100</b>	<b>229,809,300</b>	<b>499,127,400</b>	<b>1,881,839,700</b>
<b>Expenditures and Transfers</b>							
E&G	131,861,700	221,030,600	305,478,500	132,739,800	155,995,800	362,207,700	1,309,314,100
Auxiliary	13,421,000	24,860,300	33,270,500	24,338,300	17,473,700	26,496,500	139,860,300
Restricted	44,096,300	68,200,700	85,106,300	68,499,000	56,339,800	110,423,200	432,665,300
<b>Total</b>	<b>189,379,000</b>	<b>314,091,600</b>	<b>423,855,300</b>	<b>225,577,100</b>	<b>229,809,300</b>	<b>499,127,400</b>	<b>1,881,839,700</b>

Table II

Tennessee Board of Regents  
Summary of Revenue and Expenditures

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
<b>Revenues</b>							
State Appropriations	30,562,400	10,787,700	14,700,400	9,136,800	13,262,100	13,006,600	19,864,300
Tuition and Fees	31,392,600	10,347,000	18,465,200	9,370,600	15,761,100	20,390,400	26,164,600
Sales/Services/Other	882,000	741,500	330,700	274,900	724,600	297,300	1,025,700
Sub-total E&G	62,837,000	21,876,200	33,496,300	18,782,300	29,747,800	33,694,300	47,054,600
Auxiliary	1,575,000	169,500	101,500	100,000	100,000	157,000	410,200
Restricted	29,699,200	15,015,900	22,536,100	14,253,700	15,154,300	16,038,800	27,772,700
<b>Total Revenues</b>	<b>94,111,200</b>	<b>37,061,600</b>	<b>56,133,900</b>	<b>33,136,000</b>	<b>45,002,100</b>	<b>49,890,100</b>	<b>75,237,500</b>
<b>Expenditures and Transfers</b>							
Instruction	33,757,900	10,281,200	16,694,900	9,835,200	13,709,300	16,545,300	24,350,700
Research	0	0	0	0	0	0	0
Public Service	75,000	224,000	131,000	36,000	62,000	141,100	378,500
Academic Support	5,779,100	1,377,100	1,697,400	661,300	3,023,500	2,968,800	5,868,800
Student Services	7,463,000	3,111,700	4,517,100	2,314,000	2,827,500	4,371,500	4,608,700
Institutional Support	7,702,900	4,220,900	4,644,000	3,233,600	4,902,400	4,702,200	5,733,300
Operation & Maintenance of Plant	6,427,400	2,375,400	3,934,500	2,138,600	2,950,600	3,636,600	6,844,200
Scholarships and Fellowships	1,120,000	399,400	430,500	613,200	1,098,500	1,229,300	1,217,400
Total E&G Expenditures	62,325,300	21,989,700	32,049,400	18,831,900	28,573,800	33,594,800	49,001,600
Auxiliary	1,435,100	36,900	71,000	0	0	12,800	6,800
Restricted	29,699,200	15,015,900	22,494,900	14,233,100	15,154,200	16,098,800	27,772,000
<b>Total Expenditures</b>	<b>93,459,600</b>	<b>37,042,500</b>	<b>54,615,300</b>	<b>33,065,000</b>	<b>43,728,000</b>	<b>49,706,400</b>	<b>76,780,400</b>
<b>Transfer to (from) Other Funds</b>							
E&G	1,576,200	10,800	1,406,900	-100,000	200,000	336,700	5,067,100
Auxiliary	36,300	8,400	30,500	100,000	100,000	0	20,500
Sub-total Expenditures & Transfers	95,072,100	37,061,700	56,052,700	33,065,000	44,028,000	50,043,100	81,868,000
<b>Addition (Reductions) to Fund Balance</b>							
E&G	-1,064,500	-124,300	40,000	50,400	974,000	-237,200	-7,014,100
Restricted	0	0	41,200	20,600	100	-60,000	700
Auxiliary	103,600	124,200	0	0	0	144,200	382,900
<b>Sub-total</b>	<b>-960,900</b>	<b>-100</b>	<b>81,200</b>	<b>71,000</b>	<b>974,100</b>	<b>-153,000</b>	<b>-6,630,500</b>
<b>Total</b>	<b>94,111,200</b>	<b>37,061,600</b>	<b>56,133,900</b>	<b>33,136,000</b>	<b>45,002,100</b>	<b>49,890,100</b>	<b>75,237,500</b>
<b>Expenditures and Transfers</b>							
E&G	62,837,000	21,876,200	33,496,300	18,782,300	29,747,800	33,694,300	47,054,600
Auxiliary	1,575,000	169,500	101,500	100,000	100,000	157,000	410,200
Restricted	29,699,200	15,015,900	22,536,100	14,253,700	15,154,300	16,038,800	27,772,700
<b>Total</b>	<b>94,111,200</b>	<b>37,061,600</b>	<b>56,133,900</b>	<b>33,136,000</b>	<b>45,002,100</b>	<b>49,890,100</b>	<b>75,237,500</b>

Table II

Tennessee Board of Regents  
Summary of Revenue and Expenditures

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
<b>Revenues</b>							
State Appropriations	17,727,700	29,955,800	20,447,600	26,683,800	20,460,700	23,045,700	249,641,600
Tuition and Fees	19,182,000	35,368,000	20,495,800	31,621,000	31,243,200	22,852,000	292,653,500
Sales/Services/Other	652,900	2,475,700	765,000	972,900	419,000	870,900	10,433,100
Sub-total E&G	37,562,600	67,799,500	41,708,400	59,277,700	52,122,900	46,768,600	552,728,200
Auxiliary	270,000	530,000	283,300	681,900	400,000	268,700	5,047,100
Restricted	19,842,900	28,194,200	18,445,200	33,411,600	22,974,200	16,646,400	279,985,200
<b>Total Revenues</b>	<b>57,675,500</b>	<b>96,523,700</b>	<b>60,436,900</b>	<b>93,371,200</b>	<b>75,497,100</b>	<b>63,683,700</b>	<b>837,760,500</b>
<b>Expenditures and Transfers</b>							
Instruction	17,911,300	36,257,300	22,273,000	24,885,500	28,477,700	25,366,100	280,345,400
Research	0	0	0	0	0	0	0
Public Service	219,000	590,000	556,800	32,500	414,700	542,800	3,403,400
Academic Support	3,825,600	7,144,300	1,888,900	6,160,500	3,154,000	2,550,800	46,100,100
Student Services	3,601,300	7,514,500	5,960,300	7,126,800	5,117,900	6,031,700	64,566,000
Institutional Support	4,980,400	8,066,500	5,585,100	11,638,100	6,990,900	4,721,700	77,122,000
Operation & Maintenance of Plant	3,887,500	7,178,500	5,202,900	7,439,600	5,329,600	6,788,300	64,133,700
Scholarships and Fellowships	195,000	1,809,000	511,700	2,417,000	1,391,100	833,300	13,265,400
Total E&G Expenditures	34,620,100	68,560,100	41,978,700	59,700,000	50,875,900	46,834,700	548,936,000
Auxiliary	0	200,000	33,700	686,100	83,000	32,600	2,598,000
Restricted	19,842,900	28,194,200	18,500,900	33,220,500	22,475,700	21,766,900	284,469,200
<b>Total Expenditures</b>	<b>54,463,000</b>	<b>96,954,300</b>	<b>60,513,300</b>	<b>93,606,600</b>	<b>73,434,600</b>	<b>68,634,200</b>	<b>836,003,200</b>
<b>Transfer to (from) Other Funds</b>							
E&G	-370,500	75,000	-140,000	9,248,200	0	321,000	17,631,400
Auxiliary	283,800	526,500	309,200	0	201,800	242,800	1,859,800
Sub-total Expenditures & Transfers	54,376,300	97,555,800	60,682,500	102,854,800	73,636,400	69,198,000	855,494,400
<b>Addition (Reductions) to Fund Balance</b>							
E&G	3,313,000	-835,600	-130,300	-9,670,500	1,247,000	-387,100	-13,839,200
Restricted	0	0	-55,700	191,100	498,500	-5,120,500	-4,484,000
Auxiliary	-13,800	-196,500	-59,600	-4,200	115,200	-6,700	589,300
Sub-total	3,299,200	-1,032,100	-245,600	-9,483,600	1,860,700	-5,514,300	-17,733,900
<b>Total</b>	<b>57,675,500</b>	<b>96,523,700</b>	<b>60,436,900</b>	<b>93,371,200</b>	<b>75,497,100</b>	<b>63,683,700</b>	<b>837,760,500</b>
<b>Expenditures and Transfers</b>							
E&G	37,562,600	67,799,500	41,708,400	59,277,700	52,122,900	46,768,600	552,728,200
Auxiliary	270,000	530,000	283,300	681,900	400,000	268,700	5,047,100
Restricted	19,842,900	28,194,200	18,445,200	33,411,600	22,974,200	16,646,400	279,985,200
<b>Total</b>	<b>57,675,500</b>	<b>96,523,700</b>	<b>60,436,900</b>	<b>93,371,200</b>	<b>75,497,100</b>	<b>63,683,700</b>	<b>837,760,500</b>



Tennessee Board of Regents  
Summary of Revenue and Expenditures

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
<b>Revenues</b>							
State Appropriations	32,823,000	7,086,800	0	10,299,400	3,509,700	3,428,000	193,300
Tuition and Fees	10,115,300	0	11,424,000	0	0	0	0
Sales/Services/Other	15,840,400	9,171,500	35,000	19,615,800	0	0	0
Sub-total E&G	58,778,700	16,258,300	11,459,000	29,915,200	3,509,700	3,428,000	193,300
Auxiliary	0	0	0	0	0	0	0
Restricted	19,291,200	1,420,000	87,900	10,981,900	0	0	0
<b>Total Revenues</b>	<b>78,069,900</b>	<b>17,678,300</b>	<b>11,546,900</b>	<b>40,897,100</b>	<b>3,509,700</b>	<b>3,428,000</b>	<b>193,300</b>
<b>Expenditures and Transfers</b>							
Instruction	44,172,000	10,763,100	6,825,000	0	0	0	0
Research	4,607,100	310,100	473,100	0	3,506,600	0	193,000
Public Service	0	0	0	0	0	4,116,200	0
Academic Support	6,287,800	3,005,400	1,451,800	0	0	0	0
Student Services	1,549,100	0	659,900	0	0	0	0
Institutional Support	2,806,500	1,618,300	639,500	36,476,700	0	0	0
Operation & Maintenance of Plant	6,508,100	282,000	530,100	645,000	0	0	0
Scholarships and Fellowships	260,000	0	332,000	10,000	0	0	0
<b>Total E&amp;G Expenditures</b>	<b>66,190,600</b>	<b>15,978,900</b>	<b>10,911,400</b>	<b>37,131,700</b>	<b>3,506,600</b>	<b>4,116,200</b>	<b>193,000</b>
Auxiliary	0	0	0	0	0	0	0
Restricted	17,590,400	1,360,100	85,800	10,981,900	0	0	0
<b>Total Expenditures</b>	<b>83,781,000</b>	<b>17,339,000</b>	<b>10,997,200</b>	<b>48,113,600</b>	<b>3,506,600</b>	<b>4,116,200</b>	<b>193,000</b>
<b>Transfer to (from) Other Funds</b>							
E&G	-7,391,300	262,900	546,900	-7,216,500	0	0	0
Auxiliary	0	0	0	0	0	0	0
<b>Sub-total Expenditures &amp; Transfers</b>	<b>76,389,700</b>	<b>17,601,900</b>	<b>11,544,100</b>	<b>40,897,100</b>	<b>3,506,600</b>	<b>4,116,200</b>	<b>193,000</b>
<b>Addition (Reductions) to Fund Balance</b>							
E&G	-20,600	16,500	700	0	3,100	-688,200	300
Restricted	1,700,800	59,900	2,100	0	0	0	0
Auxiliary	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>1,680,200</b>	<b>76,400</b>	<b>2,800</b>	<b>0</b>	<b>3,100</b>	<b>-688,200</b>	<b>300</b>
<b>Total</b>	<b>78,069,900</b>	<b>17,678,300</b>	<b>11,546,900</b>	<b>40,897,100</b>	<b>3,509,700</b>	<b>3,428,000</b>	<b>193,300</b>
<b>Expenditures and Transfers</b>							
E&G	58,778,700	16,258,300	11,459,000	29,915,200	3,509,700	3,428,000	193,300
Auxiliary	0	0	0	0	0	0	0
Restricted	19,291,200	1,420,000	87,900	10,981,900	0	0	0
<b>Total</b>	<b>78,069,900</b>	<b>17,678,300</b>	<b>11,546,900</b>	<b>40,897,100</b>	<b>3,509,700</b>	<b>3,428,000</b>	<b>193,300</b>

Tennessee Board of Regents  
Summary of Revenue and Expenditures

	TSUMC	Total Other Instit	Total TCAT	Total System
<b>Revenues</b>				
State Appropriations	605,600	57,945,800	61,435,300	757,039,500
Tuition and Fees	0	21,539,300	36,243,400	1,154,467,900
Sales/Services/Other	0	44,662,700	3,661,000	176,022,400
Sub-total E&G	605,600	124,147,800	101,339,700	2,087,529,800
Auxiliary	0	0	4,805,000	149,712,400
Restricted	0	31,781,000	55,270,800	799,702,300
<b>Total Revenues</b>	<b>605,600</b>	<b>155,928,800</b>	<b>161,415,500</b>	<b>3,036,944,500</b>
<b>Expenditures and Transfers</b>				
Instruction	0	61,760,100	62,134,900	997,905,200
Research	605,000	9,694,900	0	36,800,300
Public Service	0	4,116,200	0	23,956,200
Academic Support	0	10,745,000	104,800	172,990,100
Student Services	0	2,209,000	11,975,600	277,914,500
Institutional Support	0	41,541,000	15,971,600	242,296,300
Operation & Maintenance of Plant	0	7,965,200	11,646,500	210,073,700
Scholarships and Fellowships	0	602,000	747,300	97,492,100
Total E&G Expenditures	605,000	138,633,400	102,580,700	2,059,428,400
Auxiliary	0	0	4,249,900	93,490,300
Restricted	0	30,018,200	52,793,800	797,808,500
<b>Total Expenditures</b>	<b>605,000</b>	<b>168,651,600</b>	<b>159,624,400</b>	<b>2,950,727,200</b>
<b>Transfer to (from) Other Funds</b>				
E&G	0	-13,798,000	609,100	45,076,800
Auxiliary	0	0	0	55,077,000
<b>Sub-total Expenditures &amp; Transfers</b>	<b>605,000</b>	<b>154,853,600</b>	<b>160,233,500</b>	<b>3,050,881,000</b>
<b>Addition (Reductions) to Fund Balance</b>				
E&G	600	-687,600	-1,850,100	-16,975,400
Restricted	0	1,762,800	2,477,000	1,893,800
Auxiliary	0	0	555,100	1,145,100
Sub-total	600	1,075,200	1,182,000	-13,936,500
<b>Total</b>	<b>605,600</b>	<b>155,928,800</b>	<b>161,415,500</b>	<b>3,036,944,500</b>
<b>Expenditures and Transfers</b>				
E&G	605,600	124,147,800	101,339,700	2,087,529,800
Auxiliary	0	0	4,805,000	149,712,400
Restricted	0	31,781,000	55,270,800	799,702,300
<b>Total</b>	<b>605,600</b>	<b>155,928,800</b>	<b>161,415,500</b>	<b>3,036,944,500</b>

Tennessee Board of Regents  
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
Tuition & Fees							
Dollar	81,044,800	143,821,000	191,644,700	88,675,900	98,559,500	200,285,800	804,031,700
Percent	61.46%	65.07%	62.74%	66.80%	63.18%	55.30%	61.41%
State Appropriation							
Dollar	43,695,500	59,847,900	94,860,600	35,126,200	45,448,900	109,037,700	388,016,800
Percent	33.14%	27.08%	31.05%	26.46%	29.13%	30.10%	29.64%
Sales & Service of Educational Activities							
Dollar	0	1,117,200	633,100	114,300	1,676,800	2,575,500	6,116,900
Percent	0.00%	0.51%	0.21%	0.09%	1.07%	0.71%	0.47%
Other Sources							
Dollar	7,121,400	16,244,500	18,340,100	8,823,400	10,310,600	50,308,700	111,148,700
Percent	5.40%	7.35%	6.00%	6.65%	6.61%	13.89%	8.49%
Total Education & General							
Dollar	131,861,700	221,030,600	305,478,500	132,739,800	155,995,800	362,207,700	1,309,314,100
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	13,421,000	24,860,300	33,270,500	24,338,300	17,473,700	26,496,500	139,860,300
Total Unrestricted							
Dollar	145,282,700	245,890,900	338,749,000	157,078,100	173,469,500	388,704,200	1,449,174,400

Tennessee Board of Regents  
 Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Tuition & Fees							
Dollar	31,392,600	10,347,000	18,465,200	9,370,600	15,761,100	20,390,400	26,164,600
Percent	49.96%	47.30%	55.13%	49.89%	52.98%	60.52%	55.60%
State Appropriation							
Dollar	30,562,400	10,787,700	14,700,400	9,136,800	13,262,100	13,006,600	19,864,300
Percent	48.64%	49.31%	43.89%	48.65%	44.58%	38.60%	42.22%
Sales & Service of Educational Activities							
Dollar	304,000	0	23,000	8,000	148,700	59,700	4,800
Percent	0.48%	0.00%	0.07%	0.04%	0.50%	0.18%	0.01%
Other Sources							
Dollar	578,000	741,500	307,700	266,900	575,900	237,600	1,020,900
Percent	0.92%	3.39%	0.92%	1.42%	1.94%	0.71%	2.17%
Total Education & General							
Dollar	62,837,000	21,876,200	33,496,300	18,782,300	29,747,800	33,694,300	47,054,600
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	1,575,000	169,500	101,500	100,000	100,000	157,000	410,200
Total Unrestricted							
Dollar	64,412,000	22,045,700	33,597,800	18,882,300	29,847,800	33,851,300	47,464,800

Tennessee Board of Regents  
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Tuition & Fees							
Dollar	19,182,000	35,368,000	20,495,800	31,621,000	31,243,200	22,852,000	292,653,500
Percent	51.07%	52.17%	49.14%	53.34%	59.94%	48.86%	52.95%
State Appropriation							
Dollar	17,727,700	29,955,800	20,447,600	26,683,800	20,460,700	23,045,700	249,641,600
Percent	47.20%	44.18%	49.03%	45.01%	39.25%	49.28%	45.17%
Sales & Service of Educational Activities							
Dollar	27,300	25,000	48,200	104,400	26,000	116,500	895,600
Percent	0.07%	0.04%	0.12%	0.18%	0.05%	0.25%	0.16%
Other Sources							
Dollar	625,600	2,450,700	716,800	868,500	393,000	754,400	9,537,500
Percent	1.67%	3.61%	1.72%	1.47%	0.75%	1.61%	1.73%
Total Education & General							
Dollar	37,562,600	67,799,500	41,708,400	59,277,700	52,122,900	46,768,600	552,728,200
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	270,000	530,000	283,300	681,900	400,000	268,700	5,047,100
Total Unrestricted							
Dollar	37,832,600	68,329,500	41,991,700	59,959,600	52,522,900	47,037,300	557,775,300

Tennessee Board of Regents  
 Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
Tuition & Fees							
Dollar	10,115,300	0	11,424,000	0	0	0	0
Percent	17.21%	0.00%	99.69%	0.00%	0.00%	0.00%	0.00%
State Appropriation							
Dollar	32,823,000	7,086,800	0	10,299,400	3,509,700	3,428,000	193,300
Percent	55.84%	43.59%	0.00%	34.43%	100.00%	100.00%	100.00%
Sales & Service of Educational Activities							
Dollar	14,360,400	8,770,000	0	0	0	0	0
Percent	24.43%	53.94%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Sources							
Dollar	1,480,000	401,500	35,000	19,615,800	0	0	0
Percent	2.52%	2.47%	0.31%	65.57%	0.00%	0.00%	0.00%
Total Education & General							
Dollar	58,778,700	16,258,300	11,459,000	29,915,200	3,509,700	3,428,000	193,300
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	0	0	0	0	0	0	0
Total Unrestricted							
Dollar	58,778,700	16,258,300	11,459,000	29,915,200	3,509,700	3,428,000	193,300

Tennessee Board of Regents  
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	TSUMC	Total Other Instit	Total TCAT	Total System
Tuition & Fees				
Dollar	0	21,539,300	36,243,400	1,154,467,900
Percent	0.00%	17.35%	35.76%	55.30%
State Appropriation				
Dollar	605,600	57,945,800	61,435,300	757,039,500
Percent	100.00%	46.67%	60.62%	36.26%
Sales & Service of Educational Activities				
Dollar	0	23,130,400	800,700	30,943,600
Percent		18.63%	0.79%	1.48%
Other Sources				
Dollar	0	21,532,300	2,860,300	145,078,800
Percent		17.34%	2.82%	6.95%
Total Education & General				
Dollar	605,600	124,147,800	101,339,700	2,087,529,800
Percent		100.00%	100.00%	100.00%
Auxiliaries				
Dollar	0	0	4,805,000	149,712,400
Total Unrestricted				
Dollar	605,600	124,147,800	106,144,700	2,237,242,200



Tennessee Board of Regents  
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
<b>APSU</b>												
30-Jun-2016	75,474,670	63.32%	37,215,875	31.22%	0	0.00%	6,507,887	5.46%	119,198,432	100.00%	11,479,304	130,677,736
30-Jun-2017	79,385,400	62.84%	40,393,800	31.98%	0	0.00%	6,548,800	5.18%	126,328,000	100.00%	12,820,200	139,148,200
01-Jul-2017	81,044,800	61.46%	43,695,500	33.14%	0	0.00%	7,121,400	5.40%	131,861,700	100.00%	13,421,000	145,282,700
<b>ETSU</b>												
30-Jun-2016	130,346,336	63.63%	56,701,100	27.68%	1,302,688	0.64%	16,492,695	8.05%	204,842,819	100.00%	20,206,408	225,049,227
30-Jun-2017	135,229,100	65.13%	55,391,900	26.68%	1,131,600	0.54%	15,888,900	7.65%	207,641,500	100.00%	24,906,600	232,548,100
01-Jul-2017	143,821,000	65.07%	59,847,900	27.08%	1,117,200	0.51%	16,244,500	7.35%	221,030,600	100.00%	24,860,300	245,890,900
<b>MTSU</b>												
30-Jun-2016	186,220,652	63.46%	85,820,600	29.25%	925,232	0.32%	20,469,999	6.98%	293,436,483	100.00%	31,515,289	324,951,772
30-Jun-2017	186,768,300	63.07%	90,302,300	30.50%	630,000	0.21%	18,418,000	6.22%	296,118,600	100.00%	32,960,000	329,078,600
01-Jul-2017	191,644,700	62.74%	94,860,600	31.05%	633,100	0.21%	18,340,100	6.00%	305,478,500	100.00%	33,270,500	338,749,000
<b>TSU</b>												
30-Jun-2016	88,503,376	68.52%	32,184,438	24.92%	157,528	0.12%	8,324,004	6.44%	129,169,346	100.00%	23,451,322	152,620,668
30-Jun-2017	87,505,300	67.67%	32,708,100	25.29%	117,500	0.09%	8,987,100	6.95%	129,318,000	100.00%	24,713,100	154,031,100
01-Jul-2017	88,675,900	66.80%	35,126,200	26.46%	114,300	0.09%	8,823,400	6.65%	132,739,800	100.00%	24,338,300	157,078,100
<b>TTU</b>												
30-Jun-2016	100,040,784	66.20%	38,849,188	25.71%	2,020,942	1.34%	10,215,933	6.76%	151,126,847	100.00%	16,807,005	167,933,852
30-Jun-2017	97,480,500	64.03%	41,991,800	27.58%	1,900,100	1.25%	10,879,100	7.15%	152,251,500	100.00%	16,596,700	168,848,200
01-Jul-2017	98,559,500	63.18%	45,448,900	29.13%	1,676,800	1.07%	10,310,600	6.61%	155,995,800	100.00%	17,473,700	173,469,500
<b>UOM</b>												
30-Jun-2016	189,791,468	54.04%	99,201,688	28.25%	4,698,737	1.34%	57,505,298	16.37%	351,197,191	100.00%	22,410,240	373,607,431
30-Jun-2017	197,594,700	55.44%	102,422,500	28.74%	4,356,600	1.22%	52,059,300	14.61%	356,433,100	100.00%	25,657,000	382,090,100
01-Jul-2017	200,285,800	55.30%	109,037,700	30.10%	2,575,500	0.71%	50,308,700	13.89%	362,207,700	100.00%	26,496,500	388,704,200
<b>Total Universities</b>												
30-Jun-2016	770,377,286	61.68%	349,972,889	28.02%	9,105,127	0.73%	119,515,816	9.57%	1,248,971,118	100.00%	125,869,568	1,374,840,686
30-Jun-2017	783,963,300	61.82%	363,210,400	28.64%	8,135,800	0.64%	112,781,200	8.89%	1,268,090,700	100.00%	137,653,600	1,405,744,300
01-Jul-2017	804,031,700	61.41%	388,016,800	29.64%	6,116,900	0.47%	111,148,700	8.49%	1,309,314,100	100.00%	139,860,300	1,449,174,400

Tennessee Board of Regents  
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
<b>CHSCC</b>												
30-Jun-2016	32,248,746	53.04%	27,565,925	45.34%	316,285	0.52%	666,017	1.10%	60,796,973	100.00%	1,646,478	62,443,451
30-Jun-2017	30,740,000	50.30%	29,336,800	48.00%	304,000	0.50%	731,600	1.20%	61,112,400	100.00%	1,575,000	62,687,400
01-Jul-2017	31,392,600	49.96%	30,562,400	48.64%	304,000	0.48%	578,000	0.92%	62,837,000	100.00%	1,575,000	64,412,000
<b>CLSCC</b>												
30-Jun-2016	11,073,665	53.38%	9,394,075	45.28%	9,446	0.05%	268,435	1.29%	20,745,621	100.00%	200,368	20,945,989
30-Jun-2017	10,580,100	50.66%	9,760,300	46.73%	0	0.00%	545,400	2.61%	20,885,800	100.00%	167,700	21,053,500
01-Jul-2017	10,347,000	47.30%	10,787,700	49.31%	0	0.00%	741,500	3.39%	21,876,200	100.00%	169,500	22,045,700
<b>COSCC</b>												
30-Jun-2016	16,943,366	56.27%	12,846,075	42.67%	26,122	0.09%	293,454	0.97%	30,109,017	100.00%	104,001	30,213,018
30-Jun-2017	18,085,700	55.97%	13,908,000	43.04%	23,000	0.07%	297,700	0.92%	32,314,400	100.00%	101,600	32,416,000
01-Jul-2017	18,465,200	55.13%	14,700,400	43.89%	23,000	0.07%	307,700	0.92%	33,496,300	100.00%	101,500	33,597,800
<b>DSCC</b>												
30-Jun-2016	8,627,467	51.32%	7,884,225	46.90%	7,632	0.05%	292,516	1.74%	16,811,840	100.00%	91,837	16,903,677
30-Jun-2017	8,967,100	50.19%	8,630,900	48.31%	6,100	0.03%	262,200	1.47%	17,866,300	100.00%	91,300	17,957,600
01-Jul-2017	9,370,600	49.89%	9,136,800	48.65%	8,000	0.04%	266,900	1.42%	18,782,300	100.00%	100,000	18,882,300
<b>JSCC</b>												
30-Jun-2016	14,868,961	54.92%	11,470,863	42.37%	173,989	0.64%	558,486	2.06%	27,072,299	100.00%	228,600	27,300,899
30-Jun-2017	14,927,800	53.25%	12,404,400	44.25%	145,400	0.52%	556,400	1.98%	28,034,000	100.00%	225,000	28,259,000
01-Jul-2017	15,761,100	52.98%	13,262,100	44.58%	148,700	0.50%	575,900	1.94%	29,747,800	100.00%	100,000	29,847,800
<b>MSCC</b>												
30-Jun-2016	17,803,694	61.12%	11,052,600	37.95%	43,785	0.15%	226,927	0.78%	29,127,006	100.00%	252,003	29,379,009
30-Jun-2017	19,946,400	62.41%	11,749,900	36.76%	41,200	0.13%	225,100	0.70%	31,962,600	100.00%	157,000	32,119,600
01-Jul-2017	20,390,400	60.52%	13,006,600	38.60%	59,700	0.18%	237,600	0.71%	33,694,300	100.00%	157,000	33,851,300
<b>NASCC</b>												
30-Jun-2016	30,725,818	62.92%	17,034,188	34.88%	8,991	0.02%	1,062,544	2.18%	48,831,541	100.00%	453,535	49,285,076
30-Jun-2017	27,622,900	59.50%	17,768,900	38.28%	4,600	0.01%	1,026,900	2.21%	46,423,300	100.00%	410,200	46,833,500
01-Jul-2017	26,164,600	55.60%	19,864,300	42.22%	4,800	0.01%	1,020,900	2.17%	47,054,600	100.00%	410,200	47,464,800
<b>NESCC</b>												
30-Jun-2016	19,258,986	55.79%	14,656,063	42.46%	21,098	0.06%	582,992	1.69%	34,519,139	100.00%	272,034	34,791,173
30-Jun-2017	19,460,000	53.76%	16,071,800	44.40%	23,300	0.06%	644,500	1.78%	36,199,600	100.00%	285,000	36,484,600
01-Jul-2017	19,182,000	51.07%	17,727,700	47.20%	27,300	0.07%	625,600	1.67%	37,562,600	100.00%	270,000	37,832,600
<b>PSCC</b>												
30-Jun-2016	34,601,103	55.27%	25,670,500	41.01%	33,207	0.05%	2,294,683	3.67%	62,599,493	100.00%	546,321	63,145,814
30-Jun-2017	34,678,000	53.75%	27,368,400	42.42%	25,000	0.04%	2,443,600	3.79%	64,515,000	100.00%	530,000	65,045,000
01-Jul-2017	35,368,000	52.17%	29,955,800	44.18%	25,000	0.04%	2,450,700	3.61%	67,799,500	100.00%	530,000	68,329,500
<b>RSCC</b>												
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0
30-Jun-2017	20,118,100	50.50%	18,956,300	47.58%	48,200	0.12%	716,800	1.80%	39,839,400	100.00%	283,300	40,122,700
01-Jul-2017	20,495,800	49.14%	20,447,600	49.03%	48,200	0.12%	716,800	1.72%	41,708,400	100.00%	283,300	41,991,700
<b>STCC</b>												
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0
30-Jun-2017	31,588,100	53.76%	26,142,500	44.49%	121,500	0.21%	904,300	1.54%	58,756,400	100.00%	722,200	59,478,600
01-Jul-2017	31,621,000	53.34%	26,683,800	45.01%	104,400	0.18%	868,500	1.47%	59,277,700	100.00%	681,900	59,959,600

Tennessee Board of Regents  
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	E&G	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
VSCC													
30-Jun-2016	27,449,496	60.84%	17,311,338	38.37%	27,548	0.06%		331,104	0.73%	45,119,486	100.00%	391,064	45,510,550
30-Jun-2017	31,587,900	62.31%	18,714,600	36.92%	26,000	0.05%		367,800	0.73%	50,696,300	100.00%	400,000	51,096,300
01-Jul-2017	31,243,200	59.94%	20,460,700	39.25%	26,000	0.05%		393,000	0.75%	52,122,900	100.00%	400,000	52,522,900
WSCC													
30-Jun-2016	21,657,430	49.52%	21,077,513	48.19%	118,083	0.27%		884,181	2.02%	43,737,207	100.00%	270,182	44,007,389
30-Jun-2017	22,409,900	49.56%	21,929,000	48.50%	116,500	0.26%		762,300	1.69%	45,217,700	100.00%	268,700	45,486,400
01-Jul-2017	22,852,000	48.86%	23,045,700	49.28%	116,500	0.25%		754,400	1.61%	46,768,600	100.00%	268,700	47,037,300
Total Colleges													
30-Jun-2016	235,258,732	56.08%	175,963,365	41.95%	786,186	0.19%		7,461,339	1.78%	419,469,622	100.00%	4,456,423	423,926,045
30-Jun-2017	290,712,000	54.46%	232,741,800	43.60%	884,800	0.17%		9,484,600	1.78%	533,823,200	100.00%	5,217,000	539,040,200
01-Jul-2017	292,653,500	52.95%	249,641,600	45.17%	895,600	0.16%		9,537,500	1.73%	552,728,200	100.00%	5,047,100	557,775,300

Tennessee Board of Regents  
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
<b>ECOM</b>												
30-Jun-2016	9,505,721	17.89%	30,218,700	56.87%	11,373,469	21.40%	2,040,613	3.84%	53,138,503	100.00%	0	53,138,503
30-Jun-2017	9,947,400	17.48%	31,291,900	54.98%	14,195,100	24.94%	1,480,000	2.60%	56,914,400	100.00%	0	56,914,400
01-Jul-2017	10,115,300	17.21%	32,823,000	55.84%	14,360,400	24.43%	1,480,000	2.52%	58,778,700	100.00%	0	58,778,700
<b>EFAM</b>												
30-Jun-2016	0	0.00%	6,455,500	40.91%	9,043,702	57.31%	280,930	1.78%	15,780,132	100.00%	0	15,780,132
30-Jun-2017	0	0.00%	6,689,900	42.14%	8,770,000	55.25%	414,100	2.61%	15,874,000	100.00%	0	15,874,000
01-Jul-2017	0	0.00%	7,086,800	43.59%	8,770,000	53.94%	401,500	2.47%	16,258,300	100.00%	0	16,258,300
<b>EPHRM</b>												
30-Jun-2016	10,999,220	99.87%	0	0.00%	0	0.00%	14,002	0.13%	11,013,222	100.00%	0	11,013,222
30-Jun-2017	11,250,400	99.69%	0	0.00%	0	0.00%	35,000	0.31%	11,285,400	100.00%	0	11,285,400
01-Jul-2017	11,424,000	99.69%	0	0.00%	0	0.00%	35,000	0.31%	11,459,000	100.00%	0	11,459,000
<b>TBR</b>												
30-Jun-2016	0	0.00%	9,590,350	31.46%	0	0.00%	20,893,936	68.54%	30,484,286	100.00%	0	30,484,286
30-Jun-2017	0	0.00%	38,539,000	65.81%	0	0.00%	20,022,400	34.19%	58,561,400	100.00%	0	58,561,400
01-Jul-2017	0	0.00%	10,299,400	34.43%	0	0.00%	19,615,800	65.57%	29,915,200	100.00%	0	29,915,200
<b>TSUAG</b>												
30-Jun-2016	0	0.00%	2,341,100	100.00%	0	0.00%	0	0.00%	2,341,100	100.00%	0	2,341,100
30-Jun-2017	0	0.00%	3,456,800	100.00%	0	0.00%	0	0.00%	3,456,800	100.00%	0	3,456,800
01-Jul-2017	0	0.00%	3,509,700	100.00%	0	0.00%	0	0.00%	3,509,700	100.00%	0	3,509,700
<b>TSUEX</b>												
30-Jun-2016	0	0.00%	3,208,500	100.00%	0	0.00%	0	0.00%	3,208,500	100.00%	0	3,208,500
30-Jun-2017	0	0.00%	3,320,300	100.00%	0	0.00%	0	0.00%	3,320,300	100.00%	0	3,320,300
01-Jul-2017	0	0.00%	3,428,000	100.00%	0	0.00%	0	0.00%	3,428,000	100.00%	0	3,428,000
<b>TSUF</b>												
30-Jun-2016	0	0.00%	183,400	100.00%	0	0.00%	0	0.00%	183,400	100.00%	0	183,400
30-Jun-2017	0	0.00%	189,400	100.00%	0	0.00%	0	0.00%	189,400	100.00%	0	189,400
01-Jul-2017	0	0.00%	193,300	100.00%	0	0.00%	0	0.00%	193,300	100.00%	0	193,300
<b>TSUMC</b>												
30-Jun-2016	0	0.00%	575,800	100.00%	0	0.00%	0	0.00%	575,800	100.00%	0	575,800
30-Jun-2017	0	0.00%	594,500	100.00%	0	0.00%	0	0.00%	594,500	100.00%	0	594,500
01-Jul-2017	0	0.00%	605,600	100.00%	0	0.00%	0	0.00%	605,600	100.00%	0	605,600
<b>Total Other</b>												
30-Jun-2016	20,504,941	17.57%	52,573,350	45.04%	20,417,171	17.49%	23,229,481	19.90%	116,724,943	100.00%	0	116,724,943
30-Jun-2017	21,197,800	14.11%	84,081,800	55.98%	22,965,100	15.29%	21,951,500	14.62%	150,196,200	100.00%	0	150,196,200
01-Jul-2017	21,539,300	17.35%	57,945,800	46.67%	23,130,400	18.63%	21,532,300	17.34%	124,147,800	100.00%	0	124,147,800
<b>Total TCAT</b>												
30-Jun-2016	33,552,661	36.96%	50,744,664	55.90%	821,820	0.91%	5,663,263	6.24%	90,782,408	100.00%	5,030,391	95,812,799
30-Jun-2017	35,479,300	36.38%	56,745,200	58.18%	734,200	0.75%	4,576,000	4.69%	97,534,700	100.00%	4,808,500	102,343,200
01-Jul-2017	36,243,400	35.76%	61,435,300	60.62%	800,700	0.79%	2,860,300	2.82%	101,339,700	100.00%	4,805,000	106,144,700
<b>Total System</b>												
30-Jun-2016	1,059,693,620	56.49%	629,254,268	33.54%	31,130,304	1.66%	155,869,899	8.31%	1,875,948,091	100.00%	135,356,382	2,011,304,473
30-Jun-2017	1,131,352,400	55.20%	736,779,200	35.95%	32,719,900	1.60%	148,793,300	7.26%	2,049,644,800	100.00%	147,679,100	2,197,323,900
01-Jul-2017	1,154,467,900	55.30%	757,039,500	36.26%	30,943,600	1.48%	145,078,800	6.95%	2,087,529,800	100.00%	149,712,400	2,237,242,200

Table V

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures by Functional Area

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
Instruction							
Dollar	59,584,600	100,868,100	144,586,800	60,618,200	66,572,800	161,434,300	593,664,800
Percent	46.34	47.29	49.15	45.88	44.72	45.83	46.77
Research							
Dollar	556,400	2,611,500	4,641,200	2,925,500	2,583,800	13,787,000	27,105,400
Percent	.43	1.22	1.58	2.21	1.74	3.91	2.14
Public Service							
Dollar	343,300	2,423,200	3,523,700	1,515,300	2,579,400	6,051,700	16,436,600
Percent	.27	1.14	1.20	1.15	1.73	1.72	1.29
Academic Support							
Dollar	9,505,200	21,314,900	31,171,900	10,871,000	12,204,400	30,972,800	116,040,200
Percent	7.39	9.99	10.60	8.23	8.20	8.79	9.14
Sub-Total							
Dollar	69,989,500	127,217,700	183,923,600	75,930,000	83,940,400	212,245,800	753,247,000
Percent	54.43	59.65	62.52	57.47	56.38	60.26	59.34
Student Services							
Dollar	25,612,500	28,522,600	44,447,000	20,167,000	23,278,600	57,136,200	199,163,900
Percent	19.92	13.37	15.11	15.27	15.64	16.22	15.69
Institutional Support							
Dollar	11,763,900	15,867,100	23,736,600	12,617,000	14,635,600	29,041,500	107,661,700
Percent	9.15	7.44	8.07	9.55	9.83	8.24	8.48
Operation & Maintenance							
Dollar	14,165,900	17,783,600	27,687,600	16,665,500	14,088,400	35,937,300	126,328,300
Percent	11.02	8.34	9.41	12.61	9.46	10.20	9.95
Scholarships & Fellowships							
Dollar	7,044,900	23,896,500	14,400,700	6,732,300	12,929,600	17,873,400	82,877,400
Percent	5.48	11.20	4.89	5.10	8.69	5.07	6.53
Total Educational & General							
Dollar	128,576,700	213,287,500	294,195,500	132,111,800	148,872,600	352,234,200	1,269,278,300
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	9,754,100	17,694,800	25,136,800	4,491,900	17,279,600	19,494,300	93,851,500
Auxiliaries							
Dollar	6,951,900	14,648,400	19,416,700	21,427,300	7,222,400	16,975,700	86,642,400
Total Unrestricted							
Dollar	145,282,700	245,630,700	338,749,000	158,031,000	173,374,600	388,704,200	1,449,772,200

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures by Functional Area

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Instruction							
Dollar	33,757,900	10,281,200	16,694,900	9,835,200	13,709,300	16,545,300	24,350,700
Percent	54.16	46.75	52.09	52.23	47.98	49.25	49.69
Research							
Dollar	0	0	0	0	0	0	0
Percent	.00	.00	.00	.00	.00	.00	.00
Public Service							
Dollar	75,000	224,000	131,000	36,000	62,000	141,100	378,500
Percent	.12	1.02	.41	.19	.22	.42	.77
Academic Support							
Dollar	5,779,100	1,377,100	1,697,400	661,300	3,023,500	2,968,800	5,868,800
Percent	9.27	6.26	5.30	3.51	10.58	8.84	11.98
Sub-Total							
Dollar	39,612,000	11,882,300	18,523,300	10,532,500	16,794,800	19,655,200	30,598,000
Percent	63.56	54.04	57.80	55.93	58.78	58.51	62.44
Student Services							
Dollar	7,463,000	3,111,700	4,517,100	2,314,000	2,827,500	4,371,500	4,608,700
Percent	11.97	14.15	14.09	12.29	9.90	13.01	9.41
Institutional Support							
Dollar	7,702,900	4,220,900	4,644,000	3,233,600	4,902,400	4,702,200	5,733,300
Percent	12.36	19.19	14.49	17.17	17.16	14.00	11.70
Operation & Maintenance							
Dollar	6,427,400	2,375,400	3,934,500	2,138,600	2,950,600	3,636,600	6,844,200
Percent	10.31	10.80	12.28	11.36	10.33	10.82	13.97
Scholarships & Fellowships							
Dollar	1,120,000	399,400	430,500	613,200	1,098,500	1,229,300	1,217,400
Percent	1.80	1.82	1.34	3.26	3.84	3.66	2.48
Total Educational & General							
Dollar	62,325,300	21,989,700	32,049,400	18,831,900	28,573,800	33,594,800	49,001,600
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	1,612,500	19,200	1,437,400	0	300,000	336,700	5,087,600
Auxiliaries							
Dollar	1,435,100	36,900	71,000	0	0	12,800	6,800
Total Unrestricted							
Dollar	65,372,900	22,045,800	33,557,800	18,831,900	28,873,800	33,944,300	54,096,000

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Expenditures by Functional Area

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Instruction							
Dollar	17,911,300	36,257,300	22,273,000	24,885,500	28,477,700	25,366,100	280,345,400
Percent	51.74	52.88	53.06	41.68	55.97	54.16	51.07
Research							
Dollar	0	0	0	0	0	0	0
Percent	.00	.00	.00	.00	.00	.00	.00
Public Service							
Dollar	219,000	590,000	556,800	32,500	414,700	542,800	3,403,400
Percent	.63	.86	1.33	.05	.82	1.16	.62
Academic Support							
Dollar	3,825,600	7,144,300	1,888,900	6,160,500	3,154,000	2,550,800	46,100,100
Percent	11.05	10.42	4.50	10.32	6.20	5.45	8.40
Sub-Total							
Dollar	21,955,900	43,991,600	24,718,700	31,078,500	32,046,400	28,459,700	329,848,900
Percent	63.42	64.17	58.88	52.06	62.99	60.77	60.09
Student Services							
Dollar	3,601,300	7,514,500	5,960,300	7,126,800	5,117,900	6,031,700	64,566,000
Percent	10.40	10.96	14.20	11.94	10.06	12.88	11.76
Institutional Support							
Dollar	4,980,400	8,066,500	5,585,100	11,638,100	6,990,900	4,721,700	77,122,000
Percent	14.39	11.77	13.30	19.49	13.74	10.08	14.05
Operation & Maintenance							
Dollar	3,887,500	7,178,500	5,202,900	7,439,600	5,329,600	6,788,300	64,133,700
Percent	11.23	10.47	12.39	12.46	10.48	14.49	11.68
Scholarships & Fellowships							
Dollar	195,000	1,809,000	511,700	2,417,000	1,391,100	833,300	13,265,400
Percent	.56	2.64	1.22	4.05	2.73	1.78	2.42
Total Educational & General							
Dollar	34,620,100	68,560,100	41,978,700	59,700,000	50,875,900	46,834,700	548,936,000
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	-86,700	601,500	169,200	9,248,200	201,800	563,800	19,491,200
Auxiliaries							
Dollar	0	200,000	33,700	686,100	83,000	32,600	2,598,000
Total Unrestricted							
Dollar	34,533,400	69,361,600	42,181,600	69,634,300	51,160,700	47,431,100	571,025,200



Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Expenditures by Functional Area

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
Instruction							
Dollar	44,172,000	10,763,100	6,825,000	0	0	0	0
Percent	66.73	67.36	62.55	.00	.00	.00	.00
Research							
Dollar	4,607,100	310,100	473,100	0	3,506,600	0	193,000
Percent	6.96	1.94	4.34	.00	100.00	.00	100.00
Public Service							
Dollar	0	0	0	0	0	4,116,200	0
Percent	.00	.00	.00	.00	.00	100.00	.00
Academic Support							
Dollar	6,287,800	3,005,400	1,451,800	0	0	0	0
Percent	9.50	18.81	13.31	.00	.00	.00	.00
Sub-Total							
Dollar	55,066,900	14,078,600	8,749,900	0	3,506,600	4,116,200	193,000
Percent	83.19	88.11	80.19	.00	100.00	100.00	100.00
Student Services							
Dollar	1,549,100	0	659,900	0	0	0	0
Percent	2.34	.00	6.05	.00	.00	.00	.00
Institutional Support							
Dollar	2,806,500	1,618,300	639,500	36,476,700	0	0	0
Percent	4.24	10.13	5.86	98.24	.00	.00	.00
Operation & Maintenance							
Dollar	6,508,100	282,000	530,100	645,000	0	0	0
Percent	9.83	1.76	4.86	1.74	.00	.00	.00
Scholarships & Fellowships							
Dollar	260,000	0	332,000	10,000	0	0	0
Percent	.39	.00	3.04	.03	.00	.00	.00
Total Educational & General							
Dollar	66,190,600	15,978,900	10,911,400	37,131,700	3,506,600	4,116,200	193,000
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	-7,391,300	262,900	546,900	-7,216,500	0	0	0
Auxiliaries							
Dollar	0	0	0	0	0	0	0
Total Unrestricted							
Dollar	58,799,300	16,241,800	11,458,300	29,915,200	3,506,600	4,116,200	193,000

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures by Functional Area

	TSUMC	Total Other Instit	Total TCAT	Total System
Instruction				
Dollar	0	61,760,100	62,134,900	997,905,200
Percent	.00	44.55	60.57	48.46
Research				
Dollar	605,000	9,694,900	0	36,800,300
Percent	100.00	6.99	.00	1.79
Public Service				
Dollar	0	4,116,200	0	23,956,200
Percent	.00	2.97	.00	1.16
Academic Support				
Dollar	0	10,745,000	104,800	172,990,100
Percent	.00	7.75	.10	8.40
Sub-Total				
Dollar	605,000	86,316,200	62,239,700	1,231,651,800
Percent	100.00	62.26	60.67	59.81
Student Services				
Dollar	0	2,209,000	11,975,600	277,914,500
Percent	.00	1.59	11.67	13.49
Institutional Support				
Dollar	0	41,541,000	15,971,600	242,296,300
Percent	.00	29.96	15.57	11.77
Operation & Maintenance				
Dollar	0	7,965,200	11,646,500	210,073,700
Percent	.00	5.75	11.35	10.20
Scholarships & Fellowships				
Dollar	0	602,000	747,300	97,492,100
Percent	.00	.43	.73	4.73
Total Educational & General				
Dollar	605,000	138,633,400	102,580,700	2,059,428,400
Percent	100.00	100.00	100.00	100.00
Transfers				
Dollar	0	-13,798,000	609,100	100,153,800
Auxiliaries				
Dollar	0	0	4,249,900	93,490,300
Total Unrestricted				
Dollar	605,000	124,835,400	107,439,700	2,253,072,500

