

Presidents Meeting Agenda
Tuesday, May 7, 2019
Tennessee Board of Regents – Room 100
10:00 a.m. to 1:45 p.m. C.T.

10:00 – 10:45: Drive to 55: Goals, Challenges and Opportunities Discussion
(Participants: All - Room 100)

10:45-11:30: Sector Breakouts (Participants: Presidents, Maxine Smith Fellows, the TBR LEAD, TBR senior staff and others as assigned)

- TCATs: Program Wait Lists (Room 100)
- Community Colleges: Achieving the Dream Update (Room 341)

11:30-12:30: Working Lunch with Business Items – Room 341 (Participants: Presidents, TBR senior staff and those on the agenda)

Business and Finance Policies:

Personally Identifiable Information (PII) 1:08:04:00

Access Control: 1:08:03:00

Enterprise Information Systems Updates: 1:08:01:00

IT Acceptable Uses: 01:08:05:00

Academic Affairs Policies:

Distance Education Policy: 2:05:00:00

General Education Requirements and Degree Requirements Policy: 2:01:00:00

Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges and Universities Policy: 2:01:00:04

Reserve Officer Training Corps Programs (ROTC Programs) Policy: 2:02:00:01

Faculty Promotion at Community Colleges Policy: 5:02:02:30

Academic Tenure for Community Colleges Policy: 5:02:03:70



**Presidents Meeting Agenda
Tuesday, May 7, 2019
Tennessee Board of Regents – Room 100
10:00 a.m. to 1:45 p.m. C.T.**

Faculty Compensation During Summer Session and Inter-Sessions Policy: 5:02:04:10

Employment of Graduate Assistants Policy: 5:02:05:00 (recommended dissolution)

Faculty Rank and Promotion at Tennessee Colleges of Applied Technology Policy: 5:02:02:10

Tenure at the Colleges of Applied Technology Policy: 5:02:03:10

Organizational Effectiveness Policies:

Diversity Policy: 1:09:00:00

Informational Topics:

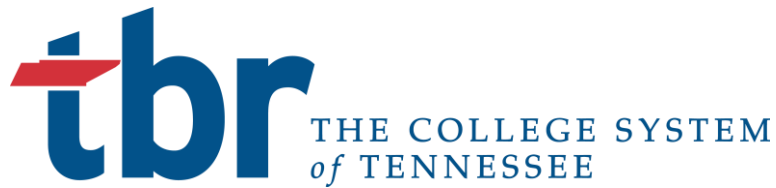
Proposal to Expand SkillsUSA Offerings – Heidi Leming

SOAR Regional Competition – Heidi Leming

12:30-1:30: Regional Breakouts to Discuss Issues of Common Interest (Participants: Presidents, TBR senior staff and others as assigned - rooms assignments will be given at the meeting)

- East, Northeast, Southeast, Southern Middle, Northern Middle, West
- Potential topics: ECD opportunities, TCAT-CC articulation, student transfer, dual enrollment, institutional promotion (marketing, cultivating legislative support), others as identified by the group.

1:30 – 1:45 Other Business and Adjournment
(Participants: All - Room 100)



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Personally Identifiable Information (PII) 1:08:04:00

PRESENTER: Danny Gibbs

ACTION REQUIRED: Requires Vote

Summary:

Changes to this policy are minor in nature and include the modernization of language used by IT professionals and minor corrections relating to laws and practices across the system.

This policy has been reviewed and approved by CIOs at the various institutions and by the Business Affairs Sub-Council.

Attachments – Policy 1:08:04:00

Personally Identifiable Information (PII)

1:08:04:00

Policy Area

General Policy

Applicable Divisions

TCATs, Community Colleges, System Office, Board Members

Purpose

TBR institutions create, collect, maintain, use, and transmit personally identifiable information relating to individuals associated with the institution including, but not limited to, students, alumni, faculty, administrators, staff, and service employees. ~~The institution is~~ TBR institutions are committed to protecting PII against inappropriate access and use in compliance with applicable laws and regulations in order to maximize trust and integrity.

Definitions

- Data Custodians: Data Custodians are the people responsible for oversight of personally-identifiable information in their respective areas of institutional operations. ~~The Data Custodian is a person who has technical control over an information asset or dataset, for example system administrators, DBAs, CIOs, etc.~~
- The Data Owner (also called a Data Steward) is the person who has administrative control and has been officially designated as accountable for a specific information asset or dataset. This person would determine who has access to what and IT implements the controls to match.
- Minimum Necessary: Minimum Necessary is the standard that defines that the least information and fewest people should be involved to satisfactorily perform a particular function.
- Personally Identifiable Information (PII): Information which can be used to distinguish or trace an individual's identity, such as their ~~name~~, ID, Social Security

number, or biometric records, alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.

- Directory information: Directory information is information that is generally not considered harmful or an invasion of privacy if released. It can also be disclosed to outside organizations. ~~Outside organizations include, but are not limited to, companies that manufacture class rings or publish yearbooks.~~

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Policy

I. Policy

- A. Members of the TBR community shall employ reasonable and appropriate administrative, technical, and physical safeguards to protect the integrity, confidentiality, and security of all personally identifiable information (PII), irrespective of its source or ownership or the medium used to store it.
- B. All individuals who dispense, receive, and store PII have responsibilities to safeguard it.
- C. In adopting this policy, the System is guided by the following objectives:