Tennessee Board of Regents  
 Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	APSU	Pct	ETSU	Pct	MTSU	Pct	TSU	Pct	TTU	Pct	UoM	Pct	Total Universities	Pct
<b>Instruction</b>														
30-Jun-2016	53,939,424	48.84%	89,485,539	47.43%	136,242,903	49.28%	55,368,923	45.80%	67,238,629	45.58%	140,782,796	41.93%	543,058,214	46.03%
30-Jun-2017	57,618,900	46.47%	101,949,500	48.24%	145,304,200	47.81%	60,905,100	46.23%	66,713,300	43.65%	157,525,200	41.28%	590,016,200	45.20%
01-Jul-2017	59,584,600	46.34%	100,868,100	47.29%	144,586,800	49.15%	60,618,200	45.88%	66,572,800	44.72%	161,434,300	45.83%	593,664,800	46.77%
<b>Research</b>														
30-Jun-2016	468,337	0.42%	2,297,535	1.22%	3,865,152	1.40%	2,133,643	1.77%	2,753,723	1.87%	19,337,286	5.76%	30,855,676	2.62%
30-Jun-2017	614,400	0.50%	4,819,600	2.28%	8,420,700	2.77%	2,923,100	2.22%	3,200,100	2.09%	31,111,000	8.15%	51,088,900	3.91%
01-Jul-2017	556,400	0.43%	2,611,500	1.22%	4,641,200	1.58%	2,925,500	2.21%	2,583,800	1.74%	13,787,000	3.91%	27,105,400	2.14%
<b>Public Service</b>														
30-Jun-2016	308,624	0.28%	2,457,043	1.30%	3,717,809	1.34%	1,027,047	0.85%	2,544,420	1.72%	5,504,251	1.64%	15,559,194	1.32%
30-Jun-2017	369,600	0.30%	2,247,200	1.06%	4,675,300	1.54%	1,362,700	1.03%	3,128,700	2.05%	7,933,500	2.08%	19,717,000	1.51%
01-Jul-2017	343,300	0.27%	2,423,200	1.14%	3,523,700	1.20%	1,515,300	1.15%	2,579,400	1.73%	6,051,700	1.72%	16,436,600	1.29%
<b>Academic Support</b>														
30-Jun-2016	7,718,631	6.99%	20,256,520	10.74%	29,287,781	10.59%	9,129,163	7.55%	12,342,954	8.37%	28,470,899	8.48%	107,205,948	9.09%
30-Jun-2017	9,199,800	7.42%	21,546,100	10.20%	31,188,400	10.26%	10,367,800	7.87%	13,127,300	8.59%	32,434,900	8.50%	117,864,300	9.03%
01-Jul-2017	9,505,200	7.39%	21,314,900	9.99%	31,171,900	10.60%	10,871,000	8.23%	12,204,400	8.20%	30,972,800	8.79%	116,040,200	9.14%
<b>Sub-Total</b>														
30-Jun-2016	62,435,016	56.53%	114,496,637	60.69%	173,113,645	62.62%	67,658,776	55.97%	84,879,726	57.54%	194,095,232	57.81%	696,679,032	59.05%
30-Jun-2017	67,802,700	54.68%	130,562,400	61.78%	189,588,600	62.38%	75,558,700	57.35%	86,169,400	56.37%	229,004,600	60.01%	778,686,400	59.65%
01-Jul-2017	69,989,500	54.43%	127,217,700	59.65%	183,923,600	62.52%	75,930,000	57.47%	83,940,400	56.38%	212,245,800	60.26%	753,247,000	59.34%
<b>Student Services</b>														
30-Jun-2016	20,511,796	18.57%	26,999,659	14.31%	43,702,698	15.81%	18,281,611	15.12%	24,777,470	16.80%	67,824,451	20.20%	202,097,685	17.13%
30-Jun-2017	24,902,100	20.08%	28,113,200	13.30%	45,123,200	14.85%	20,137,400	15.29%	24,818,700	16.24%	68,813,300	18.03%	211,907,900	16.23%
01-Jul-2017	25,612,500	19.92%	28,522,600	13.37%	44,447,000	15.11%	20,167,000	15.27%	23,278,600	15.64%	57,136,200	16.22%	199,163,900	15.69%
<b>Institutional Support</b>														
30-Jun-2016	9,733,587	8.81%	13,222,104	7.01%	22,450,243	8.12%	13,024,096	10.77%	14,596,236	9.89%	25,816,551	7.69%	98,842,817	8.38%
30-Jun-2017	11,428,200	9.22%	15,705,000	7.43%	25,718,000	8.46%	13,050,700	9.91%	15,578,800	10.19%	31,426,800	8.24%	112,907,500	8.65%
01-Jul-2017	11,763,900	9.15%	15,867,100	7.44%	23,736,600	8.07%	12,617,000	9.55%	14,635,600	9.83%	29,041,500	8.24%	107,661,700	8.48%
<b>Operation &amp; Maintenance</b>														
30-Jun-2016	11,104,494	10.05%	16,118,468	8.54%	23,780,027	8.60%	15,768,065	13.04%	13,427,964	9.10%	31,887,673	9.50%	112,086,691	9.50%
30-Jun-2017	12,914,200	10.41%	16,970,500	8.03%	28,396,500	9.34%	16,263,600	12.34%	14,697,500	9.62%	35,738,200	9.37%	124,980,500	9.57%
01-Jul-2017	14,165,900	11.02%	17,783,600	8.34%	27,687,600	9.41%	16,665,500	12.61%	14,088,400	9.46%	35,937,300	10.20%	126,328,300	9.95%
<b>Scholarships &amp; Fellowships</b>														
30-Jun-2016	6,663,951	6.03%	17,825,960	9.45%	13,404,074	4.85%	6,152,964	5.09%	9,843,463	6.67%	16,116,187	4.80%	70,006,599	5.93%
30-Jun-2017	6,949,400	5.60%	19,988,200	9.46%	15,094,400	4.97%	6,732,300	5.11%	11,588,900	7.58%	16,624,800	4.36%	76,978,000	5.90%
01-Jul-2017	7,044,900	5.48%	23,896,500	11.20%	14,400,700	4.89%	6,732,300	5.10%	12,929,600	8.69%	17,873,400	5.07%	82,877,400	6.53%
<b>Total E &amp; G Expenditures</b>														
30-Jun-2016	110,448,844	100.00%	188,662,828	100.00%	276,450,687	100.00%	120,885,512	100.00%	147,524,859	100.00%	335,740,094	100.00%	1,179,712,824	100.00%
30-Jun-2017	123,996,600	100.00%	211,339,300	100.00%	303,920,700	100.00%	131,742,700	100.00%	152,853,300	100.00%	381,607,700	100.00%	1,305,460,300	100.00%
01-Jul-2017	128,576,700	100.00%	213,287,500	100.00%	294,195,500	100.00%	132,111,800	100.00%	148,872,600	100.00%	352,234,200	100.00%	1,269,278,300	100.00%
<b>Transfers</b>														
30-Jun-2016	13,814,607		24,088,163		30,091,418		9,711,929		22,011,207		17,713,913		117,431,237	
30-Jun-2017	9,840,500		17,105,300		24,197,400		4,597,000		14,603,800		5,258,700		75,602,700	
01-Jul-2017	9,754,100		17,694,800		25,136,800		4,491,900		17,279,600		19,494,300		93,851,500	
<b>Auxiliaries</b>														
30-Jun-2016	5,878,872		10,406,435		17,869,225		16,041,030		6,557,788		15,420,187		72,173,537	
30-Jun-2017	6,658,900		14,461,500		19,441,600		21,697,000		7,303,300		16,319,900		85,882,200	
01-Jul-2017	6,951,900		14,648,400		19,416,700		21,427,300		7,222,400		16,975,700		86,642,400	
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	130,142,323		223,157,426		324,411,330		146,638,471		176,093,854		368,874,194		1,369,317,598	
30-Jun-2017	140,496,000		242,906,100		347,559,700		158,036,700		174,760,400		403,186,300		1,466,945,200	
01-Jul-2017	145,282,700		245,630,700		338,749,000		158,031,000		173,374,600		388,704,200		1,449,772,200	

Tennessee Board of Regents  
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	ChSCC	Pct	ClSCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
<b>Instruction</b>														
30-Jun-2016	31,500,775	54.91%	10,031,038	47.70%	14,200,302	53.99%	8,760,283	52.66%	11,287,517	46.64%	12,534,626	49.09%	19,633,990	49.54%
30-Jun-2017	33,021,800	53.53%	10,120,400	47.60%	16,370,300	52.06%	9,356,400	52.42%	11,842,400	44.13%	15,274,600	49.22%	20,258,000	47.87%
01-Jul-2017	33,757,900	54.16%	10,281,200	46.75%	16,694,900	52.09%	9,835,200	52.23%	13,709,300	47.98%	16,545,300	49.25%	24,350,700	49.69%
<b>Research</b>														
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Public Service</b>														
30-Jun-2016	100,000	0.17%	245,813	1.17%	161,511	0.61%	33,718	0.20%	61,521	0.25%	103,159	0.40%	344,183	0.87%
30-Jun-2017	100,000	0.16%	217,200	1.02%	151,300	0.48%	20,200	0.11%	63,300	0.24%	137,500	0.44%	304,400	0.72%
01-Jul-2017	75,000	0.12%	224,000	1.02%	131,000	0.41%	36,000	0.19%	62,000	0.22%	141,100	0.42%	378,500	0.77%
<b>Academic Support</b>														
30-Jun-2016	4,799,261	8.37%	1,332,581	6.34%	1,203,103	4.57%	570,771	3.43%	2,368,890	9.79%	2,618,139	10.25%	5,017,279	12.66%
30-Jun-2017	5,864,500	9.51%	1,248,600	5.87%	1,863,700	5.93%	611,100	3.42%	2,751,500	10.25%	2,759,100	8.89%	5,466,100	12.92%
01-Jul-2017	5,779,100	9.27%	1,377,100	6.26%	1,697,400	5.30%	661,300	3.51%	3,023,500	10.58%	2,968,800	8.84%	5,868,800	11.98%
<b>Sub-Total</b>														
30-Jun-2016	36,400,036	63.45%	11,609,432	55.20%	15,564,916	59.18%	9,364,772	56.29%	13,717,928	56.68%	15,255,924	59.75%	24,995,452	63.06%
30-Jun-2017	38,986,300	63.20%	11,586,200	54.50%	18,385,300	58.47%	9,987,700	55.95%	14,657,200	54.62%	18,171,200	58.55%	26,028,500	61.51%
01-Jul-2017	39,612,000	63.56%	11,882,300	54.04%	18,523,300	57.80%	10,532,500	55.93%	16,794,800	58.78%	19,655,200	58.51%	30,598,000	62.44%
<b>Student Services</b>														
30-Jun-2016	6,850,910	11.94%	2,978,900	14.16%	3,571,070	13.58%	1,983,446	11.92%	2,787,022	11.52%	3,315,518	12.99%	3,448,420	8.70%
30-Jun-2017	7,679,200	12.45%	2,835,200	13.34%	4,299,100	13.67%	2,212,400	12.39%	3,131,000	11.67%	4,144,200	13.35%	4,048,200	9.57%
01-Jul-2017	7,463,000	11.97%	3,111,700	14.15%	4,517,100	14.09%	2,314,000	12.29%	2,827,500	9.90%	4,371,500	13.01%	4,608,700	9.41%
<b>Institutional Support</b>														
30-Jun-2016	7,271,887	12.68%	3,734,817	17.76%	3,778,313	14.36%	2,846,467	17.11%	4,230,411	17.48%	3,605,076	14.12%	5,147,025	12.99%
30-Jun-2017	7,739,500	12.55%	4,173,100	19.63%	4,317,700	13.73%	3,136,600	17.57%	5,142,600	19.16%	4,319,400	13.92%	5,439,700	12.85%
01-Jul-2017	7,702,900	12.36%	4,220,900	19.19%	4,644,000	14.49%	3,233,600	17.17%	4,902,400	17.16%	4,702,200	14.00%	5,733,300	11.70%
<b>Operation &amp; Maintenance</b>														
30-Jun-2016	5,692,633	9.92%	2,227,982	10.59%	3,057,102	11.62%	1,955,109	11.75%	2,492,977	10.30%	2,954,153	11.57%	4,787,721	12.08%
30-Jun-2017	6,157,300	9.98%	2,268,900	10.67%	3,933,400	12.51%	2,063,000	11.56%	2,716,400	10.12%	3,518,300	11.34%	5,634,800	13.32%
01-Jul-2017	6,427,400	10.31%	2,375,400	10.80%	3,934,500	12.28%	2,138,600	11.36%	2,950,600	10.33%	3,636,600	10.82%	6,844,200	13.97%
<b>Scholarships &amp; Fellowships</b>														
30-Jun-2016	1,148,129	2.00%	480,053	2.28%	330,924	1.26%	485,843	2.92%	972,891	4.02%	402,601	1.58%	1,256,631	3.17%
30-Jun-2017	1,121,300	1.82%	396,000	1.86%	509,500	1.62%	450,200	2.52%	1,189,200	4.43%	880,300	2.84%	1,167,300	2.76%
01-Jul-2017	1,120,000	1.80%	399,400	1.82%	430,500	1.34%	613,200	3.26%	1,098,500	3.84%	1,229,300	3.66%	1,217,400	2.48%
<b>Total E &amp; G Expenditures</b>														
30-Jun-2016	57,363,595	100.00%	21,031,184	100.00%	26,302,325	100.00%	16,635,637	100.00%	24,201,229	100.00%	25,533,272	100.00%	39,635,249	100.00%
30-Jun-2017	61,683,600	100.00%	21,259,400	100.00%	31,445,000	100.00%	17,849,900	100.00%	26,836,400	100.00%	31,033,400	100.00%	42,318,500	100.00%
01-Jul-2017	62,325,300	100.00%	21,989,700	100.00%	32,049,400	100.00%	18,831,900	100.00%	28,573,800	100.00%	33,594,800	100.00%	49,001,600	100.00%
<b>Transfers</b>														
30-Jun-2016	4,443,455		54,042		3,064,346		3,793,600		1,350,910		3,250,000		5,121,348	
30-Jun-2017	1,907,700		52,000		4,861,600		65,000		210,900		1,232,700		5,085,900	
01-Jul-2017	1,612,500		19,200		1,437,400		0		300,000		336,700		5,087,600	
<b>Auxiliaries</b>														
30-Jun-2016	1,417,124		21,856		38,982		0		0		10,036		4,806	
30-Jun-2017	1,421,700		36,900		71,000		0		0		12,800		6,800	
01-Jul-2017	1,435,100		36,900		71,000		0		0		12,800		6,800	
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	63,224,174		21,107,082		29,405,653		20,429,237		25,552,139		28,793,308		44,761,403	
30-Jun-2017	65,013,000		21,348,300		36,377,600		17,914,900		27,047,300		32,278,900		47,411,200	
01-Jul-2017	65,372,900		22,045,800		33,557,800		18,831,900		28,873,800		33,944,300		54,096,000	

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	NESSC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
<b>Instruction</b>														
30-Jun-2016	16,710,273	44.51%	32,607,830	54.59%	0	0.00%	0	0.00%	24,742,663	57.20%	23,006,438	55.12%	205,015,735	52.17%
30-Jun-2017	18,692,900	47.32%	34,235,400	51.88%	21,680,800	51.22%	20,754,200	38.01%	28,108,700	55.67%	24,824,600	54.22%	264,540,500	49.81%
01-Jul-2017	17,911,300	51.74%	36,257,300	52.88%	22,273,000	53.06%	24,885,500	41.68%	28,477,700	55.97%	25,366,100	54.16%	280,345,400	51.07%
<b>Research</b>														
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Public Service</b>														
30-Jun-2016	321,535	0.86%	384,128	0.64%	0	0.00%	0	0.00%	240,005	0.55%	473,500	1.13%	2,469,073	0.63%
30-Jun-2017	224,100	0.57%	506,400	0.77%	714,400	1.69%	74,700	0.14%	414,200	0.82%	556,500	1.22%	3,484,200	0.66%
01-Jul-2017	219,000	0.63%	590,000	0.86%	556,800	1.33%	32,500	0.05%	414,700	0.82%	542,800	1.16%	3,403,400	0.62%
<b>Academic Support</b>														
30-Jun-2016	4,497,910	11.98%	5,701,706	9.55%	0	0.00%	0	0.00%	2,428,607	5.61%	1,949,929	4.67%	32,488,176	8.27%
30-Jun-2017	4,712,500	11.93%	6,976,000	10.57%	2,098,100	4.96%	5,994,600	10.98%	3,067,300	6.08%	2,489,000	5.44%	45,902,100	8.64%
01-Jul-2017	3,825,600	11.05%	7,144,300	10.42%	1,888,900	4.50%	6,160,500	10.32%	3,154,000	6.20%	2,550,800	5.45%	46,100,100	8.40%
<b>Sub-Total</b>														
30-Jun-2016	21,529,718	57.35%	38,693,664	64.78%	0	0.00%	0	0.00%	27,411,275	63.37%	25,429,867	60.92%	239,972,984	61.07%
30-Jun-2017	23,629,500	59.82%	41,717,800	63.21%	24,493,300	57.86%	26,823,500	49.13%	31,590,200	62.57%	27,870,100	60.87%	313,926,800	59.11%
01-Jul-2017	21,955,900	63.42%	43,991,600	64.17%	24,718,700	58.88%	31,078,500	52.06%	32,046,400	62.99%	28,459,700	60.77%	329,848,900	60.09%
<b>Student Services</b>														
30-Jun-2016	4,308,330	11.48%	6,790,689	11.37%	0	0.00%	0	0.00%	4,632,380	10.71%	5,326,062	12.76%	45,992,747	11.70%
30-Jun-2017	4,653,100	11.78%	7,389,900	11.20%	6,192,800	14.63%	6,386,400	11.70%	5,296,400	10.49%	5,995,100	13.09%	64,263,000	12.10%
01-Jul-2017	3,601,300	10.40%	7,514,500	10.96%	5,960,300	14.20%	7,126,800	11.94%	5,117,900	10.06%	6,031,700	12.88%	64,566,000	11.76%
<b>Institutional Support</b>														
30-Jun-2016	6,497,687	17.31%	7,167,952	12.00%	0	0.00%	0	0.00%	5,615,593	12.98%	4,624,065	11.08%	54,519,293	13.87%
30-Jun-2017	5,542,600	14.03%	7,810,800	11.84%	5,697,600	13.46%	11,356,300	20.80%	6,937,000	13.74%	4,527,200	9.89%	76,140,100	14.34%
01-Jul-2017	4,980,400	14.39%	8,066,500	11.77%	5,585,100	13.30%	11,638,100	19.49%	6,990,900	13.74%	4,721,700	10.08%	77,122,000	14.05%
<b>Operation &amp; Maintenance</b>														
30-Jun-2016	4,899,310	13.05%	5,554,350	9.30%	0	0.00%	0	0.00%	4,400,455	10.17%	5,755,434	13.79%	43,777,226	11.14%
30-Jun-2017	5,455,300	13.81%	7,238,300	10.97%	5,270,700	12.45%	7,623,200	13.96%	5,274,100	10.45%	6,687,900	14.61%	63,841,600	12.02%
01-Jul-2017	3,887,500	11.23%	7,178,500	10.47%	5,202,900	12.39%	7,439,600	12.46%	5,329,600	10.48%	6,788,300	14.49%	64,133,700	11.68%
<b>Scholarships &amp; Fellowships</b>														
30-Jun-2016	304,324	0.81%	1,523,576	2.55%	0	0.00%	0	0.00%	1,199,512	2.77%	606,884	1.45%	8,711,368	2.22%
30-Jun-2017	223,000	0.56%	1,839,000	2.79%	675,200	1.60%	2,412,300	4.42%	1,391,100	2.76%	705,200	1.54%	12,959,600	2.44%
01-Jul-2017	195,000	0.56%	1,809,000	2.64%	511,700	1.22%	2,417,000	4.05%	1,391,100	2.73%	833,300	1.78%	13,265,400	2.42%
<b>Total E &amp; G Expenditures</b>														
30-Jun-2016	37,539,369	100.00%	59,730,231	100.00%	0	0.00%	0	0.00%	43,259,215	100.00%	41,742,312	100.00%	392,973,618	100.00%
30-Jun-2017	39,503,500	100.00%	65,995,800	100.00%	42,329,600	100.00%	54,601,700	100.00%	50,488,800	100.00%	45,785,500	100.00%	531,131,100	100.00%
01-Jul-2017	34,620,100	100.00%	68,560,100	100.00%	41,978,700	100.00%	59,700,000	100.00%	50,875,900	100.00%	46,834,700	100.00%	548,936,000	100.00%
<b>Transfers</b>														
30-Jun-2016	-1,796,328		4,492,415		0		0		1,548,071		2,126,567		27,448,426	
30-Jun-2017	2,343,400		4,301,500		2,169,200		1,713,800		-199,100		2,112,300		25,856,900	
01-Jul-2017	-86,700		601,500		169,200		9,248,200		201,800		563,800		19,491,200	
<b>Auxiliaries</b>														
30-Jun-2016	0		222,934		0		0		85,855		22,305		1,823,898	
30-Jun-2017	0		200,000		33,700		593,100		83,000		29,300		2,488,300	
01-Jul-2017	0		200,000		33,700		686,100		83,000		32,600		2,598,000	
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	35,743,041		64,445,580		0		0		44,893,141		43,891,184		422,245,942	
30-Jun-2017	41,846,900		70,497,300		44,532,500		56,908,600		50,372,700		47,927,100		559,476,300	
01-Jul-2017	34,533,400		69,361,600		42,181,600		69,634,300		51,160,700		47,431,100		571,025,200	

Tennessee Board of Regents  
 Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	ECOM	Pct	EFAM	Pct	EPHRM	Pct	TBR	Pct	TSUAG	Pct	TSUEX	Pct	TSUF	Pct
<b>Instruction</b>														
30-Jun-2016	35,705,848	68.08%	10,241,577	67.94%	5,541,744	63.72%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	43,160,700	65.30%	10,610,800	67.30%	6,492,100	59.81%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	44,172,000	66.73%	10,763,100	67.36%	6,825,000	62.55%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Research</b>														
30-Jun-2016	1,795,377	3.42%	290,165	1.92%	207,234	2.38%	0	0.00%	2,299,521	100.00%	0	0.00%	96,272	100.00%
30-Jun-2017	5,773,700	8.74%	317,000	2.01%	481,500	4.44%	0	0.00%	4,772,500	100.00%	0	0.00%	814,000	100.00%
01-Jul-2017	4,607,100	6.96%	310,100	1.94%	473,100	4.34%	0	0.00%	3,506,600	100.00%	0	0.00%	193,000	100.00%
<b>Public Service</b>														
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6,663,030	100.00%	0	0.00%
30-Jun-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6,167,000	100.00%	0	0.00%
01-Jul-2017	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4,116,200	100.00%	0	0.00%
<b>Academic Support</b>														
30-Jun-2016	5,036,026	9.60%	2,779,006	18.44%	1,151,906	13.24%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	6,058,800	9.17%	2,979,900	18.90%	1,725,700	15.90%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	6,287,800	9.50%	3,005,400	18.81%	1,451,800	13.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Sub-Total</b>														
30-Jun-2016	42,537,251	81.11%	13,310,748	88.30%	6,900,884	79.35%	0	0.00%	2,299,521	100.00%	6,663,030	100.00%	96,272	100.00%
30-Jun-2017	54,993,200	83.21%	13,907,700	88.21%	8,699,300	80.15%	0	0.00%	4,772,500	100.00%	6,167,000	100.00%	814,000	100.00%
01-Jul-2017	55,066,900	83.19%	14,078,600	88.11%	8,749,900	80.19%	0	0.00%	3,506,600	100.00%	4,116,200	100.00%	193,000	100.00%
<b>Student Services</b>														
30-Jun-2016	1,545,989	2.95%	0	0.00%	565,345	6.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	1,513,200	2.29%	0	0.00%	680,400	6.27%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	1,549,100	2.34%	0	0.00%	659,900	6.05%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Institutional Support</b>														
30-Jun-2016	3,438,812	6.56%	1,490,613	9.89%	589,062	6.77%	24,957,502	97.77%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	2,877,400	4.35%	1,553,200	9.85%	613,400	5.65%	32,887,300	98.05%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	2,806,500	4.24%	1,618,300	10.13%	639,500	5.86%	36,476,700	98.24%	0	0.00%	0	0.00%	0	0.00%
<b>Operation &amp; Maintenance</b>														
30-Jun-2016	4,661,027	8.89%	272,408	1.81%	508,669	5.85%	567,276	2.22%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	6,447,600	9.76%	305,000	1.93%	528,500	4.87%	645,000	1.92%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	6,508,100	9.83%	282,000	1.76%	530,100	4.86%	645,000	1.74%	0	0.00%	0	0.00%	0	0.00%
<b>Scholarships &amp; Fellowships</b>														
30-Jun-2016	260,000	0.50%	0	0.00%	133,137	1.53%	1,000	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2017	260,000	0.39%	0	0.00%	332,100	3.06%	10,000	0.03%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2017	260,000	0.39%	0	0.00%	332,000	3.04%	10,000	0.03%	0	0.00%	0	0.00%	0	0.00%
<b>Total E &amp; G Expenditures</b>														
30-Jun-2016	52,443,079	100.00%	15,073,769	100.00%	8,697,097	100.00%	25,525,778	100.00%	2,299,521	100.00%	6,663,030	100.00%	96,272	100.00%
30-Jun-2017	66,091,400	100.00%	15,765,900	100.00%	10,853,700	100.00%	33,542,300	100.00%	4,772,500	100.00%	6,167,000	100.00%	814,000	100.00%
01-Jul-2017	66,190,600	100.00%	15,978,900	100.00%	10,911,400	100.00%	37,131,700	100.00%	3,506,600	100.00%	4,116,200	100.00%	193,000	100.00%
<b>Transfers</b>														
30-Jun-2016	229,668		262,900		2,361,000		4,000,000		0		0		0	
30-Jun-2017	-8,023,500		262,900		706,100		29,637,200		0		0		0	
01-Jul-2017	-7,391,300		262,900		546,900		-7,216,500		0		0		0	
<b>Auxiliaries</b>														
30-Jun-2016	0		0		0		0		0		0		0	
30-Jun-2017	0		0		0		0		0		0		0	
01-Jul-2017	0		0		0		0		0		0		0	
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	52,672,747		15,336,669		11,058,097		29,525,778		2,299,521		6,663,030		96,272	
30-Jun-2017	58,067,900		16,028,800		11,559,800		63,179,500		4,772,500		6,167,000		814,000	
01-Jul-2017	58,799,300		16,241,800		11,458,300		29,915,200		3,506,600		4,116,200		193,000	

Tennessee Board of Regents  
 Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	TSUMC	Pct	Total Other Instit	Pct	Total TCAT	Pct	Total System	Pct
<b>Instruction</b>								
30-Jun-2016	0	0.00%	51,489,169	46.19%	52,493,646	61.03%	852,056,764	48.13%
30-Jun-2017	0	0.00%	60,263,600	43.24%	60,934,700	60.12%	975,755,000	46.97%
01-Jul-2017	0	0.00%	61,760,100	44.55%	62,134,900	60.57%	997,905,200	48.46%
<b>Research</b>								
30-Jun-2016	663,547	100.00%	5,352,116	4.80%	0	0.00%	36,207,792	2.05%
30-Jun-2017	1,357,800	100.00%	13,516,500	9.70%	0	0.00%	64,605,400	3.11%
01-Jul-2017	605,000	100.00%	9,694,900	6.99%	0	0.00%	36,800,300	1.79%
<b>Public Service</b>								
30-Jun-2016	0	0.00%	6,663,030	5.98%	0	0.00%	24,691,297	1.39%
30-Jun-2017	0	0.00%	6,167,000	4.43%	0	0.00%	29,368,200	1.41%
01-Jul-2017	0	0.00%	4,116,200	2.97%	0	0.00%	23,956,200	1.16%
<b>Academic Support</b>								
30-Jun-2016	0	0.00%	8,966,938	8.04%	112,611	0.13%	148,773,673	8.40%
30-Jun-2017	0	0.00%	10,764,400	7.72%	117,500	0.12%	174,648,300	8.41%
01-Jul-2017	0	0.00%	10,745,000	7.75%	104,800	0.10%	172,990,100	8.40%
<b>Sub-Total</b>								
30-Jun-2016	663,547	100.00%	72,471,253	65.02%	52,606,257	61.16%	1,061,729,526	59.98%
30-Jun-2017	1,357,800	100.00%	90,711,500	65.09%	61,052,200	60.24%	1,244,376,900	59.90%
01-Jul-2017	605,000	100.00%	86,316,200	62.26%	62,239,700	60.67%	1,231,651,800	59.81%
<b>Student Services</b>								
30-Jun-2016	0	0.00%	2,111,334	1.89%	9,617,182	11.18%	259,818,948	14.68%
30-Jun-2017	0	0.00%	2,193,600	1.57%	11,820,600	11.66%	290,185,100	13.97%
01-Jul-2017	0	0.00%	2,209,000	1.59%	11,975,600	11.67%	277,914,500	13.49%
<b>Institutional Support</b>								
30-Jun-2016	0	0.00%	30,475,989	27.34%	13,457,605	15.65%	197,295,704	11.15%
30-Jun-2017	0	0.00%	37,931,300	27.22%	15,806,200	15.60%	242,785,100	11.69%
01-Jul-2017	0	0.00%	41,541,000	29.96%	15,971,600	15.57%	242,296,300	11.77%
<b>Operation &amp; Maintenance</b>								
30-Jun-2016	0	0.00%	6,009,380	5.39%	9,781,728	11.37%	171,655,025	9.70%
30-Jun-2017	0	0.00%	7,926,100	5.69%	11,835,600	11.68%	208,583,800	10.04%
01-Jul-2017	0	0.00%	7,965,200	5.75%	11,646,500	11.35%	210,073,700	10.20%
<b>Scholarships &amp; Fellowships</b>								
30-Jun-2016	0	0.00%	394,137	0.35%	544,942	0.63%	79,657,046	4.50%
30-Jun-2017	0	0.00%	602,100	0.43%	833,200	0.82%	91,372,900	4.40%
01-Jul-2017	0	0.00%	602,000	0.43%	747,300	0.73%	97,492,100	4.73%
<b>Total E &amp; G Expenditures</b>								
30-Jun-2016	663,547	100.00%	111,462,093	100.00%	86,007,714	100.00%	1,770,156,249	100.00%
30-Jun-2017	1,357,800	100.00%	139,364,600	100.00%	101,347,800	100.00%	2,077,303,800	100.00%
01-Jul-2017	605,000	100.00%	138,633,400	100.00%	102,580,700	100.00%	2,059,428,400	100.00%
<b>Transfers</b>								
30-Jun-2016	0		6,853,568		3,398,181		155,131,412	
30-Jun-2017	0		22,582,700		3,686,000		127,728,300	
01-Jul-2017	0		-13,798,000		609,100		100,153,800	
<b>Auxiliaries</b>								
30-Jun-2016	0		0		4,138,815		78,136,250	
30-Jun-2017	0		0		4,331,700		92,702,200	
01-Jul-2017	0		0		4,249,900		93,490,300	
<b>Total E &amp; G Unrestricted</b>								
30-Jun-2016	663,547		118,315,661		93,544,710		2,003,423,911	
30-Jun-2017	1,357,800		161,947,300		109,365,500		2,297,734,300	
01-Jul-2017	605,000		124,835,400		107,439,700		2,253,072,500	

Tennessee Board of Regents  
Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

	Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
APSU									
Dollar	66,873,800	26,324,200	2,137,500	32,883,200	358,000	128,576,700	9,754,100	6,951,900	145,282,700
Percent	52.01%	20.47%	1.66%	25.57%	0.28%	100.00%			
ETSU									
Dollar	107,964,900	46,705,400	2,821,500	55,628,700	167,000	213,287,500	17,694,800	14,648,400	245,630,700
Percent	50.62%	21.90%	1.32%	26.08%	0.08%	100.00%			
MTSU									
Dollar	157,187,000	56,188,700	4,296,700	70,957,400	5,565,700	294,195,500	25,136,800	19,416,700	338,749,000
Percent	53.43%	19.10%	1.46%	24.12%	1.89%	100.00%			
TSU									
Dollar	68,689,000	24,311,200	2,182,600	36,673,000	256,000	132,111,800	4,491,900	21,427,300	158,031,000
Percent	51.99%	18.40%	1.65%	27.76%	0.19%	100.00%			
TTU									
Dollar	76,362,200	28,957,400	1,895,000	41,309,500	348,500	148,872,600	17,279,600	7,222,400	173,374,600
Percent	51.29%	19.45%	1.27%	27.75%	0.23%	100.00%			
UOM									
Dollar	173,265,500	73,183,000	7,590,800	97,211,300	983,600	352,234,200	19,494,300	16,975,700	388,704,200
Percent	49.19%	20.78%	2.16%	27.60%	0.28%	100.00%			
Total Universities									
Dollar	650,342,400	255,669,900	20,924,100	334,663,100	7,678,800	1,269,278,300	93,851,500	86,642,400	1,449,772,200
Percent	51.24%	20.14%	1.65%	26.37%	0.60%	100.00%			



Tennessee Board of Regents  
 Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

	Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
CHSCC									
Dollar	36,520,200	13,863,800	620,300	10,783,200	537,800	62,325,300	1,612,500	1,435,100	65,372,900
Percent	58.60%	22.24%	1.00%	17.30%	0.86%	100.00%			
CLSCC									
Dollar	11,978,700	4,408,600	292,600	5,293,800	16,000	21,989,700	19,200	36,900	22,045,800
Percent	54.47%	20.05%	1.33%	24.07%	0.07%	100.00%			
COSCC									
Dollar	17,563,500	6,398,300	333,500	7,671,600	82,500	32,049,400	1,437,400	71,000	33,557,800
Percent	54.80%	19.96%	1.04%	23.94%	0.26%	100.00%			
DSCC									
Dollar	10,051,800	4,360,100	247,200	4,126,800	46,000	18,831,900	0	0	18,831,900
Percent	53.38%	23.15%	1.31%	21.91%	0.24%	100.00%			
JSCC									
Dollar	15,536,300	6,256,400	535,900	6,177,800	67,400	28,573,800	300,000	0	28,873,800
Percent	54.37%	21.90%	1.88%	21.62%	0.24%	100.00%			
MSCC									
Dollar	17,809,500	6,713,900	465,400	8,563,200	42,800	33,594,800	336,700	12,800	33,944,300
Percent	53.01%	19.98%	1.39%	25.49%	0.13%	100.00%			
NASCC									
Dollar	25,898,700	8,883,200	168,700	12,436,600	1,614,400	49,001,600	5,087,600	6,800	54,096,000
Percent	52.85%	18.13%	0.34%	25.38%	3.29%	100.00%			
NESCC									
Dollar	19,751,300	8,150,100	258,200	6,266,200	194,300	34,620,100	-86,700	0	34,533,400
Percent	57.05%	23.54%	0.75%	18.10%	0.56%	100.00%			
PSCC									
Dollar	38,758,700	13,894,600	742,600	14,896,500	267,700	68,560,100	601,500	200,000	69,361,600
Percent	56.53%	20.27%	1.08%	21.73%	0.39%	100.00%			
RSCC									
Dollar	23,496,600	8,780,300	496,100	9,075,500	130,200	41,978,700	169,200	33,700	42,181,600
Percent	55.97%	20.92%	1.18%	21.62%	0.31%	100.00%			
STCC									
Dollar	33,490,200	10,203,900	327,500	15,148,800	529,600	59,700,000	9,248,200	686,100	69,634,300
Percent	56.10%	17.09%	0.55%	25.37%	0.89%	100.00%			
VSCC									
Dollar	28,443,700	11,008,300	476,700	10,828,500	118,700	50,875,900	201,800	83,000	51,160,700
Percent	55.91%	21.64%	0.94%	21.28%	0.23%	100.00%			
WSCC									
Dollar	25,462,100	10,719,000	654,900	9,721,700	277,000	46,834,700	563,800	32,600	47,431,100
Percent	54.37%	22.89%	1.40%	20.76%	0.59%	100.00%			
Total Colleges									
Dollar	304,761,300	113,640,500	5,619,600	120,990,200	3,924,400	548,936,000	19,491,200	2,598,000	571,025,200
Percent	55.52%	20.70%	1.02%	22.04%	0.71%	100.00%			

Tennessee Board of Regents  
Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

		Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
ECOM										
	Dollar	39,278,500	12,342,100	297,100	14,272,900	0	66,190,600	-7,391,300	0	58,799,300
	Percent	59.34%	18.65%	0.45%	21.56%	0.00%	100.00%			
EFAM										
	Dollar	10,605,500	3,051,700	161,800	2,159,900	0	15,978,900	262,900	0	16,241,800
	Percent	66.37%	19.10%	1.01%	13.52%	0.00%	100.00%			
EPHRM										
	Dollar	5,838,100	1,882,400	153,600	3,037,300	0	10,911,400	546,900	0	11,458,300
	Percent	53.50%	17.25%	1.41%	27.84%	0.00%	100.00%			
TBR										
	Dollar	12,150,800	3,734,300	520,200	20,631,400	95,000	37,131,700	-7,216,500	0	29,915,200
	Percent	32.72%	10.06%	1.40%	55.56%	0.26%	100.00%			
TSUAG										
	Dollar	1,588,000	555,800	44,400	1,318,400	0	3,506,600	0	0	3,506,600
	Percent	45.29%	15.85%	1.27%	37.60%	0.00%	100.00%			
TSUEX										
	Dollar	2,966,800	1,038,400	50,000	61,000	0	4,116,200	0	0	4,116,200
	Percent	72.08%	25.23%	1.21%	1.48%	0.00%	100.00%			
TSUF										
	Dollar	20,000	7,000	0	166,000	0	193,000	0	0	193,000
	Percent	10.36%	3.63%	0.00%	86.01%	0.00%	100.00%			
TSUMC										
	Dollar	337,100	118,000	0	149,900	0	605,000	0	0	605,000
	Percent	55.72%	19.50%	0.00%	24.78%	0.00%	100.00%			
Total Other Institutions										
	Dollar	72,784,800	22,729,700	1,227,100	41,796,800	95,000	138,633,400	-13,798,000	0	124,835,400
	Percent	52.50%	16.40%	0.89%	30.15%	0.07%	100.00%			
Total TCATs										
	Dollar	54,519,900	24,088,700	1,202,800	22,186,300	583,000	102,580,700	609,100	4,249,900	107,439,700
	Percent	53.15%	23.48%	1.17%	21.63%	0.57%	100.00%			
Total System										
	Dollar	1,082,408,400	416,128,800	28,973,600	519,636,400	12,281,200	2,059,428,400	100,153,800	93,490,300	2,253,072,500
	Percent	52.56%	20.21%	1.41%	25.23%	0.60%	100.00%			

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	APSU	Pct	ETSU	Pct	MTSU	Pct	TSU	Pct	TTU	Pct	UoM	Pct	Total Universities	Pct
<b>Salaries</b>														
30-Jun-2016	59,369,255	53.75%	95,889,530	50.83%	146,768,606	53.09%	62,190,672	51.45%	74,574,449	50.55%	169,361,778	50.44%	608,154,290	51.55%
30-Jun-2017	63,031,300	50.83%	102,665,500	48.58%	154,383,600	50.80%	67,076,300	50.91%	75,751,900	49.56%	179,989,200	47.17%	642,897,800	49.25%
01-Jul-2017	66,873,800	52.01%	107,964,900	50.62%	157,187,000	53.43%	68,689,000	51.99%	76,362,200	51.29%	173,265,500	49.19%	650,342,400	51.24%
<b>Employee Benefits</b>														
30-Jun-2016	20,995,839	19.01%	40,947,831	21.70%	52,490,317	18.99%	21,949,815	18.16%	28,441,187	19.28%	60,631,362	18.06%	225,456,351	19.11%
30-Jun-2017	24,773,000	19.98%	44,137,000	20.88%	53,214,900	17.51%	22,917,000	17.40%	28,997,400	18.97%	70,217,700	18.40%	244,257,000	18.71%
01-Jul-2017	26,324,200	20.47%	46,705,400	21.90%	56,188,700	19.10%	24,311,200	18.40%	28,957,400	19.45%	73,183,000	20.78%	255,669,900	20.14%
<b>Travel</b>														
30-Jun-2016	2,159,827	1.96%	2,952,024	1.56%	5,168,813	1.87%	2,170,761	1.80%	3,003,433	2.04%	9,137,545	2.72%	24,592,403	2.08%
30-Jun-2017	2,144,900	1.73%	3,583,200	1.70%	5,180,100	1.70%	2,952,700	2.24%	2,630,500	1.72%	10,500,400	2.75%	26,991,800	2.07%
01-Jul-2017	2,137,500	1.66%	2,821,500	1.32%	4,296,700	1.46%	2,182,600	1.65%	1,895,000	1.27%	7,590,800	2.16%	20,924,100	1.65%
<b>Operating Expenses</b>														
30-Jun-2016	27,497,837	24.90%	47,759,659	25.31%	69,666,099	25.20%	34,153,974	28.25%	40,423,597	27.40%	93,657,853	27.90%	313,159,019	26.55%
30-Jun-2017	33,623,200	27.12%	59,527,300	28.17%	84,526,000	27.81%	37,956,400	28.81%	44,951,300	29.41%	118,527,100	31.06%	379,111,300	29.04%
01-Jul-2017	32,883,200	25.57%	55,628,700	26.08%	70,957,400	24.12%	36,673,000	27.76%	41,309,500	27.75%	97,211,300	27.60%	334,663,100	26.37%
<b>Equipment</b>														
30-Jun-2016	426,086	0.39%	1,113,784	0.59%	2,356,852	0.85%	420,290	0.35%	1,082,193	0.73%	2,951,556	0.88%	8,350,761	0.71%
30-Jun-2017	424,200	0.34%	1,426,300	0.67%	6,616,100	2.18%	840,300	0.64%	522,200	0.34%	2,373,300	0.62%	12,202,400	0.93%
01-Jul-2017	358,000	0.28%	167,000	0.08%	5,565,700	1.89%	256,000	0.19%	348,500	0.23%	983,600	0.28%	7,678,800	0.60%
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	110,448,844	100.00%	188,662,828	100.00%	276,450,687	100.00%	120,885,512	100.00%	147,524,859	100.00%	335,740,094	100.00%	1,179,712,824	100.00%
30-Jun-2017	123,996,600	100.00%	211,339,300	100.00%	303,920,700	100.00%	131,742,700	100.00%	152,853,300	100.00%	381,607,700	100.00%	1,305,460,300	100.00%
01-Jul-2017	128,576,700	100.00%	213,287,500	100.00%	294,195,500	100.00%	132,111,800	100.00%	148,872,600	100.00%	352,234,200	100.00%	1,269,278,300	100.00%

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	ChSCC	Pct	ClSCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
<b>Salaries</b>														
30-Jun-2016	34,139,180	59.51%	11,451,085	54.45%	14,986,075	56.98%	9,185,890	55.22%	13,950,275	57.64%	14,299,452	56.00%	21,786,872	54.97%
30-Jun-2017	36,252,600	58.77%	11,387,100	53.56%	16,290,200	51.81%	9,705,700	54.37%	14,324,700	53.38%	16,340,900	52.66%	21,966,300	51.91%
01-Jul-2017	36,520,200	58.60%	11,978,700	54.47%	17,563,500	54.80%	10,051,800	53.38%	15,536,300	54.37%	17,809,500	53.01%	25,898,700	52.85%
<b>Employee Benefits</b>														
30-Jun-2016	11,749,302	20.48%	4,389,256	20.87%	4,353,280	16.55%	3,641,696	21.89%	4,721,840	19.51%	5,209,394	20.40%	7,617,105	19.22%
30-Jun-2017	13,031,000	21.13%	4,346,300	20.44%	5,916,500	18.82%	3,923,600	21.98%	5,758,300	21.46%	6,147,700	19.81%	7,634,200	18.04%
01-Jul-2017	13,863,800	22.24%	4,408,600	20.05%	6,398,300	19.96%	4,360,100	23.15%	6,256,400	21.90%	6,713,900	19.98%	8,883,200	18.13%
<b>Travel</b>														
30-Jun-2016	554,818	0.97%	251,836	1.20%	281,087	1.07%	211,736	1.27%	283,392	1.17%	394,415	1.54%	72,547	0.18%
30-Jun-2017	580,900	0.94%	284,700	1.34%	486,400	1.55%	254,700	1.43%	468,100	1.74%	490,600	1.58%	117,600	0.28%
01-Jul-2017	620,300	1.00%	292,600	1.33%	333,500	1.04%	247,200	1.31%	535,900	1.88%	465,400	1.39%	168,700	0.34%
<b>Operating Expenses</b>														
30-Jun-2016	10,253,499	17.87%	4,890,257	23.25%	6,569,089	24.98%	3,552,870	21.36%	5,189,966	21.45%	5,312,825	20.81%	10,032,884	25.31%
30-Jun-2017	11,264,900	18.26%	5,223,500	24.57%	8,554,900	27.21%	3,919,900	21.96%	6,268,900	23.36%	8,011,400	25.82%	12,207,300	28.85%
01-Jul-2017	10,783,200	17.30%	5,293,800	24.07%	7,671,600	23.94%	4,126,800	21.91%	6,177,800	21.62%	8,563,200	25.49%	12,436,600	25.38%
<b>Equipment</b>														
30-Jun-2016	666,796	1.16%	48,750	0.23%	112,794	0.43%	43,445	0.26%	55,756	0.23%	317,186	1.24%	125,841	0.32%
30-Jun-2017	554,200	0.90%	17,800	0.08%	197,000	0.63%	46,000	0.26%	16,400	0.06%	42,800	0.14%	393,100	0.93%
01-Jul-2017	537,800	0.86%	16,000	0.07%	82,500	0.26%	46,000	0.24%	67,400	0.24%	42,800	0.13%	1,614,400	3.29%
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	57,363,595	100.00%	21,031,184	100.00%	26,302,325	100.00%	16,635,637	100.00%	24,201,229	100.00%	25,533,272	100.00%	39,635,249	100.00%
30-Jun-2017	61,683,600	100.00%	21,259,400	100.00%	31,445,000	100.00%	17,849,900	100.00%	26,836,400	100.00%	31,033,400	100.00%	42,318,500	100.00%
01-Jul-2017	62,325,300	100.00%	21,989,700	100.00%	32,049,400	100.00%	18,831,900	100.00%	28,573,800	100.00%	33,594,800	100.00%	49,001,600	100.00%

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
<b>Salaries</b>														
30-Jun-2016	21,093,669	56.19%	34,822,077	58.30%	0	0.00%	0	0.00%	24,871,930	57.50%	23,645,525	56.65%	224,232,030	57.06%
30-Jun-2017	21,687,100	54.90%	36,473,900	55.27%	22,114,000	52.24%	28,972,800	53.06%	28,072,700	55.60%	24,237,600	52.94%	287,825,600	54.19%
01-Jul-2017	19,751,300	57.05%	38,758,700	56.53%	23,496,600	55.97%	33,490,200	56.10%	28,443,700	55.91%	25,462,100	54.37%	304,761,300	55.52%
<b>Employee Benefits</b>														
30-Jun-2016	7,209,691	19.21%	12,046,538	20.17%	0	0.00%	0	0.00%	9,226,989	21.33%	9,283,475	22.24%	79,448,566	20.22%
30-Jun-2017	8,283,200	20.97%	12,969,600	19.65%	8,533,900	20.16%	9,294,100	17.02%	10,495,100	20.79%	10,169,500	22.21%	106,503,000	20.05%
01-Jul-2017	8,150,100	23.54%	13,894,600	20.27%	8,780,300	20.92%	10,203,900	17.09%	11,008,300	21.64%	10,719,000	22.89%	113,640,500	20.70%
<b>Travel</b>														
30-Jun-2016	334,015	0.89%	522,039	0.87%	0	0.00%	0	0.00%	411,865	0.95%	540,357	1.29%	3,858,107	0.98%
30-Jun-2017	294,200	0.74%	756,800	1.15%	579,400	1.37%	298,600	0.55%	484,800	0.96%	663,600	1.45%	5,760,400	1.08%
01-Jul-2017	258,200	0.75%	742,600	1.08%	496,100	1.18%	327,500	0.55%	476,700	0.94%	654,900	1.40%	5,619,600	1.02%
<b>Operating Expenses</b>														
30-Jun-2016	8,744,384	23.29%	12,161,230	20.36%	0	0.00%	0	0.00%	8,613,535	19.91%	8,077,223	19.35%	83,397,762	21.22%
30-Jun-2017	8,746,700	22.14%	15,478,700	23.45%	11,024,000	26.04%	15,686,200	28.73%	11,317,500	22.42%	10,489,500	22.91%	128,193,400	24.14%
01-Jul-2017	6,266,200	18.10%	14,896,500	21.73%	9,075,500	21.62%	15,148,800	25.37%	10,828,500	21.28%	9,721,700	20.76%	120,990,200	22.04%
<b>Equipment</b>														
30-Jun-2016	157,610	0.42%	178,347	0.30%	0	0.00%	0	0.00%	134,896	0.31%	195,732	0.47%	2,037,153	0.52%
30-Jun-2017	492,300	1.25%	316,800	0.48%	78,300	0.18%	350,000	0.64%	118,700	0.24%	225,300	0.49%	2,848,700	0.54%
01-Jul-2017	194,300	0.56%	267,700	0.39%	130,200	0.31%	529,600	0.89%	118,700	0.23%	277,000	0.59%	3,924,400	0.71%
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	37,539,369	100.00%	59,730,231	100.00%	0	0.00%	0	0.00%	43,259,215	100.00%	41,742,312	100.00%	392,973,618	100.00%
30-Jun-2017	39,503,500	100.00%	65,995,800	100.00%	42,329,600	100.00%	54,601,700	100.00%	50,488,800	100.00%	45,785,500	100.00%	531,131,100	100.00%
01-Jul-2017	34,620,100	100.00%	68,560,100	100.00%	41,978,700	100.00%	59,700,000	100.00%	50,875,900	100.00%	46,834,700	100.00%	548,936,000	100.00%

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	ECOM	Pct	EFAM	Pct	EPHRM	Pct	TBR	Pct	TSUAG	Pct	TSUEX	Pct	TSUF	Pct
<b>Salaries</b>														
30-Jun-2016	33,411,190	63.71%	9,466,982	62.80%	4,862,349	55.91%	10,515,961	41.20%	1,007,310	43.81%	3,517,813	52.80%	71,664	74.44%
30-Jun-2017	37,927,800	57.39%	9,503,400	60.28%	5,949,000	54.81%	12,016,200	35.82%	2,302,900	48.25%	3,792,200	61.49%	140,800	17.30%
01-Jul-2017	39,278,500	59.34%	10,605,500	66.37%	5,838,100	53.50%	12,150,800	32.72%	1,588,000	45.29%	2,966,800	72.08%	20,000	10.36%
<b>Employee Benefits</b>														
30-Jun-2016	9,150,009	17.45%	2,977,136	19.75%	1,557,249	17.91%	3,194,285	12.51%	287,390	12.50%	672,387	10.09%	18,924	19.66%
30-Jun-2017	11,851,500	17.93%	3,080,600	19.54%	1,924,500	17.73%	3,772,600	11.25%	810,300	16.98%	1,220,000	19.78%	49,300	6.06%
01-Jul-2017	12,342,100	18.65%	3,051,700	19.10%	1,882,400	17.25%	3,734,300	10.06%	555,800	15.85%	1,038,400	25.23%	7,000	3.63%
<b>Travel</b>														
30-Jun-2016	234,790	0.45%	118,625	0.79%	172,527	1.98%	573,242	2.25%	61,211	2.66%	238,467	3.58%	0	0.00%
30-Jun-2017	523,100	0.79%	143,300	0.91%	157,300	1.45%	513,200	1.53%	42,400	0.89%	323,500	5.25%	8,100	1.00%
01-Jul-2017	297,100	0.45%	161,800	1.01%	153,600	1.41%	520,200	1.40%	44,400	1.27%	50,000	1.21%	0	0.00%
<b>Operating Expenses</b>														
30-Jun-2016	9,375,764	17.88%	2,511,026	16.66%	2,092,062	24.05%	11,242,290	44.04%	546,377	23.76%	893,583	13.41%	5,684	5.90%
30-Jun-2017	15,597,600	23.60%	2,992,100	18.98%	2,814,900	25.93%	17,145,300	51.12%	847,600	17.76%	720,800	11.69%	615,800	75.65%
01-Jul-2017	14,272,900	21.56%	2,159,900	13.52%	3,037,300	27.84%	20,631,400	55.56%	1,318,400	37.60%	61,000	1.48%	166,000	86.01%
<b>Equipment</b>														
30-Jun-2016	271,326	0.52%	0	0.00%	12,910	0.15%	0	0.00%	397,233	17.27%	1,340,780	20.12%	0	0.00%
30-Jun-2017	191,400	0.29%	46,500	0.29%	8,000	0.07%	95,000	0.28%	769,300	16.12%	110,500	1.79%	0	0.00%
01-Jul-2017	0	0.00%	0	0.00%	0	0.00%	95,000	0.26%	0	0.00%	0	0.00%	0	0.00%
<b>Total E &amp; G Unrestricted</b>														
30-Jun-2016	52,443,079	100.00%	15,073,769	100.00%	8,697,097	100.00%	25,525,778	100.00%	2,299,521	100.00%	6,663,030	100.00%	96,272	100.00%
30-Jun-2017	66,091,400	100.00%	15,765,900	100.00%	10,853,700	100.00%	33,542,300	100.00%	4,772,500	100.00%	6,167,000	100.00%	814,000	100.00%
01-Jul-2017	66,190,600	100.00%	15,978,900	100.00%	10,911,400	100.00%	37,131,700	100.00%	3,506,600	100.00%	4,116,200	100.00%	193,000	100.00%

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	TSUMC		Total Other Instit		Total TCAT		Total System	
	Pct		Pct		Pct		Pct	
<b>Salaries</b>								
30-Jun-2016	220,419	33.22%	63,073,688	56.59%	46,901,255	54.53%	942,361,263	53.24%
30-Jun-2017	448,900	33.06%	72,081,200	51.72%	52,286,700	51.59%	1,055,091,300	50.79%
01-Jul-2017	337,100	55.72%	72,784,800	52.50%	54,519,900	53.15%	1,082,408,400	52.56%
<b>Employee Benefits</b>								
30-Jun-2016	101,571	15.31%	17,958,951	16.11%	17,329,805	20.15%	340,193,673	19.22%
30-Jun-2017	157,100	11.57%	22,865,900	16.41%	22,857,400	22.55%	396,483,300	19.09%
01-Jul-2017	118,000	19.50%	22,729,700	16.40%	24,088,700	23.48%	416,128,800	20.21%
<b>Travel</b>								
30-Jun-2016	17,664	2.66%	1,416,526	1.27%	1,032,809	1.20%	30,899,845	1.75%
30-Jun-2017	17,100	1.26%	1,728,000	1.24%	1,534,300	1.51%	36,014,500	1.73%
01-Jul-2017	0	0.00%	1,227,100	0.89%	1,202,800	1.17%	28,973,600	1.41%
<b>Operating Expenses</b>								
30-Jun-2016	284,479	42.87%	26,951,265	24.18%	19,569,680	22.75%	443,077,726	25.03%
30-Jun-2017	734,700	54.11%	41,468,800	29.76%	23,987,500	23.67%	572,761,000	27.57%
01-Jul-2017	149,900	24.78%	41,796,800	30.15%	22,186,300	21.63%	519,636,400	25.23%
<b>Equipment</b>								
30-Jun-2016	39,414	5.94%	2,061,663	1.85%	1,174,165	1.37%	13,623,742	0.77%
30-Jun-2017	0	0.00%	1,220,700	0.88%	681,900	0.67%	16,953,700	0.82%
01-Jul-2017	0	0.00%	95,000	0.07%	583,000	0.57%	12,281,200	0.60%
<b>Total E &amp; G Unrestricted</b>								
30-Jun-2016	663,547	100.00%	111,462,093	100.00%	86,007,714	100.00%	1,770,156,249	100.00%
30-Jun-2017	1,357,800	100.00%	139,364,600	100.00%	101,347,800	100.00%	2,077,303,800	100.00%
01-Jul-2017	605,000	100.00%	138,633,400	100.00%	102,580,700	100.00%	2,059,428,400	100.00%



**Tennessee Board of Regents**  
***Committee on Personnel and Compensation***

June 22, 2017

**AGENDA**

**1. CONSENT AGENDA**

**a. Tenure and Promotion Recommendations at Community Colleges**

The community colleges request approval to grant tenure to fifty-one (51) faculty members. Additionally, the community colleges request approval to grant promotion to one hundred fifty-nine (159) faculty members, including four (4) exceptions at Volunteer State Community College (justifications included).

**b. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology**

The Tennessee Colleges of Applied Technology request approval to grant promotion to thirty-two faculty members.

**c. Faculty Promotional Increases**

The community colleges request approval to grant faculty promotional increases to one-hundred fifty-nine faculty members and the Tennessee Colleges of Applied Technology request approval to grant faculty promotional increases to thirty-two faculty members.

**d. Institutional Requests for Amended Compensation Plans**

Jackson State Community College requests approval of an amendment to their current compensation plan to reduce redundancy, update salary scales and titles, and update the Academic Dean classification to faculty rather than administrative.

**2. REVIEW AND APPROVAL OF SYSTEM-WIDE COMPENSATION STRATEGY**

The Tennessee Board of Regents staff recommends a salary pool be created of at least 3% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2017. All increases from the 3% salary pool would be effective retroactively to July 1, 2017. From the pool, at least 1.7% would be a cost of living adjustment, effective July 1.



**3. REVIEW AND APPROVAL OF EXECUTIVE INCENTIVE COMPENSATION PLAN PAYMENTS**

The Tennessee Board of Regents system office staff requests approval of Executive Performance Incentive Pay (one-time payment) for five (5) community college Presidents and twenty-two Tennessee Colleges of Applied Technology Directors.

**4. APPROVAL OF PRESIDENT EMERITUS CONTRACTS**

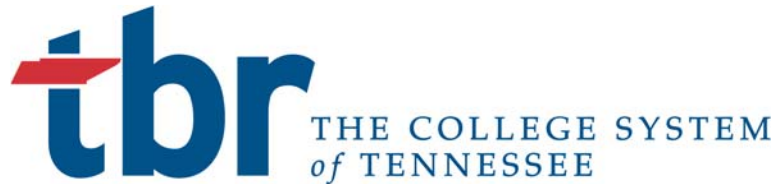
The community colleges request the review and approval of nine (9) individuals to be appointed President Emeritus for the fiscal year 2017-2018.

**5. Review and Consider Recommendation for Appointments Reporting to the Chancellor**

The Chancellor requests approval of two appointments reporting to the Chancellor; Dr. Heidi Leming to be Interim Vice Chancellor for Student Success and Dr. Russ Deaton to be Executive Vice Chancellor for Policy and Strategy.

**6. Equity and Affirmative Action Presentation**

Vice Chancellor Thompson will provide background information on equal opportunity efforts in the system office and campuses.



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BOARD TRANSMITTAL

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MEETING: Personnel and Compensation Committee

SUBJECT: Review and Approve 2017-18 Promotion & Tenure  
Recommendations for Community College Faculty

DATE: June 6, 2017

PRESENTER: Dr. Greg Sedrick, Associate Vice Chancellor for  
Academic Affairs & TN eCampus

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approve

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The Board will be asked to approve recommendations for promotion and tenure of faculty serving at the community colleges.

The following materials are respectfully submitted for consideration.

## 2017-2018 Tenure and Promotion Recommendations

The Committee on Personnel is asked to act on recommendations for the granting of tenure and promotion to eligible faculty members at the community colleges. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The community college presidents have submitted these recommendations with supporting materials and have certified that approved campus policies and procedures were followed in each case. TBR staff review indicates that the institutions have been consistent in their application of Board and institutional personnel policies pertinent in these decisions. There are no unusual increases or decreases in percentages of promotion or tenure recommendations over the past four years. In each of the four cases of a recommendation for promotion by exception, the staff recommends approval. Summary tables, lists of faculty members recommended for promotion and/or tenure, and

justifications for promotions by exception immediately follow a brief staff observation of the recommendations.

## **Tenure**

Table 1 summarizes the impact of tenure recommendations at each community college. Observations summarizing the information in the tables include the following:

- (1) Fifty one (51) faculty members are recommended for tenure. This is a decrease from the previous year of seventy two (72), a net change of twenty one (21) recommendations. This does not represent a trend or exceptional change over a four year period.
- (2) The percentage of tenured faculty in 2017-18 will range from 27% at Nashville to 70.0 % at Pellissippi. This represents a 1 % increase than the previous year at Nashville, and a 1% decrease than the previous year at Pellissippi. The percentage of tenured faculty increases at seven community colleges and decreases at six. The percentage change is less than 6% over a four year average for all institutions and less than a 3.2% change over a four year average for

all but two institutions. No unusual deviations were noted by staff analysis.

(3) No tenure by exceptions are recommended at this time.

### **Promotion**

Table 2 provides the following summary data:

- (1) One hundred fifty-nine (159) faculty members are recommended for promotion in 2017-18. The number of promotions from community colleges increases by nineteen (19) from 2016-17. The previous year, 2016-17, reflected a decrease of ten (10) promotions as compared to 2015-16. The fluctuation is normal to this process.
- (2) The percentage of total community college faculty recommended for promotion in 2017-18 ranges from 4.0% at Nashville and 13.3% at Cleveland. The range is normal to this process.
- (3) Recommended promotions includes four exceptions at Volunteer State Community College. Justifications are found at the end of this report.

Table 1: State Community Colleges Number and Percentage of Tenure Recommendations								
State Community College	Number of Recommendations				Percent of Total Faculty Tenured			
	2014	2015	2016	2017	2014	2015	2016	2017
Chattanooga	8	7	12	8	64.0	55.0	44.0	57.0
Cleveland	3	9	1	3	56.2	60.5	57.9	62.7
Columbia	6	4	6	4	62.0	59.0	58.3	57.7
Dyersburg	1	3	3	1	55.0	58.0	54.0	52.0
Jackson	1	8	4	2	62.0	66.0	64.0	61.0
Motlow	7	3	0	4	63.0	64.3	52.0	53.3
Nashville	1	0	0	1	30.2	28.3	25.6	27.0
Northeast	6	5	7	5	46.0	44.0	49.2	44.0
Pellissippi	6	15	23	13	63.0	65.0	69.0	70.0
Roane	4	7	3	4	71.0	70.0	70.0	66.0
Southwest Tennessee	11	2	4	1	61.5	50.5	46.6	52.4
Volunteer	0	6	6	4	54.2	55.5	47.4	52.4
Walters	3	3	3	1	43.8	42.5	40.6	35.1
<b>Total</b>	<b>57</b>	<b>72</b>	<b>72</b>	<b>51</b>				



## FACULTY PROMOTION RECOMMENDATIONS FOR 2017-18

### Chattanooga State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Barnett, Karrie	Nursing, Nursing & Allied Health	Assistant Professor	Instructor
2	Barton, Lori	English & Speech, Humanities & Fine Arts	Associate Professor	Assistant Professor
3	Boshears, Joe	History, Social & Behavioral Sciences	Associate Professor	Assistant Professor
4	Brown, Meridith	Radiologic Technology, Nursing & Allied Health	Associate Professor	Assistant Professor
5	Burchfield, Jeremy	Web Design, Business	Assistant Professor	Instructor
6	Cohen, Shirley	Nursing, Nursing & Allied Health	Assistant Professor	Instructor
7	Davis, Amanda	Office Management, Business	Assistant Professor	Instructor
8	deOlloqui, Val	Mechanical Engineering, Engineering & Information Technologies	Associate Professor	Assistant Professor
9	Dunlap, Emily	Psychology, Social & Behavioral Sciences	Associate Professor	Assistant Professor
10	Henson-Brooks, Tania	Early Childhood Ed, Social & Behavioral Sciences	Assistant Professor	Instructor
11	Jarnefeldt, Evans	Theatre Arts, Humanities & Fine Arts	Associate Professor	Assistant Professor
12	Maginniss, Andrew	Physical Science, Math & Sciences	Assistant Professor	Instructor
13	Martinez, Ose	Nursing, Nursing & Allied Health	Assistant Professor	Instructor
14	Matney, Mark	Dental Assisting, Nursing & Allied Health	Assistant Professor	Instructor
15	McClister, Angela	Communications, Business	Assistant Professor	Instructor
16	Taj, Miranda	Anatomy & Physiology, Math & Sciences	Associate Professor	Assistant Professor
17	Wood, Angie	Geography, Social & Behavioral Sciences	Associate Professor	Assistant Professor



### Cleveland State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Brogdon, Donna	Business	Associate Professor	Assistant Professor
2	Kamma, Indumathi	Science	Associate Professor	Assistant Professor
3	Kingsley, Karmon	Business	Associate Professor	Assistant Professor
4	LaBine, Nancy	Nursing	Professor	Associate Professor
5	Monroe, Dorothy	Nursing	Associate Professor	Assistant Professor
6	Reiter, Marci	Business	Assistant Professor	Instructor
7	Rowland, Laurie	Communications	Assistant Professor	Instructor
8	Santos, Wendy	Allied Health	Assistant Professor	Instructor
9	Shiveley, Holly	Communications	Assistant Professor	Instructor
10	Thompson, Ryan	Humanities	Professor	Associate Professor

### Columbia State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Benns-Owens, Lacey	Communications	Professor	Associate Professor
2	Gordon, Clifford	Art	Assistant Professor	Instructor
3	Hallquist, Tom	Communications	Associate Professor	Assistant Professor
4	Thym, Robert	English	Assistant Professor	Instructor
5	Warner, Candace	Sociology	Professor	Associate Professor
6	Witt, Loren	Biology	Associate Professor	Assistant Professor

**Dyersburg State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Dew, Kimberly	Nursing	Associate Professor	Assistant Professor
2	Richardson, Trena	Nursing	Associate Professor	Assistant Professor
3	Scallion, Brigham	Biology	Assistant Professor	Instructor
4	Segars, Nathan	Philosophy	Associate Professor	Assistant Professor

**Jackson State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Corder, Carmen	Nursing	Associate Professor	Assistant Professor
2	Esquivel, Anna	Language Arts	Associate Professor	Assistant Professor
3	Fisher, Rebecca	Nursing	Associate Professor	Assistant Professor
4	Flanigan, Cassie	Nursing	Assistant Professor	Instructor
5	Fore, Erin	Science	Associate Professor	Assistant Professor
6	Rafalowski, Anthony	Language Arts	Associate Professor	Assistant Professor
7	Rogers, Karin	Radiography	Associate Professor	Assistant Professor
8	Senter, Nell	Social Sciences	Professor	Associate Professor

**Motlow State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Coffey, Charle	Social Sciences	Assistant Professor	Instructor
2	Deaton-Owens, Dayron	Social Sciences	Associate Professor	Assistant Professor
3	Forde, Janet	Social Sciences	Associate Professor	Assistant Professor
4	Gregory, Cheri	Natural Science	Professor	Associate Professor
5	Griffith, Misty	Natural Science	Assistant Professor	Instructor
6	Matthews, Mary	Natural Science	Assistant Professor	Instructor
7	McManus, Meagan	Languages	Assistant Professor	Instructor
8	Seal, Emily	Humanities	Associate Professor	Assistant Professor
9	Simpson, Debra	Education	Assistant Professor	Instructor

**Nashville State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Adunas, Gilma	Physical Sciences/ Math and Natural Sciences	Assistant Professor	Instructor
2	Blaisdell, Heidi	English/ English, Humanities and Arts	Associate Professor	Assistant Professor
3	Gerth, David	Business/ Business and Applied Arts	Professor	Associate Professor
4	Pease, Harlan	English/ English, Humanities and Arts	Associate Professor	Assistant Professor
5	Powers, Karen	Accounting/ Business and Applied Arts	Assistant Professor	Instructor
6	Weston, Christina	Mathematics/ Math and Natural Sciences	Associate Professor	Assistant Professor

**Northeast State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Archer, Josh	English/Humanities	Associate Professor	Assistant Professor
2	Bragg, Johnny	Speech/Behavioral & Social Sciences	Associate Professor	Assistant Professor
3	Brown, Amy	Nursing	Assistant Professor	Instructor
4	Canedo, Francis	Spanish/Humanities	Associate Professor	Assistant Professor
5	Grieshaber, Larena	Administrative Professional Technology/Business Technologies	Assistant Professor	Instructor
6	Hudson, Jessica	Nursing	Associate Professor	Assistant Professor
7	Jones, Sherri	Health/Science	Assistant Professor	Instructor
8	Little, Jeff	Entertainment Technology/Business Technologies	Assistant Professor	Instructor
9	Livingston, Dr. Ruth	Speech/Behavioral & Social Sciences	Professor	Associate Professor
10	Ramey, Debbie	Education/Behavioral & Social Sciences	Associate Professor	Assistant Professor
11	Riddle, Sharon	Administrative Professional Technology/Business Technologies	Assistant Professor	Instructor
12	Teague, Tawana	Music/Humanities	Associate Professor	Assistant Professor
13	Zimmerman, Mike	Biology/Science	Associate Professor	Assistant Professor

**Pellissippi State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Affholter, Kathleen	Geology/Natural & Behavioral Sciences	Professor	Associate Professor
2	Askari, Mino	Biology/Natural & Behavioral Sciences	Professor	Associate Professor
3	Belnap, Jessica	Nursing	Assistant Professor	Instructor
4	Bernhardt, Deborah	English	Assistant Professor	Instructor
5	Brown, Carmen	English	Associate Professor	Assistant Professor
6	Casey, Emily	Mathematics	Associate Professor	Assistant Professor
7	Childress, Susan	Speech/Liberal Arts	Associate Professor	Assistant Professor
8	Connelly, Moira	English	Assistant Professor	Instructor
9	Culliton, Chris	Mathematics	Associate Professor	Assistant Professor
10	Cunningham, Christie	Psychology/Natural & Behavioral Sciences	Associate Professor	Assistant Professor
11	DeJulia, Diann	Mathematics	Associate Professor	Assistant Professor
12	Gibson, Ines	English	Associate Professor	Assistant Professor
13	Key, David	History/Liberal Arts	Professor	Associate Professor
14	Kover, Noah	Biology/Natural & Behavioral Sciences	Associate Professor	Assistant Professor
15	Lavelle, Amy	Administrative Professional Technology/ Business & Computer Technology	Associate Professor	Assistant Professor
16	Lunsford, Angela	Nursing	Associate Professor	Assistant Professor
17	Lynn, Tara	English	Associate Professor	Assistant Professor
18	Martin, Kim	Mathematics	Associate Professor	Assistant Professor
19	Mashburn, Frank	Philosophy/Liberal Arts	Associate Professor	Assistant Professor
20	Matheny, Ellen	Mathematics	Assistant Professor	Instructor
21	McCrary, Margie	English	Associate Professor	Assistant Professor
22	McElroy, Debra	Biology/Natural & Behavioral Sciences	Assistant Professor	Instructor

23	Mosby, Brittany	Mathematics	Associate Professor	Assistant Professor
24	Needham, Chester	English	Assistant Professor	Instructor
25	Oyier, Julius	Mathematics	Associate Professor	Assistant Professor
26	Reeves, Linda	Biology/Botany/Natural & Behavioral Sciences	Associate Professor	Assistant Professor
27	Rivero (Davila), Maria	Spanish/Liberal Arts	Associate Professor	Assistant Professor
28	Rivers, Kelly	English	Associate Professor	Assistant Professor
29	Sills, Maria	Spanish/Liberal Arts	Associate Professor	Assistant Professor
30	White, Charles	English	Associate Professor	Assistant Professor

**Roane State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Bradshaw, Stacie	Social Science, Business & Education	Associate Professor	Assistant Professor
2	Brown, John	Social Science, Business & Education	Associate Professor	Assistant Professor
3	Jacobs, Stacy	Humanities	Professor	Associate Professor
4	Luggie, Brenda	Humanities	Professor	Associate Professor
5	Spurgeon, Marcia	Nursing	Associate Professor	Assistant Professor
6	Stiles, Sandra	Social Science, Business & Education	Associate Professor	Assistant Professor
7	Wilkerson, Bryan	Humanities	Professor	Associate Professor

**Southwest Tennessee Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Baker, Charles	Career Studies, Business and Legal Studies	Associate Professor	Assistant Professor
2	Brinson, Valetta R.	Arts and Science, Communication, Fine Arts and Graphics	Associate Professor	Assistant Professor
3	Dernaika, Marjorie M.	Arts and Science, Languages and Literature	Associate Professor	Assistant Professor
4	Fox, Wesley	Career Studies, Business and Legal Studies	Associate Professor	Assistant Professor
5	Francher, Patsy R.	Arts and Science, Communication, Fine Arts and Graphics	Professor	Associate Professor
6	Gillespie, James D.	Arts and Science, Languages and Literature	Assistant Professor	Instructor
7	Kusi-Appiah, Akwasi	Arts and Science, Mathematics	Assistant Professor	Instructor
8	Paulus, Alexander	Arts and Science, Communication, Fine Arts and Graphics	Assistant Professor	Instructor
9	Roseborough, Barbara	Arts and Science, Languages and Literature	Professor	Associate Professor
10	Taylor, Rosie D.	Arts and Science, Natural Sciences	Associate Professor	Assistant Professor
11	Waddell, Amy B.	Arts and Science, Natural Sciences	Professor	Associate Professor
12	Walker, Robert J.	Arts and Science, Social and Behavioral Sciences	Professor	Associate Professor
13	Young, LaDonna R.	Arts and Science, Social and Behavioral Sciences	Professor	Associate Professor

## Volunteer State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Allen, Teresa	Health Sciences	Assistant Professor	Instructor
2	*Alspaugh, Kevin	Health Sciences	Assistant Professor	Instructor
3	Black, Melva	Humanities	Assistant Professor	Instructor
4	Cocita, Jessica	Humanities	Assistant Professor	Instructor
5	Duncan, Penelope	Social Science & Education	Associate Professor	Assistant Professor
6	Dye, Billy	Mathematics & Science	Assistant Professor	Instructor
7	Flagg, Maryam	Mathematics & Science	Assistant Professor	Instructor
8	Fuston, Jamie	Social Science & Education	Assistant Professor	Instructor
9	*Linn, David	Health Sciences	Associate Professor	Assistant Professor
10	*Matthews, Mel	Health Sciences	Associate Professor	Assistant Professor
11	Melvin, Peter	Mathematics & Science	Associate Professor	Assistant Professor
12	Milstead, Lauren	Mathematics & Science	Associate Professor	Assistant Professor
13	Ni, Lingli	Mathematics & Science	Assistant Professor	Instructor
14	*Park, Brandie	Health Sciences	Assistant Professor	Instructor
15	Smyth, Nathaniel	Humanities	Assistant Professor	Instructor
16	Waltz, Sheri	Humanities	Associate Professor	Assistant Professor
17	Williams, Philip	Social Science & Education	Assistant Professor	Instructor
18	Young, April	Humanities	Associate Professor	Assistant Professor

\* Promotion by Exception Recommended



**Walters State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Proposed Rank</b>	<b>Current Rank</b>
1	Bradeen, Cherylynn	Nursing/Health Programs	Associate Professor	Assistant Professor
2	Cairns, Joe	Culinary Arts/Business	Assistant Professor	Instructor
3	de Silva, Eugene	Physics/Natural Science	Professor	Associate Professor
4	Dixon, Bobby	Engineering Technology/Technical Education	Professor	Associate Professor
5	Frazier, Ashley	Biology/Natural Science	Assistant Professor	Instructor
6	Goodfriend, Elesha	Biology/Natural Science	Assistant Professor	Instructor
7	Howerton, Tera	Agriculture-Production Horticulture/Technical Education	Associate Professor	Assistant Professor
8	Justice, Candace	English/Humanities	Associate Professor	Assistant Professor
9	Ludwig, Paul	English/Humanities	Assistant Professor	Instructor
10	Mayes, Jennifer	English/Humanities	Assistant Professor	Instructor
11	Owen, Olena	Math, Physics/Natural Science	Associate Professor	Assistant Professor
12	Smith, Matthew	Chemistry/Natural Science	Associate Professor	Assistant Professor
13	Smith, Sara	Respiratory Therapy/Health Programs	Associate Professor	Assistant Professor
14	Stephens, Fashion Suzanne	History/Behavioral and Social Science	Associate Professor	Assistant Professor
15	Stevens, Erika	Spanish/Humanities	Associate Professor	Assistant Professor
16	Wilhoit, Jerry	Biology/Natural Science	Professor	Associate Professor
17	Williamson, Amber	Music/Humanities	Assistant Professor	Instructor
18	Wilson, Joel	English/Humanities	Assistant Professor	Instructor

## FACULTY TENURE RECOMMENDATIONS FOR 2017-18

### Chattanooga State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Coulter, Robert	Wacker Institute, Engineering & Information Technologies	Assistant Professor
2	Falu, Rachael	English, Humanities & Fine Arts	Assistant Professor
3	Hoffecker, Robin	Nursing, Nursing & Allied Health	Assistant Professor
4	Holland, Lindsay	Psychology, Social & Behavioral Sciences	Associate Professor
5	Jarrett, Wesley	English, Humanities & Fine Arts	Assistant Professor
6	McClister, Angela	Communications, Business	Assistant Professor
7	Tucker, Josh	English, Humanities & Fine Arts	Assistant Professor
8	Willmon, Aaron	Mathematics, Math & Sciences	Associate Professor

### Cleveland State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Brogdon, Donna	Business	Assistant Professor
2	Kamma, Indumathi	Science	Assistant Professor
3	Monroe, Dorothy	Nursing	Assistant Professor

### Columbia State Community College

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	McCullough, Eric	Emergency Medical Technology	Assistant Professor
2	Mewbourn, Gregory	History	Assistant Professor
3	Seybert, Brittany	English	Assistant Professor
4	Wright, Andrew	Mathematics	Assistant Professor

**Dyersburg State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Hamilton, Christine "Christy"	Nursing	Assistant Professor

**Jackson State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Britt, Josh	Mathematics	Associate Professor
2	Walker, Jennifer	Nursing	Associate Professor

**Motlow State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Deaton-Owens, Dayron	Social Sciences	Assistant Professor
2	Forde, Janet	Social Sciences	Assistant Professor
3	Matthews, Mary	Natural Science	Instructor
4	Seal, Emily	Humanities	Assistant Professor

**Nashville State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Weir, Bridgette	English/ English, Humanities and Arts	Associate Professor

**Northeast State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Canedo, Francis	Spanish/Humanities	Assistant Professor
2	Eades, Tracy	Administrative Professional Technology/Business Technologies	Associate Professor
3	Hale, Tempy	English/Humanities	Associate Professor
4	Hensley, Dr. Christal	Art/Humanities	Associate Professor

5	Neubrandner, Johanna	Nursing	Associate Professor
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**Pellissippi State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Bagwell, Lora	Reading/English	Assistant Professor
2	Beach, Roxana	Biology/Natural & Behavioral Sciences	Associate Professor
3	Bejnood, Morvarid	Biology/Natural & Behavioral Sciences	Assistant Professor
4	Bolling, Tammie	Administrative Professional Technology/ Business & Computer Technology	Associate Professor
5	Hardy, Claude	Theatre/Liberal Arts	Associate Professor
6	Klett, Lynn	Mechanical Engineering Technology/Engineering & Media Technologies	Assistant Professor
7	Lambert, Casey	English	Assistant Professor
8	McClanahan, Marilyn	Mathematics	Assistant Professor
9	Mueller, Donald	Spanish/Liberal Arts	Associate Professor
10	Puretskiy, Andrey	Computer Information Technology/Business & Computer Technology	Assistant Professor
11	Schroeder, Heather	English	Assistant Professor
12	Speck, Heidi	Philosophy/Liberal Arts	Assistant Professor
13	Stein, Allison	History/Liberal Arts	Assistant Professor

**Roane State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Bradshaw, Stacie	Social Science, Business & Education	Assistant Professor
2	Brown, John	Social Science, Business & Education	Assistant Professor

3	Spurgeon, Marcia	Nursing	Assistant Professor
4	Stiles, Sandra	Social Science, Business & Education	Assistant Professor

**Southwest Tennessee Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Baker, Charles	Career Studies, Business and Legal Studies	Associate Professor

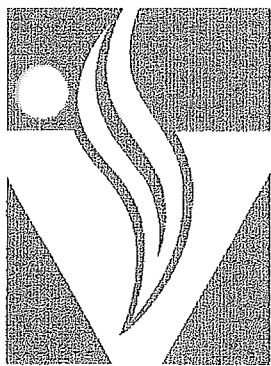
**Volunteer State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	James, Jennifer	Humanities	Associate Professor
2	Melvin, Peter	Mathematics & Science	Assistant Professor
3	Milstead, Lauren	Mathematics & Science	Assistant Professor
4	Shaw, Doug	Mathematics & Science	Associate Professor

**Walters State Community College**

	<b>Name</b>	<b>Department/Division</b>	<b>Academic Rank</b>
1	Wilhoit, Jerry	Biology/Natural Science	Associate Professor

**VOLUNTEER  
STATE**



**COMMUNITY  
COLLEGE**

**Office of  
the President**

**Main Campus**  
1480 Nashville Pike  
Gallatin, TN 37066-3188  
615-452-8600  
1-888-335-VSCC (8722)

**Vol State at Livingston**  
1171 Middle Community Rd  
Livingston, TN 38570  
931-823-7065  
1-800-563-8220

**Vol State at Highland Crest**  
150 Laureate Avenue  
Springfield, TN 37172  
615-433-7030  
1-855-724-8722

**Vol State at McGavock**  
3150 McGavock Pike  
Nashville, TN 37214-1634  
615-885-8910

Volunteer State Community College, a Tennessee Board of Regents Institution is an AA/EEO employer and does not discriminate on the basis of race, color, national origin, sex, disability, age, religion, sexual orientation, or veteran status in its program and activities. The following person has been designated to handle inquiries regarding the nondiscrimination policy: Director of Human Resources, Affirmative Action Officer, Title IX Coordinator, 1480 Nashville Pike, Gallatin, TN 37066, 615.230.3592.

April 18, 2017

Dr. Flora Tydings  
Chancellor  
Tennessee Board of Regents  
1 Bridgestone Park  
Nashville, TN 37214

Dear Chancellor Tydings:

**RE: Promotion by Exception**

In accordance with Dr. Tristen Denley's instructions, we have submitted electronically to Greg Sedrick our completed forms for our 2017-18 Promotion and Tenure Recommendations.

Included in our recommendations were four faculty members in the Health Sciences Division (**Kevin Alspaugh, David Linn, Mel Matthews, and Brandie Park**) who do not meet the minimum rank criteria for promotion as it relates to the attainment of a specific degree in their instructional discipline as stated in TBR Policy on Faculty Promotion at Community Colleges (5:02:02:30). These four faculty members, however, are being recommended for promotion based on other minimum rank criteria, i.e. years in rank, documented evidence of effective and productive teaching, service to the College and community, professional development activities, and research and creative activities, as well as their contributions to the College and its mission. This information was documented in the faculty members' application packets which were submitted to our College Committee on Promotion and Tenure. After review of the submitted materials, the Committee presented their recommendation for promotion for these faculty members to me.

The credentials and area of teaching for each of these four faculty members are outlined in the attachment to this letter. It is important to note that they are all qualified to teach in their discipline based on the requirements of the respective accrediting agency for each program.

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Chancellor Tydings  
Page 2  
April 18, 2017

In accordance with Board policy I am recommending and requesting promotion by exception for the faculty members referenced above. Your consideration of this request is appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Faulkner". The signature is fluid and cursive, with the first name "Jerry" being more prominent than the last name "Faulkner".

Jerry Faulkner  
President  
Attachment

JF/gs

cc: Dr. George Pimentel

**VOLUNTEER STATE COMMUNITY COLLEGE**

**PROMOTION BY EXCEPTION  
2017-18**

**NOTE: The following faculty teach career/vocational courses only.**

**Richard Kevin Alspaugh**

Teaching Discipline: EMT/Paramedic

Degree: Bachelor of Science

Major: Management & Organizational Development

Degree: Associate of Applied Science

Major: Allied Health Career with Concentration in Paramedic

Certificate: College of Allied Health

Major: EMT/Paramedic – Certificate

**David Linn**

Teaching Discipline: EMT/Paramedic

Degree: Master of Organizational Leadership

Major: Organizational Leadership

Degree: Bachelor of Arts

Major: Asian Studies

Certificate

College: Allied Health

Major: EMT Basic

Certificate

College: Allied Health

Major: EMT Paramedic



**Mel Matthews**

Teaching Discipline: Sleep Diagnostic Technology

Degree: Master of Public Administration

Major: Public Administration

Graduate Certificate

Major: Non-profit Management

Degree: Bachelor of Science

Major: Safety

Certificate

College: Allied Health

Major: Sleep Diagnostic Technology

**Brandie Park**

Teaching Discipline: EMS Education

Degree: Bachelor of Arts

Major: Management and Human Relations

Degree: Associate of Applied Science

Major: Allied Health – Paramedic

Certificate

College: Allied Health

Major: Paramedical Science

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BOARD TRANSMITTAL

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MEETING: June 2017 Quarterly Board Meeting

SUBJECT: Promotion and Tenure at the Tennessee Colleges of Applied Technology

DATE: June 22, 2017

PRESENTER: Executive Vice Chancellor James D. King

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approval

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The Committee will be asked to act on recommendations for granting promotion and tenure to eligible faculty members. A list of the faculty being recommended for promotion and tenure is shown as Attachment A-1 and B-1 respectively.

The recommendations and supporting documents were submitted by the TCAT directors and were certified by them as having been processed through the approved institutional procedures. They have been reviewed by the Board's staff and are endorsed for favorable consideration by the Personnel Committee.

A summary of the tabulations regarding promotion and tenure recommendations for each center has been prepared by the staff. The thirty-two (32) faculty receiving promotions represent 5.9% of the TCAT instructional staff. The four (4) faculty receiving tenure represents 0.7% of the TCAT instructional staff. Tabulation tables for promotion and tenure are shown as Attachments A-2 and B-2. Other observations of interest are listed below.

**PROMOTIONS:**

The thirty-two (32) promotions are divided into these categories: eighteen (18) to Instructor (the second rank); five (5) to Senior Instructor (the third rank); six (6) to Master Instructor (the fourth rank); and three (3) to Master Instructor II (the highest rank).

**TENURE:**

With approval of these instructional staff, the total tenured faculty for the TCATs is 19%.

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY  
PROMOTION RECOMMENDATIONS  
2017-2018**

<b>College</b>	<b>Name</b>	<b>Proposed Rank</b>
Athens	Brad Casteel	Instructor
Chattanooga	Renee Johnson Jimmy Jones	Instructor Master Instructor II
Covington	Christie Hudnall	Instructor
Crossville	Jeremy Blackburn Betty Parker * Ricky Smith	Instructor Master Instructor Instructor
Crump	James Overstreet	Instructor
Dickson	Stephanie Murphy Kathleen Smith Angela Spears Deanna Wallace	Master Instructor Senior Instructor Instructor Master Instructor II
Elizabethton	Nate Hall	Master Instructor
Jackson	Edward Goodman	Instructor
Knoxville	Michael Gallimore * Cindy Wieger Mike Sledzinski	Instructor Senior Instructor Senior Instructor
Memphis	Vanessa Carter Nicholas Shields Josh Thronson	Instructor Instructor Instructor
Nashville	Melanie Brooks Roger Gentry Monte Nelson Vijay Ramcharan	Master Instructor Instructor Senior Instructor Instructor
Paris	Lori Cain	Instructor
Pulaski	John Jacobs Holly Nelson Christa Simmons	Master Instructor Senior Instructor Master Instructor

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY  
PROMOTION RECOMMENDATIONS  
2017-2018**

<b><u>College</u></b>	<b><u>Name</u></b>	<b><u>Proposed Rank</u></b>
Ripley	Martin Crowder	Instructor
Shelbyville	Jared Hale	Instructor
	Tim Holder	Instructor
	Steve Mallard	Master Instructor II

\* Promotion by Exception

Tennessee Colleges of Applied Technology  
2017-2018 PROMOTION SUMMARY DATA

CENTER	NUMBER RECOMMENDED	INSTRUCTOR 2017-2018	SENIOR INSTRUCTOR 2017-2018	MASTER INSTRUCTOR 2017-2018	MASTER INSTRUCTOR II 2017-2018	TOTAL FACULTY 2017-2018
ATHENS	1	1	0	0	0	1
CHATTANOOGA	2	1	0	0	1	2
COVINGTON	1	1	0	0	0	1
CROSSVILLE	3	2	0	1	0	3
CRUMP	1	1	0	0	0	1
DICKSON	4	1	1	1	1	4
ELIZABETHTON	1	0	0	1	0	1
HARRIMAN	0	0	0	0	0	0
HARTSVILLE	0	0	0	0	0	0
HOHENWALD	0	0	0	0	0	0
JACKSBORO	0	0	0	0	0	0
JACKSON	1	1	0	0	0	1
KNOXVILLE	3	1	2	0	0	3
LIVINGSTON	0	0	0	0	0	0
MCKENZIE	0	0	0	0	0	0
MCMINNVILLE	0	0	0	0	0	0
MEMPHIS	3	3	0	0	0	3
MORRISTOWN	0	0	0	0	0	0
MURFREESBORO	0	0	0	0	0	0
NASHVILLE	4	2	1	1	0	4
NEWBERN	0	0	0	0	0	0
ONEIDA	0	0	0	0	0	0
PARIS	1	1	0	0	0	1
PULASKI	3	0	1	2	0	3
RIPLEY	1	1	0	0	0	1
SHELBYVILLE	3	2	0	0	1	3
WHITEVILLE	0	0	0	0	0	0
<b>TOTAL</b>	<b>32</b>	<b>18</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>32</b>

TOTAL FACULTY SYSTEMWIDE -  
% OF TOTAL FACULTY  
PROMOTED SYSTEMWIDE

546  
5.9%

TENNESSEE COLLEGES OF APPLIED TECHNOLOGY  
TENURE RECOMMENDATIONS  
2017-2018

<u>CENTER</u>	<u>NAME</u>	<u>PROGRAM</u>	<u>PRESENT RANK</u>
Crossville	Noel Pratt	Industrial Electricity/Maintenance	Instructor
Jackson	Karen Welch-Larsen	Administrative Office Technology/ Health Information Management	Senior Instructor
	Suzanne Carpenter	Surgical Technology	Senior Instructor
Livingston	Jennifer Coffey	Pharmacy Technology	Senior Instructor

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY  
TENURE SUMMARY DATA  
2017-2018**

<b>CENTER</b>	<b>TOTAL FACULTY</b>	<b>NUMBER RECOMMENDED</b>	<b>TENURED FACULTY</b>	<b>PERCENT OF FACULTY TENURED</b>
ATHENS	12	0	2	17%
CHATTANOOGA	39	0	5	13%
COVINGTON	10	0	2	20%
CROSSVILLE	17	1	8	47%
CRUMP	12	0	2	17%
DICKSON	31	0	0	0%
ELIZABETHTON	22	0	0	0%
HARRIMAN	15	0	2	13%
HARTSVILLE	21	0	1	5%
HOHENWALD	17	0	0	0%
JACKSBORO	12	0	4	33%
JACKSON	26	2	12	46%
KNOXVILLE	28	0	6	21%
LIVINGSTON	14	1	6	43%
MCKENZIE	9	0	3	33%
MCMINNVILLE	9	0	2	22%
MEMPHIS	39	0	8	21%
MORRISTOWN	31	0	13	42%
MURFREESBORO	29	0	1	3%
NASHVILLE	44	0	8	18%
NEWBERN	16	0	3	19%
ONEIDA	12	0	0	0%
PARIS	18	0	1	6%
PULASKI	20	0	4	20%
RIPLEY	8	0	0	0%
SHELBYVILLE	25	0	6	24%
WHITEVILLE	10	0	3	30%
<b>TOTAL</b>	<b>546</b>	<b>4</b>	<b>102</b>	<b>19%</b>

**TOTAL FACULTY SYSTEMWIDE - 546**  
**% OF TOTAL FACULTY RECOMMENDED FOR TENURE SYSTEMWIDE 0.7%**



MEETING: Personnel and Compensation Committee  
SUBJECT: Faculty Promotional Increases  
DATE: June 22, 2017  
PRESENTER: Vice Chancellor Dale Sims  
ACTION REQUIRED: Roll Call Vote  
STAFF'S RECOMMENDATION: Approval

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**BACKGROUND INFORMATION:**

A total of 159 faculty members are recommended for promotion at the community colleges. At the TCATs, 32 faculty members are recommended for promotion. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The recommendation and supporting documents were submitted to the Board by the community colleges and TCATs, and were certified by them as having been processed through the approved institutional procedures. TBR staff has verified the proposed ranks of the individuals submitted for promotion by the institutions and ensured a corresponding increase for those that were eligible was submitted, or an exception noted.



INSTITUTION NAME	NAME	BEGINNING SALARY	INCREASE AMOUNT	ENDING SALARY	PERCENT OF INCREASE
ChSCC	Karrie Barnett	\$44,753.00	\$1,343.00	\$46,096.00	3%
ChSCC	Lori Barton	\$46,123.00	\$4,138.00	\$50,261.00	9%
ChSCC	Joe Boshears	\$50,942.00	\$1,528.00	\$52,470.00	3%
ChSCC	Meredith Brown	\$60,971.00	\$1,855.00	\$62,826.00	3%
ChSCC	Jeremy Burchfield	\$44,420.00	\$1,333.00	\$45,753.00	3%
ChSCC	Shirley Cohen	\$51,618.00	\$1,549.00	\$53,167.00	3%
ChSCC	Amanda Davis	\$46,358.00	\$1,391.00	\$47,749.00	3%
ChSCC	Val deOlloqui	\$50,496.00	\$1,515.00	\$52,011.00	3%
ChSCC	Emily Dunlap	\$50,881.00	\$1,526.00	\$52,407.00	3%
ChSCC	Tania Henson-Brooks	\$43,351.00	\$1,301.00	\$44,652.00	3%
ChSCC	Evans Jarnefeldt	\$53,166.00	\$1,595.00	\$54,761.00	3%
ChSCC	Andrew Maginniss	\$44,145.00	\$13,242.00	\$57,387.00	3%
ChSCC	Ose Martinez	\$48,480.00	\$1,454.00	\$49,934.00	3%
ChSCC	Mark Matney	\$47,361.00	\$1,421.00	\$48,782.00	3%
ChSCC	Angela McClister	\$44,194.00	\$1,326.00	\$45,520.00	3%
ChSCC	Miranda Taj	\$47,845.00	\$2,416.00	\$50,261.00	5%
ChSCC	Angie Wood	\$51,918.00	\$1,558.00	\$53,476.00	3%
CISCC	Donna Brogdon	\$43,721.00	\$1,446.00	\$45,167.00	3%
CISCC	Indumathi Kamma	\$45,513.00	\$1,095.00	\$46,608.00	2%
CISCC	Karmon Kingsley	\$50,600.00	\$1,000.00	\$51,600.00	2%
CISCC	Nancy LaBine	\$75,221.00	\$1,500.00	\$76,721.00	2%
CISCC	Dorothy Monroe	\$52,442.00	\$1,001.00	\$53,443.00	2%
CISCC	Marci Reiter	\$46,376.00	\$500.00	\$46,876.00	1%
CISCC	Laurie Rowland	\$42,159.00	\$500.00	\$42,659.00	1%
CISCC	Wendy Santos	\$39,176.00	\$600.00	\$39,776.00	2%
CISCC	Holly Shiveley	\$45,916.00	\$500.00	\$46,416.00	1%
CISCC	Ryan Thompson	\$50,158.00	\$1,500.00	\$51,658.00	3%
CoSCC	Lacey Benns-Owens	\$57,130.00	\$5,000.00	\$62,130.00	9%
CoSCC	Clifford Gordon	\$43,480.00	\$2,000.00	\$45,480.00	5%
CoSCC	Tom Hallquist	\$50,630.00	\$3,020.00	\$53,650.00	6%
CoSCC	Robert Thym	\$44,760.00	\$2,050.00	\$46,810.00	5%
CoSCC	Candace Warner	\$55,660.00	\$4,870.00	\$60,530.00	9%
CoSCC	Loren Witt	\$48,290.00	\$2,880.00	\$51,170.00	6%

DSCC	Kimberly Dew	\$57,611.00	\$2,881.00	\$60,492.00	5%
DSCC	Trenna Richardson	\$57,611.00	\$2,881.00	\$60,492.00	5%
DSCC	Brigham Scallion	\$47,741.00	\$2,387.00	\$50,128.00	5%
DSCC	Nathan Segars	\$51,983.00	\$2,599.00	\$54,582.00	5%
JSCC	Carmen Corder	\$52,294.00	\$2,490.00	\$54,784.00	5%
JSCC	Anna Esquivel	\$46,939.00	\$2,490.00	\$49,429.00	5%
JSCC	Rebecca Fisher	\$56,438.00	\$2,490.00	\$58,928.00	4%
JSCC	Cassie Flanigan	\$54,999.00	\$2,490.00	\$57,489.00	5%
JSCC	Erin Fore	\$43,717.00	\$2,490.00	\$46,207.00	6%
JSCC	Anthony Rafalowski	\$46,939.00	\$2,490.00	\$49,429.00	5%
JSCC	Karin Rogers	\$61,804.00	\$2,490.00	\$64,294.00	4%
JSCC	Nell Senter	\$77,359.00	\$2,490.00	\$79,849.00	3%
MSCC	Charle Coffey	\$59,341.00	\$2,967.00	\$62,308.00	5%
MSCC	Dayron Deaton-Owens	\$44,338.00	\$2,217.00	\$46,555.00	5%
MSCC	Janet Forde	\$42,751.00	\$2,138.00	\$44,889.00	5%
MSCC	Cheri Gregory	\$55,157.00	\$2,758.00	\$57,915.00	5%
MSCC	Misty Griffith	\$46,246.00	\$2,312.00	\$48,558.00	5%
MSCC	Mary Matthews	\$40,925.00	\$2,046.00	\$42,971.00	5%
MSCC	Megan McManus	\$55,000.00	\$2,750.00	\$57,750.00	5%
MSCC	Emily Seal	\$46,482.00	\$2,324.00	\$48,806.00	5%
MSCC	Debra Simpson	\$41,268.00	\$2,063.00	\$43,331.00	5%
NaSCC	Gilma Adunas	\$44,633.00	\$1,357.00	\$45,990.00	3%
NaSCC	Heidi Blaisdell	\$42,901.00	\$1,660.00	\$44,561.00	4%
NaSCC	David Gerth	\$68,813.00	\$1,810.00	\$70,623.00	3%
NaSCC	Harlan Pease	\$46,175.00	\$1,660.00	\$47,835.00	4%
NaSCC	Karen Powers	\$2,297.00	\$1,357.00	\$3,654.00	59%
NaSCC	Christina Weston	\$47,862.00	\$1,660.00	\$49,522.00	3%
NeSCC	Josh Archer	\$46,800.00	\$1,200.00	\$48,000.00	3%
NeSCC	Johnny Bragg	\$46,800.00	\$1,200.00	\$48,000.00	3%
NeSCC	Amy Brown	\$44,980.00	\$800.00	\$45,780.00	2%
NeSCC	Francis Canedo	\$46,800.00	\$1,200.00	\$48,000.00	3%
NeSCC	Larena Grieshaber	\$47,096.00	\$800.00	\$47,896.00	2%
NeSCC	Jessica Hudson	\$48,188.00	\$1,200.00	\$49,388.00	2%
NeSCC	Sherri Jones	\$45,216.00	\$800.00	\$46,016.00	2%

NeSCC	Jeff Little	\$80,000.00	\$800.00	\$80,800.00	1%
NeSCC	Dr. Ruth Livingston	\$53,071.00	\$1,600.00	\$54,671.00	3%
NeSCC	Debbie Ramey	\$46,800.00	\$1,200.00	\$48,000.00	3%
NeSCC	Sharon Riddle	\$47,096.00	\$800.00	\$47,896.00	2%
NeSCC	Tawana Teague	\$46,800.00	\$1,200.00	\$48,000.00	3%
NeSCC	Mike Zimmerman	\$46,800.00	\$1,200.00	\$48,000.00	3%
PSCC	Kathleen Affholter	\$59,980.00	\$3,000.00	\$62,980.00	5%
PSCC	Minoo Askari	\$61,500.00	\$3,080.00	\$64,580.00	5%
PSCC	Jessica Belnap	\$53,610.00	\$2,680.00	\$56,290.00	5%
PSCC	Deborah Bernhardt	\$42,770.00	\$2,140.00	\$44,910.00	5%
PSCC	Carmen Brown	\$48,280.00	\$2,410.00	\$50,690.00	5%
PSCC	Emily Casey	\$50,690.00	\$2,530.00	\$53,220.00	5%
PSCC	Susan Childress	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	Moira Connelly	\$44,160.00	\$2,210.00	\$46,370.00	5%
PSCC	Chris Culliton	\$50,370.00	\$2,520.00	\$52,890.00	5%
PSCC	Christie Cunningham	\$48,240.00	\$2,410.00	\$50,650.00	5%
PSCC	Diann DeJulia	\$48,580.00	\$3,700.00	\$52,280.00	8%
PSCC	Ines Gibson	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	David Key	\$56,430.00	\$3,500.00	\$59,930.00	6%
PSCC	Noah Kover	\$54,290.00	\$2,710.00	\$57,000.00	5%
PSCC	Amy Lavelle	\$50,400.00	\$2,520.00	\$52,920.00	5%
PSCC	Angela Lunsford	\$58,390.00	\$2,920.00	\$61,310.00	5%
PSCC	Tara Lynn	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	Kim Martin	\$49,720.00	\$2,560.00	\$52,280.00	5%
PSCC	Frank Mashburn	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	Ellen Matheny	\$44,910.00	\$2,250.00	\$47,160.00	5%
PSCC	Margie McCrary	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	Debra McElroy	\$46,180.00	\$2,310.00	\$48,490.00	5%
PSCC	Brittany Mosby	\$49,720.00	\$2,560.00	\$52,280.00	5%
PSCC	Chester Needham	\$42,770.00	\$2,140.00	\$44,910.00	5%
PSCC	Julius Oyier	\$49,720.00	\$2,560.00	\$52,280.00	5%
PSCC	Linda Reeves	\$54,290.00	\$2,710.00	\$57,000.00	5%
PSCC	Maria (Davila) Rivero	\$48,240.00	\$2,410.00	\$50,650.00	5%
PSCC	Kelly Rivers	\$47,360.00	\$2,420.00	\$49,780.00	5%

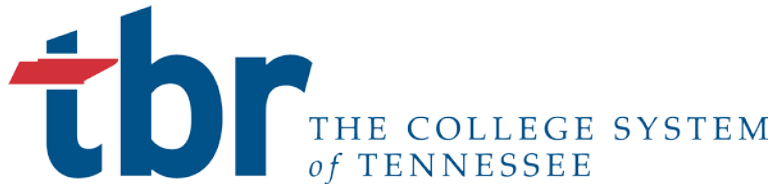


PSCC	Maria Sills	\$47,360.00	\$2,420.00	\$49,780.00	5%
PSCC	Charles White	\$48,400.00	\$2,420.00	\$50,820.00	5%
RSCC	Stacey Bradshaw	\$47,554.00	\$2,378.00	\$49,932.00	5%
RSCC	John Brown	\$47,202.00	\$2,360.00	\$49,562.00	5%
RSCC	Stacy Jacobs	\$54,655.00	\$2,733.00	\$57,388.00	5%
RSCC	Brenda Luggie	\$54,655.00	\$2,733.00	\$57,388.00	5%
RSCC	Marcia Spurgeon	\$53,613.00	\$2,681.00	\$56,294.00	5%
RSCC	Saundra Stiles	\$50,720.00	\$2,536.00	\$53,256.00	5%
RSCC	Bryan Wilkerson	\$54,655.00	\$2,733.00	\$57,388.00	5%
STCC	Charles Baker	\$46,068.00	\$4,559.00	\$50,627.00	10%
STCC	Valetta Brinson	\$41,880.00	\$8,747.00	\$50,627.00	21%
STCC	Marjorie Dernaika	\$41,880.00	\$8,747.00	\$50,627.00	21%
STCC	Wesley Fox	\$57,576.00	\$2,303.00	\$59,879.00	4%
STCC	Patsy Francher	\$63,288.00	\$6,329.00	\$69,617.00	10%
STCC	James Gillespie	\$37,176.00	\$6,787.00	\$43,963.00	18%
STCC	Akwasi Kusi-Appia	\$37,176.00	\$6,787.00	\$43,963.00	18%
STCC	Alexander Paulus	\$40,896.00	\$3,067.00	\$43,963.00	7%
STCC	Barbara Roseborough	\$72,900.00	\$2,916.00	\$75,816.00	4%
STCC	Rosie Taylor	\$43,968.00	\$6,659.00	\$50,627.00	15%
STCC	Amy Waddell	\$50,628.00	\$11,184.00	\$61,812.00	22%
STCC	Robert Walker	\$50,628.00	\$11,184.00	\$61,812.00	22%
STCC	LaDonna Young	\$50,628.00	\$11,184.00	\$61,812.00	22%
VSCC	Teresa Allen	\$43,934.00	\$1,757.00	\$45,691.00	4%
VSCC	Kevin Alspaugh	\$60,450.00	\$2,418.00	\$62,868.00	4%
VSCC	Melva Black	\$41,029.00	\$1,641.00	\$42,670.00	4%
VSCC	Jessica Cocita	\$38,571.00	\$1,543.00	\$40,114.00	4%
VSCC	Penelope Duncan	\$49,898.00	\$1,996.00	\$51,894.00	4%
VSCC	Billy Dye	\$46,254.00	\$1,850.00	\$48,104.00	4%
VSCC	Maryam Flagg	\$45,121.00	\$1,805.00	\$46,926.00	4%
VSCC	Jamie Fuston	\$40,890.00	\$1,636.00	\$42,526.00	4%
VSCC	David Linn	\$65,498.00	\$2,620.00	\$68,118.00	4%
VSCC	Mel Matthews	\$72,047.00	\$2,882.00	\$74,929.00	4%
VSCC	Peter Melvin	\$48,282.00	\$1,931.00	\$50,213.00	4%
VSCC	Lauren Milstead	\$48,272.00	\$1,931.00	\$50,203.00	4%

VSCC	Lingli Ni	\$46,254.00	\$1,850.00	\$48,104.00	4%
VSCC	Brandie Park	\$57,558.00	\$2,302.00	\$59,860.00	4%
VSCC	Nathaniel Smyth	\$42,698.00	\$1,708.00	\$44,406.00	4%
VSCC	Sheri Waltz	\$45,460.00	\$1,818.00	\$47,278.00	4%
VSCC	Phillip Williams	\$41,268.00	\$1,651.00	\$42,919.00	4%
VSCC	April Young	\$49,079.00	\$1,963.00	\$51,042.00	4%
WSCC	Cherylynn Bradeen	\$55,084.00	\$3,118.00	\$58,202.00	6%
WSCC	Joe Cairns	\$61,086.00	\$7,265.00	\$68,351.00	12%
WSCC	Eugene de Silva	\$59,096.00	\$1,172.00	\$60,268.00	2%
WSCC	Bobby Dixon	\$80,896.00	\$1,465.00	\$82,361.00	2%
WSCC	Ashley Frazier	\$39,054.00	\$4,568.00	\$43,622.00	12%
WSCC	Elesha Goodfriend	\$40,193.00	\$4,704.00	\$44,897.00	12%
WSCC	Tera Howerton	\$58,504.00	\$3,262.00	\$61,766.00	6%
WSCC	Candace Justice	\$42,946.00	\$2,661.00	\$45,607.00	6%
WSCC	Paul Ludwig	\$42,610.00	\$4,990.00	\$47,600.00	12%
WSCC	Jennifer Mayes	\$40,193.00	\$4,704.00	\$44,897.00	12%
WSCC	Olena Owen	\$45,884.00	\$2,912.00	\$48,796.00	6%
WSCC	Matthew Smith	\$45,778.00	\$2,908.00	\$48,686.00	6%
WSCC	Sara Smith	\$51,815.00	\$3,327.00	\$55,142.00	6%
WSCC	Fashion Suzanne Stephens	\$44,700.00	\$2,838.00	\$47,538.00	6%
WSCC	Erika Stevens	\$45,506.00	\$2,890.00	\$48,396.00	6%
WSCC	Jerry Wilhoit	\$53,303.00	\$1,056.00	\$54,359.00	2%
WSCC	Amber Williamson	\$47,289.00	\$5,567.00	\$52,856.00	12%
WSCC	Joel Wilson	\$40,193.00	\$4,704.00	\$44,897.00	12%

**TCATs FACULTY PROMOTION RECOMMENDATIONS**

INSTITUTION NAME	NAME	BEGINNING SALARY	INCREASE AMOUNT	ENDING SALARY	PERCENT OF INCREASE
Athens	Brad Casteel	\$44,952.00	\$3,536.00	\$48,488.00	8%
Chattanooga	Renee Johnson	\$44,733.00	\$1,342.00	\$46,075.00	3%
Chattanooga	Jimmy Jones	\$68,451.00	\$2,054.00	\$70,505.00	3%
Covington	Christie Hudnall	\$46,818.00	\$3,123.00	\$49,941.00	7%
Crossville	Jeremy Blackburn	\$44,951.00	\$4,496.00	\$49,447.00	10%
Crossville	Betty Parker	\$53,169.00	\$5,317.00	\$58,486.00	10%
Crossville	Ricky Smith	\$44,952.00	\$4,495.00	\$49,447.00	10%
Crump	James Overstreet	\$44,880.00	\$5,000.00	\$49,880.00	11%
Dickson	Stephanie Murphy	\$53,168.00	\$5,317.00	\$58,485.00	10%
Dickson	Kathleen Smith	\$51,769.00	\$4,659.00	\$56,428.00	9%
Dickson	Angela Spears	\$44,952.00	\$3,596.00	\$48,548.00	8%
Dickson	Deanna Wallace	\$58,865.00	\$5,298.00	\$64,163.00	9%
Elizabethton	Nate Hall	\$53,965.00	\$4,373.00	\$58,338.00	8%
Jackson	Edward Goodman	\$44,951.00	\$3,896.00	\$48,847.00	9%
Knoxville	Michael Gallimore	\$44,950.00	\$3,540.00	\$48,490.00	8%
Knoxville	Mike Sledzinski	\$51,670.00	\$2,580.00	\$54,250.00	5%
Knoxville	Cindy Wieger	\$51,020.00	\$2,550.00	\$53,570.00	5%
Memphis	Vanessa Carter	\$52,560.00	\$2,628.00	\$55,188.00	5%
Memphis	Nicholas Shields	\$47,544.00	\$2,388.00	\$49,932.00	5%
Memphis	Josh Thronson	\$47,880.00	\$2,400.00	\$50,280.00	5%
Nashville	Melanie Brooks	\$52,648.00	\$5,690.00	\$58,338.00	11%
Nashville	Roger Gentry	\$44,512.00	\$3,975.00	\$48,487.00	9%
Nashville	Monte Nelson	\$55,141.00	\$5,514.00	\$60,655.00	10%
Nashville	Vijay Ramcharan	\$49,104.00	\$4,910.00	\$54,014.00	10%
Paris	Lori Cain	\$46,818.00	\$4,000.00	\$50,818.00	9%
Pulaski	John Jacobs	\$55,770.00	\$5,580.00	\$61,350.00	10%
Pulaski	Holly Nelson	\$42,240.00	\$2,540.00	\$44,780.00	6%
Pulaski	Christa Simmons	\$59,160.00	\$4,740.00	\$63,900.00	8%
Ripley	Martin Crowder	\$44,951.00	\$3,536.00	\$48,487.00	8%
Shelbyville	Jared Hale	\$44,731.00	\$4,000.00	\$48,731.00	9%
Shelbyville	Tim Holder	\$44,951.00	\$3,119.00	\$48,070.00	7%
Shelbyville	Steve Mallard	\$58,914.00	\$4,026.00	\$62,940.00	7%



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BOARD TRANSMITTAL

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MEETING: Personnel and Compensation Committee

SUBJECT: Institution Compensation Plan

DATE: June 23, 2017

PRESENTER: Dale Sims, Vice Chancellor for Business & Finance

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approval

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In accordance with TBR Guideline P-043 Compensation, the following institutions submitted new or revised compensation plan to the System Office for review:

<b>Institution</b>	<b>Summary of Changes</b>
<u>Jackson State Community College</u>	Amendment to the existing compensation plan to reduce redundancy, update salary scales and titles, and updating the Academic Dean classification to faculty, rather than administrative.

The proposed revised compensation plan was reviewed within the System Office by a committee of five (5) individuals from the following offices; Finance, Academic Affairs, TN Colleges of Applied Technology, and two (2) individuals from Human Resources. The Committee reviewed the proposed plan for methodology, equity, consistency, completeness, and clarity. After review of the proposed plan, the Committee respectively recommends Board approval of the proposed revisions of the compensation plan.

## **REVIEW OF INSTITUTION COMPENSATION PLANS**

Committee on Personnel and Compensation

June 2017

### **Jackson State Community College**

Jackson State Community College is proposing an amendment to their existing compensation plan to reduce redundancy within their plan document. The proposed changes include: updating the salary scales to add new approved positions; updating titles to current terminology; updating Academic Dean positions to correctly be listed under faculty classification, rather than administrative, as their classification changed after the original plan implementation, and eliminating duplicate sections and combining other sections within the plan document for easier use and reference. The proposed changes to the plan are not significant and do not change the overall methodology previously approved. The rationale for the changes is to provide a more concise document that is easier to understand.



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BOARD TRANSMITTAL

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MEETING: June 2017 Quarterly Board Meeting

SUBJECT: System Wide Compensation Strategies

DATE: June 23, 2017

PRESENTER: Dale Sims, Vice Chancellor for Business & Finance

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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BACKGROUND INFORMATION:

Page A-35 of *The Budget* notes that funding is recommended to provide the state portion of a 3.0% salary pool for higher education employees. Additionally, Section 49, Item 4 of the appropriations bill (SB 483/HB 511), as introduced, includes the following provision related to funding for higher education salaries:

(a) From the appropriations made in Section 1, Title III-10, Items 3 and 4, it is the legislative intent to provide a pool of funds for higher education employee salary increases effective July 1, 2017, at a level determined by each governing board.

This provision grants to the Board the discretion to determine how this funding pool is distributed. The proposed System Compensation Strategy below incorporates feedback received from the institution administrators. It attempts to address the collective compensation issues identified by the institutions.

- 1. System Wide Salary Adjustments.** A salary pool would be created of at least 3% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2017. All increases from the 3% salary pool would be effective retroactively to July 1, 2017. From this salary pool at least 1.7% would be issued as a cost of

living adjustment effective July 1. In addition, the following types of adjustments may be requested:

**A. Cost of Living Adjustment (COLA).** A COLA salary pool of at least 1.7% would be created of salaries of all regular, full and part-time employees, restricted and unrestricted, on the payroll as of June 30, 2017. Institutions may use the remaining 1.3% salary pool to increase the amount of the COLA, up to or equal to the 3% salary pool amount requested.

- i. COLA Level: This proposal allows for a percentage or flat dollar increase.
- ii. Distribution: Each eligible employee would receive a percentage increase based on their June 30, 2017 salary. A minimum flat dollar payment could be established by the institution. The amount would be pro-rated for part-time employees.
- iii. Timing: Institutions will provide at least a 1.7% COLA effective July 1, 2017. That increase may be implemented immediately, effective July 1, 2017, with no further action required by the Board. In addition, those institutions that are providing an additional COLA increase of between the 1.7% increase and up to and including the full 3% salary pool may implement it immediately, effective July 1, 2017 with no further action required by the Board.

**B. Compensation Plan** - Institutions would be authorized to use up to the remaining 1.3% salary pool to provide salary adjustments consistent with their Board approved compensation plans.

**a. Compensation Plan-Not Fully Funded.**

- i. Compensation Plan Level: Institutions would be authorized to use up to the remaining 1.3% salary pool to fund their compensation plan.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), and the percentage of the salary pool used for the compensation plan. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**b. Compensation Plan-Fully Funded.**

- i. Market Adjustment Level: Institutions who have fully funded their compensation plans would adjust the salary ranges to address changes in market salaries, as prescribed in their compensation plan. Institutions would be authorized to use up to the remaining 1.3% salary pool to fund their compensation plan and provide salary increases.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), and the percentage of the salary pool used for the compensation plan increase. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**c. Compensation Plan – Equity Adjustments**

- iv. Equity Level: Utilizing the remaining 1.3% salary pool, institutions would be authorized to provide reclassifications consistent with their compensation plan.
  - i. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
  - ii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the increase, the type of increase (i.e. salary equity, reclassification, etc.), and the percentage of the salary pool used for the compensation plan increase. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**C. Faculty Promotions.** All or a portion of the remaining 1.3% salary pool would be created to address funding for faculty promotions, consistent with the institution’s approved compensation plan.

- i. Faculty Promotion Level: This proposal envisions a percentage of the salary pool to fund faculty promotions.

- ii. Distribution: Each eligible faculty member would receive the amount due under the approved institution compensation plan for the promotion.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the faculty promotion. It is proposed that these adjustments be acted on by the Board during its September meeting and be effective retroactively to July 1, 2017.

**2. Institution or Local Funded Increases.** Institutions would be authorized to provide salary adjustments using uncommitted local funds. These increases are not subject to the July 1, 2017 effective date. The institution will submit the effective date of payment with the proposal for review at the September Board Meeting.

**A.** Consistent with those purposes specified in items 1. A – C above.

- i. Level: Institutions would be authorized to use an amount equal to the Institution's ability to fund using uncommitted local funds.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation funded by group, which groups if any are excluded from the increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

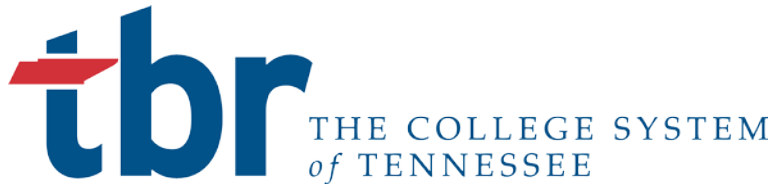
**B. One-Time Payment.** Institutions would be authorized to use non-recurring funds to provide one-time payments to all regular full-time and part-time employees on payroll as of June 30, 2017.

- i. Level: Institutions would be authorized to pay a one-time bonus not to exceed \$1000 to all regular, full and part-time employees, paid on restricted and unrestricted funds.
- ii. Distribution: Each full-time eligible employee would receive the same bonus amount. Part-time employees would be pro-rated.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of the one-time payment, and the requirements used to determine eligibility. It is

proposed that these adjustments be acted on by the Board during its September meeting.

### **3. Process.**

- A. Each institution shall provide a minimum of a 1.7% COLA effective July 1, 2017, to be implemented in the July payroll cycle. For those institutions providing a COLA of up to including the full 3% salary pool, it will be effective July 1, 2017 and be implemented in the July payroll cycle. All other increases will be subject to further review and approval at the September Board meeting.
- B. For those institutions providing other increases in addition to the COLA, a summary of the planned implementation of any the items above will be submitted to April Preston no later than **August 16, 2017**.
- C. Proposed plans will include: itemized breakdown of how the salary pool was spent, as well as any local funds; the percentage and dollar amount of the salary pool used for each type of increase; payment dates, including the amount and type of increase to be given; the amount of recurring funds encumbered by the proposed increase; the percentage of the compensation plan funded by group; if applicable, which groups if any are excluded from the increase; the type of increase (i.e. salary equity, living wage, etc.); additional positions funded; as well as justifications for any increases to administrators that exceed an individual employee 10% increase. This information will be provided for Board approval at the September Board meeting.
- D. Institutions will be authorized to implement the proposed plans as approved by the Board.



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BOARD TRANSMITTAL

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MEETING: Personnel and Compensation Committee

SUBJECT: Executive Performance Incentive Recommendations

DATE: June 23, 2017

PRESENTER: Dale Sims, Vice Chancellor for Business & Finance

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approval

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The Executive Performance Incentive Plan was approved at the Board's June 2013 Meeting. It was created at the request of Board Members to address the gap between the average market salaries for the presidents, directors and Chancellor and the current compensation level for these officials. In the current compensation plan the salaries for the Chancellor and institutional leaders are set at 90% of the market average for comparable positions. The Plan provides an opportunity for the leaders to earn up to the market value of their respective position on an annual basis, based on institutional performance. The incentive does not add to the base salary for the position, and will be recalculated each year. This is the third year of operation of the Plan.

Participants in the plan include the presidents of the community colleges and Tennessee Colleges of Applied Technology (TCATs) and the Chancellor.

The incentive amount is equal to ten percent (10%) of the market average salary for comparable positions and is divided into two components: the metric based allowance equal to 85% of total incentive amount and a discretionary allowance equal to 15% of the total incentive amount. The primary incentive measurement for presidents is the change in weighted formula outcomes at each institution. The change in total weighted outcomes for the system is calculated in a similar manner and used to calculate the weighted outcome growth allowance amount for the Chancellor. The incentive measurement amount for the directors is based on five (5) outcomes, weighted equally: program completion rate; job placement rate; private giving; expanded offerings, and expanded enrollment.

Due to the change in leadership at the System Office, and the lack of a performance process completed at this time to evaluate the potential discretionary incentive, there is no discretionary incentive pay recommended this cycle.

The university presidents are not included in the proposed metric based incentive recommendation as the local university boards now review and approve all salary increases for their respective presidents.

**RECOMMENDATION**

Pursuant to the Plan, recommendations for incentive pay are brought before the Committee for review and approval. Recommendations of the Committee, if any, are presented to the full Board for action. The Plan requires an individual to be employed in one of the eligible positions at the time the payments are approved to be eligible to receive incentive pay and have satisfactory performance.

To assist the Committee, System staff have calculated the total incentive that is possible for each eligible position, and the total incentive payment recommended. These calculations are reflected in the attachment.

It is recommended the Committee take the following action:

- a) Consider for approval the Executive Performance Incentive Pay for the presidents, as presented in the attachment.

Attachment.

End of Document

Attachment A

Recommended Executive Performance Incentive Pay (one-time payment)

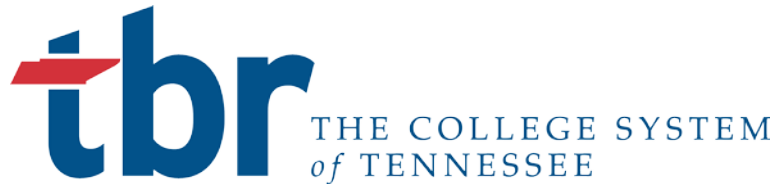
Community Colleges

<u>Institution</u>	<u>Name</u>	<u>Amount</u>
Cleveland State	Seymour	\$15,098
Nashville State	Van Allen	\$4,982
Pellissippi State	Wise	\$5,481
Roane State	Whaley	\$2,265
Volunteer State	Faulkner	\$2,491
Total Community College Incentive Pay		<b>\$30,317</b>

Tennessee Colleges of Applied Technology (TCATs)

Athens	Smith	\$3,748
Covington	Y. Jones	\$1,704
Crossville	Young	\$2,811
Crump	Milligan	\$1,874
Dickson	Summers	\$2,062
Elizabethton	Blevins	\$2,062
Harriman	Turpin	\$937
Hartsville	Perry	\$2,062
Hohenwald	Kea-Carroll	\$2,062
Jackson	Sisk	\$3,093
Knoxville	Murphy	\$4,124
Livingston	West	\$4,124
McMinnville	Laux	\$2,811
Murfreesboro	Kreider	\$3,093
Nashville	Lenz	\$2,268
Newbern	Hastings	\$937
Oneida	Murphy	\$2,811
Paris	White	\$937
Pulaski	Creecy	\$3,093
Ripley	Y. Jones	\$2,556
Shelbyville	I.Jones	\$3,093
Whiteville	Beverly	\$2,556
Total TCAT Incentive Pay		<b>\$54,818</b>
Grand Total - One Time Payment		<b>\$85,135</b>





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BOARD TRANSMITTAL

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MEETING: June Quarterly Board Meeting

SUBJECT: 2017-18 Presidents Emeritus Contracts  
2016-17 Presidents Emeritus Reports

DATE: June 22 & 23, 2017

PRESENTER: April Preston

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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Per requirements to be compensated as president emeritus (T.C.A. § 8-36-714) and TBR Policy 5:01:03:00 Retirement, persons serving as President Emeritus must file a report for the previous year's work (approved by the sitting President), and a copy of the contract for the next fiscal year's work, for approval by the board. Attached are the reports and contracts for approval for fiscal year 2017-18, for the following individuals:

Dr. Jack Campbell – Walters State Community College  
Dr. Nathan Essex – Southwest Tennessee Community College  
Dr. Frank Glass – Motlow State Community College  
Dr. Rebecca Hawkins – Columbia State Community College  
Dr. William Locke – Northeast State Community College  
Dr. Walter Nelms – Jackson State Community College  
Dr. Wade Powers – Northeast State & Volunteer State Community Colleges  
Dr. Allen Edwards – Pellissippi State Community College  
Dr. Carl Hite – Cleveland State Community College



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. Jack Campbell  
7230 Stagecoach Road  
Whitesburg, TN 37891

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Walters State Community College for a period beginning July 1, 2017 at a monthly salary of \$2,362.17, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Provide consultation and special assistance to the Walters State President and TBR Chancellor.
  - ❖ Serve as ambassador for the college on a continuous basis.
  - ❖ Assist college President and staff with campus development, Foundation activity and fundraising.
  - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
  - ❖ Assist as needed with the completion of selected capital projects.
  - ❖ As requested, represent the President and the college at selected functions and professional meetings.





**Walters State Community College**  
**President Emeritus Report**  
**2016-2017**  
**Executive Summary**

Attached is a detailed listing of the activities and accomplishments which reflect examples of my work as President Emeritus at Walters State for the 2016-2017 year. These activities and accomplishments address specifically and completely the duties reflected in the Notice of Part-time Employment and Agreement for President Emeritus which was executed by former Chancellor Morgan, former President McCamey and myself. In addition, these activities and accomplishments as documented represent over 200 hours of work which exceeds the contractual requirement of 141.7 hours. Additionally, significant is the fact that countless other unrecorded and undocumented hours were dedicated to the college since, as former president of Walters State who served the college for over 31 years, I am approached almost daily with unscheduled inquires, questions, and requests for advice and assistance relative to the college. The fact that I'm perceived by the people of East Tennessee as still being associated with Walters State gives me continuous opportunities to serve as ambassador and promote higher education and the college, cultivate prospective donors for the college's Foundation and provide consultation to current and prospective students and their parents. The recorded/documented activities and accomplishments and the unrecorded contributions I realize as President Emeritus are both supported through the office I maintain on campus and my continuous consultation with Dr. Tony Miksa, the college's new president, and the staff of the college.

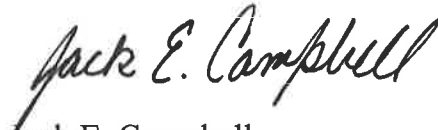
Specifically, this report reflects that I far exceeded the hours required and effectively fulfilled the duties and responsibilities stated in my contract by:

- Providing consultation and special assistance to the Walters State President as requested.
- Serving as ambassador for the college on a continuous basis.
- Assisting the college president and staff with campus development, foundation activities and fundraising.
- Providing support in inter-institutional, governmental, legislative, and community relations.
- Assisting with the completion of selected capital projects.
- Representing the President and the college at selected functions and professional meetings.
- Recruiting, advising, and assisting in various ways with both prospective and current students and their parents.
- Promoting higher education, the TBR, and WSCC on a continuous basis.

Walters State Community College  
President Emeritus Report 2016-2017  
Executive Summary  
Page 2

Also, in the final analysis, I trust that this report reflects my pleasure in serving as President Emeritus – promoting and enhancing higher education, the TBR system and Walters State while at the same time helping to improve the quality of life of the people of Tennessee.

Respectfully submitted,

A handwritten signature in black ink that reads "Jack E. Campbell". The signature is written in a cursive style with a large, prominent initial "J".

Jack E. Campbell  
President Emeritus  
May 10, 2017

JEC/II

**Dr. Jack E. Campbell, President Emeritus  
Walters State Community College  
2016-2017 Activities / Accomplishments**

Date	
5/3/2016	Joined President McCamey and selected Vice Presidents as they conducted a ceremony paying tribute to WSCC faculty and staff who will be retiring at the end of this year.
5/3/2016	Had an extensive telephone conversation with a Foundation Trustee who had a strong interest in the TBR's search for a new president for WSCC.
5/7/2016	Joined Vice President Mark Hurst, the Foundation President, and a Foundation Trustee in representing WSCC in a fundraising event for a local healthcare system.
5/16/2016	Prepared remarks, attended and participated in the Annual Meeting of the WSCC Foundation.
5/17/2016	Had an extensive conversation with Vice President Hurst about the annual meeting and several other upcoming events and Foundation matters.
5/17/2016	Traveled to Sevierville and represented WSCC at a reception/ceremony honoring Charlie Johnson, former president of the WSCC Foundation and current trustee. He also provided significant support as we raised funds to build the Sevier County Campus.
5/26/2016	Had discussions throughout the day via telephone and in person with individuals asking questions and seeking information about the transition at the college regarding the President's position.
5/30/2016	Received and responded to calls from members of the community and answered questions in person concerning the TBR selection of the new President of WSCC.
6/3/2016	Talked with selected staff about the logistics for accommodating Dr. Miksa's arrival. Called and spoke with Dr. Miksa, congratulating him on being selected as WSCC's President and offering my support as President Emeritus.
6/6/2016	Talked with Chairman of the committee to improve Downtown Morrisown, who was interested in receiving assistance from WSCC for a grant. I gave him the name of the appropriate person to contact at the college.
6/7/2016	Spent time at the college taking care of a matter with the Business Office and talking with President McCamey, the Vice President for Business Affairs and other staff about college issues.
6/17/2016	Represented WSCC as a member of the Health, Education and Housing Board of Directors at one the the board's meetings.
6/25/2016	Prepared remarks to be presented while presiding over the ceremony paying tribute to Dr. McCamey at the retirement reception and ceremony scheduled for June 28, 2016.

Date	
6/28/2016	Spoke at the Retirement Reception and Ceremony for Dr. McCamey; served as presider for the entire event.
7/7/2016	Spoke with a prospective student considering attending WSCC and pursuing the Nursing Program. I was able to reinforce her thinking and inform her about the excellent quality of the program.
7/8/2016	Met with the college's new president, Dr. Tony Miksa and two of his key staff in a "get acquainted" session discussing WSCC.
7/21/2016	Advised a health care worker who was interested in WSCC's Nursing Program.
7/26/2016	Had lunch with a major donor to the WSCC Foundation and one who plans on making the college a substantial donation (\$500,000 - \$1,000,000) through her will.
7/28/2016	During a luncheon, had a conversation with a counselor at Fulton High School in Knoxville encouraging her to ensure that her students know about the many opportunities available at WSCC and that WSCC staff, including myself, would be happy to assist any student who has an interest in attending our college.
8/8/2016	At the request of Vice President Mark Hurst, made arrangements for three Foundation Trustees and myself to represent WSCC in a fundraising event for the Greeneville/Greene County Partnership (Chamber of Commerce).
8/9/2016	Provided information to a person interested in exploring employment opportunities at WSCC.
8/11/2016	Attended the Morristown Chamber of Commerce Membership Breakfast hosted by Dr. Miksa in the WSCC Library, for the purpose of introducing Dr. Miksa to the community.
8/11/2016	Organized group of four, including myself, and represented WSCC Foundation in a fundraising event for the Greeneville Partnership (Chamber of Commerce).
8/13/2016	Joined President Miksa, Vice President Hurst, Foundation Trustee Charlie Johnson and all our spouses in representing WSCC at a fundraising gala in Sevierville for the local hospital. Interacted with several college supporters who were instrumental in helping with the funding for WSCC's Sevier County Campus.
8/17/2016	As former president of WSCC and at the request of Mr. John Gullion, Managing Editor of the Citizen Tribune, I wrote and submitted a statement for the Citizen Tribune 50th Anniversary Edition.
8/19/2016	At the request of Vice President Mark Hurst, I organized a group of four and represented WSCC in a major fundraising event for Sevier County High School. Interacted with several major supporters of WSCC as well as government officials.
8/25/2016	Attended the "receiving of friends" for the funeral of WSCC Foundation Trustee and major supporter of the college, Mr. Harold Pendleton, who died earlier in the week.
8/26/2016	Made several calls to Dr. Hurst, Foundation Trustee Stephen McCrary, attorney Bill Foutch, and later a report to President Miksa regarding the estate of Harold Pendleton and the fact that WSCC is named as a beneficiary.

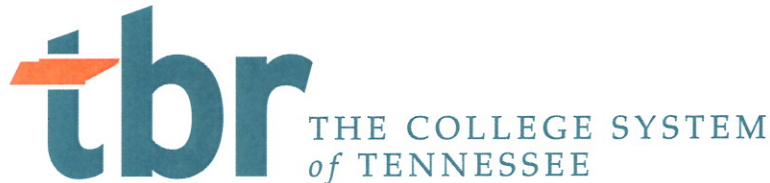


Date	
9/6/2016	Worked with Mrs. Mary Lynn Gilmore via phone and in person helping her develop a description and criteria for a memorial scholarship honoring her and her late husband, Dr. Lynn Gilmore. The scholarship corpus will eventually be approximately six or seven hundred thousand dollars.
9/8/2016	Met with Dr. Hurst to review and modify the memorial scholarship description and criteria for Mary Lynn and Dr. Lynn Gilmore. Decided on follow-up action.
9/15/2016	Traveled with Dr. Hurst, a former WSCC coach, and a WSCC alumni to Tazewell and represented WSCC in the Dwight England Annual Fundraising event from which, over a period of 27 years, our college has received approximately \$240,000 from the proceeds of the event.
9/17/2016	Represented the college at a function at the house of a WS Foundation Trustee.
9/19/2016	Talked with a prospective donor who is planning on leaving her house (\$550,000 to \$750,000) to WSCC. Met with Dr. Miksa for an hour plus, then accompanied him to the Executive Committee meeting of the colleges' Foundation.
9/28/2016	Attended the annual Senators club/athletic department outing hosted by Brack and Jana Terry. Interacted with students and college staff.
10/4/2016	Joined Dr. Hurst and others in representing the college in a fundraising event for Tacoma Hospital in Greeneville.
10/5/2016	Joined Dr. Hurst and two donors/tustees of the WSCC Foundation in representing the college at a major fundraising event in Sevierville; (a major donor/contributor of the college was one of the sponsors of the event and requested that the college be represented). Had discussion with Dr. Hurst about two Foundation issues whereby he requested my thoughts.
10/6/2016	Joined Dr. Miksa in representing the college at the Morristown Chamber's Annual Industrial Appreciation Breakfast.
10/14/2016	Joined Dr. Hurst and two Foundation Trustees in representing the college in a Morristown Area Chamber of Commerce Fundraising event.
10/19/2016	Talked with Dr. Miksa and Dr. Hurst about fundraising strategies for matching funds for a TBR approved capital project for the Sevier County Campus. Made appointment with Sevier County official to begin the process.
10/23/2016	In preparation for a fundraising strategy in Sevier County for matching funds for the WSCC capital project, reviewed several papers/documents related to similar efforts back in 2010 and over time since then. Prepared for appointments with governmental officials beginning October 25th. Reviewed will of Wilma Maples whereby WSCC received \$1.4 million to determine if any flexibility exists whereby part of these funds could be used. There is no flexibility in her will.
10/23/2016	Received a call from a former member of TBR and WSCC Foundation Trustee who explained his personal situation as a reason for not attending the Foundation meeting and requested I convey the information to President Miksa.

Date	
10/24/2016	Attended Annual Fall meeting of Foundation Board of Trustees.
10/25/2016	Traveled to Sevier County and met with Mayor Larry Waters relative to the college's need for \$1.2 million in matching funds for a new building for the Sevier County Campus; also had lunch with a Foundation Trustee in Sevierville and discussed fundraising strategies.
10/26/2016	Talked to Dr. Hurst about select aspects (processes) of the Sevier County Campus capital project and about major bequests from the estates of Harold Pendleton and Mr. Holdway and possible ways to honor both donors.
11/11/2016	Delivered an updated draft of the Dr. Lynn Gilmore Memorial Endowment Scholarship document to Dr. Gilmore's widow, Mary Lynn Gilmore, per her review and corrections. Will meet with her in a few days to make modifications as deemed appropriate and return the document to Dr. Hurst to finalize for the record.
11/28/2016	Worked with Sevier County Mayor Larry Waters on a plan to raise \$1 million as matching funds for the WSCC capital project.
11/29/2016	Communicated with a number of Sevier County leaders regarding the devastating fires that were burning in the mountains and city of Gatlinburg. Offered assistance personally and, on behalf of Dr. Miksa, assistance from the college.
12/13/2016	Spent the day on the telephone with Mayor Waters and other governmental administrators in Sevier County determining the status of our request for \$1 million, in light of the devastating hit Sevier County had taken from the wildfires and the \$500 million plus in losses incurred. Talked with President Miksa about the conversations I had with the Sevier County officials and the strategies which unfolded.
12/15/2016	Met with President Miksa and Vice Presidents Hurst and Pectol and presented an update on fundraising activity in Sevier County related to the matching funds required for a capital project and with respect to the devastating hit Sevier County encountered from the wildfires which resulted in mass devastation throughout the county. Also presented a strategic suggestion which will require follow-up by Dr. Miksa.
12/20/2016	Met with Search Advisory Committee for the Assistant V.P. for College Advancement. Serving on the committee will require follow-up work in ranking and selecting candidates which the committee will recommend to Dr. Hurst and Dr. Miksa.
12/22/2016	Talked with Dr. Miksa, reviewed a letter to Chancellor Gregory requesting a waiver of the matching funds for Sevier County. Talked with County Mayor Larry Waters and city manager of Pigeon Forge Erlene Teaster. Went to the college and picked up applicant file for the position of Assistant Vice President for College Advancement.
12/28/2016 - 1/2/2017	As a member of the college's Advisory Committee for selecting candidates for the position of Assistant Vice President for College Advancement, applied the position criteria against the candidates' application materials and gave each candidate a rating for each criteria. Submitted rankings to the Chairman of the Advisory Committee.

Date	
1/11/2017	<p>Attended a meeting of the Search Advisory Committee for selecting an Assistant Vice President for College Advancement. Worked with committee members in reviewing collective rankings of the candidates and selecting top candidates to recommend to President Miksa.</p>
1/22/2017	<p>To gain an update of college events/activities, ect., listened to a recording of the college's inaugural general meeting for the spring semester, whereby new employees were recognized and President Miksa presented an update of accomplishments/activities from throughout the various college campuses.</p>
1/27/2017	<p>Had discussion with President Miksa about the status of his recommendation to the state that the matching requirement for the college's capital project for Sevier County be waived. Also, we discussed the pros and cons of the Governor's proposal to employ an outside contractor to manage/provide physical plant/maintenance services for the colleges and universities in Tennessee.</p>
2/9/2017	<p>Consulted with Mary Lynn Gilmore via phone about the final design of the Memorial Scholarship Fund established in honor of her and her husband, the late Dr. Lynn Gilmore, V.P. for Student Affairs at WSCC. Went to WSCC to meet with Mrs. Gilmore and Dr. Mark Hurst to sign and execute the final scholarship document, which in the final analysis could reach \$1 million after WSCC receives the final bequest from the Gilmore estates. Met with Dr. Hurst to catch up on various happenings at WSCC including the status of our search for an Assistant Vice President for College Advancement.</p>
2/6-10/17	<p>Attended 3-4 days/nights of the TCCAA Region VII men's and women's basketball tournament hosted by WSCC; while there was some enjoyment involved watching games, I still spent time interacting on behalf of the college with representatives from the other colleges, as well as, trustees and other supporters of WSCC.</p>
3/13/2017	<p>In preparation for the next day's interviews with the top two candidates for the Assistant Vice President for College Advancement, I reviewed/studied the candidate application papers noting areas for possible discussion.</p>
3/14/2017	<p>As a member of the Search Advisory Committee for the Assistant V.P. for College Advancement, spent most of the day interviewing the two finalists/candidates, having lunch and discussing with other committee members and staff, including a conversation with President Miksa.</p>
3/16/2017	<p>At the request of President Miksa, I called Sevier County Mayor Larry Waters to discuss WSCC's capital project. Called Dr. Miksa back for more information. Called Mayor Waters back for more discussion. Texted Dr. Miksa with the requested information.</p>
3/20/2017	<p>Attended and participated in the Executive Committee meeting of the WSCC Foundation.</p>
3/30/2017	<p>As WSCC President Emeritus, served as a member of the Morristown Industrial Board of Directors at a board meeting and subsequently attended, representing the college, a ground-breaking ceremony for a new industry where Governor Haslam was the key speaker.</p>

Date	
4/10/2017	Communicated with President Miksa and Dr. Hurst via text and spoke by phone with Sevier County Mayor Larry Waters concerning the WSCC capital project for the Sevier County Campus. Communicated via text with Dr. Hurst concerning upcoming Foundation event.
4/21/2017	Represented WSCC at a fundraising event sponsored by the Rotary Club for the "Imagination Library".
5/1/2017	Attended the WSCC Foundation Annual Meeting with my wife and Mrs. Mary Lynn Gilmore whom we escorted to the meeting. Mrs. Gilmore has established a Memorial Scholarship in honor of her late husband. Also, at the request of Dr. Hurst and President Miksa, I had a speaking part on the program.
5/3/2017	Completed the President Emeritus Report to be submitted to President Miksa and the Chancellor of the Tennessee Board of Regents.



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr Allen Edwards  
9701 Stone Henge Lane  
Knoxville, TNB 37922

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Pellissippi State Community College for a period beginning July 1, 2017 at a monthly salary of \$2,760.00, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Provide consultation and special assistance to the Pellissippi State President and TBR Chancellor.
  - ❖ Assist college President and staff with campus development, Foundation activity and fundraising.
  - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
  - ❖ Assist as needed with the completion of selected capital projects.
  - ❖ As requested, represent the President and the college at selected functions and professional meetings.





## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for  
Mississippi State Community College Institution(s).

**(Please type your report and attach it to this work sheet)**

I spent at least 477 <sup>FOUR HUNDRED SEVENTY-SEVEN</sup> hours performing the work but less than 120 days.

Allen Edward 5-2-2017  
President Emeritus Date

I have reviewed the work of Allen Edwards for 2016-2017 and  
I am satisfied that it was well performed.

[Signature] 5/2/2017  
President Date

\_\_\_\_\_  
Chancellor Date



May 2, 2017

Dr. L. Anthony Wise, President  
Pellissippi State Community College  
Knoxville TN

Dear Dr. Wise

Thank you, once again, for the privilege to serve Pellissippi State as President Emeritus. I have continued to represent the College as well as I can at public and private events throughout the region and have contributed to the success of a number of international projects with which Pellissippi State has been engaged.

In addition to the major projects, I continue to serve as a member of the Rotary Club of Knoxville where I am also recognized as a representative of the College.

### MAJOR PROJECTS

This year's major projects included a number of international efforts as Pellissippi State continues to lead the way in the USA as the premier community college for international studies.

1. A major effort this year was in organizing a tour for our choir, Variations, in Spain. I arranged for our concerts in Spain by contacting and coordinating with schools in Granada, Malaga, and Seville. In addition, the choir had the wonderful experience of performing in the beautiful church of Hospital de la Caridad in Seville. It was a memorable tour and our choir was met by enthusiastic audiences at every stop.
2. Another major effort was **in applying for and being awarded a visit by a Humphrey Fellow, Dr. Tatevik Gharibyan, during March 2017.** The week-long visit was especially rewarding for me and my wife as we hosted her at our home while she worked at the college.

### CONTINUING EFFORTS

I am fortunate to continue to be invited to attend numerous events on behalf of the institution and enjoy representing the College at many of these events.

At the campus level, I try to spend at least two, and usually four hours a day, four days a week on campus where I can interact with and encourage students. In fact, I spent more than 300 hours on campus during office hours so far this year, plus another 287 hours hosting Humphrey Fellows and traveling with the college choir to Peru. I also continue to take courses at the College where I make many student contacts.

I am also a mentor for the Tennessee Promise program and have worked with 7 students this year as they prepare for their college experience.



My wife and I also host an annual picnic for the French Exchange program which occurs during the spring as we invite 60 guests to our home as a way of welcoming the visitors and thanking those who helped make the visit a successful one.

I also interact with members of the staff of the Tennessee Consortium for International Studies and when asked, give opinions, advice, and encouragement to the work of that important organization.

Again, thank you for the opportunity and the privilege to serve Pellissippi State as President Emeritus. It has been a valuable experience for me and, I believe, has been beneficial to the College in many areas. I have attached a brief log of my time spent on activities for the College during the past year.

Sincerely,

A handwritten signature in cursive script that reads "Allen Edwards". The signature is written in dark ink and is positioned above the printed name.

Allen Edwards  
President Emeritus

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log--AUGUST 2016

Date	Hours	Activities/Accomplishments
8/22-26/16	14	Office hours/Campus
8/30-31/16	6	Office hours/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	20 hours	

President Emeritus Report for Dr. Allen Edwards  
Pellissippi State Community College  
2016-17 Activities/Accomplishments and Time Log SEPTEMBER 2016

Date	Hours	Activities/Accomplishments
9/1-2/16	8	Office hours/campus
9/5-9/16	14	Office hours/campus
9/12-16/16	18	Office hours/campus
9/19-23/16	12	Office hours/campus
9/24-28/16	0	Office hours/campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	52 hours	

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log October 2016

Date	Hours	Activities/Accomplishments
10/10-14/16	5	Office hours/
10/17-21/16	8	Office hours/Campus
10/24-28/16	10	Office hours/Campus
10/31/16	5	Office hours/Campus
TOTAL	28 hours	



President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log November 2016

Date	Hours	Activities/Accomplishments
11/1-4/16	22	Office hours/Conference
11/7-11/16	8	Office hours/Campus
11/14-18/16	10	Office hours/Campus
11/21-25/16	5	Office hours/Campus
11/28-30/16	8	Office hours/Campus
		<b>OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS</b>
TOTAL	53 hours	

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log DECEMBER 2016

Date	Hours	Activities/Accomplishments
12/1-2/16	6	Office hours/Campus
12/5-9/16	14	Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	20 hours	

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log-JANUARY 2017

Date	Hours	Activities/Accomplishments
1/10-13/17	9	Office/Campus
1/17-19/17	9.5	Office/Campus
1/23-27/17	13	Office/Campus
1/30-31/17	6	Office/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	37.5	

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log-FEBRUARY 2017

Date	Hours	Activities/Accomplishments
2/1-3/17	8	Office/Campus
2/6-10/17	12.5	Office/Campus
2/13-17/17	16	Office/Campus
2/20/24/17	12	Office/Campus
02/28/17	2	Office/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	50.5	



President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log-MARCH 2017

Date	Hours	Activities/Accomplishments
3/1-3/17	9	Preparation for Choir Trip to Spain
3/6-11/17	37	Preparation for Choir Trip to Spain; travel to Spain
3/12-18/17	24	Travel with Choir to Spain; chaperone; concert arranger; return to Knoxville
3/20-24/17	12	Office/Campus
3/27-31/17	14	Office/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	96 hours	

President Emeritus Report for Dr. Allen Edwards  
 Pellissippi State Community College  
 2016-17 Activities/Accomplishments and Time Log-APRIL 2017

Date	Hours	Activities/Accomplishments
4/2-8/17	66	Hosted Humphrey Fellow, Dr. Tatevik Gharibyan for the wee.
4/10/14/17	18	Picnic for French; office/campus
4/17-21/17	16	Campus/Office
4/24-28/17	16	Campus/Office
04/10/16	6	Campus/Office
TOTAL	122	







THE COLLEGE SYSTEM  
of TENNESSEE

RECEIVED  
Office of the President

MAY 24 2017

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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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Southwest Tennessee Community College

TO: Dr Nathan Essex  
560 Kenrose Street  
Collierville, TN 38017

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Southwest Tennessee Community College for a period beginning July 1, 2017 at a monthly salary of \$3533.20, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Fund raising for...
  - ❖ Consultation with president, as requested;
  - ❖ Consultation for the Tennessee Board of Regents (TBR), as requested;
  - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
  - ❖ Assist as needed with the completion of selected capital projects.
  - ❖ As requested, represent the President and the college at selected functions and professional meetings.



# President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

Southwest Tennessee Community College Institution(s).

*(Please type your report and attach it to this work sheet)*

I spent at least 251 hours performing the work but less than 120 days.

Nathan L Essex  
President Emeritus

5-9-17  
Date

I have reviewed the work of Nathan L. Essex for 2016-2017 and I am satisfied that it was well performed.

Ray D Hall  
President

5/24/17  
Date

\_\_\_\_\_  
Chancellor

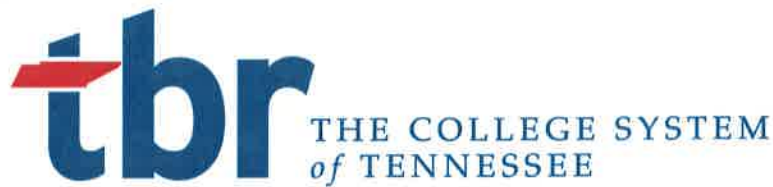
\_\_\_\_\_  
Date

## **EMERITUS ACTIVITY REPORT 2016-17**

**Nathan L. Essex**

- ❖ **Attended and participated in planning sessions for the proposed IRT facility at Southwest**
- ❖ **Attended Southwest Community College events**
- ❖ **Met with Institutional Advancement personnel and committed to fund an endowed academic scholarship for deserving students at Southwest**
- ❖ **Promoted Southwest in my church, community and the City of Memphis**
- ❖ **Recruited students through Tennessee promise**
- ❖ **Recruited and continue to recruit students including adults**
- ❖ **Advised and referred parents to appropriate Southwest personnel to assist them with various issues**
- ❖ **Conducted a leadership seminar for Maxine Smith Fellows**
- ❖ **Mentored three Maxine Smith Fellows**
- ❖ **Assisted and advised one fellow who received a major promotion to the position of provost at a non-TBR institution**
- ❖ **Attended project presentations by Maxine Smith Fellows; provided timely feedback regarding each presentation at Chattanooga State Community College**
- ❖ **Attended the closing banquet for the fellows; made a presentation on my relationship with the late Dr. Maxine Smith**
- ❖ **Closed Banquet with a personal and career challenge to all Maxine Smith Fellows**
- ❖ **Met with Institutional Advancement personnel to submit final payment for the pledge to the Nursing, Natural Sciences and Bio-Tech Facility**
- ❖ **Continued mentoring activities with one fellow subsequent to the completion of the 2016 program (currently advising this fellow)**





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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. A. Frank Glass  
218 Lakewood Drive  
Tullahoma, TN 37388

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Motlow State Community College for a period beginning July 1, 2017 at a monthly salary of \$ 1,971.90, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Provide advice and counsel to the president of MSCC;
  - ❖ Assist with the MSCC foundation fund raising and alumni activities;
  - ❖ Be actively involved in community relations and other activities on behalf of MSCC;
  - ❖ Provide other services and/or support as may be requested by the president of MSCC, the Tennessee Board of Regents, and the Tennessee Higher Education Commission;
  - ❖ Attend professional meetings, such as AACCC, SACS, etc., as requested.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit).







**MOTLOW STATE  
COMMUNITY COLLEGE**

**President Emeritus**

A. Frank Glass  
218 Lakewood Drive  
Tullahoma, TN 37388  
(931) 455-6631

**MEMORANDUM**

TO: Mickey Sheen, Manager of Paralegal Services  
FROM: Dr. A. Frank Glass  
SUBJECT: President Emeritus Work  
DATE: 5/4/17

I am responding with regard to work performed as President Emeritus of Motlow State Community College. During the fiscal year of 2016-17, I met several times with Dr. Kinkel to support him on numerous topics such as fundraising, accreditation, dual enrollment, faculty/staff recruitment, reimagining the organization, etc. We also corresponded via text, phone calls, and email many times regarding these topics.

I serve as a Trustee of the Motlow College Foundation, and I attended Foundation meetings and socials.

I attended the retirement reception for faculty and staff members of the College.

I organized and attended the President's seminars that include all former presidents of MSCC and Dr. Kinkel. During these meetings, the former presidents provide historical college data and support to Dr. Kinkel. Dr. Kinkel provides us with current information on Motlow, as well as state and national educational trends.

I continue to serve as a member of the Tullahoma Vision Scholarship Committee. I was involved in reviewing applications, ranking all applicants, and meeting with the committee to select the finalist.

I continue to talk to parents and students in our area about the benefits of attending Motlow.

I helped secure sponsors, teams, and participated in the golf tournaments that supported the Motlow College Foundation.

I called and visited current and former faculty and staff when they or their families were having health issues or passed away.

I helped recruit faculty and staff for the college. On one occasion, I had lunch with a prospective staff member and Dr. Kinkel in Smyrna.

I served as Chairman of the Naming Committee for the original Smyrna building.

I attended the first Motlow Alumni Road Show in Tullahoma.

I continue to be active in community activities and represent Motlow as President Emeritus. Many times I have introduced Dr. Kinkel to local residents at these activities.

## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

Mallow State Community College Institution(s).

**(Please type your report and attach it to this work sheet)**

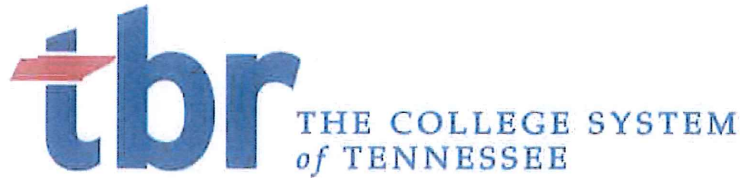
I spent at least 175 hours performing the work but less than 120 days.

Frank Glass \_\_\_\_\_ 5/4/17 \_\_\_\_\_  
President Emeritus Date

I have reviewed the work of Dr. Frank Glass for 2016-2017 and I am satisfied that it was well performed.

Anthony G. Kunkel \_\_\_\_\_ May 4, 2017 \_\_\_\_\_  
President Date

\_\_\_\_\_  
Chancellor Date



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. Rebecca Hawkins  
1002 Claremont Drive  
Columbia, Tennessee 38401

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Columbia State Community College for a period beginning July 1, 2017 at a monthly salary of \$2,532.00, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Attend and participate in college and foundation sponsored functions;
  - ❖ Assist the college foundation with fund raising activities and events;
  - ❖ Provide advice to perspective students and families;
  - ❖ Promote higher education, the TBR, and Columbia State on a continuous basis;
  - ❖ Continue distribution of the "Red Letter Day in the Life of Maury County" documentary video DVD and trailer. Continue seeking invitations to give presentations of the documentary video in various community venues.



## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

Columbia State Community College Institution(s).

(Please type your report and attach it to this work sheet)

See Attached

I spent at least 290 hours performing the work but less than 120 days.

R. Rebecca Huntley  
President Emeritus

May 15, 2017  
Date

I have reviewed the work of R. Rebecca Huntley for 2016-2017 and  
I am satisfied that it was well performed.

[Signature]  
President

5.18.17  
Date

\_\_\_\_\_  
Chancellor

\_\_\_\_\_  
Date

*O. Rebecca Hawkins*

*1002 Claremont Drive Columbia, Tennessee 931.840.6136 rhawkins@charter.net*

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*President Emeritus Report – 2016-2017*

*Review of Functions Performed:*

*1. Attend and participate in college and foundation-sponsored functions.*

Since my report in spring, 2016, I have attended/participated in or will prior to June 30, 2017, the following college and foundation-sponsored functions:

- May 10 – Met with President Janet Smith to assess previous year's President Emeritus duties/activities and set upcoming year's objectives.
- May 19 – Wrote letter to support Anne Scott's application for Director of the Library.
- June 8 – Met with Allied Health Building Committee chaired by President Smith to secure local funding and state support for a new Allied Health building on the Columbia campus. Selected legislators were invited to join the conversation.
- June 22 – Attended the Grand Opening for the new Columbia State Williamson County campus.
- June 22 – Attended the Columbia State Foundation Board meeting held at the Williamson County campus.
- July 16-17 – Served as a volunteer for RAM (Remote Area Medical) held at Whittorne Middle School.
- August 25 – Attended closing ceremony for art exhibit in Pryor Art Gallery.
- September 9 – Attended Columbia State Foundation Board meeting.
- September 19 – Took Dr. Pryor to visit the exhibit in the Pryor Art Gallery.
- September 20 Attended retirement party for Dr. James Senefeld.
- September 27 – Attended Polk Home lecture on Mark Twain presented by Dr. James Senefeld.
- September 29 – Attended Performance Series in Cherry Theater.
- October 3 – Attended 96<sup>th</sup> birthday luncheon for Dr. Pryor.
- October 7 – Met with and counseled young professional woman regarding her career and future career path in higher education fund raising.
- October 13 – Attended art gallery reception for artist and community friends.
- October 20 – Attended and participated in a celebration of her life and tribute for Mary Ann Roberts at the Lewisburg campus. This was a family, community friends, college, and foundation friends gathering.
- November 3 – Attended Performance Series in Cherry Theater.

- December 1 – Attended Pryor Art Gallery reception for artist (digital art) and attended the Performance Series in Art Gallery.
- December 7 – Attended my last meeting as a board member of the Maury Regional Health Care Foundation and was honored for my years of service and two-year chairmanship of the board.
- December 13 – Attended Grand Opening of the new NHC/Maury Regional Transitional Care facility.
- December 14 – Attended Columbia State Foundation Board meeting.
- December 19 – Arranged for and co-hosted with Michele Wilkinson an “Art Walk” of the digital art exhibit in the Pryor Art Gallery for my Cosmopolitan Book Club members. The artist was there to give explanations and answer questions.
- January 2 – Attended visitation and funeral service for Jean Sands, wife of Columbia State’s second president, Dr. Paul Sands.
- January 8 – Attended visitation and Celebration of Life service for Colene Dooley, one of Columbia State’s first students in 1966-67 and an interviewee for 50<sup>th</sup> anniversary documentary, “Red Letter Day.....”
- January 21 – Attended visitation and funeral service for Virginia Meece, long-time friend and supporter of Columbia State. Virginia was a Patron of the Performance Series, regularly attended the series for several years, and recognized Columbia State in her estate plan and will.
- January 27 – Attended Columbia State’s annual Legislators and Community Leaders breakfast.
- February 16 – Attended Performance Series in Cherry Theater.
- March 8 – Attended Columbia State Foundation meeting.
- March 16 – Attended Performance Series in Cherry Theater and Patrons’ Reception hosted by Foundation after the performance.
- March 21 – Presented “Red Letter Day...” documentary and spoke at the Students Club.
- March 23 – Attended Celebration of Life for Mart Austin, retired faculty member, hosted by his wife Ginny in the Pryor Art Gallery.
- May 6 – Attended reception hosted by President Smith for President’s Leadership Society students prior to commencements.
- May 15 – Wrote letter to support Bill Williams’ application for teaching position in Film Crew Technology program.

2. *Assist the college foundation with fund raising activities and events.*

- I have continued to support the musical Performance Series by being a platinum level patron, purchasing tickets and attending the annual series of performances. I also encourage others to become patrons and still others to purchase tickets and attend.



- I continued to support the Boosters' Club with an annual membership contribution. I have also made gifts to memorial scholarship funds.
- I worked with Dr. Pryor on establishing the parameters for his Emergency Scholarship Fund by researching for him these types of funds at other community colleges.
- I continued to work with Mr. Tim Woods of CHS on completing the installation of the track and field components that we raised funds to support by working with Mr. Bill Marbet. I previously had engaged Bill to volunteer his in-kind services for installation of field components at the Columbia State track.

3. Provide advice to perspective students and families.

I continue my residency in Columbia and Maury County. In fact, I am downsizing my home by building a new smaller home in Columbia and selling my home of 20 years. I continue to be engaged as a member of civic organization and community boards and committees. I am also actively engaged in my Methodist church and a book club society. Being actively engaged in the community gives me lots of opportunities to consult with and answer the questions of families and their children about higher education and, in particular, Columbia State. The Tennessee Promise scholarship program brings a good number of questions. When I don't feel competent to answer families' questions I refer them and potential students to the appropriate staff at the college, sometimes initiating the contact myself.

The Zion Academy student who wished to enter the Film Production Technology Program at the Williamson campus and who I was assisting by scheduling a campus/program visit has now changed her career aspirations from film crew technology to script writing. Her desire to enter Columbia State's film production program has changed. I am continuing to consult with the family and am encouraging her to consider her first two years at Columbia State as a Tennessee Promise student.

4. Promote higher education, the TBR, and Columbia State on a continuous basis.

As stated before, I am actively engaged in the community primarily through my continuing community service and volunteerism. This allows me to serve as an ambassador for the college and TBR.

I continue to present the "Red Letter Day..." documentary film to groups in the community as well as generously give copies to individuals and groups who

wish to have commemorative copies. People are proud to have Columbia State in south Middle Tennessee and particularly Columbia. They are curious as to current enrollments, Tennessee Promise, the number of campuses and locations, the types of students who attend, etc. I love the opportunity to answer their questions and talk about Columbia State.

This past year, of course, people have been curious about the separation of the universities, community colleges, and colleges of applied technology and what that means to the schools and TBR. This year, people's questions will likely go to the newest opportunity just approved by the General Assembly that provides scholarship funding for adults entering or returning to college through the community colleges and colleges of applied technology.

As of December, 2016, I have completed my tenure on the Maury Regional Health Care Foundation Board (due to hitting the magic age of 75). I will remain relatively active with the board as an honorary board member. This closes a 17-year period of being actively engaged with Maury Regional Medical Center as an Advisory Board member and a member of the Maury Regional Health Care Foundation. In the fall, I plan to begin serving Maury Regional as a member of the auxiliary. Maury Regional serves our southern Middle Tennessee area with highly awarded medical and health care services. MRMC has partnered with Columbia State for many years. I want to continue providing my support to Maury Regional.

5. Continue distribution of the "Red Letter Day in the Life of Maury County" documentary video DVD and trailer. Continue seeking invitations to give presentations of the documentary video in various community venues.

As the college's 50<sup>th</sup> anniversary celebration came to a close in the spring, 2016, requests for presentations by community groups began to slow down. I have continued to do some presentations and distribute copies of the DVD to organizations and individuals who provided support for creating the documentary and to others who wish to have commemorative copies.

At the Legislators and Community Leaders Breakfast in January I enjoyed sitting and chatting with Destiny Seaton, President's Leadership Society student. In our conversation, I learned that Destiny's grandmother, Whitney Seaton, was a student in Columbia State's start-up year, 1966-1967, when classes were conducted in downtown Columbia. A few days later, I wrote Destiny and sent her a copy of her grandmother's class picture in the college's first yearbook along with a DVD copy of the documentary. I received thank you notes from Destiny and her grandmother. Later in the spring, I was

especially pleased to learn that Destiny was to be one of the college’s two student commencement speakers on May 6. Getting to know Destiny and her grandmother is just one illustration of how producing the “Red Letter Day...” documentary has enriched my life and opened doors to new relationships and friendships for both myself and Columbia State.

6. *Assist the college and serve on the college foundation committee to secure local funding and state support for a new Allied Health building on the Columbia campus that supports South Central Middle Tennessee.*

I have attended and participated in meetings hosted by President Smith to explore ways to secure the local funding required to match state funding for a new Allied Health building. We explored both local public and private sources of funding as well as best ways to influence state political leaders to secure their support in ushering the project through the state funding process. As a result of the committee’s efforts and those of Dr. Smith and Bethany Lay a good portion of the local matching funds have been pledged.

O. Rebecca Hawkins  
President Emeritus  
Columbia State Community College



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**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS**

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**TO: Dr. Carl Hite  
314 Settlers View Rd.  
Townsend, TN 37882**

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Cleveland State Community College for a period beginning July 1, 2017 at a monthly salary of \$2,612.08, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - ❖ Orientation, consultation and advisement to the Chancellor of the Tennessee Board of Regents;
  - ❖ Consultation for Cleveland State;
  - ❖ Attend selected Cleveland State campus and off-campus activities, including athletic events, alumni events, etc.;
  - ❖ Attend professional meetings, such as AASCU, SACS, etc., as requested or by mutual agreement.;
  - ❖ Provide other services and/or support as may be requested by the Tennessee Board of Regents, or the Tennessee Higher Education Commission;



## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

CLEVELAND STATE C.C. Institution(s).

**(Please type your report and attach it to this work sheet)**

I spent at least 157 hours performing the work but less than 120 days.

 5/7/2017  
President Emeritus Date

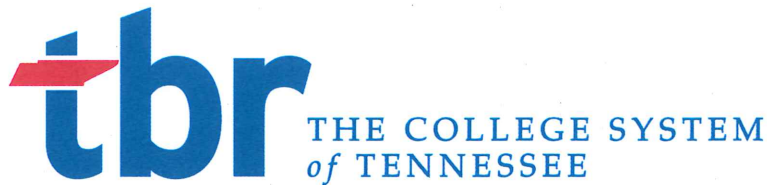
I have reviewed the work of Dr. Carl Hite for 2016-2017 and I am satisfied that it was well performed.

 5-15-17  
President Date

\_\_\_\_\_  
Chancellor Date

**President Emeritus Report**  
**Dr. Carl M. Hite**  
**2016-2017**

1. Will be presenting at the annual Community Colleges of Appalachia Conference in June 2017. CLSCC is a member of that organization.
2. Worked with the National Alliance of Community and Technical Colleges on refining and distributing two manuscripts (both deal with developmental education) prepared by Dr. Robert McCabe, former President of Miami Dade College and former Executive Director of the Alliance who unfortunately passed away in December of 2015. CLSCC has been a member of the Alliance, and I was a former Chairman of the Board.
3. Met with Dr. Jackson Sasser, President of Santa Fe College (recent winner of the Aspen Award for Community College Excellence in 2015) to discuss what the College did to earn that recognition.
4. Was invited to meet virtually with math faculty at SFC concerning CLSCC's award-winning math program.
5. Will be meeting with Dr. Brian Noland, President of ETSU and Dr. Rich Rhoda, Interim Dean of the College of Education, ETSU, in June to discuss their program for future college administrators and how it can be modified to attract more out-of-state students.
6. Conducted research looking at trends, both in and outside of higher education, which may impact higher education in the future. I read and took notes from a variety of sources including the internet, newspapers, videos, magazines, TED TALKS, YOU TUBE, KHAN ACADEMY, state and federal reports, actions of state and federal government agencies, and books. Particularly helpful sources were newsletters that dealt with the medical field and the retail field, both with many practices applicable to higher education. Also looked at highly successful businessmen such as Bill Gates and Warren Buffet to identify successful businesses to see which of their practices might be applicable to higher education.
7. In process of scheduling a presentation with Tennessee Community College Presidents (if possible) to share some of my research findings and implications for higher education in Tennessee before June 30, 2017.
8. Met several times with the Director of the Higher Education Institute at the University of Florida to review their programs as they relate to the preparation of administrators for careers in community colleges.
9. Met with the Dean of the College of Education at the University of Florida to discuss their Bellwether and Legacy Award Program. CLSCC was the only community college in the country to win both awards.



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. William Locke  
2800 Anderson Bend Road  
Russellville, TN 37860

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Northeast State Community College for a period beginning July 1, 2017 at a monthly salary of \$2,531.50, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - Participate with the Northeast State Community College video production staff in the development of a video which supports the college's capital campaign for the Technical Education Complex and the development of a second video to use for marketing purposes for the College.
  - Serve to maintain and build positive relationships between the college and governmental, business/industrial, and community organizations.
  - Promote the value of higher education, the Tennessee Board of Regents, and Regent's institutions located in northeast Tennessee.
  - Serve as a consultant to the Kingsport Chamber of Commerce on matters concerning education and workforce development.
  - Support initiatives of the Northeast State Community College Foundation.





## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

Northeast State Community College Institution(s).

**(Please type your report and attach it to this work sheet)**

(Please see attached report.)

I spent at least 152 hours performing the work but less than 120 days.

William W Locke  
President Emeritus

May 12, 2017  
Date

I have reviewed the work of William W Locke for 2016-2017 and  
I am satisfied that it was well performed.

James H. Yellin  
President

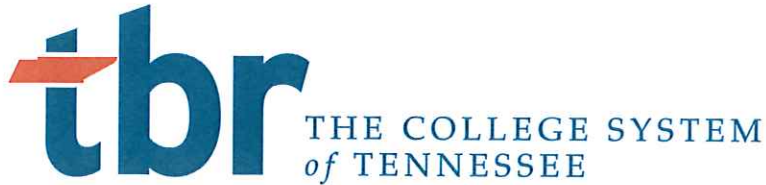
5-18-17  
Date

\_\_\_\_\_  
Chancellor

\_\_\_\_\_  
Date

Functions Performed by William W. Locke as President Emeritus of  
Northeast State Community College During the 2016-2017 Year

- Served as a board member of the Alliance for Business and Training which has a significant relationship with the college in the area of workforce development training
- Maintained and established positive relationships with between the college and governmental/ business/industrial and community organizations
- Participated in selected meetings of educators, elected officials, and business leaders to discuss regional educational opportunities
- Met with and advised parents and their children and other adult learners about making a Tennessee Board of Regents institution as their first choice for attending a college and referred these individuals to appropriate personnel at the respective Regent's institutions
- Participated with representatives of the Kingsport Chamber of Commerce and the City of Kingsport in making presentations to representatives of organizations seeking to learn more about the City of Kingsport's higher education initiatives
- Participated with local officials in meeting with representatives of organizations which expressed an interest in expanding and/or locating a new business/industry in Sullivan County
- Served as a consultant to the Kingsport Chamber of Commerce on matters affecting education and workforce development within the region
- Supported initiatives of the Northeast State Community College Foundation and the Walters State Community College Foundation
- Served as an advisory board member of the Sullivan County Tennessee Promise program
- Attended a luncheon hosted by the college president at which a video was developed for use in marketing the college and the college's 50<sup>th</sup> anniversary
- Served as an advisor to the Sullivan County mayor regarding the development of higher education initiatives within Sullivan County



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. Walter Nelms  
80 Quiet Dale Drive  
Jackson, Tennessee 38305

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Jackson State Community College for a period beginning July 1, 2017 at a monthly salary of \$1,648.00 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - a. Participate in graduation exercises by attending in academic regalia and being seated on the stage with other invited dignitaries.
  - b. Represent and support JSCC throughout the service area of the college, including but not limited to serving as liaison with civic community and area leaders.
  - c. Accompany the current college President on fund raising calls to community and area leaders.
  - d. Provide advice and counsel to the current college President.
  - e. Represent Jackson State by his presence and participation in other ceremonial functions, including but not limited to receptions, public activities, and academic celebrations as requested.

- f. Act as a college ambassador at college events throughout the year as requested.
  - g. Provide assistance to the Director of Institutional Advancement to support capital and scholarship campaign activities and planned giving events as appropriate.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
  6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
  7. This agreement may be terminated without prior notice.
  8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
  9. You are required to notify the President should you become employed at another state agency/institution.
  10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 98.9 hours.

I accept the appointment described above under the terms and conditions set forth.

*[Signature]* 5/11/17  
 APPOINTEE DATE

**An Equal Opportunity/Affirmative Action Employer**

*Allana Hamick* 5/17/17  
 PRESIDENT DATE

\_\_\_\_\_  
 CHANCELLOR DATE

## President Emeritus Report 2016-2017

During this fiscal year, I performed the following functions (attached) for

Jackson State Community College Institution(s).

*(Please type your report and attach it to this work sheet)*

I spent at least 100 hours performing the work but less than 120 days.

Robert Adams

President Emeritus

5/14/17

Date

I have reviewed the work of Walter L. Nelms for 2016-2017 and I am satisfied that it was well performed.

Allana Hamickton

President

5/17/17

Date

\_\_\_\_\_  
Chancellor

\_\_\_\_\_  
Date



REPORT FOR PRESIDENT EMERITUS ACTIVITIES  
FOR 2016-2017

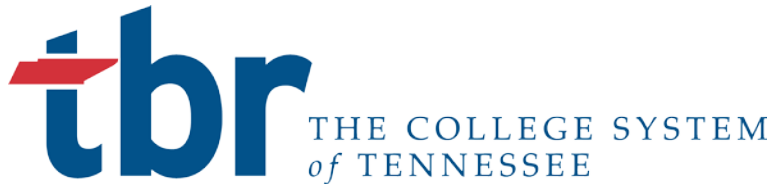
In fulfillment of the agreement for part-time employment as President Emeritus of Jackson State Community College for 2016-2017 year, I have performed the contracted duties in much the same manner as I have in previous years.

- A. I attended the graduation exercises for 2016, but with Dr. Blanding's agreement, did not actively participate due to physical mobility problems which would have detracted from the exercises. I was publicly recognized.
- B. I represent JSCC at many activities throughout the service area and with several different groups with whom I interact. On a regular basis, I talk with students about the programs of study at JSCC and the advantages of attending the institution. With many other individuals and groups, I have the opportunity to support Tennessee higher education in general and JSCC in particular. I believe one of my primary responsibilities is to support Tennessee higher education in every way I have opportunity.
- C. I serve on the JSCC Foundation Board of Directors, and in that capacity I talk with individuals about financial support. I am always available to assist the President of JSCC in any way.
- D. I have, when asked, provided advice and counsel to the College and members of the College staff. I believe I maintained a healthy and supportive relationship with President Blanding as well as the members of the college staff. I anticipate the same relationship with President Hamilton.
- E. I attend many College functions during the year.
- F. I have assisted and been supportive of the activities of the Director of Institutional Advancement to support capital and scholarship activities.

I try to be supportive of all aspects of JSCC on campus and throughout the community, and I also make an effort to be available when needed and out of the way when not needed. I believe I have fulfilled my agreement as President Emeritus of Jackson State Community College.



Walter L. Nelms  
President Emeritus



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NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR  
PRESIDENT EMERITUS

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TO: Dr. Wade Powers  
1287 Dobbins Pike  
Gallatin, Tennessee 37066

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Northeast State Community College and Volunteer State Community College for a period beginning July 1, 2017 at a monthly salary of \$1,496.67 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2017 to June 30, 2018. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
  - For Northeast State Community College:
    - Participate with the Northeast State Community College video production staff in the development of a video which supports the college's capital campaign for the Technical Education Complex and the development of a second video to use for marketing purposes for the College.
    - Review Capital Campaign marketing materials for Technical Education Complex.
  - For Volunteer State Community College (VSCC), Dr. Powers will work with the president by offering advice and counseling regarding the Foundation,





## PRESIDENT EMERITUS REPORT

2016 – 2017

### **During this fiscal year I have performed the following functions for Northeast State Community College.**

Advised with the President concerning the Foundation as requested.

Served as a member of the President's Trust.

Visited campus and met with campus personnel to review events during my presidency.

Participated in on campus announcement of iPad initiative for students.

Met with campus personnel concerning various projects.

Participated in on campus 50<sup>th</sup> Anniversary celebration.

### **During this fiscal year I have performed the following functions for Volunteer State Community College.**

Served as a member of the Foundation Board of Trustees.

Served as a member of the Executive Committee of the Foundation.

Served as a member of the Past Chairs of the Foundation.

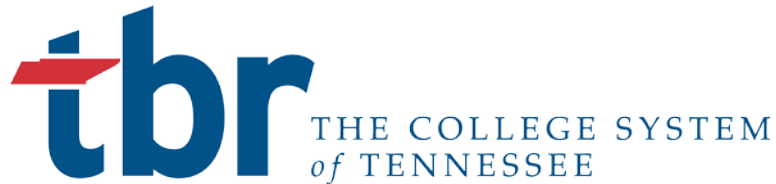
Served as a member of the Nominating Committee of the Foundation.

Attended Foundation functions and meetings.

Served as a consultant on Institutional Effectiveness as requested

I have spent at least 103 hours on these functions but less than 120 hours





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BOARD TRANSMITTAL

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MEETING: June 2017 Quarterly Board Meeting

SUBJECT: Appointments Reporting to the Chancellor

DATE: June 23, 2017

PRESENTER: Flora Tydings, Chancellor

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approve

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In light of the changes from the FOCUS Act, changes in our mission to be a comprehensive community and technical college system, and the recent reassignment of Executive Vice Chancellor and Interim Vice Chancellor for Student Success, the following appointments are recommended for your consideration:

Interim Vice Chancellor for Student Success - Dr. Heidi Leming (resume attached)

Executive Vice Chancellor for Policy & Strategy – Dr. Russ Deaton (resume attached)

Informational Only:

Special Assistant to the Chancellor – Dr. Lynn Goodman (resume attached)

# Heidi Scheusner Leming, Ph.D.

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615-366-3948 (O) ▪ hleming@tbr.edu ▪ 1 Bridgestone Park, Nashville, TN 37214

## Education

**Ph.D. Higher Education**, Institute of Higher Education, University of Georgia, 2013.

Dissertation: How STEM Policy Innovations Rise to the State Higher Education Governance System's Agenda During a Period of Economic Crisis: An Analysis of Three States

**M.A. Ed. Higher Education and Student Affairs**, Virginia Polytechnic Institute and State University, 2002.

Thesis: Emotional Intelligence among Leaders and Members of Campus Organizations

**B.S. Mass Communications**, emphasis in public relations, Moorhead State University, 1996.

## Student Affairs Experience

**Associate Vice Chancellor for Student Affairs**, May 2017 – to present

**Assistant Vice Chancellor for Student Affairs**, August 2014 – April 2017

*Office of Academic Affairs, Tennessee Board of Regents*

- Serve as the System Office's Assistant Vice Chancellor for Student Affairs and a member of the Academic Affairs Office. Charged with oversight for professional staff in the student service functions at 13 community colleges and 6 universities and 27 technical schools, serving approximately 200,000 students.
- Serve as the strategy leader for TBR's strategic plan objective: Community, Belonging, and Inclusion. Responsible for the development of initiatives to address student inclusion in high impact practices, including a focus on diversity initiatives for retention and academic success.
- Serve as TBR's Title IX Coordinator. Responsible for coordination of the Annual State Report on Title IX, coordinate resources and training for TBR, and serve as primary point of contact for campus Title IX coordinators.
- Coordinate working groups on system-level policy development, coordination of system training, and coordination of annual reports and resources for the following professional sub-groups: admissions/records, financial aid directors, disability services, conduct officers, international education/study abroad, residence life and housing directors, library deans and directors.
- Serve as advisor for Student Government Presidents Council, an advisory group comprised of SGA Presidents from each campus which meets quarterly to discuss campus issues.
- Serve as the liaison and primary coordinator for the Student Affairs Subcouncil, an advisory group comprised of Student Affairs Vice Presidents from each campus which meets quarterly to review policy recommendations and discuss campus issues.
- Member of Legislative Review Team, Academic Affairs Subcouncil, Student Affairs Subcouncil, Faculty Subcouncil, Student Engagement, Retention, and Success Grant Committee, Accessibility Task Force, Campus Safety Task Force, Community College Athletic Task Force, and various Tennessee Higher Education Commission grant review committees.
- Ex-officio Member of Volunteer Tennessee Advisory Board.

### *Selected Accomplishments During Tenure:*

- Chair TBR Accessibility Task Force focused on increasing access to electronic learning resources and administer tracking of institutional performance on campus accessibility work.
- Coordinate TBR High Impact Practice team participation in two AAC&U High Impact Practices Summer Institutes, developed nine high impact practice taxonomies, provide system-level faculty training on select high impact practices, coordinate TBR's tracking of student participation in high impact practices.
- Secured Corporation for National and Community Service (CNCS) funding for four AmeriCorps VISTA members to work on low-income student initiatives for TBR institutions.
- Secured corporate funding to provide free online financial literacy training for TBR institutions.
- Secured state funding for the development and implementation of volunteer service hour record management system (SRVC) for students and community organizations.
- Coordinated statewide convening with community colleges, technical colleges, and universities to

identify additional support mechanisms for low-income students, March 2016.

- Coordinated first state-wide conference on Sexual Assault and Relationship Violence, January 2015.
- Coordinated first state-wide campus climate survey on sexual assault and relationship violence, Spring 2015.

### **Vice President for Student Affairs, March 2012 – June 2014**

#### *Office of Student Affairs, College of Coastal Georgia*

- Served as the chief student affairs officer with direct supervisory responsibility over professional staff members in diversity and inclusion, student life, recreation and wellness, counseling and disability services, health center, residence life, judicial programs, career services, student publications, and student life at the extended campus in Camden, Georgia.
- Served as a member of the President's Cabinet and as the student affairs representative to the University System of Georgia's Vice President for Student Affairs Advisory Council.
- Oversaw a combined student activity fee budget of \$485,000; a combined operating budget for the division in excess of \$1.1M; an auxiliary budget for residence life totaling approximately \$1.3M; and grant and foundation accounts.
- Served as the chair for the Student Affairs Council, which has responsibility for providing recommendations on student related policies and recognition of student organizations.
- Served as chair of the Behavioral Intervention Team and work collaboratively with campus police, residence life, academic affairs, and counseling in the assessment of students referred for behavioral concerns.
- Served as advisor to the Student Government Association and chair the Student Activity Finance Committee, which has responsibility for approving all student activity fee budgets.
- Served as a member of campus-wide committees including: Student Fee Committee, Athletic Fee Committee, Student Services Committee, Complete College Georgia Planning Committee, Strategic Planning, Academic Integrity Committee, Emergency Response Preparedness Committee, and Advisement Committee.
- Provided senior-level leadership for institutional effectiveness, enrollment and retention initiatives, emergency and other institutional communications.

#### *Selected Accomplishments During Tenure:*

- Secured a \$25,000 University System grant for an African-American Male Summer Bridge Program.
- Created the college's Office of Diversity and Inclusion.
- Provided oversight for the construction of a low-ropes course, sand volleyball courts, outdoor pavilion, putting green, and recreation room.
- Created the College's first Student Affairs Awards Ceremony.
- Coordinated the College's first International Culture Festival with local non-profit co-sponsors.
- Chaired and coordinated efforts to implement the college's first freshmen common reading program.
- Selected to serve as institutional representative to University System of Georgia's Emerging Leader Institute (ELI), an executive leadership training program.

### **Assistant Vice President for Student Life, June 2011 – March 2012**

#### *Office of Student Affairs, College of Coastal Georgia*

- Provided oversight for the functional areas of student activities, recreation and fitness, counseling, disability services, health center, career services, student government, judicial affairs and student life at the extended campus in Camden, Georgia.
- Provided oversight for a combined student activity fee budget of \$485,000 and responsible for the allocation of student activity fees to student organizations.
- Attended President's Cabinet meetings as needed and served as the institutional representative for state-wide advisory committees for judicial affairs and student affairs. Served as a volunteer adviser with the University System of Georgia's Student Advisory Council, which is comprised of Student Government Presidents from each of the 31 institutions in the State of Georgia.
- Served as chair of the Behavioral Intervention Team and work collaboratively with campus police, residence life, academic affairs, and the counseling in the assessment of students referred for behavioral concerns.
- Served on various campus committees including: Student Activity Fee Committee, Strategic Planning Committee, Recreational & Intramural Fee Committee, Student Services Committee, and Student Affairs

Council.

- Served as a member of the senior staff on-call rotation for residence life, offering consultation services to staff and responded to emergencies as necessary.
- Worked collaboratively with the Assistant Vice President for Enrollment Management in the orientation and transition of students to the college.

*Selected Accomplishments During Tenure:*

- Revised student code of conduct to address needs of a residential campus and created a formal judicial process – serving as the primary judicial hearing officer for campus.
- Developed a multicultural program series.
- Enhanced student governance through the creation of senator positions on both campuses.
- Created an Interfaith Council comprised of local ministers to discuss spiritual needs of students.
- Provided leadership for the development of a Welcome Week calendar of events and the College's first Parents/Family Weekend.
- Developed the operational procedures for the College's first student center and student health center.

**Student Affairs Doctoral Intern, June 2010 – May 2011**

*Office of Student Affairs, Board of Regents, University System of Georgia*

- Served as liaison between regents and student life professionals within the System.
- Served as the advisor to student advisory council (comprised of student government presidents from each of the systems' 35 institutions) and planned quarterly meetings for members.
- Conducted research on student affairs, enrollment, and financial aid policies for associate vice chancellor of student affairs.
- Compiled and edited information for student affairs practitioners on System policies and procedures.
- Coordinated training and conference opportunities for vice-presidents of student affairs and student life directors.

**Doctoral Research Assistant, August 2009 – May 2010**

*Office of Institutional Effectiveness, University of Georgia*

- Wrote sections of the literature review for the Quality Enhancement Plan focused on first-year seminars.
- Edited principles of compliance for the University's re-affirmation of accreditation.
- Served as a member of the Literature Review and Quality Enhancement Plan subcommittees.

**Director of Student Life and Leadership, July 2006 – August 2009**

*Division of Student Affairs, Austin Peay State University*

- Responsible for the assessment, design, promotion, and production of social, recreational, cultural, and educational student programs and activities that support the University's mission.
- Coordinated the development of annual goals, objectives, and budgets for the Office of Student Life and Hispanic Cultural Center related to the Strategic Plan.
- Supervised five professional staff members and two graduate assistants responsible for the areas of Greek Life, service, leadership development, programming, student organizations, organization budgets, and the Hispanic Cultural Center.
- Provided leadership in student organization disciplinary matters to maintain compliance with Tennessee Board of Regents, university policies, and state laws including risk management, hazing, security, and contract negotiations.
- Provided leadership for the coordination of student organization registrations, maintenance of student organization records, correspondence, allocation of student fees, and event registration processes.
- Provided leadership and coordination for Homecoming events in collaboration with the office of Alumni Relations.
- Collaborated with the Office of International Education, Women's Studies Program, African American Cultural Center, First-Year Experience and academic departments on educational programming related to specific content areas and heritage months.

- Served on various campus-wide committees including Orientation, Summer Welcome, International Education, and major program planning groups.

*Selected Accomplishments During Tenure:*

- Created and advised the Gops Organization Council (governing organization with oversight for all student organizations) and a student budget allocation committee.
- Created and facilitated a formal leadership program including the “AP Leadership Series” and “G.O.L.D.” – a four phase emerging leader program.
- Created a monthly non-traditional student breakfast where students gave input on University services tailored to their specific needs. Initiative led to the creation of a non-traditional student webpage and events.
- Oversaw the campus-wide book club program titled, “The AP Read” which was adopted by the First-Year Seminar program as a course requirement in Fall 2009.
- Developed a grant proposal for a peer mentor program and additional retention initiatives for the Hispanic Cultural Center with a commitment from the Tennessee Board of Regents for \$13,000.

**Director of Student Activities and Leadership Programs, July 2002 – June 2006**

*Office of Student Activities, Lynchburg College*

- Supervised four professional staff members and two graduate assistants responsible for the areas of fraternity/sorority life, outdoor adventure, leadership development, recreational sports, organization budgets, event planning, and late night weekend programming.
- Coordinated the development of annual goals, objectives, and budgets for the Office of Student Activities related to the College Plan.
- Ensured compliance with college policies, state, and local laws as they relate to organization-sponsored events including risk management, hazing, security, and contract negotiations.
- Oversaw the budgeting and expenditures of all Office of Student Activities programs and the allocation of the student activities fee to student groups.
- Provided direction and oversight to Office of Student Activities and 80 campus organizations in planning and executing programs and leadership development including key campus traditions and leadership conferences.
- Assisted the Dean of Students in the proposal and implementation of policies and programs to enhance the campus community.
- Advised the Student Government Association (including the Executive Branch, Student Senate, and Class Councils) and the Student Activities Board in the planning and implementation of campus-wide programming.
- Served on various campus-wide committees including Orientation, Retention Planning, Student Development Coordinating Team, President’s Advisory Council, and major program planning groups.

*Selected Accomplishments During Tenure:*

- Created and advised the Homecoming Planning Committee.
- Created and co-facilitated “LC Leads!” a leadership development program for first semester freshmen.
- Created a full-time staff position for Intramurals and Club Sports and directed the establishment of the College’s Club Sport program.

**Student Activities Graduate Advisor, August 2000 – May 2002**

*Office of Program Advising and Student Entertainment, Virginia Tech*

- Co-advised largest campus-wide programming board with budget of \$695,000.
- Trained and advised three programming committees – speakers, special events, films.
- Trained and advised two support committees – communications and web design/promotions.
- Negotiated contracts with agents and artists.
- Approved expenditures and facility requests for program proposals.
- Supervised committee activities on day of show. Assisted program coordinator in supervision of committee activities for major events.
- Assisted program coordinator in development and implementation of fall and spring semester leadership retreat for student committee directors.



- Assisted program coordinator in office projects like revising the student programming handbook, supervising opening weekend programs, and developing policies and procedures.
- Co-advised and supervised Homecoming Board activities with budget of \$15,000.

**Graduate Intern, Spring 2001**

*Greek Life Office, Virginia Tech*

- Co-advised Spring Formal Recruitment with over 500 recruits.
- Analyzed and reported recruitment data for campus and national offices.
- Planned and implemented National Panhellenic Council's "Something of Value" risk management program.
- Observed meetings and activities sponsored by Greek governing bodies.

**MAOP Advisor, May 2001 - August 2001**

*Minority Academic Opportunities Program, Virginia Tech*

- Counseled minority undergraduate interns conducting research.
- Organized and implemented educational sessions on study skills, research, and graduate school preparation.
- Planned and facilitated weekend field trips and activities.
- Assisted students in preparing final presentations of research projects.
- Provided counseling on Graduate School admission.

**Graduate Intern, Fall 2001**

*Office of Leadership Development, Virginia Tech*

- Designed and implemented a "Training for Trainers" leadership retreat for high school students.
- Participated in weekly office meetings, discussions of leadership topics, and program feedback.
- Applied thesis research to the design of a six-week emotional intelligence training for organization leaders.

**Residence Hall Director, January 1999 - June 2000**

*Office of Residential Services, State University of New York-Cortland*

- Supervised one co-ed residence hall with 200 residents.
- Advised hall government on programming and budget requests.
- Chaired Staff Recruitment and Selection Committee for student staff.
- Instructed Resident Assistant Leadership Class.
- Chaired Professional Staff Development and Training Committee.
- Designed and revised training and programming manuals for student staff.
- Served on Student Staff Orientation Committee.
- Counseled at risk students participating in FOCUS (fostering on campus undergraduate success) within the Office of Judicial Affairs.
- Served as a hearing officer in the Office of Judicial Affairs. Conducted disciplinary conferences, planned and implemented student justice selection and training.

**Assistant Area Coordinator, August 1996 - February 1998**

*Office of Residence Life, University of Memphis*

- Supervised two single-sex residence halls ranging from 300-600 residents.
- Advised hall council and resident committees on building and campus programming.
- Coordinated building, area, and campus programs with student staff and professional staff.
- Managed building facilities, housekeeping, and administrative requests.
- Developed department policies and programs.
- Selected, trained, and evaluated student staff.
- Designed training manuals, department publications, and newsletters.

**Related Higher Education Experience**

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**Instructor – CCGA 1101, August 2012 – 2014**

*College of Coastal Georgia*

- Three credit hour course with emphasis on college transition issues and study skills for freshmen.

**Instructor – LDSP 3000: Introduction to Leadership, 2007 –2009**

*Leadership Minor, Austin Peay State University*

- Three credit hour course with emphasis on basic leadership concepts and theories.

**Instructor – LDSP 2001: Leadership Communication, 2007 – 2009**

*Leadership Minor, Austin Peay State University*

- One credit hour course with emphasis on communication theories and leader behaviors.

**Freshmen Orientation Advisor, June 2003 – May 2005**

*Academic Advising, Lynchburg College*

- Advised an orientation group consisting of 16 freshmen students in course selection, academic success, and co-curricular opportunities during their first semester of college.

**Instructor - Project Success, January 2002 – May 2002**

*Center for Academic Excellence & Enrichment, Virginia Tech*

- Facilitated weekly group meetings with students who want to improve their academic performance.

**Graphic Designer, April 1998 – January 1999**

*Crye-Leike, Brentwood, TN*

- Designed publicity for corporate programs and products.

**Residence Life Staff Member, Fall 1994 – Spring 1996**

*Office of Residence Life, Moorhead State University*

- Served as a resident assistant in a single-sex hall of 300 residents.
- Served as an assistant hall director in a co-ed hall of 500 residents.

**Member of Delta Zeta Sorority**

*Theta Nu Chapter, Moorhead State University*

- Received national award as Vice-President of New Member Education.
- Served as alumnae relations chair and public relations chair.

Grants Secured

- Corporation for National and Community Service AmeriCorps VISTA program. Beyond Financial Aid VISTA Members (4), Tennessee Board of Regents, August 2016-August 2019.
- Beyond Financial Aid TBR Convening. Award Amount: \$25,000 Lumina Foundation Grant, 2016.
- Development of a State-Wide Data Warehouse. Award Amount: \$10,000 Volunteer Generation Fund Grant, 2015-2016.
- African American Male Initiative. Award Amount: \$25,000 University System of Georgia Grant, 2013.
- Hispanic Student Mentor Program. Award Amount: \$13,000. Tennessee Board of Regents Diversity Grant, 2007.

Presentations

- **Scaling Low-Income Student Initiatives.** 2017 NASPA National Conference, San Antonio, TX.
- **Conducting a Comprehensive Review of Campus Safety.** 2017 NASPA National Conference, San Antonio, TX.
- **Keynote: TBR's Accessibility Initiative.** TN-AHEAD State Conference, Motlow State Community College.
- **2017 Academic Advising Academy Facilitator.** Complete College America, Nashville, TN.
- **2017 InsideTrack Panelist: Tennessee's Completion Agenda.** Nashville, TN
- **Keynote: Public Policy and Higher Education.** 2016 NASPA Region III Summer Symposium, Pigeon Forge, TN.

- **Public Policy and Higher Education.** 2016 NASPA Region III Mid-Managers Institute, University of Tennessee, Knoxville, TN.
- **Scaling Study Abroad as a High Impact Practice: A System-Level Approach.** The 2016 Forum for International Education Abroad Annual Conference, Atlanta, GA.
- **Women's History Month Keynote.** 2016 Volunteer State Community College Women's Tea. Gallatin, TN.
- **VAWA: A System and Campus-Based Approach.** 2016 NASPA Annual Conference, Indianapolis, IN.
- **Scaling High-Impact Practices: A System-level Approach.** 2016 NASPA Annual Conference, Indianapolis, IN; 2016 Memphis in May Student Affairs Conference, Memphis, TN.
- **Supporting the Completion Agenda: Engaging Students with High-Impact Practices.** Tennessee Campus Compact Regional Conference, August 2015; MTSU Institute of Experiential Learning, October 2015; ETSU Service Learning Symposium, November 2015; PSCC Service Learning Symposium, February 2016; VSCC Service Learning Symposium, March 2016.
- **2015 Completion Academy Facilitator.** Complete College America, Nashville, TN.
- **Special Populations Panelist.** 2014 Tennessee Independent Colleges and University Association Retention Meeting, Nashville, TN.
- **Keynote: It's on Us! Lead by Character, not by Conflict.** Dyersburg State Community College 2014 Student Leader Conference, Dyersburg, TN.
- **Student Retention. What's Next? Panelist.** Tennessee Independent Colleges and Universities Association 2014 Student Retention Conference, Nashville, TN.
- **State Constitutions and Higher Education: An Inventory and Directions for Future Research.** with Dr. Erik Ness, 2011 American Educational Research Association Annual Conference, New Orleans, LA.
- **Beyond the Ropes: Using the Outdoors for Team Building and Leadership Development.** 2006 NACA National Conference.
- **Working with Your Student Government Roundtable Discussion.** 2005 NACA National Convention.
- **Resume Critique/Mock Interviews.** 2003 VASPA/VACUHO Conference, Wintergreen, VA.
- **EQ and You.** 2003 NACA National Conference; 2002 NACA National Conference.
- **Building Community.** 2003 NACA National Conference; 2002 NACA National Leadership Institute.
- **Supervising a GA: The Toughest Job You'll Ever Love.** 2006 & 2003 NACA National Conference; 2005 Anderson Leadership Conference; 2001 NACA Southeast Regional Conference.
- **Sink or Swim? Encouraging Student Staff to Excel.** Leadership Conference, Cortland, NY, Spring 2000; CSPA Conference, Silver Bay, NY, Fall 1999.

## Publications

Scheusner, H. (2006, September). Beyond the Ropes: Expanding the Use of Adventure Education for Group Development. *NACA Student Programming Magazine*.

Scheusner, H. (2005, November/December). They Have It, So Use It! Using Millennials' Natural Motivation. *NACA Student Programming Magazine*.

Scheusner, H. (2003, August). Emotional Intelligence and Co-Curricular Activities. *NACA Student Programming Magazine*.

## Professional Awards

- 2011 recipient of the Louise McBee Georgia Association of Women in Higher Education Scholarship
- 2009 recipient of travel grant to Southern Association of Colleges and Schools' regional conference
- Leming Academic Scholarship established at Austin Peay State University in honor of work with the APSU Hispanic Cultural Center, first awarded in Fall 2009.
- 2009 Recipient of NACA National Diversity Achievement Award
- 2009 Austin Peay Greek Life Staff Member of the Year
- 2005 recipient of NACA South Region Outstanding New Professional Award
- Nominee for Lynchburg College Outstanding Administrator Award, 2005, 2006

## Professional Association Involvement

- NASH/AAC&U High Impact Practices 2018 Conference Planning Committee & Program Reviewer, February 2017-present
- NASPA Region III Public Policy Representative, March 2015 - present
- NASPA Program Reviewer, 2015 Violence Prevention Conference
- NASPA Program Reviewer, 2015 National Convention
- NASPA Commission for Women Mentor, 2013 National Convention
- ACPA Commission for Student Involvement Program Reviewer, 2008
- Networking Chair, NACA National Convention, 2006
- Seminars Chair, NACA National Convention, 2005
- Associate Member Registration Chair, South Regional NACA Conference, 2002
- Past President, President, President-Elect; Public Four-Year College Director, Virginia College Personnel Association, 2001 - 2005

## *Memberships*

- Member of AHEAD, 2014 - present
- Member of the Forum for International Study Abroad Standards, 2014 - present
- Member of National Association of Student Personnel Administrators, 2002 - present
- Voting Delegate for College Board, 2012- 2014
- Member of Association for the Study of Higher Education, 2010 – 2012
- Member of American Educational Research Association, 2010 – 2012
- Member of American College Personnel Association, 2002 – 2012
- Member of Virginia College Personnel Association, 2001 - 2005
- Member of Virginia Tech Association for Student Development, 2000 – 2002
- Member of National Association for Campus Activities, 2000 – 2009

**Russ Deaton**  
**Deputy Executive Director & Leader of Policy & Data Division**  
**Tennessee Higher Education Commission**

**Lecturer, Vanderbilt University**  
**Department of Leadership, Policy & Organizations**

Home Address

712 Helmsdale Place South  
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(615) 891-7676

Work Address

404 James Robertson Pkwy  
Suite 1900  
Nashville, TN 37243-0830  
(615) 741-3605

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EDUCATION

***Doctor of Philosophy, Higher Education Administration***

Vanderbilt University, May 2006

Dissertation: POLICY SHIFTS IN TUITION SETTING AUTHORITY IN THE  
AMERICAN STATES: AN EVENTS HISTORY ANALYSIS OF STATE  
POLICY ADOPTION

Faculty Advisor: Michael K. McLendon

***Masters of Science, College Student Personnel***

University of Tennessee, Knoxville, August 2001

***Masters of Science, Human Performance and Sport Studies, emphasis in  
Sports Management***

University of Tennessee, Knoxville, August 1999

***Bachelor of Engineering, Civil Engineering***

Vanderbilt University, May 1998

EXPERIENCE

***Vanderbilt University, Lecturer***

***Department of Leadership, Policy & Organizations, Fall 2007 – Present***

Courses Taught: Higher Education Finance; Public Policy; Policy Economics I & II  
Received Distinguished Adjunct Faculty of the Year Award in 2014-15.

***Tennessee Higher Education Commission (THEC), July 2000 –  
Present***

***Deputy Executive Director & Leader of Policy & Data Division – August 2016-Present***

Provide executive and strategic leadership across all aspects of the agency; Oversee a  
division of approximately 25 employees that includes research, data and  
information systems, fiscal policy, board relations, adult learner initiatives.

***Interim Executive Director – January 2015 – July 2016***

Lead THEC and TSAC agencies, working with the boards, staff and constituencies to  
execute the strategic vision and mission of each entity.

Associate Executive Director, Fiscal Policy & Administration, January 2011-2015

Oversee division of approximately 15 employees which includes responsibility for fiscal policy, information technology, internal budget, human resources, agency financial operations and management

Director of Fiscal Policy Analysis, December 2001 – 2010

Research and prepare extensive analysis of fiscal policy issues including tuition and fees, financial aid, enrollment trends, state appropriations, capital projects, etc.

Manage Capital Projects including analysis and tracking through the TN State Building Commission

Program and manage THEC Funding Formula including all related documents, files and databases.

Principal architect of the THEC Tuition Model.

Principal architect of the THEC Funding Formula.

Prepare budget recommendations using THEC Funding Formula for all public Tennessee higher education institutions.

Respond to legislative and executive inquiries regarding fiscal policy and data.

Director of Facilities Planning, March 2001 – December 2001

Coordinated capital outlay and capital maintenance projects for all public colleges and universities in Tennessee.

Represent THEC to State Building Commission, Department of Finance & Administration and various legislative sub-committees regarding higher education capital projects.

Represent THEC to Legislative entities including the Tennessee State Building Commission, Tennessee State School Bond Authority, etc.

Research Analyst, Academic Affairs, July 2000 – December 2001

Performed policy analysis on educational issues, i.e. student persistence and retention, faculty turnover, remedial and developmental education needs, etc.

Conducted data analysis on enrollment, graduation, and other databases.

Researched and prepared position papers concerning current issues in higher education.

Prepared responses to legislative inquiries regarding current Tennessee higher education policy and implications.

Assisted in preparation of the higher education accountability document Challenge 2000 as well as Performance Funding Program documents and databases.

PUBLICATIONS

Davis, H., Noland, B. & Deaton, R. (2002). A Survey of Postsecondary Education Opportunities in Tennessee. *The Journal of College Orientation and Transition*, 10(1), 24-44.

McLendon, M.K., Hearn, J. & Deaton, R. (2006). Called to Account: Analyzing the Origins and Spread of State Performance-Accountability Policies for Higher Education. *Educational Evaluation and Policy Analysis*, 28(1), 1-24.

McLendon, M.K., Deaton, R & Hearn, J. (2007). The Enactment of Reforms in State Governance of Higher Education: Testing the Political Instability Hypothesis, *Journal of Higher Education*, 78(6), 645-675.

Deaton, R. & Wright, D. (2014). A Student Level Analysis of Financial Aid. Lumina Foundation.

## PRESENTATIONS (Sample)

*Novel Approaches to College Student Choice: A Survey of Postsecondary Opportunities.* Davis, H.D., Noland, B. & Deaton, R. Association for Institutional Research, Long Beach, CA, 2001.

*The Disappearing Teacher: A Survey of Former Tennessee Public Teachers.* Deaton, R. & Schutz, G.J. Tennessee Association for Institutional Research, Murfreesboro, TN, 2001.  
Best Paper Award, Tennessee Association for Institutional Research Fall 2001.

*An Examination of College Performance as Predicted by the ACT and High School GPA.* Deaton, R. & Schutz, G.J. Southern Association for Institutional Research, Panama City, FL, 2001.

*Is Remedial Education a Wise Investment for At-risk Students?* Schutz, G.J., Noland, B. & Deaton, R. Southern Association for Institutional Research, Panama City, FL, 2001.

*An Analysis of New Teacher Attrition in Tennessee.* Deaton, R. & Schutz, G.J. Association for the Study of Higher Education, Richmond, VA, 2001.

*Profiles, Trends & Policy Opportunities for Higher Education in Tennessee.* Noland, B. & Deaton, R. Presented to Tennessee Higher Education Commission, July 16, 2003  
Nashville, TN, 2003.

*Past as Prologue: Taking a Fresh Look at the Tennessee Funding Formula and Its Future.* Deaton, R. Tennessee Association for Institutional Research, Nashville, TN, 2003.

*The Funding Formula as a Higher Education Policy Tool in Tennessee.* Deaton, R. Association for Institutional Research, Boston, MA, 2004.

*Called to Account: An Analysis of State Performance-Accountability Policies for Higher Education.* McLendon, M., Hearn, J. & Deaton, R. Association for the Study of Higher Education, Kansas City, MO, 2004.

*Private Giving to Tennessee Public Higher Education: A Heuristic Examination of Trends and Issues.* Deaton, R. & Thornhill, J. American Education Finance Association, Louisville, KY, 2005.

*The Enactment of Reforms in State Governance of Higher Education: Testing the Political-Instability Hypothesis.* McLendon, M., Deaton, R & Hearn, J. Association for the Study of Higher Education, Philadelphia, PA, 2005.

Panelist for “*Pursuing Affordability by Aligning Tuition, Financial Aid, and Appropriations Policies.*” State Higher Education Executive Officers (SHEEO) Professional Development Conference, Chicago, IL, 2006.

*The Impact of Limited Need-Based State Aid on College Sector Attendance and Persistence.* Anderson, R. & Deaton, R. American Educational Research Association, Chicago, IL, 2007.

*Policy Shifts in Tuition Setting Authority in the American States: An Event History Analysis of State Policy Adoption.* Deaton, R. Association for the Study of Higher Education, Louisville, KY, 2007.

*An Analysis of Factors Contributing to Extraneous Student Credit Hour Accumulation Among Bachelor's Degree Recipients in Tennessee.* Wright, D. & Deaton, R. Making Opportunity Affordable Symposium, Indianapolis, IN, 2009.

Panelist for "An Idea Whose Time Has Come? Funding Incentives to Promote College Completion" Western Interstate Commission for Higher Education Legislative Advisory Committee meeting, Denver, CO, 2010.

*Tennessee's Outcomes-Based Funding Formula.* American Legislative Exchange Council, 2011.

*Tennessee's Outcomes-Based Funding Formula.* AASCU Annual Conference. San Diego, CA, 2011.

*Tennessee's Outcomes-Based Funding Formula: An Analysis of the First Two Years.* SHEEO Policy Conference. Chicago, IL, 2012.

*The Complete College Tennessee Act and the Outcomes-Based Funding Formula.* Wright, D. & Deaton, R. Southern Legislative Conference, Charleston, WV, 2012.

*The Complete College Tennessee Act and the Outcomes-Based Funding Formula.* Wright, D. & Deaton, R. NCSL Legislative Institute on Higher Education, Santa Fe, NM, 2012.

*Tennessee Higher Education Finance Policy.* AASCU Emerging Paradigms for Public Higher Education. Washington, DC., 2017.

## GRANT ACTIVITY

Ford Foundation. Multi-project grant including an ethnographic study of the impacts of the outcomes-based funding formula in TN, and various adult learner initiatives. \$500,000 grant over 2 years.

Lumina Foundation for Education: Exploring New Models of Student Financial Support; Principal Co-Author, for Tennessee Higher Education Commission. \$30,000

*WICHE Changing Direction: Integrating Higher Education Financial Aid and Financing Policy, 2004.* Principal Co-Author, Noland, B. & Deaton, R. \$6,000 for 18 months.

Tennessee Tomorrow, Inc. *Why are New Teachers Leaving the Classroom: An Analysis of Teacher Attrition in Tennessee.* Principal Co-Investigator, Schutz, G. & Deaton, R. \$12,900 for one year.

Lumina Foundation for Education *Making Opportunity Affordable.* Principal Co-Author - Tennessee, Wright, D. & Deaton, R. \$150,000 for one year.



PROFESSIONAL  
ACTIVITIES

***Member of Vanderbilt University Lecture Group – China 2010***

Delivered several lectures to academic groups at universities in Beijing and Shanghai on higher education finance policy history and innovation as part of a group of three Vanderbilt professors

***Lectures to Japan Universities - 2010***

Invited to deliver lectures and led discussions at several Tokyo universities and the Center for National University Finance and Management regarding American higher education finance policy

***Tennessee Funding Formula Review Committee, 2010-Present***

Creator and architect of TN's Outcomes-based Funding Formula Model  
Led Formula Review Committee on recommendations for specific design components for new formula model

***Tennessee Student Assistance Corporation Taskforce, 2005-2007***

Member of taskforce charged with reviewing and recommending changes to the Tennessee need-based financial aid program

***Tennessee Higher Education Commission Tuition Model, 2005***

Principal architect of a five-year tuition model that incorporates state appropriations, enrollment and fixed cost inflation to project institutional tuition changes.

***Private Giving to Tennessee Public Higher Education, 2004***

Primary Author and Researcher  
Researched trends in fundraising levels, sources, uses and types for all public higher education entities over a 10 year period.

# **Lynn J. Goodman, Ed.D.**

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## **30 YEARS LEADERSHIP EXPERIENCE WITH THE TENNESSEE BOARD OF REGENTS AND TENNESSEE STATE GOVERNMENT**

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Accomplished educational professional with an extensive career in postsecondary technical education and a commitment to the mission of workforce development. Consistently rewarded with increased leadership responsibilities for demonstrated success in meeting challenges with positive, effective solutions.

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### **CORE SKILLS**

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- Human Resources
- Operational Oversight
- Leadership and Supervision
- Faculty and Staff Development
- Affirmative Action / Access and Diversity
- Compliance with TBR Policies & Guidelines
- Talent Management
- Experienced Facilitator/Instructor
- Title VI and Title IX
- Conflict Resolution
- ADA, FMLA & Workers' Comp
- Adult Education programs

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### **EDUCATION**

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East Tennessee State University, Johnson City, Tennessee  
**Ed. D. - Educational Leadership & Policy Analysis, 2009**

**Dissertation Topic:** *Current Observations and future Importance of Leadership Attributes Perceived by Community College Presidents and Vice Presidents for Academic Affairs*

University of Tennessee, Knoxville, Tennessee  
**M.S. - Business and Adult Education, 1988**

University of West Georgia, Carrollton, Georgia  
**B.S. - Business Education, 1972**

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**PROFESSIONAL EXPERIENCE**

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**Tennessee Board of Regents - Nashville**  
**Associate Vice Chancellor for Operations**

2013 to Present

Serve as Operations Officer for the 27 Tennessee Colleges of Applied Technology, providing overall strategic leadership, coordination, planning and execution of strategies designed to create a high-performance culture in the TBR/TCAT System. Responsible for aligning long and short term strategic initiatives with organizational structure, leadership talent, operational processes and cultural assessment to achieve and exceed goals through the application of diverse leadership skills, a collaborative spirit and by demonstrating an uncompromising passion for excellence.

- Develop and provide continuing educational opportunities
- Guide institutional hires, onboarding, compensation, evaluations, terminations
- Assist campuses with faculty and staff promotions and transfers
- Write job analysis and assist with compensation study resulting in new TCAT compensation plan
- Serve on TCAT Director Search Committees
- Oversee Affirmative Action/ Access and Diversity Programs/Funding for TCATs
- Oversee Sick Leave Bank for 27 technical colleges
- Conduct campus reviews including risk assessments
- Serve as first contact for student and employee grievances and complaints brought against any of the 27 TCATs
- Conduct workplace investigations; mediate with EEOC, THRC and DOL
- Coordinate annual alumni/employer surveys
- Coordinate partnership with other state agencies
- Revise TBR Policies and Guidelines
- Write and review RFPs and assist in RFP vendor selection
- Grant writing; contract review
- Assist Vice Chancellor with other activities related to the Tennessee Colleges of Applied Technology – prepare presentations and present on his behalf
- Facilitate leadership workshops

**Tennessee Board of Regents – Nashville**  
**Assistant Vice Chancellor for Operations**

2008 - 2013

Served as Operations Officer for the 27 Tennessee Colleges of Applied Technology, providing overall strategic leadership, coordination, planning and execution of strategies designed to create a high-performance culture in the TBR/TCAT System.

**Tennessee Department of Safety - Nashville,  
Director of Training and Special Projects**

2007-2008

Director of Training for Tennessee Department of Safety

- Conduct agency wide needs assessment and developed training plans
- Develop curriculum as needed
- Facilitated training for employees of Tennessee Highway Patrol, Driver License Issuance and Homeland Security
- Completed special projects as assigned by Commissioner of Safety
- Assisted in rollout of Voluntary Buy-out for Safety employees

**Tennessee Department of Human Resources – Nashville**

2001-2007

**Director of Employee Development and Equal employment Opportunity**

Director for Office of Training and Development and Equal Employment /Affirmative Action Officer for all State agencies.

- Direct offerings of training and development opportunities to all departments and agencies of Tennessee State Government – 40,000 plus employees.
- Wrote state-wide curriculum for *Respectful Workplace* training for staff, managers and executives and *How to Conduct Investigations* for agency investigators
- Delivered management, supervisory, clerical, leadership, personal growth, team building, professional development, change management and fair employment practices
- Provided consultation and delivery relative to conferences, workshops, retreats and strategic planning
- Provided standards, procedures and training regarding the preparation and implementation of state agency Affirmative Action Plans
- Directed Tennessee Government Executive Institute and Tennessee Government Management Institute (statewide leadership programs for executives and managers.)
- Chief EEO investigator; provided oversight and training for investigators statewide

**Walters State Community College – Morristown, Tennessee**

1994-2001

**Assistant Vice President for Human Resources/Affirmative Action Officer**

Human Resource Officer for institution, providing HR and Affirmative Action services to staff of 300 full-time employees and 100 part-time employees

- Served as official custodian of personnel records
- Provided oversight for all employment functions
- Conducted job analysis, rewrote job descriptions and position announcements
- Conducted compensation study and equity plan
- Coordinated and conducted staff training
- Addressed policy issues related to employee relations and legal issues
- Analyzed and interpreted TBR guidelines, policies and directives
- Advised on issues relative to FLSA, ADA and FMLA
- Provided leadership for United Givers Fund Drive
- Provided assistance and consultation to President and Vice Presidents in areas relating to academic recruiting, hiring, promotion and tenure, Regents On-Line Degree Program, post retirement employment for faculty

Walters State Community College, continued:

- Prepared and submitted upper level appointments; interviewing and new faculty orientation, salary equity issues, faculty/staff development activities; academic calendar, retirement and post retirement for tenured faculty members; leave issues, sick leave bank; faculty discipline and performance evaluations
- Assured equal employment hiring; complied and administered Affirmative Action Plan.
- Worked effective with federal agencies (EEOC, DOL, DOE) regarding questions of compliance
- Represented institution in affirmative action and legal issues
- Administer Title VI and Title VI
- Served as Chair of the TBR State-wide Human Resources officer committee

**Walters State Community College – Morristown, Tennessee**  
**Coordinator – Job Training Partnership Act**

1990-1994

Planned and directed educational and training services under a federally funded job training program

- Recruited and assessed economically-disadvantaged students who were seeking post-secondary training opportunities
- Provided academic advising and support services such as counseling and employment preparation skills on an individual and group basis
- Negotiated and monitored training contracts between the institution and Tennessee Technology Center at Morristown
- Coordinated with other job training programs, local education agencies and public service organizations for the delivery of collaborative services
- Maintained and complied statistical reports supportive of state and federal requirements

**Walters State Community College – Morristown, Tennessee**  
**Comprehensive Competencies Program Lab Manager**

1987-1990

Operated competency based learning lab

- Provided remedial and developmental instruction to under prepared students
- Taught GED preparation to high school drop-outs
- Recruited, enrolled and advised participants
- Assessed needs, planned appropriate educational programs and guided instructional processes
- Evaluated and revised program and curriculum
- Maintained and submitted required reports.

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**ENTREPRENEURSHIP**

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**Owner and Operator/ H and R Block Franchise – Tazewell, Tennessee**

1983-1987

- Set up new tax practice; advised clients, prepared taxes and quarterly estimates, supervised and trained employees, validated returns, represented clients during audits, submitted reports, and managed fiscal planning. Awarded franchise owner for most increased business in 1987.

**Owner and Operator / Sears Catalog Sales Merchant** – Tazewell, TN 1973-1987

- Negotiated purchase of franchise with corporate office in Atlanta. Assumed ownership of declining Sears Catalog Franchise store. Completed turnaround with gross sales of one million dollars in less than five years. Received Merchant of the Year award for southern region 3 years.

**POST SECONDARY TEACHING**

**Trevecca Nazarene University - Nashville** 2003- Present

- Human Resource Management, Organizational & Small Group Development
- Excellence in Teaching Award – 2005

**Bethel College – Nashville** 2003

- Human Resource Management, Adult Development, Small Group Development

**Draughon’s Junior College – Nashville** 2002

- Career Development: Success in College and Beyond

**Milligan College – Johnson City, Tennessee** 2000-2001

- Marketing

**Tusculum College – Greeneville, Tennessee** 1999-2001

- Competing for the Future: Current Topics, Management & Ethics, Human Resource Management, Organizational Communication

**Virginia Intermont College – Bristol, Virginia** 1999

- Organizational Management, Group and Organizational Behavior

**Tennessee Technology Center – Morristown, Tennessee** 1993-1994

- Business Systems

**PROFESSIOAL CERTIFICATIONS**

**Situational Leadership® - Building Leaders** 2013

Facilitator Training  
The Center for Leadership Studies, Cary, North Carolina

**True Colors International** 2012

Facilitator Training

**Council on Occupational Education** 2009

Annual Report Training  
Accreditation Team Member Training  
Self-Study Workshop

**Development Dimensions International, Inc. (DDI)** 2007

Facilitating Improved Performance, Following Up to Support Improvement, Interaction Skills for Success

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### PROFESSIONAL AFFILIATIONS

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- American Technical Education Association (ATEA)
- College and University Personnel Association (CUPA)
- American Society of Training and Development (ASTD)
- TN Achieves (Mentor)
- National Technical Honor Society (NTHS)

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### PROFESSIONAL ACTIVITIES

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- *Situational Leadership-Building Leaders* – Facilitator; The Center for Leadership Studies, July 2014, TCAT Leadership Academy, Nashville
- *Disruptive Technology* – Participant; Trevecca Nazarene University, June 3, 2014, Nashville
- THRC/DOHR Employment Seminar – Participant; June 12, 2014, Nashville
- *The Clery Act* – Webinar participant, May 31, 2014
- Title VI and Workplace Harassment Workshop – Presenter; Personnel & Fiscal Services Coordinators, April 2014, TCAT Shelbyville
- *Situational Leadership-Building Leaders* – Facilitator; The Center for Leadership Studies, TCAT Directors' Retreat, Nashville, April 28, 2014
- SkillsUSA Judge, Customer Service State Contest, Chattanooga, TN, April 2014
- *Conflict Resolution* – Presenter; TCAT Dickson In-Service, March 17, 2014
- *How to Conduct Investigations* – Facilitator, TCAT Access and Diversity Officers, December, 2013
- *True Colors* – Facilitator; TLT Leadership Group, Murfreesboro, Tennessee, November 19, 2013
- *TN Governor's Conference* – Participant, Nashville, October 3-4, 2013
- *Current HR Issues in Higher Ed* – Presenter; Personnel & Fiscal Services Coordinators, September 23, 2013, TCAT Shelbyville
- *Keynote Speaker* - TCAT Crump Graduation, August 23, 2013
- TBR New Board Member Orientation – Presenter, August 30, 2013
- True Colors – Presenter, Camp Discovery, Jackson, TN, June 12, 2013
- *The Clery Act Amendments in the Violence Against Women Act: What They Mean for Clery Act and Title IX Compliance* – Certificate, May 31, 2013.
- *The Who, What, When How and Where of Family Medical Leave* –Co- Presenter, April, 2013, TCAT Dickson
- *True Colors* – Presenter; 5 sessions at ATEA National Conference, Chattanooga, March 21, 2013
- *True Colors* – Presenter; 2 sessions at Faculty & Staff In-Service, TCAT Memphis, March 18, 2013
- *The Partnership Promise* - Presenter, Personnel & Fiscal Services Coordinators, March 5, 2013
- *Title IX Coordinator Training* – Participant, NACUA On-line Course, February 22, 2013
- *True Colors* – Presenter; TCAT Directors' Retreat, Nashville, February 5, 2013
- *How to Survive and Active Shooter* – Participant, Homeland Security, February 11, 2013
- *Exempt VS Non-Exempt in Higher Education: Avoid Overtime Traps and Be Compliant*, Facilitator, TTC Directors' Retreat, June 28, 2012
- *Keynote Speaker* – TCAT Knoxville Graduation, June 12, 2012
- *Personality Compass* – Co-presenter; National ATEA Conference, Louisville, KY, April 14, 2012

*Professional Activities, continued:*

- *Stress Management and Making Time for Success* – Presenter, TCAT Knoxville In-service; March 19, 2012
- *Everything Old is New Again: Student Discipline Policy and Due Process*, Co-Presenter, Director Training, Chattanooga, February 15, 2012
- Co-Wrote and trained “*The Respectful Workplace*” for TBR/TCAT faculty and staff
- Co-Wrote and trained “*How to Conduct an Investigation*” for TBR/TCAT Access and Diversity Investigators
- *What YOU Need to Know about P-080*, Co-Presenter, Access & Diversity Officers, Nashville, February 9, 2012
- *Personality Compass* – Facilitator, TTC Directors’ Retreat, February 2, 2012
- *NCHERM Title IX* - Participant, November 3, 2011
- *Keynote Speaker* - COE Accreditation, TTC Pulaski, September 26, 2011
- *Keynote Speaker* - TCAT Nashville Graduation, August 12, 2011
- *Panel Speaker* – TCCTE, Fall Creek Falls State Park, June 2, 2011
- *DOE and Gainful Employment* - Webinar Participant, May 25-26, 2011
- *Access and Diversity Grant recipient* - \$200,000, FY 2010-2011
- *State grant recipient* - \$100,000, FY 2010-2011
- *Team Building with Personality* – TTC Memphis In-Service, March 8, 2011
- *A Working Model for Success: The Tennessee Technology Centers* – Presentation, Tennessee College Access and Success Conference, COE Conference, New Orleans, LA, November 11, 2012
- *A Working Model for Success: The Tennessee Technology Centers* – Presentation, Tennessee College Access and Success Conference, Chattanooga, TN, November 5, 2010
- *Keynote Speaker* – COE Accreditation, TTC Hartsville, October 25, 2010
- *Legally Speaking* - Presentation, TTC Faculty In-service, March 11, 2010
- *Welcome to My World: HR Issues* - TTC In-service, Nashville, March 10, 2010
- *HR Do’s and Don’ts* - TTC Personnel & Fiscal Services Coordinators, TCAT Shelbyville, March 9, 2010
- *Making Ethical Decisions, Respectful Workplace* - TTC McMinnville In-service, October 14, 2009
- *Keynote Speaker* – TTC Paris Graduation, October 2, 2009
- DOL Grant recipient of over one million dollars in funding for training, 2009
- *Middle Tennessee Diversity Forum* – Small Group Discussion Leader, June 2009
- *What’s Your Leadership Style?* - Post-Secondary SkillsUSA Leadership Conference, Murfreesboro, May 13, 2009
- *Keynote Speaker* - TTC Elizabethton Graduation, April, 2009
- *Keynote Speaker* – TTC Dickson Graduation, April 23, 2009
- *Student Discipline* – Co-Presenter, ATEA Southeast Conference, March 12, 2009
- *ARRA Funds Are Coming Our Way* - New Directors’ Presentation, March 3, 2009
- Co-Authored and trained “*The Respectful Workplace*” State of Tennessee Department of Human Resources training for staff and managers, 2008
- Co-Authored and trained “*Setting the Tone: The Respectful Workplace*” State of Tennessee Department of Human Resources training the Executive level employees, 2008
- Co-Authored and trained “*How to Conduct an Investigation*” State of Tennessee Department of Human Resources for Agency Investigators



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**DOCTORAL COMMITTEE WORK**

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- *Perceptions of College Graduates and College Non-Graduates Regarding the Impact of Career Technical Education on Their Lives* – Arrita Summers, Tennessee State University, November, 2013
- Mentored and coached Ms. Brittany Daulton, a Ph. D. candidate in Evaluation, Statistics and Measurement at the University of Tennessee, in data collection. Provided 120 hours of internship oversight in the Summer of 2013. Committee Chair: Dr. Gary Skolits
- Mentored and coached Mr. Tim Wilson, Ed.D. student in Education Leadership at East Tennessee State University. Provided 100 hours of internship oversight in the Spring, 2014.

**Tennessee Board of Regents**

Bill Haslam, Governor, Board Chair, Ex Officio  
 Emily Reynolds, Vice Chair 5<sup>th</sup> Congressional District  
 Candice McQueen, Commissioner of Ed, Ex Officio  
 Jai Templeton, Commissioner of Ag, Ex Officio  
 Mike Krause, Executive Director, THEC, Ex Officio

L. Shockey, At-Large (West) T. White, At-Large (East) F. Marcum, At-Large (Middle) J.P. Smith, 1 <sup>st</sup> Congressional District D. Varlan, 2 <sup>nd</sup> Congressional District T. Griscom, 3 <sup>rd</sup> Congressional District Y. Greene, 4 <sup>th</sup> Congressional District	M. Apple, 6 <sup>th</sup> Congressional District J. Hatch, 7 <sup>th</sup> Congressional District B. Prescott, 8 <sup>th</sup> Congressional District G. Duckett, 9 <sup>th</sup> Congressional District Voting Faculty Regent Non-voting Faculty Regent Student Regent
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**Chief Audit Executive**  
Mike Batson

**Chancellor**  
Dr. Flora Tydings

**Special Asst. to the Chancellor**  
Dr. Lynn Goodman

**Director of Communications**  
Rick Locker

**Community College Presidents**

R. Ashford (7-10-17), ChSCC J. Smith, CoSCC A. Hamilton, JSCC G. Van Allen, NSCC L. Wise, PSCC T. Hall, SWSCC B. Seymour, CISCC	K. Bowyer, DSCC A. Kinkel, MSCC J. Gilliam, NeSCC C. Whaley, RSCC J. Faulkner, VSCC A. Miksa, WSCC
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**Executive Vice Chancellor**  
James King  
Interim President at NeSCC 7/1/17

**Executive Vice Chancellor for Policy & Strategy**  
TBA

**Interim Vice Chancellor for Academics**  
Dr. Randy Schulte

**Interim Vice Chancellor for Student Success**  
TBA

**Vice Chancellor for Economic & Community Development**  
Dr. Carol Puryear

**Vice Chancellor for Business & Finance**  
Danny Gibbs

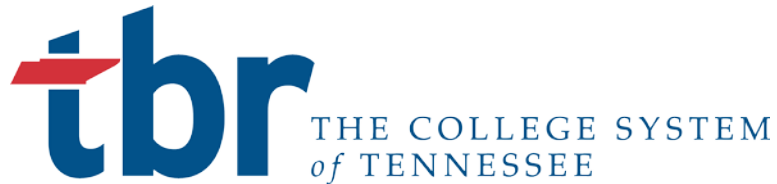
**Vice Chancellor for External Affairs**  
Dr. Kim McCormick

**Vice Chancellor Organizational Effectiveness & Strategic Initiatives**  
Wendy Thompson

**General Counsel (Board Secretary)**  
Mary Moody

**Technical College Presidents**

S. Smith, Athens J. Barrott, Chattanooga Y. Jones, Covington S. Milligan, Crump D. Blevins, Elizabethton M. Perry, Hartsville D. Petree, Jacksboro D. Murphy, Knoxville B. White, McKenzie R. Rayner, Memphis L. Krieder, Mufreesboro D. Hastings, Newbern B. White, Paris Y. Jones, Ripley	C. Wightman (Interim), Crossville A. Summers, Dickson D. Turpin, Harriman K. Carrol, Hohenwald J. Sisk, Jackson M. West, Livingston W. Laux, McMinnville J. Young, Morristown M. Lenz, Nashville D. Murphy, Oneida T. Creecy, Pulaski I. Jones, Shelbyville C. Beverly, Whiteville
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BOARD TRANSMITTAL

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MEETING: June 2017 Quarterly Board Meeting

SUBJECT: Equity and Affirmative Action

DATE: June 22, 2017

PRESENTER: Vice Chancellor Wendy Thompson

ACTION REQUIRED: No Action Needed

STAFF'S  
RECOMMENDATION: Information Purposes Only

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Vice Chancellor Thompson will provide background information on equal opportunity efforts in the system office and campuses. This will include compliance with regulations and policies related to equal employment opportunity and Affirmative Action data, as well as how these issues impact efforts to the system's vision.



**Tennessee Board of Regents**  
*Committee on Academic Policies and Programs and Student Life*  
June 22, 2017

**AGENDA**

- 1. PROPOSED TCAT PROGRAM TERMINATIONS, MODIFICATIONS, AND NEW TECHNICAL PROGRAM IMPLEMENTATIONS**  
*(Executive Vice Chancellor James King)*

**Tennessee Colleges of Applied Technology**

Six (6) program proposals are being presented for the Committee's review and approval. This proposal will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries.

Thirty-six (36) academic actions were submitted by a TCAT institution 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.

- 2. APPROVAL OF NEW DEGREE PROGRAMS** *(Interim Vice Chancellor Randy Schulte)*

**Chattanooga State Community College**

**Associate of Applied Science in Nuclear Medicine Technology (A.A.S.)**

Chattanooga State Community College requests approval to establish a new A.A.S. in Nuclear Medicine Technology to address workforce need in a regional four-state area. The proposed degree uses courses that support the existing Technical Certificate in Nuclear Medicine Technology and will be developed for online delivery. This new degree does not exist at any other Tennessee college or university. It will create a new pathway way for completion for students in this field.

- 3. REVISIONS TO POLICY 2:03:01:05 – ACADEMIC RETENTION AND READMISSION AT THE TENNESSEE COLLEGES OF APPLIED TECHNOLOGY**  
*(Executive Vice Chancellor James King)*

The Academic Retention and Readmission Policy at the Tennessee Colleges of Applied Technology was reviewed, revised and approved during the Presidents and Directors Meeting

to eliminate inconsistencies in the interpretation of this policy. As the Technical Colleges move to a single instance of Banner, it will be imperative for the colleges to implement this policy consistently across the state.

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BOARD TRANSMITTAL

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MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Proposed Program Terminations, Modifications, and New Technical Program Implementations

DATE: June 22, 2017

PRESENTER: Executive Vice Chancellor James. D. King

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

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**Program Proposals requiring Board approval from TCAT Board Committee:**

Six (6) program proposals are being presented for the Committee's review and approval. This proposal will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. The proposals are:

- Implementation to establish a Retail, Hospitality, and Tourism Technology program at TCAT-Jackson/Lexington. (See Implementation Proposal #1)
- Implementation to establish an Aesthetics Technology program at TCAT-Hohenwald. (See Implementation Proposal #2)
- Implementation to establish a Cosmetology program at TCAT-Chattanooga/Grundy County High School (See Implementation Proposal #3)
- Implementation to establish a Health Information Management Technology program at TCAT-Jackson. (See Implementation Proposal #4)
- Implementation to establish a Certified Nursing Assistant program at TCAT-Crossville. (See Implementation Proposal #5)
- Implementation to establish a Barbering program at TCAT-Chattanooga. (See Implementation Proposal #6)

**Academic Proposals for June 2017 Requiring Only Notification to Vice Chancellor:**  
 Thirty-six (36) academic actions were submitted by a TCAT institution 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 proposal is as follows:

<b>Center</b>	<b>Summary of Proposal</b>	<b>New Costs/Funding Source</b>	<b>Approval/ Implementation Date</b>
Covington	Establish Machine Tool Technology- Dual Enrollment at Brighton High School	None	August, 2017
Crossville	Terminate Early Childhood Education and Industrial Electricity due to low enrollment.	None	June, 2017
Crossville	Terminate Industrial Electricity due to program change to Industrial Maintenance state-wide curriculum.	None	June, 2017
Crump	Terminate the Certified Production Technician-Dual Enrollment program at Adamsville High School, Hardin County High School, and McNairy Central High School.	None	August, 2017
Crump	Establish Advanced Manufacturing Technology- Dual Enrollment program at Adamsville High School, Hardin County High School, and McNairy Central High School	None	August, 2017
Dickson	Establish Automotive Technology- Dual Enrollment at Northwest High School	None	August, 2017
Dickson	Establish Mechatronics Technology- Dual Enrollment at Cheatham County Central High School	None	August, 2017
Hartsville	Establish Industrial Maintenance/Mechatronics-Dual Enrollment at Tri-County Extension Campus	None	August, 2017
Hartsville	Establish Industrial Maintenance/Mechatronics-Dual Enrollment at Trousdale County High School	None	August, 2017
Hartsville	Establish Welding Technology- Dual Enrollment at Trousdale County High School	None	August, 2017

Hartsville	Establish Machine Tool-Dual Enrollment at Gallatin High School	None	August, 2017
Hartsville	Establish Health Sciences/Nurse Education-Dual Enrollment at Hendersonville County High School	None	August, 2017
Hartsville	Establish Health Sciences/Nurse Education-Dual Enrollment at Westmoreland High School	None	August, 2017
Hartsville	Establish Administrative Office Technology-Dual Enrollment at Station Camp High School	None	August, 2017
Hartsville	Establish Administrative Office Technology-Dual Enrollment at Gordonsville High School	None	August, 2017
Hartsville	Establish Health Sciences/Nurse Education-Dual Enrollment at Gordonsville High School	None	August, 2017
Hartsville	Establish Welding Technology-Dual Enrollment at Gordonsville High School	None	August, 2017
Hartsville	Establish Administrative Office Technology-Dual Enrollment at Smith County High School	None	August, 2017
Hartsville	Establish Health Sciences/Nurse Education- Dual Enrollment at Smith County High School	None	August, 2017
Hartsville	Establish Welding Technology-Dual Enrollment at Smith County High School	None	August, 2017
Hartsville	Establish Administrative Office Technology-Dual Enrollment at Whitehouse High School	None	August, 2017
Jackson	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Chester County High School	None	August, 2017
Jackson	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Milan High School	None	August, 2017
Jackson	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Lexington High School	None	August, 2017
Jackson	Establish Heating, Ventilation, Air Conditioning, and Refrigeration-	None	August, 2017



	Dual Enrollment at Milan High School		
Jackson	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Trenton Peabody High School	None	August, 2017
McKenzie	Modification to program title-change from Industrial Maintenance Technology to Industrial Maintenance/Integrated Automation	None	August, 2017
Nashville	Increase the clock hours award for Aviation Maintenance from 1918 clock hours to 1944 clock hours to align with state-wide curriculum.	None	August, 2017
Newbern	Establish Machine Tool- Dual Enrollment at Dyersburg High School	None	August, 2017
Paris	Administrative Office Technology program add an additional diploma option- Financial Services	None	August, 2017
Ripley	Establish Manufacturing Technician program- Dual Enrollment at Ripley High School	None	August, 2017
Shelbyville	Modification to program title-change from Industrial Maintenance to Industrial Maintenance/Automation	None	August, 2017
Shelbyville	Modification to program title Computer Information Technology Program (CIT) to Information Technology and Infrastructure Management	None	August, 2017
Whiteville	Inactivate Industrial Electricity program due to low enrollment	None	August, 2017
Whiteville	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Haywood High School	None	August, 2017
Whiteville	Establish Advanced Manufacturing Production Associate/Advanced Manufacturing Production Technology- Dual Enrollment at Fayette Ware High School	None	August, 2017

## PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION: Tennessee College of Applied Technology- Jackson

PROPOSAL: To establish a Retail, Hospitality and Tourism Technology program at the TCAT- Jackson Lexington extension campus. This program will be twelve (12) months or 1296 clock hours in length.

EFFECTIVE DATE: Fall 2017

OBJECTIVES: The objective of this program will be to develop students' technical skills in basic retail management, merchandising, hospitality, tourism, and related customer services in order to provide local industry with a highly trained workforce.

NEED: According to the Tennessee Department of Tourist Development's study, "The Economic impact of Travel on Tennessee Counties, in 2013, domestic and international traveler spending in the Tennessee supported 148,700 jobs, up 2% from just one year earlier".

### PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	12	10
2	20	17
3	30	26

PROJECTED COSTS: The only program costs related to the implementation of this program will be the cost of software at \$2,000.

NEW FACULTY NEEDED: No new faculty will be required. This will be an additional program track taught by the existing Administrative Office Technology instructor.

FACILITIES: This program will be housed at the Lexington extension campus, which currently has the needed computer lab and equipment available.

ACTION REQUIRED: Staff recommends approval.

**PROGRAM IMPLEMENTATION PROPOSAL – 2**

**INSTITUTION:** Tennessee College of Applied Technology-Hohenwald

**PROPOSAL:** To establish an Aesthetics Technology program at TCAT-Hohenwald located on the main campus in Hohenwald, TN. This program will be eight (8) months or 864 clock hours in length and serve adult students.

**EFFECTIVE DATE:** Fall 2017

**OBJECTIVES:** The objective is to offer an Aesthetics Technology program as an expansion of the current Cosmetology program and provide the quality education and training necessary to train and/or retrain adults to meet the increasing number of health, skin, and beauty related industry positions.

**NEED:** The U.S. Bureau of Labor Statistics (BLS) reported that the job outlook for estheticians is favorable, with an expected growth of 12% between 2014 and 2024.

**PROJECTED ENROLLMENT:**

YEAR	ENROLLMENT	COMPLETERS
1	10	8
2	20	16
3	20	16

**PROJECTED COSTS:** The program will be fully implemented with the assistance of the general budget of the Tennessee College of Applied Technology- Hohenwald. The cost of the equipment will be assumed by the institution and is required by the Tennessee State Board of Cosmetology.

New Faculty Needed	Year	Number Needed	Salary/Benefits
	2017	1	\$47,000.00 +benefits
	2018	1	\$47,000.00 +benefits
	2019	1	\$47,000.00 +benefits

**FACILITIES:** Adequate facilities to accommodate the classroom and training space to begin are available on-site the main campus.

**ACTION REQUIRED:** Staff recommends approval.

### PROGRAM IMPLEMENTATION PROPOSAL – 3

**INSTITUTION:** Tennessee College of Applied Technology-  
Chattanooga

**PROPOSAL:** To establish a new Cosmetology program at Grundy County High School for adults learners in the evening. This program will be twelve (12) months or 1296 clock hours in length.

**EFFECTIVE DATE:** Spring 2018

**OBJECTIVES:** The objective is to focus on the skills and knowledge needed for individuals interested in careers within the health and beauty industry.

**NEED:** The U.S. Bureau of Labor Statistics projects the job outlook to grow at 10%, which is faster than the average, and has a median salary of \$24,300 (\$11.68/hr).

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15-18	12-15
	2	15-18	12-15
	3	15-18	12-15

**PROJECTED COSTS:** Operating costs and personnel funds for the Grundy County cosmetology program will come from student tuition and state allocations.

1st Year: \$7,000.00

2nd Year: \$7,200.00

3rd Year: \$7,500.00

NEW FACULTY NEEDED:	Year	Number Needed	Salary/Benefits
	2017	1	\$33,000.00
	2018	1	\$34,000.00
	2019	1	\$35,000.00

**FACILITIES:** Grundy County High School has a full cosmetology lab and classroom that will be used for the evening TCAT Cosmetology program.

**ACTION REQUIRED:** Staff recommends approval.

## PROGRAM IMPLEMENTATION PROPOSAL – 4

**INSTITUTION:** Tennessee College of Applied Technology- Jackson

**PROPOSAL:** To establish a Health Information Management Technology program at the TCAT-Jackson campus. This program will be twelve (12) months or 1296 clock hours in length.

**EFFECTIVE DATE:** Fall 2017

**OBJECTIVES:** The objective of this program will be to train a workforce of skilled healthcare professionals who will be able to help providers implement electronic health records.

**NEED:** As the nation moves toward a more technology advanced health care system, providers will need a highly skilled health information management workforce to support the adoption and use of electronic health records. Due to the expanding wide use of electronic health records (EHR), the Bureau of Labor Statistics projects this profession will experience a 15% job growth between 2014 and 2024 which is “must faster than average for all occupations.

**PROJECTED ENROLLMENT:**

YEAR	ENROLLMENT	COMPLETERS
1	6	5
2	10	8
3	15	12

**PROJECTED COSTS:** The only program costs related to the implementation of this program will be the cost of software at \$2,000.

**NEW FACULTY NEEDED:** No new faculty will be required. This will be an additional program track taught by the existing Administrative Office Technology instructor.

**FACILITIES:** This program will be housed at the TCAT-Jackson main campus AOT lab/classroom, which currently has the needed computer lab and equipment available.

**ACTION REQUIRED:** Staff recommends approval.

## **PROGRAM IMPLEMENTATION PROPOSAL – 5**

**INSTITUTION:** Tennessee College of Applied Technology-Crossville

**PROPOSAL:** To establish the Certified Nursing Assistant program at TCAT-Crossville. The program is one trimester or 432 clock hours in length.

**EFFECTIVE DATE:** Fall 2017

**OBJECTIVES:** The objective is to supply a need that has been communicated from industries that hire certified nursing assistant health workers.

**NEED:** TCAT-Crossville is located within a service area that has a large amount of retirement. Several new assisted living businesses have recently located to the area. They prefer CNA to LPN.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	20	20
	2	20	20
	3	20	20

**PROJECTED COSTS:** TCAT-Crossville will be responsible for the \$2,000 program cost.

**NEW FACULTY NEEDED:** None needed.

**FACILITIES:** TCAT- Crossville will use current campus facilities.

**ACTION REQUIRED:** Staff recommends approval.

**PROGRAM IMPLEMENTATION PROPOSAL – 6**

**INSTITUTION:** Tennessee College of Applied Technology – Chattanooga

**PROPOSAL:** To establish a new Barbering program at TCAT-Chattanooga. The program will be three and a half trimesters or 1,500 clock hours in length.

**EFFECTIVE DATE:** Fall 2017

**OBJECTIVES:** The focus of this new program will be to train on the skills and knowledge for individuals interested in careers within the barbering industry. Upon completion and acquisition of 1500 hours, students are eligible to take the Tennessee Board of Barbering Examination for the Tennessee Barbering Technician license.

**NEED:** The U.S. Bureau of Labor Statistics projects the job outlook to grow at 10%, which is faster than the average, and has a median salary of \$23,710 (\$11.40/hr).

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	15-18	12-15
	2	18-20	15-18
	3	36-40	28-32

**PROJECTED COSTS:** Funds used for the nail technician program will be used for the barbering program including personnel and operating costs. The initial outlay of equipment will come.

1st Year: \$111,500.00

2nd Year: \$18,300.00

3rd Year: \$15,200.00

<b>NEW FACULTY NEEDED:</b>	<b>Year</b>	<b>Number Needed</b>	<b>Salary/Benefits</b>
	2017	1	\$44,512
	2018	0	\$0
	2019	1	\$44,512

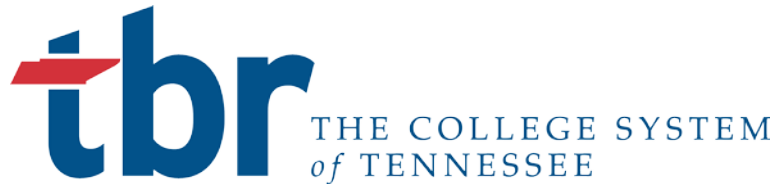
**FACILITIES**

The nail technology program is being phased out and the room that is used for it will be used for the barbering program and it is adequate space. Additional barbering equipment will be purchased to equip the room.

**ACTION REQUIRED:**

Staff recommends approval.





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BOARD TRANSMITTAL

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MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Approval of New Degree Program

DATE: June 22, 2017

PRESENTER: Interim Vice Chancellor Randy Schulte

ACTION REQUIRED: Voice Vote

STAFF'S  
RECOMMENDATION: Approve

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**Chattanooga State Community College**

**Associate of Applied Science in Nuclear Medicine Technology (A.A.S.)**

Chattanooga State Community College requests approval to establish a new A.A.S. in Nuclear Medicine Technology to address workforce need in a regional four-state area. The proposed degree uses courses that support the existing Technical Certificate in Nuclear Medicine Technology and will be developed for online delivery. This new degree does not exist at any other Tennessee college or university. It will create a new pathway way for completion for students in this field.

## **ACADEMIC PROPOSAL SUMMARY**

June 2017 TBR Quarterly Meeting

**INSTITUTION:** Chattanooga State Community College

**PROPOSAL:** Establish a new A.A.S. in Nuclear Medicine Technology

**EFFECTIVE DATE:** Fall 2017

### **PURPOSE:**

Nuclear medicine technologists operate equipment that creates images of areas of a patient's body. They prepare radioactive drugs and serve all patient populations. The typical entry-level education required is the associate's degree. According to the U.S. Bureau of Labor Statistics, the 2016 median pay is \$35.75 per hour. The proposed degree program will prepare students to sit for the national nuclear medicine licensure examination offered by the American Registry of Radiologic Technologists and the Nuclear Medicine Technology Certification Board. Program graduates may further their education in computed tomography or magnetic resonance imaging at Chattanooga State.

The proposed degree program will provide a direct pathway for students to complete an A.A.S. in Nuclear Medicine Technology instead of completing a related degree and then continuing in a certificate program for additional credentialing. Also, Chattanooga State currently offers a technical certificate in Nuclear Medicine Technology, which will be embedded within the proposed degree program. The existing certificate program requires 40 semester credit hours (SCH). Due to accreditation requirements, a student must take two semesters of general education prior to applying to the existing certificate program, if those courses were not met in their previously earned associate's degree. The new degree will insure that students receive credit for those general education courses and are able to apply them to an A.A.S. degree, thus providing a shorter path to the nuclear medicine technologist credential.

### **NEED:**

Currently, students must hold an associate's degree prior to entering the existing Technical Certificate in Nuclear Medicine Technology. An A.A.S. in Nuclear Medicine Technology will provide increased access to this career choice and will address a regional workforce need in the Southern United States. The Bureau of Labor Statistics projects 20% job outlook with an increased need for 4,200 nuclear medicine technologists. O\*Net projects growth at 15% to 21% with Tennessee experiencing a 15% increase in nuclear medicine technologists by 2022.

ChSCC surveyed healthcare facilities in the region. Responses indicated that 56.45% of departments will experience growth resulting in the need to hire one to two nuclear medicine technologists. Letters of support from local and regional healthcare agencies were provided.

### **IMPACT:**

Students will have a direct path into nuclear medicine technology without having to complete a related program and then pursue an additional credential through the certificate program. This option will diversify the age group that enters the program and increase access to post-secondary opportunities in support of the Governor's Drive to 55 goals.

## CURRICULUM:

The proposed program requires completion of 69 semester credit hours distributed as follows:

<u>Curriculum Category</u>	<u>Hours Required</u>
General Education	28
Major Field Core	22
Other Credits (Clinical and Practicum Courses)	<u>19</u>
<b>TOTAL:</b>	<b>69</b>

Two (2) new courses that total 2 SCH were developed and the curriculum was approved through the appropriate institutional review process. ChSCC encourages students to take the first-year experience course, but it is not required. The default pathway to be used for student advising is provided below.

### A.A.S. in Nuclear Medicine Technology – Curriculum Map

#### YEAR 1

<u>Course No.</u>	<u>Course Title</u>	<u>Fall</u>	<u>Spr</u>	<u>Sum</u>
BIOL 2010, 2020	Human Anatomy and Physiology*	4	4	
ENGL 1010	Composition*	3		
MATH 1130	College Algebra*	3		
CHEM 1010	Introduction to Chemistry I*		4	
PHYS 1030	Concepts of Physics*			4
NUCM 1100	Patient Care in Imaging		1	
NUCM 1107	Introduction to the Clinical Experience			1
Humanities Elective	(Approved to meet General Education)	3		
Social Science Elective	(Approved to meet General Education)		3	
	<b>Total Credits</b>	<b>13</b>	<b>12</b>	<b>5</b>

#### YEAR 2

<u>Course No.</u>	<u>Course Title</u>	<u>Fall</u>	<u>Spr</u>	<u>Sum</u>
NUCM 2200	Introduction to Molecular Imaging	2		
NUCM 2301	Physics and Instrumentation	2		
NUCM 2104	Writing Research in Nuclear Medicine	1		
NUCM 2205, 2215, 2325	Clinical Procedures I, II, III	2	2	3
NUCM 2607, 2617, 2627	Practicum in Nuclear Medicine I, II, III	6	6	6
NUCM 2208	Radiopharmacology		2	
NUCM 2312	Advanced Instrumentation and Radiation Biology		3	
NUCM 2114	Presenting Research in Nuclear Medicine	1		
NUCM 2335	CT for Nuclear Medicine Technologists			3
	<b>Total Credits</b>	<b>14</b>	<b>13</b>	<b>12</b>

The program requires 69 semester credit hours to meet accreditation standards. Therefore, exceptional approval for more than 60 semester credit hours is requested. The Joint Review Committee on Educational Programs in Nuclear Medicine Technology (JRCNMT) requires the following credit courses: human anatomy and physiology I, and II, written communication, college algebra, chemistry w/lab, physics, humanities elective, and social science elective. In addition, the nuclear medicine courses meet the need of the didactic instructional requirements by the JRCNMT. Requirements can be found at the following link:

[http://www.jrcnmt.org/sites/jrcnmt2/uploads/documents/Accred\\_Policy\\_Documents/Final\\_Standards\\_rev10\\_2014.pdf](http://www.jrcnmt.org/sites/jrcnmt2/uploads/documents/Accred_Policy_Documents/Final_Standards_rev10_2014.pdf).

### Admission, Progressing and Graduation Policy

*In addition to the standard admission requirements to the college, the program has specific items that must be completed. Students must apply separately to the program, after completing a minimum of the following general education courses:*

- *Anatomy and Physiology I*
- *Composition I*
- *College algebra (or higher)*

*Students must complete all items that are part of the formula to establish ranking and placement within the program. Higher scoring applicants will be accepted into the program.*

*The formula includes information regarding:*

- *application data (complete application prior to program deadline)*
- *two reference forms*
- *academic data which includes:*
  - *Grade point average*
  - *College math credits*
  - *College science credits*
- *two observation forms documenting 24 hours of observation in a nuclear medicine department*
- *a formal interview with the Nuclear Medicine Technology Interview Committee composed of college faculty and clinical supervisors.*
  - *Interview scoring is based on:*
    - *Promptness*
    - *Professional presentation of oneself*
    - *Knowledge of nuclear medicine*
    - *Inter-personal skills*
    - *Plans/goals for success*
    - *Personal reflection/self-evaluation*
    - *Communication skills*
    - *Professional personality*

*The scores from data recorded on the Student Interview Record Form, used each academic year, are available for review upon request. The form is maintained in the program director's office. An applicant's form will be maintained in the student's nuclear medicine academic file for each accreditation cycle.*

*A grade of "C" or higher in general education courses (listed above) is required.*

*Retention in the program requires a grade of 75% or higher on all nuclear medicine courses, as well as completion of all assigned competencies. Graduation requires completion of all nuclear medicine courses and competencies with a grade of 75% or higher.*

*Residency requirements comply with SACSCOC requirements of 25% of the SCH which is 15 SCH.*

**PLANS FOR ACCREDITATION:**

The current certificate program is accredited by the Joint Review Committee on Educational Programs in Nuclear Medicine Technology (JRCNMT). The degree will maintain this professional accreditation. In October 2016, a certificate of accreditation was granted for 7 years. SACSCOC will be notified.

The program has established articulation with the bachelor's degree in Liberal Arts or Professional Studies at Middle Tennessee State University.

**ORGANIZATIONAL STRUCTURE:**

The proposed program will be housed within the existing Division of Nursing and Allied Health. No additional academic unit is required. There is a Program Director who reports to the Dean of Nursing and Allied Health.

Courses will be delivered using an online format. Examinations will be proctored. Clinical courses are structured as online courses delivered asynchronously using a documentation system entitled *Trajecsys*. The student is not required to have any physical interaction with the faculty at Chattanooga State in the clinical courses. ChSCC will work with students and clinical facilities within their region to provide on-ground experience. A list of approved affiliates will be available to the student; however, additional sites may be added at the student's request to satisfy his or her regional need.

**PROJECTED STUDENT ENROLLMENT:**

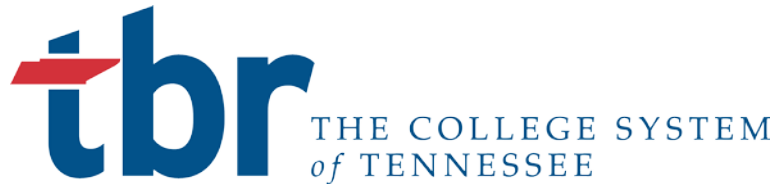
Year	Full-Time Headcount	Part-time Headcount	Total Year Headcount	FTE	Graduates
1	13	0	13	12	10
2	13	0	13	12	10
3	13	0	13	12	10

**PROJECTED NEW COSTS AND REVENUE:**

There will be no need for new personnel. The current faculty feel that they will be able to continue to produce excellent outcomes. Given that the certificate program is accredited and successful and that general education courses are the only additional requirements, all resources, i.e., library, personnel, equipment, and facilities are already in place. No new costs are associated with the implementation of this new degree program.

**STAFF RECOMMENDATION:**

**The proposal has been reviewed by the staff of the Office of Academic Affairs. Board approval is recommended.**



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BOARD TRANSMITTAL

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MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Revision to Policy 2:03:01:05, Academic Retention and Readmission at the Tennessee Colleges of Applied Technology

DATE: June 22, 2017

PRESENTER: Executive Vice Chancellor James. D. King

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

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Executive Vice Chancellor King will present revisions to the Academic Retention and Readmission at the Tennessee Colleges of Applied Technology Policy 2:03:01:05. The proposed revisions were reviewed, revised and approved during the Presidents and Directors Meeting to eliminate inconsistencies in the interpretation of this policy. As the Technical Colleges move to a single instance of Banner, it will be imperative for the colleges to implement this policy consistently across the state.

# Academic Retention and Readmission at the Tennessee Colleges of Applied Technology-:

## 2:03:01:05

### Topics

### Policy Area

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Academic Policies

### Applicable Divisions

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TCATs

### Purpose

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Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. ~~Toward those ends, the following retention procedures are specified.~~ This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

### Policy

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#### I. Student Attendance

- A. The nature of the programs at the Tennessee Colleges of Applied Technology is such that it is necessary for every student to attend regularly. Excessive interruptions due to absences will have an adverse effect on student progress.
  1. A full-time student enrolled for a full term (72 days) and that has been absent for more than 5.5% (24 hours) of the scheduled hours enrolled will receive written communication alerting the student to the number of hours remaining prior to suspension. Available community and institutional resources will be shared to assist students with attendance issues. ~~be referred to Student~~

~~Services for counseling. Counseling hours.~~ ~~The number of H~~hours of absence triggering notification must be prorated for all part-time students and full-time students enrolled for less than a full term.

- When a full-time student enrolls for a full term (72 days) and has absences exceeding 9.7% (42 hours) of the scheduled hours enrolled, that student will be suspended. A student suspended for attendance may appeal the suspension in writing to the ~~Director-president~~ within three days of receiving notification of the suspension. A student appealing suspension for attendance may remain in class until the suspension has been reviewed. ~~Suspension~~ The number of hours triggering suspension must be prorated for all part-time and full-time students enrolled for less than a full term.

- A student is considered tardy if not in the classroom at the designated time for class to start. Multiple tardies will result in the following discipline:

Five (5) tardies ~~--~~ Student will be given a written ~~documented~~ warning by instructor

Six (6) tardies ~~--~~ Student will ~~documented~~ be placed on probation by the president or the president's designee, ~~designated authority~~

Seven (7) tardies ~~--~~ Student will be referred to ~~Director-president~~ and may be suspended.

- An attendance record for each student ~~is shall be~~ maintained in the student information system, ~~institution office~~.

- When a student misses three consecutive days without contacting the college, that student will be presumed to have withdrawn from the ~~program~~ college.

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## II. Exceptions for Suspension due to Student Attendance

A. In individual cases of extenuating circumstances, the ~~director~~ president may make exceptions to the requirement of suspension or presumed withdrawal due to absences. The circumstances warranting such exceptions should be fully documented.

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## III. Student Progress

~~A. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies, in compliance with this policy, to define retention standards of the college institution.~~

B.A. Evaluations of student achievement toward a program's identified occupational competencies are recorded for each student at the end of 72 days of instruction that comprise a term. Those evaluations ~~include~~ shall be based on the following scale of progress:

1. A = 94 – 100
2. B = 87 – 93
3. C = 80 – 86
4. D = 73 – 79
5. F = 0 - 72

C.B. Grades for courses will be determined as described in course syllabi. Students will be graded in the following categories:~~The term grade report will reflect each student's progress in the following categories:~~

1. Skill Proficiency
2. Theory/Related Information

### 3. Worker Characteristics

C. A student must maintain a "DC" (73) or better average per course and a "C" or better average per term. ~~for the 72-day period of instruction.~~

D. Allied Health Programs require a "C" (80) or better average per course.

E. Failure to ~~de~~ maintain the required grade average will result in suspension at the end of the term.

~~D.F.~~ Additional retention standards for specific programs may be maintained established by the college pursuant to based on accreditation or licensing requirements applicable to a program.

#### IV. Readmission from Suspension for Grades & or Attendance

- A. The ~~director~~ president may consider for readmission the applicant who has been suspended.
- B. Criteria that the ~~director~~ president will consider in assessing candidacy for readmission are as follows:
  1. Assessment of the candidate's willingness to address those deficiencies that contributed to the prior suspension, and
  2. Assessment of the likelihood that the readmitted student may succeed in pursuing his or her training objective.

#### Exceptions

V.

A. ~~In individual cases of extenuating circumstances the director may make exceptions to suspension due to absences. Such exceptions should be fully documented.~~

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~~B.—Additional retention standards for specific programs may be maintained by the school pursuant to accreditation or licensing requirements.~~

### **Sources**

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TBR Meeting, September 30, 1983; Revised: TBR Meeting, June 30, 1989; Revised: TBR Meeting, September 29, 1995; TBR Meeting, September 22, 2000; Revised: TBR Meeting, September 30, 2005; Revised: TBR Meeting, September 29, 2006.

# Academic Retention and Readmission at the Tennessee Colleges of Applied Technology: 2:03:01:05

## Topics

### Policy Area

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Academic Policies

### Applicable Divisions

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TCATs

### Purpose

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absence triggering notification must be prorated for all part-time students and full-time students enrolled for less than a full term.

2. When a full-time student enrolls for a full term (72 days) and has absences exceeding 9.7% (42 hours) of the scheduled hours enrolled, that student will be suspended. A student suspended for attendance may appeal the suspension in writing to the president within three days of receiving notification of the suspension. A student appealing suspension for attendance may remain in class until the suspension has been reviewed. The number of hours triggering suspension must be prorated for all part-time and full-time students enrolled for less than a full term.
3. A student is considered tardy if not in the classroom at the designated time for class to start. Multiple tardies will result in the following discipline:
  - Five (5) tardies – Student will be given a written warning by instructor
  - Six (6) tardies – Student will be placed on probation by the president or the president's designee
  - Seven (7) tardies – Student will be referred to president and may be suspended.
4. An attendance record for each student shall be maintained in the student information system. .
5. When a student misses three consecutive days without contacting the college, that student will be presumed to have withdrawn from the college.

## II. Exceptions for Suspension due to Student Attendance

- A. In individual cases of extenuating circumstances, the president may make exceptions to the requirement of suspension or presumed withdrawal due to absences. The circumstances warranting such exceptions should be fully documented.

## III. Student Progress

- A. Evaluations of student achievement toward a program's identified occupational competencies are recorded for each student at the end of 72 days of instruction that comprise a term. Those evaluations shall be based on the following scale of progress:
  - 1. A = 94– 100
  - 2. B = 87 – 93
  - 3. C = 80 – 86
  - 4. D = 73 – 79
  - 5. F = 0 - 72
- B. Grades for courses will be determined as described in course syllabi. Students will be graded in the following categories:
  - 1. Skill Proficiency
  - 2. Theory/Related Information
- C. A student must maintain a "D" (73) or better average per course and a "C" or better average per term. .
- D. Allied Health Programs require a "C" (80) or better average per course.
- E. Failure to maintain the required grade average will result in suspension at the end of the term.

- F. Additional retention standards for specific programs may be established by the college based on accreditation or licensing requirements applicable to a program.

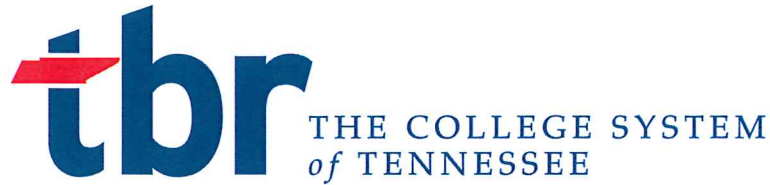
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- A. The president may consider for readmission the applicant who has been suspended.
- B. Criteria that the president will consider in assessing candidacy for readmission are as follows:
  - 1. Assessment of the candidate's willingness to address those deficiencies that contributed to the prior suspension, and
  - 2. Assessment of the likelihood that the readmitted student may succeed in pursuing his or her training objective.

### **Sources**

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TBR Meeting, September 30, 1983; Revised: TBR Meeting, June 30, 1989; Revised: TBR Meeting, September 29, 1995; TBR Meeting, September 22, 2000; Revised: TBR Meeting, September 30, 2005; Revised: TBR Meeting, September 29, 2006.



**Tennessee Board of Regents  
*Committee on External Affairs***

June 22, 2017

**AGENDA**

- 1. Overview of the New Role of the External Affairs Unit** (Vice Chancellor Kim McCormick)

The committee will receive an overview of the newly established Office of External Affairs structure, goals and objectives.

- 2. Discussion of the Role of the External Affairs Unit in Accordance with the Focus Act** (Vice Chancellor Kim McCormick)

The committee will discuss alignment of the goals and objectives of the External Affairs Unit in relation to the goals and objectives of the Focus Act.

- 3. Review of the External Affairs Committee Charter** (Vice Chancellor Kim McCormick)

The committee will review the current External Affairs Committee Charter to assess the need, if any, for revisions in accordance to the External Affairs Unit structural revision.



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BOARD TRANSMITTAL

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MEETING: External Affairs Committee

SUBJECT: Overview of the New Role of the Office of External Affairs

DATE: June 22, 2017

PRESENTER: Vice Chancellor Kim McCormick

ACTION REQUIRED: Informational

STAFF'S  
RECOMMENDATION: N/A

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The committee will receive an overview of the newly established Office of External Affairs structure, goals and objectives.

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BOARD TRANSMITTAL

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MEETING: External Affairs Committee

SUBJECT: Discussion of the Role of External Affairs in Accordance  
with the Focus Act

DATE: June 22, 2017

PRESENTER: Vice Chancellor Kim McCormick

ACTION REQUIRED: Informational

STAFF'S  
RECOMMENDATION: N/A

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The committee will discuss alignment of the goals and objectives of the External Affairs Unit in relation to the goals and objectives of the Focus Act.

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BOARD TRANSMITTAL

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MEETING: External Affairs Committee

SUBJECT: Discussion of the Committee Charter

DATE: June 22, 2017

PRESENTER: Vice Chancellor Kim McCormick

ACTION REQUIRED: Informational

STAFF'S  
RECOMMENDATION: N/A

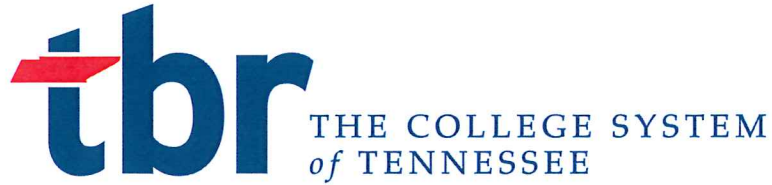
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The committee will review the current External Affairs Committee Charter to assess the need, if any, for revisions in accordance to the External Affairs Unit structural revision.

Committee on External Affairs

1. The Committee on External Affairs is responsible for the oversight of the Board's relationship to organizations and constituent groups external to the system, ensuring that these relationships promote the mission and goals of the Tennessee Board of Regents system.
2. Toward the furtherance of this purpose, the Committee on External Affairs shall:
  1. Provide oversight for government relations activities and initiatives and make recommendations to the Board on legislative priorities for the system.
  2. Make recommendations regarding the Board's role in building relationships and collaborations with business, industry and community leaders/organizations in Tennessee.

3. Make recommendations regarding the Board's role in advocating the priorities of the System to local, state, and national leaders and media.
4. Provide oversight for public relations efforts, promote effective communications with constituents, and review marketing strategies developed at the System.
5. Promote effective communication between the System, its institutions, public officials, and leaders at the local, state, and national levels.
6. Provide oversight of private fundraising efforts, recognize excellence in philanthropy, and review reports on philanthropic activities within the System.
7. Recommend to the Board creation or revision of policies/guidelines related to external affairs including, but not limited to: government, business, and community relations, advocacy, public relations, and fundraising.



**Tennessee Board of Regents**  
***Committee on Workforce Development***

June 22, 2017

**AGENDA**

**1. OVERVIEW OF THE NEW ROLE OF THE WORKFORCE DEVELOPMENT COMMITTEE** (Vice Chancellor Carol G. Puryear)

The committee will receive an overview of the newly established Office of Economic and Community Development goals and objectives.

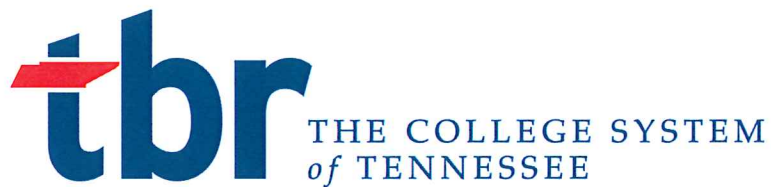
**2. PROPOSED NEW INITIATIVES** (Vice Chancellor Carol G. Puryear)

The committee will receive information on proposed initiatives for the Office of Economic and Community Development:

- A. Partnerships with state agencies;
- B. Overview of the certification program for technical and community college workforce representatives.

**3. DISCUSSION OF COMMITTEE CHARTER** (Vice Chancellor Carol G. Puryear)

The committee will review the current Committee on Workforce Development Charter as taken from the current TBR bylaws.



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BOARD TRANSMITTAL

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MEETING: Workforce Development Committee

SUBJECT: Overview of the New Role of the Office of Economic and Community Development

DATE: June 22, 2017

PRESENTER: Vice Chancellor Carol Puryear

ACTION REQUIRED: Informational

STAFF'S RECOMMENDATION: N/A

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The committee will receive an overview of the newly established Office of Economic and Community Development goals and objectives.

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BOARD TRANSMITTAL

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MEETING: Workforce Development Committee

SUBJECT: Proposed New Initiatives of the Office of Economic and  
Community Development

DATE: June 22, 2017

PRESENTER: Vice Chancellor Carol Puryear

ACTION REQUIRED: Informational

STAFF'S  
RECOMMENDATION: N/A

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The committee will receive information on proposed initiatives for the Office of Economic and Community Development:

- C. Partnerships with state agencies;
- D. Overview of the certification program for technical and community college workforce representatives.

BOARD TRANSMITTAL

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MEETING: Workforce Development Committee

SUBJECT: Discussion of the Committee's Charter

DATE: June 22, 2017

PRESENTER: Vice Chancellor Carol Puryear

ACTION REQUIRED: Informational

STAFF'S  
RECOMMENDATION: N/A

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The committee will review the current Committee on Workforce Development Charter as taken from the current TBR bylaws:

Committee on Workforce Development

1. The Committee on Workforce Development is responsible for the oversight of the workforce initiatives at the six universities, 13 community colleges, and 27 colleges of applied technology, ensuring our institutions are meeting the workforce training needs of Tennessee's employers and citizens.
2. The committee will:
  1. Provide oversight and make recommendations to the Tennessee Board of Regents relative to programmatic decisions including the approval of new academic programs, program credentials, modifications or terminations of academic workforce offerings.



2. Ensure that workforce programs align with the needs of business and industry.
3. Ensure that workforce programs enrich, strengthen, and support Tennessee citizens, the State of Tennessee's Drive to 55, and economic development goals.
4. Review productivity and performance of academic and non-credit workforce programs annually and provide a report to the Tennessee Board of Regents.
5. Provide recommendations to the Tennessee Board of Regents for creation of or revisions to policies and guidelines related to workforce entities within the TBR system's institutions.
6. Encourage and recognize excellence in workforce partnerships and student's successes.

**REPORT OF THE  
COMMITTEE ON PERSONNEL AND COMPENSATION  
SPECIAL CALLED MEETING**

*April 27, 2017*

The Committee on Personnel and Compensation met in a special called session by teleconference on April 27, 2017, at 12:30 p.m. Central Time.

A quorum was present and the meeting was called to order by Chairman Smith.

Chairman Smith stated the purpose of the special meeting was to receive and consider appointments to executive staff reporting to the Chancellor. The Committee met to expeditiously act on recommendations from the Chancellor to fill key executive positions recently vacated.

Chairman Smith then called on Vice Chair Reynolds for comments. Vice Chair Reynolds remarked on the timely and excellent assessment Chancellor Tydings has made on the work that needs to be

done to accomplish the System's vision of becoming a unified system. Additionally, she thanked her for the excellent recommendations being brought to the Committee today.

Then Chairman Smith called on Chancellor Tydings for her recommendations. Chancellor Tydings thanked the members for their time and proceeded with the recommendation for interim appointments and to promote personnel to positions reporting directly to the chancellor. The first recommendation for the Committee to consider was to appoint Dr. Randy Schulte as the interim Vice Chancellor for Academic Affairs until a nationwide search is conducted to find a permanent vice chancellor. Also in the recommendation was the appointment of Mr. James King as Executive Vice Chancellor, who will assist Chancellor Tydings with the transition and, also serve as the Interim Vice Chancellor of Student Success until a nationwide search is conducted to find a permanent vice chancellor. Chancellor Tydings commented on the varied talents and strengths that Dr. Schulte and Mr. King each bring to the executive team. Upon hearing Chancellor Tydings recommendation, Regent White moved to approve these

appointments. Regent Shockey provided a second to the motion. The motion passed unanimously with a roll call vote.

Next, Chairman Smith called on Chancellor Tydings for further recommendations. Chancellor Tydings presented a recommendation to appoint Dr. Kim McCormick as the Vice Chancellor of External Affairs and Dr. Carol Puryear as the Vice Chancellor of Economic and Community Development. She further commented on the extensive work and background Dr. McCormick and Dr. Puryear are bringing to the System to help move us forward with our vision to be a premier technical and community college system. Regent White moved to approve the presented recommendation and Regent Shockey seconded the motion. A roll call vote was taken and the motion passed unanimously.

Chairman Smith expressed his appreciation for those who could be on the call and to the Chancellor for making excellent recommendations to fill these positions. Chancellor Tydings then asked Dr. McCormick, Dr. Puryear, Dr. Schulte and Mr. King for comments. Each one expressed their deep appreciation for being considered for these

positions and the confidence the Board and Chancellor has placed upon them.

In closing, Chairman Smith congratulated Dr. McCormick, Dr. Puryear, Dr. Schulte, and Mr. King on their appointments and thanked them for their willingness and passion to bring the Tennessee Board of Regents to the next level of excellence.

There was no further business to come before the Committee, and the meeting was adjourned.

Respectfully submitted,

COMMITTEE ON PERSONNEL  
AND COMPENSATION

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J. Parker Smith, Chair

## **REPORT OF THE COMMITTEE ON AUDIT**

**June 6, 2017**

The Committee on Audit met in regular session on June 6, 2017 at the Tennessee Board of Regents system office. A quorum was present. In attendance were system office staff, 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 MaryLou Apple  
Regent Fran Marcum  
Regent Barbara Prescott

Regent J. Parker Smith and Regent Yolanda Greene joined the meeting after it was already in progress.

Item I, Recommendation for Appointment of the Chief Audit Executive, was presented by Chancellor Flora Tydings. The Tennessee Board of Regents system office has completed the search to fill the position of Chief Audit Executive. The position is currently held by

Tammy Birchett, who will retire June 9, 2017. The Chancellor, who consulted with the chair of the Audit Committee, recommended Mike Batson to the Audit Committee for approval. The Committee voted to approve the recommendation, which will be sent to the full Board for approval. The committee also recognized the work by Mrs. Birchett, who was charged with creating the Audit function for TBR in 2004, and over the past 13 years has seen its role and staff expand to fully support the oversight of the Tennessee Board of Regents.

Item II, Informational Reporting, included three topics for discussion. Item II.a., Review of Comptroller's Office Audit Reports, consisted of informing the committee that no Comptroller's Office Audit Reports were received this quarter, but provided a summary of those in progress. Mrs. Birchett mentioned that the Sunset performance audit of the Tennessee Board of Regents system, and other state higher education entities, began in February 2017 and is expected to continue until November or December. The purpose of the sunset audit is to aid the Joint

Government Operations Committee of the General Assembly in determining whether the Tennessee Board of Regents should be continued, restructured, or abolished. Under current law (*TCA* 4-29-239(a)(38), the TBR [State University and Community College System] is scheduled to terminate June 30, 2018.

Information was also shared about revisions to statutes that affect the TBR institutions. Public Chapter 20 revised *Tennessee Code Annotated* 8-4-109 by requiring that management submit a corrective action plan to the Comptroller within 30 days of the issuance of an audit report and requiring the submission of a written report of the actions taken to implement the audit recommendations six months after the issuance of the report. The corrective action plan is a new procedure but internal auditors currently issue follow-up reviews of findings within six months of the report release.

Public Chapter 79 revised *Tennessee Code Annotated* 4-4-113 by requiring any department of state government to report federal audit



matters to the Comptroller of the Treasury and the Commissioner of Finance and Administration within 5 business days of receiving notice of noncompliance or deficiencies in compliance with federal requirements that could result in the imposition by the federal agency of one of the six penalties identified in the law. It further requires other units within a department to notify the agency head or chief financial officer within five business days from receipt of such a matter. In the past, federal audit reports have been provided to the Comptroller at each fiscal year-end. In response to a question from Regent Griscom, Mrs. Birchett said that in addition to compliance or control issues, the reason that federal reports are needed by the agencies is to determine the potential effect of these issues on financial statements. This item was for informational purposes and required no action.

Item II.b., Review of Internal Audit Reports, consisted of a discussion of internal audit reports issued during the last quarter, including 1) Cleveland State Community College, Grants – Fiscal Year

2016; 2) Columbia State Community College, Federal Grants Internal Controls; and 3) Roane State Community College, Student Apartments. A list of all internal audit reports issued during the quarter are included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item II.c., Review of Federal Audit Reports, consisted of a discussion of the one Cleveland State Community College federal audit report issued during the last quarter.

Item III, Internal Audit Transition Under the FOCUS Act, was presented by Tammy Birchett. She provided an update regarding the transition of university audit activities under the FOCUS Act which included a summary of key actions and a chart of audit activities. She mentioned that Senate Bill 994 was passed by the legislature on March 16, 2017, and signed by the Governor on March 29, 2017. Sections 2 through 9 of the bill relate to higher education internal audit. The bill resulted in revisions to existing statutes which now provide the same level

of independence to locally governed university auditors as that provided to the auditors of the Tennessee Board of Regents and the University of Tennessee. This item was for informational purposes and required no action.

Item IV., Review of Revisions to Fiscal Year 2017 Internal Audit Plans, were presented to the Committee. Most revisions to the plans were needed because of changes in staffing and changes in audit priorities, including the addition of unscheduled investigations. The Committee voted to approve the audit plans as presented. The audit plans are included as Attachment B to these minutes.

Item V., Review of System-wide Internal Audit Budget for Fiscal Year 2018, was presented by Tammy Birchett. She noted that funding sources for the office have changed since the implementation of the FOCUS Act and these changes were discussed. A roll call vote was conducted and the committee voted to approve the Budget as presented.

There being no further business to come before the Committee on Audit, the meeting was adjourned.

Respectfully submitted,

Committee on Audit

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Tom Griscom, Committee Chair

**Attachment A**  
**Summary of Internal Audit Reports and Investigations**  
**Issued During the Quarter**

Internal Audit and Investigation Reports for Review with the Committee

CISCC	Grants – Fiscal Year 2016
CoSCC	Federal Grants Internal Controls
RSCC	Student Apartments

Internal Audit Reports for Informational Purposes

ChSCC	Sensitive Equipment
PSCC	Technology Access Fee
PSCC	Cash Counts

Internal Audit Follow-Up Reports for Informational Purposes

DSCC	Follow-up to Off-Campus International Education Programs
NeSCC	Follow-up to State Audit Report FY 2014-2015
WSCC	Update to Follow-up to State Audit Report FY 2014-2015

TCAT Focused Reviews for Informational Purposes

Covington	Focused Operational Review
Crump	Focused Operational Review
Elizabethton	Focused Operational Review
Morristown	Focused Operational Review
Newbern	Focused Operational Review
Shelbyville	Focused Operational Review

Internal Audit Investigations for Informational Purposes

CISCC	Abuse of Leave
DSCC	Possible Theft of Time
NeSCC	Fee Waiver Denials
STCC	Staff Holiday Party
STCC	Personal Purchases
STCC	Employee Time Reporting
WSCC	Misuse of Vehicle

**Attachment B**  
**Approved Internal Audit Plans for the**  
**Fiscal Year Ended June 30, 2017**

Chatanooga State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Original Plan	Revised Plan	Revised to Original		Actual	Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
						Change in Hours	Change in Percent		Hours	Percentage				
5.0	A	FM	YE Procedures FYE 2016	15.0	15.0	0.0	0%	8.0	7.0	47%	Jun 2016	Aug 2016	Completed	
5.0	A	FM	YE Procedures FYE 2017	11.3	11.3	0.0	0%		11.3	100%	Jun 2017		Scheduled	
5.0	A	IA	Volkswagon Academy	15.0	15.0	0.0	0%	6.0	9.0	60%	May 2015		In Progress	
5.0	C	IS	General Consultation	90.0	90.0	0.0	0%	52.5	37.5	42%	Jul 2016		In Progress	
5.0	F	FM	State Audit Follow-up	15.0	15.0	0.0	0%	2.5	12.5	83%	Jan 2017		In Progress	
5.0	F	IS	Follow up Reviews	75.0	75.0	0.0	0%	66.5	8.5	11%	Jul 2016		In Progress	
5.0	F	SS	FU-CCTA-Workforce Training Hours	60.0	82.5	22.5	27%	FN3 76.0	6.5	8%	Nov 2016	Feb 2017	Completed	
5.0	I	IS	Developing Investigations - Assist TB	22.5	15.0	-7.5	-50%	FN2 5.8	9.3	62%	Jul 2016		In Progress	
5.0	I	IS	INV1607	37.5	45.0	7.5	17%		45.0	0%	Jul 2016	Sept 2016	Completed	
5.0	I	IS	INV1605	37.5	49.5	12.0	24%	46.5	3.0	6%	Apr 2016	Nov 2016	Completed	
5.0	I	IS	Unscheduled Investigations	112.5	45.0	-67.5	-150%	FN2	45.0	100%	Jul 2016		Scheduled	
5.0	M	IS	Enterprise Risk Assessment 2016	37.5	7.5	-30.0	-400%	FN4	7.5	100%	May 2017		Scheduled	
5.0	P	IS	Special Projects-Audit Software	45.0	30.0	-15.0	-50%	FN2 18.5	11.5	38%	Jul 2016		In Progress	
5.0	R	FM	RSCC-President's Expense 2016	90.0	90.0	0.0	0%	74.0	16.0	18%	Aug 2016	Oct 2016	Completed	
4.0	A	IS	Human Resources	195.0	195.0	0.0	0%	4.5	190.5	98%	Feb 2017		In Progress	
3.6	A	FM	Accounts Receivable	60.0	90.0	30.0	33%	89.0	1.0	1%	May 2016	Aug 2016	Completed	
3.6	A	PP	Key-Controls	0.0	105.0	105.0	100%	FN1 97.5	7.5	7%	Sep 2016	Jan 2017	Completed	
3.3	A	FM	Contract Compliance	97.5	0.0	-97.5	NA	FN1	0.0	NA	Oct 2016	N/A	Removed	
3.1	A	FM	Payroll	97.5	97.5	0.0	0%	83.5	14.0	14%	Jan 2017		In Progress	
3.0	A	FM	Sensitive Equipment Inventory	82.5	135.0	52.5	39%	FN3 124.0	11.0	8%	Dec 2016	Apr 2017	Completed	
2.2	A	SS	Enrollment Activity Fall 2015	12.8	12.8	0.0	NA	11.5	1.3	10%	Mar 2016	Aug 2016	Completed	
	A	IT	NACHA	0.0	0.0	0.0	NA	2.5	-2.5	NA		Jun 2016	Completed	
<b>Total Planned Audit Hours:</b>				<b>1209.0</b>	<b>1221.0</b>	<b>12.0</b>		<b>813.8</b>	<b>407.3</b>					

Estimated Available Audit Hours = 1228.5 (1 staff) (Part-time position vacant beginning 8/5/2016)

**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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

FN 1 - Contract Compliance audit removed to include Key Controls Audit. Key Controls Audit added as a result of an investigation.  
 FN 2 - Hours reduced to account for only remaining months and to apply to actual projects.  
 FN 3 - Additional hours needed due to issues discovered and corrective action discussions with management.  
 FN 4 - Reduced hours for change in TBR reporting requirement.



Cleveland State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	A	FM	NACHA 2016	97.5	112.5	15.0	15%	108.0	4.5	4%	Jul 2016	Sep 2016	Completed
5.0	A	FM	NACHA 2017	97.5	90.0	-7.5	-8%		90.0	100%	May 2017		Scheduled
5.0	A	FM	IA Letter FMMRA 2017	15.0	15.0	0.0	0%		15.0	100%	May 2017		Scheduled
5.0	A	IS	General Consultation-2017	52.5	45.0	-7.5	-14%	38.5	6.5	14%	Jul 2016		In Progress
5.0	A	IS	Year End Work (State Audit Cash Counts)	15.0	15.0	0.0	0%	2.5	12.5	83%	Jun 2017		In Progress
5.0	F	FM	FU- Missing Computer and Money	45.0	67.5	22.5	50%	66.0	1.5	2%	Jul 2016	Sep 2016	Completed
5.0	F	IS	FU- Study Abroad	15.0	22.5	7.5	50%	19.0	3.5	16%	Aug 2016	Aug 2016	Completed
5.0	F	IS	FU - State Audit	0.0	22.5	22.5	NA	65.0	-42.5	-189%	Dec 2016	Nov 2016	Completed
5.0	F		FU-Federal Review	0.0	52.5	52.5	NA	21.0	31.5	60%	Mar 2016		In Progress
5.0	I	IS	Unscheduled Investigations 2017	37.5	15.0	-22.5	-60%		15.0	100%	Jul 2016		Scheduled
5.0	M	IS	IA Letter ISMRA 2017	15.0	15.0	0.0	0%		15.0	100%	May 2017		Scheduled
5.0	M	IS	Athens-IA Letter MRA 2017	15.0	15.0	0.0	0%	4.5	10.5	70%	Feb 2017	Feb 2017	Completed
5.0	P	IS	Special Project- Automated Workpapers 2017	30.0	30.0	0.0	0%	29.5	0.5	2%	Jul 2016		In Progress
5.0	I		INV 17-01	0.0	97.5	97.5	N/A	51.5	46.0	47%			In Progress
3.3	A	FM	Grants	112.5	90.0	-22.5	-20%	114.0	-24.0	-27%	Apr 2017	Mar 2017	Completed
3.3	A	FM	Maintenance/Tuition and Related Fees	112.5	0.0	-112.5	-100%		0.0	N/A	Oct 2017		Removed
3.3	A	PP	Emergency Preparedness	97.5	67.5	-30.0	-31%	31.0	36.5	54%	Sep 2016		In Progress
3.3	A	PP	Building Security/Key Control	112.5	157.5	45.0	40%	163.0	-5.5	-3%	Nov 2016	Feb 2017	Completed
3.3	A	SS	Enrollment Services	97.5	41.3	-56.3	-58%		41.3	100%	Mar 2017		Scheduled
<b>Total Planned Audit Hours:</b>				<b>967.5</b>	<b>971.3</b>	<b>3.8</b>		<b>713.5</b>	<b>257.8</b>				

Estimated Available Hours For Audits = 967.5

**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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

**Columbia State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017**

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual				Estimated Audit Start Date	Completion Date	Current Status
				Original Plan2	Revised Plan2	Change in Hours	Change in Percent	FN	Actual	Hours	Percentage			
5.0	M	AT	Review Management's Risk Assessment	7.5	0.0	-7.5	-100%	FN2		0.0	NA	Apr 2017		Removed
5.0	M	IA	Review Management's Risk Assessment	7.5	0.0	-7.5	-100%	FN2		0.0	NA	Apr 2017		Removed
5.0	M	SS	Review Management's Risk Assessment	7.5	0.0	-7.5	-100%	FN2		0.0	NA	Apr 2017		Removed
5.0	M	IS	Review Management's Risk Assessment_TCAT Pulaski	7.5	5.3	-2.3	-30%		3.8	1.5	29%	Feb 2017	Jan 2017	Completed
5.0	M	IS	Review Management's Risk Assessment_TCAT Hohenwald	7.5	5.3	-2.3	-30%		4.5	0.8	14%	Mar 2017	Jan 2017	Completed
4.2	A	FA	Consumer Information Disclosures	37.5	0.0	-37.5	-100%	FN3		0.0	NA	Jan 2017		Removed
4.2	C	SS	Purge Process Review	75.0	0.0	-75.0	-100%	FN1		0.0				Removed
4.0	A	SS	Federal Program Review - Controls Review (Financial Aid Phase 1)	150.0	150.0	0.0	0%	FN3	79.5	70.5	47%	Jan 2017		In Progress
3.7	A	FM	Federal Grants - Internal Control Review - THSO Grant	37.5	60.0	22.5	60%		88.5	-28.5	-48%	Jul 2016	Oct 2016	Completed
3.7	A	SS	DoD MOU Compliance	22.5	60.0	37.5	167%		60.0	0.0	0%	Dec 2016	Dec 2016	Completed
3.6	C	IA	Management Advisory Services - WFD	22.5	135.0	112.5	500%	FN4	114.8	20.3	15%	Oct 2016		In Progress
3.1	O	IS	Develop Continuous Audit Argos Training and Data Block Development Data Analytics	75.0	75.0	0.0	0%		30.8	44.3	59%	Jan 2017		In Progress
3.0	I	IA	Investigation	15.0	13.1	-1.9	-13%		8.5	4.6	35%	Jun 2016	Jul 2016	Completed
3.0	R	FM	Random Cash Counts	15.0	7.5	-7.5	-50%		0.5	7.0	93%	Feb 2017		
3.0	S	FM	NaSCC_President's Expense	75.0	81.8	6.8	9%		84.8	-3.0	-4%	Aug 2016	Oct 2016	Completed
2.9	O	IS	Annual Departmental Budget Briefings	22.5	22.5	0.0	0%		23.3	-0.8	-3%	Jul 2016	Aug 2016	Completed
	A	IA	Consumer Information_Student Right to Know	37.5	25.5	-12.0	-32%	FN3		25.5	NA	Jan 2017		Removed
			Unplanned Engagements	315.0	0.0	-315.0	-100%			0.0	100%			
	C	PP	Management Advisory Services - Physical Plant	0.0	7.5	7.5	NA		6.8	0.8	10%	Nov 2016	Nov 2016	Completed
3.7	A	FM	Federal Grants - Internal Control Review - TRiO & TCSGC grants	0.0	167.3	167.3	NA		167.3	0.0	0%	Nov 2016	Mar 2017	Completed
	F	IS	Engagement Follow-up Review	0.0	60.0	60.0	NA		33.0	27.0	45%	Oct 2016		In Progress
	C	FM	Management Advisory Services - Financial Management	0.0	6.0	6.0	NA		6.0	0.0	0%	Oct 2016	Oct 2016	Completed
	C	SS	Management Advisory Services - Student Services	0.0	3.8	3.8	NA		3.8	0.0	0%	Jan 2017	Jan 2017	Completed

**Total Planned Audit Hours: 937.5 885.4 -52.1 715.5 169.9**

Estimated Available Hours For Audits = 937.5 (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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

FN1 - Institutional back force developed to review processes; audit hours moved to other projects.  
 FN2 - State Risk Assessment format changed - Institution's Risk Assessment due date was adjusted to fall 2017  
 FN3 - Combined  
 FN4 - Consulting engagement expanded.

Dyersburg State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	A	FM	Faculty Sick Leave	77.5	110.3	32.8	42%	89.0	21.3	19%	Jul 2016		In Progress
5.0	C	IS	CON - General Consultation	50.0	50.0	0.0	0%	71.5	-21.5	-43%	Jul 2016		In Progress
5.0	C	IS	CON - PII Review	120.0	120.0	0.0	0%	102.5	17.5	15%	Jul 2016		In Progress
5.0	F	FM	State Audit Follow-up 2016	40.0	28.5	-11.5	-29%	28.5	0.0	0%	Nov 2016	May 2017	Completed
5.0	I	IS	Unscheduled Investigations	65.0	33.8	-31.3	-48%		33.8	100%	Jul 2016		Scheduled
5.0	M	IS	Risk Assessment - Institutional Support 2017	65.0	37.5	-27.5	-42%		37.5	100%	Mar 2017		Scheduled
5.0	M	IT	Risk Assessment - Information Technology 2017	65.0	20.3	-44.8	-69%		20.3	100%	Mar 2017		Scheduled
5.0	R	FM	President's Expense Audit STCC 2016	180.0	170.3	-9.8	-5%	163.0	7.3	4%	Sep 2016	Nov 2016	Completed
4.3	A	SS	Advising Services	120.0	0.0	-120.0	-100%		0.0	NA	Mar 2017		Removed
4.1	A	PP	Building Security/Key Control	30.0	60.0	30.0	100%	53.8	6.2	10%	Jul 2016	Jan 2017	Completed
4.1	A	SS	Federal Work Study Program and Financial Aid	105.2	120.0	14.8	14%	84.5	35.5	30%	Jun 2016		In Progress
3.7	A	FM	Cash Counts	30.0	30.0	0.0	0%		30.0	100%	Jun 2017		Scheduled
3.7	A	IT	Disaster Recovery	110.0	110.0	0.0	0%		110.0	100%	Jun 2017		Scheduled
	F	IS	FU - Access & Diversity	0.0	27.0	27.0	NA	27.0	0.0	NA	NA	Sep 2016	Completed
3.0	A	FM	Records Management and Retention	140.0	140.0	0.0	0%	48.5	91.5	63%	Jan 2017		In Progress
	F	IA	FU - International Studies	0.0	53.3	0.0	NA	55.5	-2.3	NA	NA	Apr 2017	Completed
	I	IS	INV 17-01	0.0	30.8	30.8	NA	35.5	-4.8	-15%	Mar 2017	Mar 2017	Completed
	P	IS	QAR	0.0	5.3	5.3	NA	4.5	0.8	NA	NA	Jul 2016	Completed
<b>Total Planned Audit Hours:</b>				<b>1197.8</b>	<b>1146.8</b>	<b>-51.0</b>		<b>763.8</b>	<b>383.0</b>				

Estimated Available Hours For Audits = 1167.75

**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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

Jackson State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	A	FM	Payroll	112.5	112.5	0.0	0%	213.0	-100.5	-89%	Jul 2016	Feb 2017	Completed
5.0	A	FM	Year-end Procedures	37.5	37.5	0.0	0%		37.5	100%	Jun 2017		
5.0	C	IS	General Consultation	60.0	60.0	0.0	0%	85.0	-25.0	-42%	Jul 2016		In Progress
5.0	F	IS	Emergency Preparedness Follow up	60.0	60.0	0.0	0%	1.0	59.0	98%	Oct 2016	May 2017	Completed
5.0	F	IT	Follow-up	90.0	90.0	0.0	0%		90.0	100%	Oct 2016		
5.0	I	IS	Unscheduled Investigations	75.0	75.0	0.0	0%		75.0	100%	Jul 2016		
5.0	M	IS	TCAT Risk Assessment	97.5	97.5	0.0	0%	40.0	57.5	59%	Feb 2017	Feb 2017	Completed
5.0	F		Access and Diversity Follow-up	0.0	67.5	67.5	N/A	7.0	60.5	90%	Jun-17		In Progress
5.0	F		Study Abroad Follow-up	0.0	67.5	67.5	N/A	11.5	56.0	83%			In Progress
4.0	A	IS	Financial Aid	150.0	50.3	-99.8	-67%		50.3	100%	Dec 2016		
4.0	F	FM	State Audit Follow up-09012015	52.5	52.5	0.0	0%	17.5	35.0	67%	Sep 2016	Sep 2016	Completed
4.0	M	IA	Risk Assessment	52.5	52.5	0.0	0%		52.5	100%	May 2017		
4.0	M	IS	Risk Assessment	52.5	52.5	0.0	0%		52.5	100%	May 2017		
3.8	A	IS	Leave Time and Work Week	165.0	165.0	0.0	0%		165.0	100%	Feb 2017		
	F		Data Security Follow-up					25.0	-25.0	N/A	Mar 2017		In Progress
<b>Total Planned Audit Hours:</b>				<b>1005.0</b>	<b>1040.3</b>	<b>35.3</b>		<b>400.0</b>	<b>640.3</b>				

Estimated Available Hours For Audits = 1005

**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  
FP - Physical Plant  
RS - Research  
SS - Student Services

**Status:**  
Scheduled  
In Progress  
Completed  
Removed

Note: The Director retired on November 23, 2016, but returned on February 2, 2017 on a part-time basis.

**Motlow State Community College**  
**Internal Audit Plan**  
**Fiscal Year Ended June 30, 2017**  
**Revised June 2017**

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
5.0	A	FM	Payroll Audit	99.8	125.3	25.5	26%		125.3	100%	Apr 2017		Scheduled	
5.0	A	FM	State Audit Assistance Year End	9.7	21.0	11.3	115%		10.3	10.7	51%	May 2017		In Progress
5.0	A	IS	Human Resources	125.3	216.0	90.7	72%		16.7	199.3	92%	Nov 2016		In Progress
5.0	A	IS	QAR Quality Assessment Review	15.0	12.8	-2.3	-15%		13.0	-0.3	-2%	Jul 2016	Jul 2016	Completed
5.0	C	AD	CO Advancement-FY 2016	6.7	0.0	-6.7	-100%	FNI		0.0	NA	Jul 2016		Removed
5.0	C	AT	CO Athletics-FY 2016	6.7	0.0	-6.7	-100%	FNI		0.0	NA	Jul 2016		Removed
5.0	C	AX	CO Auxiliary-FY 2016	6.7	0.0	-6.7	-100%	FNI		0.0	NA	Jul 2016		Removed
5.0	C	FM	CO Financial Management-FY 2016	6.7	75.0	68.3	1011%		46.0	29.0	39%	Jul 2016		In Progress
5.0	C	IA	CO Instruction/Academic Support	0.0	0.0	0.0	NA	FNI		0.0	NA	Jul 2016		Removed
5.0	C	IS	CO Institutional Support-FY 2016	6.7	90.0	83.3	1233%		29.3	60.7	67%	Jul 2016		In Progress
5.0	C	IT	CO Information Technology-FY 2016	6.7	3.8	-3.0	-44%		1.0	2.8	73%	Jul 2016		In Progress
5.0	C	PP	CO Physical Plant-FY 2016	6.7	0.0	-6.7	-100%	FNI		0.0	NA	Jul 2016		Removed
5.0	C	SS	CO Student Services-FY 2016	6.7	3.8	-3.0	-44%		4.8	-1.1	-28%	Jul 2016		In Progress
5.0	F	FM	FU State Audit	39.8	50.3	10.5	26%		47.2	3.1	6%	Oct 2016		In Progress
5.0	F	IS	FU Other Internal Audit	20.3	9.8	-10.5	-52%			9.8	100%	Jul 2016		Scheduled
5.0	F	IT	FU Information Technology	24.8	15.0	-9.8	-39%		9.2	5.8	39%	Dec 2016		In Progress
5.0	I	IS	INV 1603	5.2	5.3	0.0	0%		5.9	-0.7	-12%	Aug 2016		In Progress
5.0	I	IS	INV 1601	49.5	80.3	30.7	62%		67.5	12.8	16%	Jul 2016		In Progress
5.0	M	FM	MRA Financial Management	30.0	0.0	-30.0	-100%	FNI		0.0	NA	Apr 2017		Removed
5.0	M	IS	MRA Institutional Support	30.0	0.0	-30.0	-100%			0.0	NA	Apr 2017		Scheduled
5.0	M	IS	MRA TCAT McMinnville	24.7	9.8	-15.0	-61%		7.9	1.9	19%	Jan 2017	Mar 2017	Completed
5.0	M	IS	MRA TCAT Murfreesboro	24.7	11.3	-13.5	-55%		11.1	0.2	1%	Jan 2017	Mar 2017	Completed
5.0	M	IS	MRA TCAT Shelbyville	24.7	8.3	-16.5	-67%		10.2	-2.0	-24%	Jan 2017	Mar 2017	Completed
5.0	R	FM	President's Expense CSOC FY 2016	99.8	92.3	-7.5	-8%		92.0	0.3	0%	Aug 2016	Nov 2016	Completed
5.0	R	FM	IAR Access and Diversity Funds	24.7	80.3	55.5	224%		35.0	45.3	56%	Jul 2016		In Progress
5.0	R	IA	Study Abroad	75.0	75.0	0.0	0%			75.0	100%	Mar 2017		Scheduled
5.0	R	SS	CCTA Funding Formula (Fall 2015)	99.8	99.8	0.0	0%		97.8	2.0	2%	Jul 2016	Oct 2016	Completed
4.7	A	AT	Athletics Audit	125.3	5.3	-120.0	-96%		4.5	0.8	14%	Mar 2017		In Progress
4.2	F	IS	FU Financial Aid	99.8	0.0	-99.8	-100%	FNI		0.0	NA	May 2017		Removed
	A	FM	Data Analytics	60.0	22.5	-37.5	-63%		16.5	6.0	27%	Aug 2016		In Progress
	F	FM	FU Petty Cash and Change Funds	9.7	5.3	-4.5	-46%			5.3	100%	Apr 2017		Scheduled
	I	AT	INV 1602	5.2	5.3	0.0	0%		0.5	4.8	90%	Aug 2016		In Progress
	I	AT	INV 1604	20.3	39.8	19.5	96%		33.7	6.1	15%	Jul 2016		In Progress
	I	IS	Unscheduled Investigations	20.3	7.5	-12.8	-63%		6.9	0.6	8%	Jul 2016		In Progress
	I	SS	Student Data Breach	20.3	67.5	47.2	233%		69.1	-1.6	-2%	Jul 2016		In Progress

**Total Planned Audit Hours: 1237.5 1237.5 0.0 636.1 601.4**

**Estimated Available Hours For Audits = 1237.5**

**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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

FNI - Removed due to time constraints.

Nashville State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
Required	R	FM	Year-End Work	37.5	37.5	0.0	0%	13.0	24.5	65%	Jun 2017		In Progress
	F	FM	State Audit Follow-up	37.5	37.5	0.0	0%	0.0	37.5	100%	Apr 2017		Scheduled
	F	IS	IA Follow-Up	37.5	37.5	0.0	0%	0.0	37.5	100%	May 2017		Scheduled
	I	IS	Unscheduled Investigations	37.5	37.5	0.0	0%	17.0	20.5	55%	Mar 2017		In Progress
	I	IS	INV 17-01	0.0	112.5	112.5	NA	86.0	26.5	24%	Feb 2017		In Progress
	S	FM	Cash Counts	30.0	30.0	0.0	0%	0.0	30.0	100%	Mar 2017		Scheduled
	M	IS	Management's Risk Assessment - TCAT Dickson	22.5	22.5	0.0	0%	22.5	0.0	0%	Feb 2017	Feb 2017	Completed
	M	IS	Management's Risk Assessment - TCAT Nashville	22.5	22.5	0.0	0%	22.5	0.0	0%	Feb 2017	Feb 2017	Completed
	M	IS	Management's Risk Assessment - NaSCC	90.0	90.0	0.0	0%	0.0	90.0	100%	Mar 2017		Scheduled
	C	IS	General Consultation	52.5	52.5	0.0	0%	48.0	4.5	9%	Feb 2017		In Progress
	P	IS	Audit Software	75.0	75.0	0.0	0%	24.0	51.0	68%	Feb 2017		In Progress
<b>Total Planned Audit Hours:</b>				<b>442.50</b>	<b>555.00</b>	<b>112.50</b>		<b>233.00</b>	<b>322.00</b>				

Estimated Available Audit Hours = 442 (1 staff, Jan - June)

<b>Audit Types:</b> 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	<b>Functional Areas:</b> 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	<b>Status</b> Scheduled In Progress Completed Removed
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Note: The Internal Audit Director was vacant from October 1, 2015 until January 17, 2017. This plan reflects the remainder of hours for FY 2017.

Northeast State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
5.0	A	FM	Travel Process Review	28.9	29.3	0.3	1%	18.0	11.3	38%	Jul 2015		In Progress	
5.0	A	FM	State Audit Assistance-Yr End	45.0	45.0	0.0	0%	4.0	41.0	91%	May 2017		In Progress	
5.0	C	IS	General Consultation	52.5	52.5	0.0	0%	43.0	9.5	18%	Jul 2016		In Progress	
5.0	F	FM	State Audit Follow-Up FY15FY14	150.0	75.0	-75.0	-50%	147.0	-72.0	-96%	Dec 2016	Mar 2017	Completed	
5.0	F	IS	Other Internal Audit Follow-Up	75.0	75.0	0.0	0%	2.5	72.5	97%	Jul 2016		In Progress	
5.0	M	FM	TCAT RISK Assessment	22.5	15.0	-7.5	-33%	22.5	-7.5	-50%	Jan 2017		In Progress	
5.0	M	FM	Risk Assessments	52.5	66.0	13.5	26%	1.0	65.0	98%	Mar 2017		In Progress	
5.0	P	IS	Electronic Workpapers Software	52.5	52.5	0.0	0%	19.0	33.5	64%	Jul 2016		In Progress	
5.0	A	IS	E-textbooks	0.0	255.0	255.0	NA	FN2	122.0	133.0	52%	Jan 2017		In Progress
5.0	S	IS	Special Requests and Projects	52.5	52.5	0.0	0%	175.0	-122.5	-233%	Jul 2016		In Progress	
4.1	A	IS	Human Resources	151.9	150.0	-1.9	-1%	67.0	83.0	55%	Jun 2016		In Progress	
3.7	A	FM	Purchasing	180.0	0.0	-180.0	-100%	FN1	0.0	NA	NA	NA	Removed	
3.7	A	PP	Building Security/Key Control	150.0	0.0	-150.0	-100%	FN1	0.0	NA	NA	NA	Removed	
3.6	A	IS	Equipment	105.0	0.0	-105.0	-100%	FN1	0.0	NA	NA	NA	Removed	
	I	IS	INV 17-01	0.0	150.0	150.0	NA		143.0	7.0	5%	Aug 2017	Mar 2017	Completed
3.2	I		INV 17-02	0.0	50.3	50.3	NA					Mar-17		
<b>Total Planned Audit Hours:</b>				<b>1118.3</b>	<b>1068.0</b>	<b>-50.3</b>		<b>764.0</b>	<b>253.8</b>					

Estimated Available Hours For Audits = 1110

**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

**Status:**

Scheduled  
In Progress  
Completed  
Removed

FN1 - Audit removed due to investigation and other priorities.

FN2 - Audit was added at the request of the president.



Mississippi State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	S	FM	Cash Counts	45.0	45.0	0.0	0%	22.5	22.5	50%	Dec 2016	May 2017	Completed
5.0	S	FM	NACHA	75.0	75.0	0.0	0%	71.3	3.8	5%	Sep 2016	Nov 2017	Completed
5.0	P	FM	Review of RFP's, cafe prices, & other purchasing issues	60.0	45.0	-15.0	-25%	38.5	6.5	14%	Jul 2016		In Progress
5.0	S	IA	Faculty Credentials	105.0	90.0	-15.0	-14%	83.5	6.5	7%	Oct 2016	Dec 2016	Completed
5.0	P	IA	Review of Compliance Assist.	52.5	30.0	-22.5	-43%	27.5	2.5	8%	Nov 2016		In Progress
5.0	P	IS	Review of French Exchange Program	37.5	52.5	15.0	40%	57.5	-5.0	-10%	Apr 2017		In Progress
5.0	P	IS	Review of Higher Ed Compliance Matrix	37.5	45.0	7.5	20%	45.0	0.0	0%	Jul 2016		In Progress
5.0	C	IT	IT Security Consulting, Etc.	30.0	37.5	7.5	25%	32.0	5.5	15%	Jul 2016		In Progress
5.0	C	IS	Consulting/Special Request	90.0	97.5	7.5	8%	92.0	5.5	6%	Jul 2016		In Progress
5.0	F	FM	Audit Follow Ups- State Audit	37.5	60.0	22.5	60%	54.0	6.0	10%	Jul 2016	Jan 2017	Completed
5.0	M	IS	TCAAT Knoxville Risk Assessment	7.5	7.5	0.0	0%	6.0	1.5	20%	Jan 2017	Feb 2017	Completed
5.0	M	IS	Enterprise Wide Risk Assessment	15.0	7.5	-7.5	-50%	7.5	0.0	0%	Apr 2017	Mar 2017	Completed
5.0	P	IS	MKInsight Software	67.5	60.0	-7.5	-11%	46.5	13.5	23%	Jul 2016		In Progress
5.0	R	FM	TBR Chancellor's Expense Audit FYE 6/30/2016	112.5	120.0	7.5	7%	118.0	2.0	2%	Jul 2016	Sep 2017	Completed
3.7	A	FM	Technology Access Fee	135.0	120.0	-15.0	-11%	109.8	10.3	9%	Jan 2017	Apr 2017	Completed
3.6	A	FM	Equipment	150.0	127.5	-22.5	-15%	111.0	16.5	13%	Mar 2017	Feb 2017	Completed
3.5	A	FM	Accounts Receivable	135.0	105.0	-30.0	-22%	1.0	104.0	99%	May 2017		In Progress
	C	IS	Quality Assurance Review	7.5	7.5	0.0	0%	2.0	5.5	73%	Jul 2016	Jul 2017	In Progress

**Total Planned Audit Hours: 1200.0 1132.5 -67.5 925.5 207.0**

Estimated Available Audit Hours = 1200

**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

**Status:**

Scheduled  
In Progress  
Completed  
Removed



Roane State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
4.0	A	AX	Foundation Review	150.0	150.0	0.0	0%	16.75	133.3	89%	Nov 2016		In Progress
5.0	R	FM	Access & Diversity FY2016	112.5	112.5	0.0	0%		112.5	100%	Jul 2016		In Progress
5.0	A	SS	CCTA FY2016	0.0	90.0	90.0	NA	91.00	-1.0	-1%	Mar 2016	Sep 2016	Completed
5.0	A	FM	Year End Cash Counts FY2017	22.5	22.5	0.0	0%	9.50	13.0	58%	May 2017		In Progress
4.0	I	FM	Unscheduled Investigations	112.5	112.5	0.0	0%		112.5	100%	Jul 2016		In Progress
4.0	I	AT	INV 16-02	60.0	60.0	0.0	0%	97.50	-37.5	-63%	Jul 2016		In Progress
4.0	A	FM	ACA Reporting	150.0	150.0	0.0	0%	53.75	96.3	64%	Jul 2016		In Progress
5.0	M	IS	TCAT Oneida FY2017 RA	15.0	15.0	0.0	0%	14.75	0.3	2%	Jan 2017		In Progress
5.0	M	IS	TCAT Harriman FY2017 RA	15.0	15.0	0.0	0%	8.00	7.0	47%	Jul 2016		In Progress
5.0	M	IS	TCAT Crossville FY2017 RA	15.0	15.0	0.0	0%	15.00	0.0	0%	Jan 2017		In Progress
5.0	M	IS	TCAT Jacksboro FY2017 RA	15.0	15.0	0.0	0%	12.50	2.5	17%	Jan 2017		In Progress
5.0	R	IS	Quality Assurance FY2017	60.0	60.0	0.0	0%	FN1	60.0	100%	Apr 2017		Removed
5.0	M	IS	FY2017 Risk Assessment	75.0	75.0	0.0	0%	10.25	64.8	86%	Dec 2016		In Progress
5.0	C	IS	General Consultation FY2017	112.5	112.5	0.0	0%	110.75	1.8	2%	Jul 2016		In Progress
5.0	P	IS	MKI Implementation FY2017	37.5	37.5	0.0	0%	67.25	-29.8	-79%	Jul 2016		In Progress
4.0	I	PP	INV 17-01	0.0	37.5	37.5	NA	44.25	-6.8	-18%	Aug 2016		In Progress
	F	FM	Follow-up to State Audit									Feb 2017	Completed
<b>Total Planned Audit Hours:</b>				<b>952.5</b>	<b>1080.0</b>	<b>127.5</b>		<b>551.25</b>	<b>528.8</b>				

Estimated Available Hours For Audits = 952.5

**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

**Status:**

Scheduled  
In Progress  
Completed  
Removed

FN1- Removing Audit- Not required in FY2017

Southwest Tennessee Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
5.0	F	FM	FU-State Audit Follow Up	75.0	75.0	0.0	0%	9.0	66.0	88%	Sep 2016		In Progress	
5.0	F	FM	FU-Federal Audit Follow up	37.5	37.5	0.0	0%	17.0	20.5	55%	Jul 2016		In Progress	
5.0	F	IS	FU-Internal Audit Follow Up from prior year	37.5	37.5	0.0	0%	37.5	0.0	0%	Jul 2016		In Progress	
5.0	M	IS	Risk Management TCAT	22.5	11.3	-11.3	-50%	1.0	10.3	91%	Sep 2016		In Progress	
5.0	R	FM	President Audit-DSCC	180.0	195.0	15.0	8%	197.0	-2.0	-1%	Jul 2016	Nov 2016	Completed	
5.0	R	IS	IIA Quality Assurance Self-Assessment	90.0	15.0	-75.0	-83%	12.0	3.0	20%	Jul 2016		In Progress	
2.7	A	FM	Cash Count	30.0	30.0	0.0	0%		30.0	100%	Jul 2016		Scheduled	
2.6	C	IS	General Consultation	97.5	97.5	0.0	0%	148.0	-50.5	-52%	Jul 2016		In Progress	
2.6	I	IS	Unscheduled Investigations	97.5	75.0	-22.5	-23%	24.0	51.0	68%	Jul 2016		In Progress	
	F	FM	FU-Federal Work Study	52.5	105.0	52.5	100%	92.0	13.0	12%	Jul 2016		In Progress	
	F	FM	FU-Follow Up Credit Card	15.0	15.0	0.0	0%	21.0	-6.0	-40%	Jul 2016		In Progress	
	F	FM	FU-Industrial Readiness	15.0	15.0	0.0	0%	10.0	5.0	33%	Jul 2016		In Progress	
	F	FM	FU-Off Campus International Education	22.5	52.5	30.0	133%	61.0	-8.5	-16%	Jul 2016		In Progress	
	F	FM	SSEC-FU Follow Up Tuition Statements	15.0	15.0	0.0	0%	2.5	12.5	83%	Jul 2016		In Progress	
	I	FM	INV 16-02	45.0	45.0	0.0	0%	8.0	37.0	82%	Jul 2016		In Progress	
	I	IS	INV 16-03	45.0	45.0	0.0	0%	33.5	11.5	26%	Jul 2016		In Progress	
	I	FM	INV 16-04	37.5	37.5	0.0	0%	26.0	11.5	31%	Jul 2016		In Progress	
	I	FM	INV 16-05	15.0	15.0	0.0	0%	18.0	-3.0	-20%	Jul 2016	Nov 2016	Completed	
	I	FM	INV 16-06	15.0	15.0	0.0	0%	18.0	-3.0	-20%	Jul 2016	May 2017	Completed	
	I	PP	INV 16-07	15.0	15.0	0.0	0%	14.5	0.5	3%	Jul 2016		In Progress	
	I	FM	INV 16-08	22.5	22.5	0.0	0%	29.0	-6.5	-29%	Jul 2016		In Progress	
	I	PP	INV 16-09	15.0	15.0	0.0	0%	2.0	13.0	87%	Jul 2016	Aug 2016	Completed	
	I	FM	INV 17-01	7.5	37.5	30.0	400%	12.0	25.5	68%	Jul 2016		In Progress	
	I	FM	INV 17-02	15.0	15.0	0.0	0%	10.5	4.5	30%	Jul 2016	Nov 2016	Completed	
	I	IS	INV 17-03	0.0	22.5	22.5	NA	51.0	-28.5	-127%	Oct 2016	Jan 2017	Completed	
	I	FM	INV 17-04	0.0	22.5	22.5	NA	45.5	-23.0	-102%	Jan 2017		In Progress	
	I	PP	INV 17-05	0.0	22.5	22.5	NA	21.0	1.5	7%	Jan 2017		In Progress	
	I	IS	INV 17-06	0.0	11.3	11.3	NA	17.5	-6.3	-56%	Aug 2016	May 2017	Completed	
	F	IS	Follow-up to Motor Vehicle Procedures									Sept 2016	Completed	
	M	IS	Risk Management 2016-2017	157.5	30.0	-127.5	-81%	18.5	11.5	38%	Jul 2016		In Progress	
	P	IS	ACM-Audit Software	75.0	75.0	0.0	0%	67.0	8.0	11%	Jul 2016		In Progress	
<b>Total Planned Audit Hours:</b>				<b>1252.5</b>	<b>1222.5</b>	<b>-30.0</b>		<b>1024.0</b>	<b>198.5</b>					
Estimated Available Hours For Audits = 1252.5														

**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

**Status:**

Scheduled  
In Progress  
Completed  
Removed

Volunteer State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	A	AT	Athletic Work Study Program	187.5	150.0	-37.5	-25%	51.5	98.5	66%	Nov 2016		In Progress
5.0	A	FM	State Audit Year-End Procedures	22.5	22.5	0.0	0%		22.5	100%	Jun 2017		Scheduled
5.0	A	SS	Student Campus Activities	187.5	0.0	-187.5	N/A		0.0	NA	Feb 2017		Removed
5.0	C	IS	General Consultation	112.5	150.0	37.5	25%	140.0	10.0	7%	Jul 2016		In Progress
5.0	F	IS	Follow-Up Activities	75.0	105.0	30.0	29%	90.0	15.0	14%	Jul 2016		In Progress
5.0	I	IA	INV 16-01	150.0	150.0	0.0	0%	150.0	0.0	0%	Jul 2016	Sep 2016	Completed
5.0	I	IS	Unscheduled Investigations	37.5	22.5	-15.0	-67%		22.5	100%	Jul 2016		In Progress
5.0	M	IS	Management Risk Assessment	75.0	0.0	-75.0	N/A		0.0	NA	Mar 2017		Removed
5.0	M	IS	TCAT Hartsville Management Risk Assessment	7.5	7.5	0.0	0%	11.5	-4.0	-53%	Feb 2017		In Progress
5.0	M	IS	TCAT Livingston Management Risk Assessment	7.5	7.5	0.0	0%	11.0	-3.5	-47%	Feb 2017		In Progress
5.0	P	IS	MKT Implementation	15.0	15.0	0.0	0%	12.0	3.0	20%	Jul 2016		In Progress
5.0	R	SS	CCTA Funding Formula	187.5	232.5	45.0	19%	236.0	-3.5	-2%	Aug 2016	Feb 2017	Completed
4.0	P		Sponsorship Billing	0.0	135.0	135.0	100%	78.5	56.5	42%	Mar 2017		In Progress
<b>Total Planned Audit Hours:</b>				<b>1065.0</b>	<b>997.5</b>	<b>-67.5</b>		<b>780.5</b>	<b>217.0</b>				

Estimated Available Audit Hours = 1,065 (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

**Status:**

Scheduled  
In Progress  
Completed  
Removed

Walters State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
5.0	A	FM	Accounts Receivable Audit	150.0	0.0	-150.0	-100%	F1		0.0	#DIV/0!	Apr 2017		Removed
5.0	A	FM	Contracts Audit	150.0	0.0	-150.0	-100%	F1		0.0	#DIV/0!	May 2017		Removed
5.0	A	FM	Fiscal Year-End Procedures for State Audit	37.5	37.5	0.0	0%		30.0	7.5	20%	Jul 2016	Feb 2017	Completed
5.0	A	FM	NACHA Compliance Review	150.0	217.5	67.5	45%		218.0	-0.5	0%	Oct 2016	Feb 2017	Completed
5.0	A	FM	PCI-DSS	150.0	300.0	150.0	100%		65.5	234.5	78%	Feb 2017		In Progress
5.0	A	IT	Cloud Computing Audit	225.0	0.0	-225.0	-100%	F1		0.0	#DIV/0!	Apr 2017		Removed
5.0	A	IT	IT Governance	30.0	30.0	0.0	0%			30.0	100%	Aug 2016		In Progress
5.0	C	IS	Institutional Support Consulting	165.0	270.0	105.0	64%		211.0	59.0	22%	Jul 2016		In Progress
5.0	I	IS	Unscheduled Investigations	37.5	180.0	142.5	380%		89.5	90.5	50%	Jul 2016		In Progress
5.0	M	AD	Foundation Risk Assessment	15.0	0.0	-15.0	-100%	F1		0.0	#DIV/0!	May 2017		Removed
5.0	M	IS	TCATM Enterprise-wide Risk Assessment	7.5	22.5	15.0	200%		22.5	0.0	0%	Feb 2017	Feb 2017	Completed
5.0	M	IS	Enterprise-wide Risk Assessment	7.5	7.5	0.0	0%		2.0	5.5	73%	May 2017		In Progress
5.0	M	IT	Information Technology Risk Assessment	15.0	0.0	-15.0	-100%	F1		0.0	#DIV/0!	May 2017		Removed
	F	FM	State Audit Follow-Up	75.0	165.0	90.0	120%		128.0	37.0	22%	May 2017	Jan 2017	Completed
	I	IS	Inv 17-03										Mar 2017	Completed
	M	IS	Planning, Research & Assessment Risk Assessment	15.0	0.0	-15.0	-100%	F1		0.0	#DIV/0!	May 2017		Removed
<b>Total Planned Audit Hours:</b>				<b>1230.0</b>	<b>1230.0</b>	<b>0.0</b>			<b>766.5</b>	<b>463.5</b>				
Estimated Available Hours For Audits = 1230														
<b>Audit Types:</b>			<b>Functional Areas:</b>			<b>Status:</b>								
R - Required			AD - Advancement			Scheduled								
A - Risk-Based (Assessed)			AT - Athletics			In Progress								
S - Special Request			AX - Auxiliary			Completed								
I - Investigation			FM - Financial Management			Removed								
P - Project (Ongoing or Recurring)			IA - Instruction & Academic Support											
M - Management's Risk Assessment			IS - Institutional Support											
C - Consultation			IT - Information Technology											
F - Follow-up Review			PP - Physical Plant											
O - Other			RS - Research											
			SS - Student Services											
F1 - Moved to next fiscal year.														

Tennessee Board of Regents - Systemwide Internal Audit  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
5.0	A	PP	SWIA Capital Projects	45.0	45.0	0.0	0%		45.0	100%	Mar 2017		In Progress	
5.0	C	FM	General Consultation	90.0	90.0	0.0	0%	46.5	43.5	48%	Oct 2016		In Progress	
5.0	F	FM	Follow-up to State Audit Findings	45.0	45.0	0.0	0%	24.5	20.5	46%	Nov 2016	Jan 2017	Completed	
5.0	F	FM	RSCC - Grant Follow Up	37.5	37.5	0.0	0%		37.5	100%	Mar 2017		Scheduled	
5.0	F	FM	TFLI Follow-Up to SWIA Recommendations	30.0	30.0	0.0	0%		30.0	100%	Dec 2016		In Progress	
5.0	M	IS	Management's Risk Assessment	30.0	0.0	-30.0	-100%	FN1	0.0	NA	NA		Removed	
5.0	P	IS	Audit Management Software	90.0	90.0	0.0	0%	29.5	60.5	67%	Oct 2016		Scheduled	
5.0	R	IA	TNCIS	90.0	90.0	0.0	0%		90.0	100%	Oct 2016		In Progress	
5.0	R	IS	Internal Quality Assurance Review	30.0	30.0	0.0	0%		30.0	100%	Oct 2016		Scheduled	
5.0	R	SS	NaSCC CCTA - AY 2014-2015	75.0	0.0	-75.0	-100%	FN5	0.0	NA	Oct 2016		Removed	
4.8	A	FM	Capital Projects Financial Activity	187.5	187.5	0.0	0%	FN5	187.5	100%	Mar 2017		Removed	
4.3	A	IA	Academic Affairs Grants	112.5	0.0	-112.5	-100%	FN5	0.0	NA	Oct 2016		Removed	
3.8	A	FM	System Office Contracting Procedures	150.0	0.0	-150.0	-100%	FN5	0.0	NA	Jan 2017		Removed	
	I	IS	Investigation Assistance - INV 16-19	0.0	577.5	577.5	NA	FN2	355.5	222.0	NA	Oct 2016		In Progress
	A	IT	Workpaper Review - IT	0.0	0.0	0.0	NA	FN3	5.5	-5.5	NA	Oct 2016		In Progress
	A	IS	Workpaper Review - TCAT	0.0	0.0	0.0	NA	FN3	22.5	-22.5	NA	Oct 2016		In Progress
	A	FM	Memphis President's Expenses	0.0	0.0	0.0	NA	FN4	94.0	-94.0	NA	Oct 2016	10/12/2016	Completed
	C	AT	TSU OVC SAF	0.0	0.0	0.0	NA	FN4	36.0	-36.0	NA	Aug 2017	8/16/2016	Completed
	C	IS	TSU Consultation	0.0	0.0	0.0	NA	FN4	3.5	-3.5	NA	Jul 2016	9/30/2016	Completed
	I	IS	TSU INV 15-06	0.0	0.0	0.0	NA	FN4	17.0	-17.0	NA	Oct 2016		In Progress
	I	IS	TSU INV 16-03	0.0	0.0	0.0	NA	FN4	27.5	-27.5	NA	Jul 2016	9/17/2016	Completed
	I	IS	TSU Unplanned Investigations	0.0	0.0	0.0	NA	FN4	12.5	-12.5	NA	Jul 2016		In Progress

**Total Planned Audit Hours: 1012.5 1222.5 210.0 674.5 548.0**

**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

**Status:**  
Scheduled  
In Progress  
Completed  
Removed

FN1 - Risk Assessment removed due to revision of planned completion to September 2017.  
FN2 - Investigation assistance as needed.  
FN3 - Workpaper review for IT and TCAT audits.  
FN4 - Consultation for TSU during vacancy of director's position.  
FN5 - Removed due to time constraints.

Tennessee Board of Regents - Information Systems  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage			
5.0	F	IT	SWIA Follow-up on all SW IT Audits	90.0	97.5	7.5	8%	175.5	-78.0	-80%	Jul 2016		In Progress
5.0	P	IT	Banner XE Upgrade	56.3	60.8	4.5	8%	30.0	30.8	51%	Jul 2016		In Progress
5.0	R	IT	NeSCC IT GCR - 012016	7.5	15.0	7.5	100%	101.0	-86.0	-573%	Jul 2016	Jan 2017	Completed
5.0	R	IT	NeSCC IT GCR - 042016	18.8	31.5	12.8	68%	122.5	-91.0	-289%	Jul 2016	Jan 2017	Completed
5.0	R	IT	TCAT IT Questionnaire	15.0	18.0	3.0	20%	35.0	-17.0	-94%	Jul 2016		In Progress
4.2	C	IT	IT Consulting & Requested Projects	150.0	162.8	12.8	9%	74.5	88.3	54%	Jul 2016		In Progress
	R	IT	CSCC Information Security Audit	150.0	150.0	0.0	0%	155.0	-5.0	-3%	Sep 2016		In Progress
	R	IT	CoSCC Information Security Audit	150.0	0.0	-150.0	-100%		0.0	NA	Jul 2017		Scheduled
	R	IT	DSCC Information Security Audit	150.0	150.0	0.0	0%	38.5	111.5	74%	May 2017		In Progress
	R	IT	JSCC Information Security Audit	150.0	150.0	0.0	0%	112.5	37.5	25%	Aug 2016		In Progress
	R	IT	PSCC Information Security Audit	150.0	150.0	0.0	0%	153.5	-3.5	-2%	Oct 2016		In Progress
	R	IT	RSCC Information Security Audit	150.0	150.0	0.0	0%	64.0	86.0	57%	Feb 2017		In Progress
	R	IT	STCC Information Security Audit	150.0	150.0	0.0	0%	168.0	-18.0	-12%	Jan 2017		In Progress
	R	IT	WSCC Information Security Audit	0.0	150.0	150.0	NA		150.0	100%	May 2017		Scheduled
	R	IT	TBR SMO IT Information Security	150.0	150.0	0.0	0%		150.0	100%	Mar 2017		In Progress
<b>Total Planned Audit Hours:</b>				<b>1537.5</b>	<b>1585.5</b>	<b>48.0</b>		<b>1230.0</b>	<b>355.5</b>				

Estimated Available Hours For Audits = 1537.5

**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

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

Tennessee Board of Regents - TCATs  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Estimated Audit Start Date	Completion Date	Current Status	
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage				
4.7	A	FM	Morristown-IAR-Focused Review FY 2015	7.5	7.5	0.0	0%	0.5	7.0	93%	Jul 2015		In Progress	
4.7	A	FM	Morristown-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	35.0	-35.0	NA	Jun 2016		In Progress	
4.7	A	FM	Morristown-IAR-Focused Review FY 2017	30.0	60.0	30.0	100%		60.0	100%	Jan 2017		Scheduled	
4.0	A	FM	Ripley-IAR-Focused Review FY 2014	0.0	0.0	0.0	NA	2.5	-2.5	NA	Jun 2015	Jun 2016	Completed	
4.0	A	FM	Ripley-IAR-Focused Review FY 2016	37.5	37.5	0.0	0%	41.5	-4.0	-11%	Oct 2016		In Progress	
4.0	A	FM	Ripley-IAR-Focused Review FY 2017	15.0	15.0	0.0	0%		15.0	100%	Jun 2017		Scheduled	
3.5	A	FM	Livingston-IAR-Focused Review FY 2017	15.0	15.0	0.0	0%	1.0	14.0	93%	Jan 2017		In Progress	
3.4	A	FM	Nashville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Nov 2016		Scheduled	
3.2	A	FM	Knoxville-IAR-Focused Review FY 15-16	0.0	0.0	0.0	NA	0.5	-0.5	NA	Apr 2016	Aug 2016	Completed	
3.2	A	FM	Knoxville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Apr 2017		Scheduled	
3.2	A	FM	Jacksboro-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Dec 2016		Scheduled	
3.2	A	FM	Harriman-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Mar 2017		Scheduled	
3.2	A	FM	Memphis-IAR-Focused Review FY 2017	15.0	7.5	-7.5	-50%	73.0	-65.5	-87%	Nov 2016		In Progress	
3.1	A	FM	Pulaski-IAR-Focused Review FY 2016	30.0	30.0	0.0	0%	22.0	8.0	27%	Jul 2016	Aug 2016	Completed	
3.1	A	FM	Pulaski-IAR-Focused Review FY 2017	15.0	45.0	30.0	200%		45.0	100%	Jul 2016		Scheduled	
3.0	A	FM	Paris-IAR-Focused Review FY 2016	7.5	7.5	0.0	0%	89.0	-81.5	-1087%	Jan 2017		In Progress	
3.0	A	FM	Paris-IAR-Focused Review FY 2017	7.5	15.0	7.5	100%		15.0	100%	Dec 2016		Scheduled	
2.9	A	FM	Athens-IAR-Focused Review FY 2016	7.5	22.5	15.0	200%	7.5	15.0	67%	Aug 2016	Feb 2017	Completed	
2.9	A	FM	Covington-IAR-Focused Review FY 2015	0.0	0.0	0.0	NA	1.5	-1.5	NA	Jul 2015	Mar 2016	Completed	
2.9	A	FM	Covington-IAR-Focused Review FY 2016	15.0	15.0	0.0	0%	45.0	-30.0	-200%	Aug 2016		In Progress	
2.9	A	FM	Covington-IAR-Focused Review FY 2017	15.0	45.0	30.0	200%		45.0	100%	Mar 2017		Scheduled	
2.8	A	FM	Crump-IAR-Focused Review FY 14-15	0.0	15.0	15.0	NA	7.0	8.0	53%	Sep 2015	Aug 2016	Completed	
2.8	A	FM	Crump-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	3.5	-3.5	NA	Jan 2016	May 2017	Completed	
2.8	A	FM	Crump-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Mar 2017		Scheduled	
2.8	A	FM	Jackson-IAR-Focused Review FY 2016	7.5	7.5	0.0	0%	38.5	-31.0	-413%	Aug 2016	Nov 2016	Completed	
2.8	A	FM	Jackson-IAR-Focused Review FY 2017	15.0	15.0	0.0	0%		15.0	100%	Sep 2016		Scheduled	
2.2	A	FM	Crossville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Feb 2017		Scheduled	
2.2	A	FM	Dickson-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	0.5	-0.5	NA	Jan 2016	Aug 2016	Completed	
2.2	A	FM	Dickson-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	May 2017		Scheduled	
2.2	A	FM	Elizabethton-IAR-Focused Review FY 2016	30.0	30.0	0.0	0%	142.0	-112.0	-37%	Sep 2017	May 2017	Completed	
2.2	A	FM	Elizabethton-IAR-Focused Review FY 2017	45.0	105.0	60.0	133%		105.0	100%	Dec 2017		Scheduled	
2.0	A	FM	McMinnville-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	0.5	-0.5	NA	Jan 2016	Aug 2016	Completed	
2.0	A	FM	McMinnville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Feb 2017		Scheduled	
1.9	A	FM	McKenzie-IAR-Focused Review FY 2017	7.5	15.0	7.5	100%		15.0	100%	Aug 2016		Scheduled	
	A	FM	McKenzie-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	73.5	-73.5	NA	Jan 2017		In Progress	
1.9	A	FM	Hartsville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	Feb 2017		Scheduled	
1.9	A	FM	Murfreesboro-IAR-Focused Review FY 15-16	0.0	0.0	0.0	NA	0.5	-0.5	NA	Apr 2016	Aug 2016	Completed	
1.9	A	FM	Murfreesboro-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%		7.5	100%	May 2017		Scheduled	
1.9	A	FM	Shelbyville-IAR-Focused FY 2016	7.5	7.5	0.0	0%	55.0	-47.5	-633%	Aug 2016	Mar 2017	Completed	
1.9	A	FM	Shelbyville-IAR-Focused Review FY 2017	15.0	15.0	0.0	0%		15.0	100%	Aug 2016		Scheduled	
1.8	A	FM	Newbern-IAR-Focused Review FY 2015	0.0	0.0	0.0	NA	4.0	-4.0	NA	Feb 2016	Aug 2016	Completed	
1.8	A	FM	Newbern-IAR-Focused Review FY 2016	0.0	0.0	0.0	NA	24.5	-24.5	NA	Jun 2016	May 2017	Completed	
1.8	A	FM	Newbern-IAR-Focused Review FY 2017	30.0	15.0	-15.0	-50%		15.0	100%	Jul 2017		Scheduled	
1.6	A	FM	Hohenwald-IAR-Focused Review FY 2016	15.0	15.0	0.0	0%	35.5	-20.5	-137%	Sep 2017	Feb 2017	Completed	
1.6	A	FM	Hohenwald-IAR-Focused Review FY 2017	30.0	60.0	30.0	100%		60.0	100%	Sep 2017		Scheduled	
1.6	A	FM	Onida-IAR-Focused Review FY 2017	15.0	15.0	0.0	0%		15.0	100%	Nov 2016		Scheduled	
1.4	A	FM	Athens-IAR-Focused Review FY 2017	7.5	15.0	7.5	100%	39.5	-24.5	-163%	May 2017		In Progress	
1.4	A	FM	Whiteville-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%	0.5	7.0	93%	Jun 2017		In Progress	
1.0	A	FM	Chattanooga-IAR-Focused Review FY 2017	7.5	7.5	0.0	0%	1.5	6.0	80%	Apr 2017		In Progress	
	C	FM	Consultation	97.5	150.0	52.5	54%		80.5	69.5	46%	Jul 2016		In Progress
	M	IS	Risk Assessment	698.8	267.8	-431.0	-62%	FN1	141.0	126.8	47%	Mar 2016		In Progress
	A	FM	TCAT Audit Program Development	0.0	150.0	150.0	NA	FN1	86.5	63.5	42%	Aug 2016		In Progress

Total Planned Audit Hours: 1328.8 1310.3 -18.5 1053.5 256.8

Estimated Available Audit Hours = 1329

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

Status:  
Scheduled  
In Progress  
Completed  
Removed

FN1 - Budgeted hours for Risk Assessment reduced, TCAT Audit Program Development added



**Tennessee Board of Regent - Investigations  
Internal Audit Plan  
Fiscal Year Ending June 30, 2017  
Revised June 2017**

Ranking	Type	Area	Audit	Revised to Original				Planned to Actual			Completion Date	Status
				Original Plan	Revised Plan	Change in Hours	Change in Percent	Actual	Hours	Percentage		
	C	IS	Consultation with Campus Auditors	225.0	210.0	-15.0	-7%	196.5	13.5	6%		In Progress
	I	IS	Investigation Management	255.0	270.0	15.0	6%	289.5	-19.5	-7%		In Progress
	I	FM	TBR 12-04	22.5	0.0	-22.5	-100%	0.0	0.0	NA		In Progress
	I	FM	TBR 13-02	22.5	0.0	-22.5	-100%	0.0	0.0	NA		In Progress
	I	IA	TBR 14-04	7.5	0.0	-7.5	-100%	0.0	0.0	NA		In Progress
	I	FM	TBR 15-01	7.5	7.5	0.0	0%	6.0	1.5	20%		In Progress
	I	FM	TBR 15-03	22.5	0.0	-22.5	-100%	0.0	0.0	NA		In Progress
	I	FM	TBR 15-04	37.5	7.5	-30.0	-80%	2.0	5.5	73%		In Progress
	I	IS	TBR 16-01	22.5	22.5	0.0	0%	0.0	22.5	100%		In Progress
	I	IS	TBR 16-02	22.5	240.0	217.5	967%	236.0	4.0	2%		In Progress
	I	AT	TBR 16-05	15.0	15.0	0.0	0%	0.0	15.0	100%		In Progress
	I	IA	TBR 16-08	15.0	15.0	0.0	0%	5.5	9.5	63%		In Progress
	I	SS	TBR 16-10	22.5	22.5	0.0	0%	0.0	22.5	100%		In Progress
	I	AT	TBR 16-12	37.5	37.5	0.0	0%	0.0	37.5	100%		In Progress
	I	FM	TBR 16-13	30.0	30.0	0.0	0%	0.0	30.0	100%		In Progress
	I	IA	TBR 16-14	30.0	30.0	0.0	0%	20.0	10.0	33%		In Progress
	I	IS	TBR 16-15	37.5	37.5	0.0	0%	3.0	34.5	92%		In Progress
	I	FM	TBR 16-17	15.0	15.0	0.0	0%	5.0	10.0	67%		In Progress
	I	IS	TBR 16-18	0.0	22.5	22.5	NA	20.0	2.5	11%	July 2016	Completed
	I	IS	TBR 16-19	75.0	240.0	165.0	220%	234.0	6.0	3%		In Progress
	I	IA	TBR 16-20	37.5	37.5	0.0	0%	6.5	31.0	83%		In Progress
	I	FM	TBR 16-21	37.5	37.5	0.0	0%	26.0	11.5	31%		In Progress
	I	IS	TBR 17-01	0.0	37.5	37.5	NA	2.5	35.0	93%		In Progress
	I	FM	TBR 17-02	0.0	37.5	37.5	NA	1.5	36.0	96%		In Progress
	I	FM	Unscheduled Investigations	375.0	0.0	-375.0	-100%	0.0	0.0	NA		In Progress
<b>Total:</b>				<b>1372.5</b>	<b>1372.5</b>	<b>0.0</b>		<b>1054.0</b>	<b>318.5</b>			

\* Estimated Available Audit Hours = 1372.5 (1 staff)

<b>Audit Types:</b>	<b>Functional Areas:</b>	<b>Status:</b>
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	



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BOARD TRANSMITTAL

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MEETING: External Affairs Committee

SUBJECT: Report of the Regents Award for  
Excellence in Philanthropy

DATE: June 23, 2017

PRESENTER: Regent Fran Marcum

ACTION REQUIRED: None - Information Purposes Only

STAFF'S RECOMMENDATION: Not Applicable

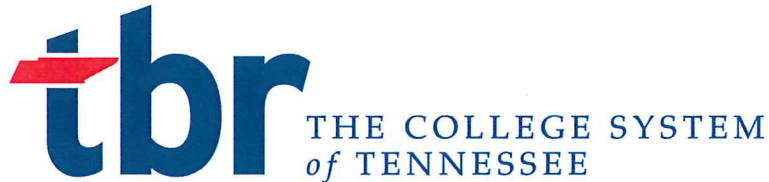
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Recipients of the Regents award for Excellence in Philanthropy are selected due to their generosity of time and resources, influence on volunteers to become involved in fund raising, active promotion of the importance of higher education, leadership in philanthropy, exceptional civic responsibility and integrity.

ARCONIC representatives accepted the prestigious Regents Award for Excellence in Philanthropy on behalf of Tennessee College of Applied Technology at Knoxville and Morristown April 6, 2017.

In the photo below is from the event at Tennessee College of Applied Technology at Knoxville. Pictured from left to right - Bob Redwine, Arconic; Mike Rule, Arconic; Christy Newman, Arconic; Linda Wofford, Arconic Morristown; Regent Danni Varlan.





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MEMORANDUM

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MEETING: TBR Quarterly Meeting

SUBJECT: Proposed Changes to Bylaws

DATE: June 23, 2017

PRESENTER: Mary G. Moody, General Counsel

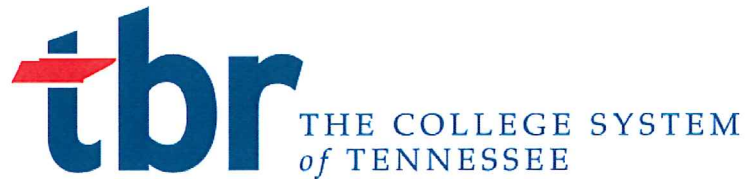
ACTION REQUIRED: Roll Call Vote

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In accordance with Section XII of the Bylaws of the Tennessee Board of Regents, notice was given at the March 31, 2017 meeting that the following changes to the Bylaws will be presented to the Board for a vote at the June 23, 2017 Quarterly Meeting of the Board:

The Bylaws shall be changed throughout to reflect that the executive heads of each college of applied technology shall be referred to as the president of the institution, instead of the director. This change is in title only and shall not affect the job description, compensation, benefits or any other condition of employment of the executive head of a college of applied technology.

The Board will consider granting Mary Moody, General Counsel and Board Secretary, authority to make the necessary ministerial changes to the Bylaws reflecting this title change.



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MEMORANDUM

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MEETING: TBR Quarterly Meeting

SUBJECT: Approval of TBR Policy 1:11:00:00  
Development and Approval of Policies and  
Procedures

DATE: June 23, 2017

PRESENTER: Mary G. Moody, General Counsel

ACTION REQUIRED: Approval of Policy

STAFF'S RECOMMENDATION: Approval

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Following implementation of the FOCUS Act and reorganization of the TBR System Office, the existing policies and guidelines will be reviewed to determine what revisions are needed to reflect those changes. This policy establishes the process to be followed in making those revisions and in adopting new policies and procedures going forward. The proposed policy was presented to the Presidents Council at its May 17, 2017 meeting and was approved by the Council.

Approval of the policy by the Board is recommended.

## **Policy Area**

1 – Governance, Organization, and General Policies

Number – 1:11:00:00

Name: Development and Approval of Policies and Procedures

## **Purpose**

The purpose of this policy is to provide for uniformity in the drafting, review, revision, and approval of all system-wide policies and procedures.

## **Applies To**

System Office; Community Colleges; Colleges of Applied Technology, Universities

## **Definitions**

**Policy** – A written statement that mandates, specifies, or prohibits behavior to express basic values of the TBR system, enhance the TBR mission, ensure coordinated compliance with applicable laws and regulations, promote operational efficiency, and/or reduce institutional risk.

**Procedure** – The specific operational steps required to accomplish an action that necessitates specific instructions. Generally, a procedure will pertain to implementation of a Policy. Procedures may also provide guidance for behavior on issues that are not dictated by Policy

**Responsible Party** – The person or group charged with oversight of policies and procedures related to their area of responsibility.

**Policy Review Committee** – Members of TBR System Office senior staff designated by the Chancellor to review proposed policies and procedures.

## **Policy**

I. Initiation and/or revision of a system policy or procedure is the responsibility of the established Sub-councils and the Office of General Counsel/Board Secretary. Responsibility for policy areas is generally as follows:

1. Governance, Organization, and General Policies and Procedures – Office of General Counsel, Office of Information Technology.
2. Academic Policies and Procedures– Office of Academic Affairs



3. Student Policies and Procedures – Office Student Services, Student Affairs Sub-council.

4. Business and Finance Policies and Procedures– Office of Business and Finance, Internal Audit.

5. Personnel Policies and Procedures– Office of Business and Finance (Human Resources Department).

6. Sexual Discrimination/Harassment/Misconduct – Office of General Counsel.

7. Safety and Security – Office of General Counsel

The Chancellor or the Board of Regents may also designate a responsible party for the initiation or revision of a policy or procedure.

A. All policies and procedures will be reviewed and revised or deleted as needed, but not less than every five (5) years.

B. The responsible party must follow the procedures set forth in Policy & Procedure Drafting & Revision Procedures. (Exhibit 1)

1. All proposed policies must be initiated using the Policy Template (Exhibit 2)

2. All proposed procedures must be initiated using the Procedure Template (Exhibit 3)

3. All revisions of existing policies or procedures must be initiated using a Word copy of that policy or procedure located here: Z:\TBR Central Office\Policy and Procedure Word Copies

C. The General Counsel is responsible for compilation, organization and maintenance of all policies and procedures and may make such changes to the organization of the policies and procedures as they deem necessary.

## II. Policy and Procedure Initiation and Review

A. Proposed policies and procedures.

1. When a policy or procedure is proposed, the responsible party shall send an original draft to the Office of General Counsel, prior to any action by any sub-council.

2. The General Counsel or designee will assign numbering, and review the proposed policy or procedure for legal sufficiency and consistency with existing policies and procedures. The proposed policy or procedure will then be forwarded to the Policy Review Committee.

3. The Policy Review Committee will review the policy or procedure for necessity and consistency with the goals and mission of the TBR system and for proper classification as a policy or procedure. It will also designate which sub-councils will review the policy or procedure then return it to the responsible party for action by the designated sub-council(s). The Policy Review Committee has the discretion to send a policy or procedure directly to the President's Council and/or Board for consideration, when necessary.

4. The responsible party will present the policy or procedure to the designated sub-council(s) for review and action.

(1) A procedure approved in sub-council without further revision is then transmitted by the responsible party to the Presidents Council for approval.

(2) A procedure requiring further revision in sub-council should be reviewed by General Counsel or designee prior to being transmitted to a Presidents Council Meeting. The General Counsel may refer the revised policy or procedure to the Policy Review Committee.

(3) A procedure approved at the Presidents Council Meeting will be effective on the date designated in the procedure and will be posted to the TBR Policies and Procedures website no later than the effective date.

(4) A proposed procedure that is not approved at the Presidents Council Meeting will be returned to the responsible party for further review, revision, and possible presentation at a subsequent Presidents Council Meeting.

(5) A policy approved at the Presidents Council Meeting will be transmitted through the appropriate committee to the Board of Regents for approval.

(6) A policy that does not receive approval at the Presidents Council will be returned to the Policy Review Committee. The Policy Review Committee may choose to transmit the policy

through the appropriate committee to the Board, noting the lack of approval of the Presidents Council.

(6) A policy approved by the Board of Regents will be effective on the date designated in the policy and will be posted to the TBR Policies and Procedures website no later than the effective date.

(7) A policy not approved by the Board will be returned to the responsible party for further review, revision, and possible presentation at subsequent President's Council and Board Meetings.

#### B. Revision or Rescission of Existing Policies and Procedures.

Revisions or rescission of existing policies and procedures will follow the same process as proposed policies and procedures.

#### C. Ministerial Changes to Policies and Procedures

Any policy or procedure that requires revision, due to a statutory or administrative change or a clerical error (changes in state or federal statutes or regulations, institution name/employee title changes, incorrect grammar or spelling), that will not change the substantive meaning of the policy or procedure may be presented to General Counsel for review and approval for a ministerial revision. Such ministerial revisions will be made by the Office of General Counsel.

D. Exhibits to policies and procedures (forms, templates, sample contracts, etc.) do not require approval at Presidents Council or Board Meetings. New or revised exhibits should be reviewed and approved by the responsible party for the subject policy or procedure.

#### **Source**

T.C.A. §49-8-203;

#### **Exhibits**

Exhibit 1: Policy & Procedure Draft & Revision Procedures

Exhibit 2: Policy Template

Exhibit 3: Procedure Template

Exhibit 4: Sample New Policy – Procedure Transmittal

Exhibit 5: Sample Revised Policy - Procedure Transmittal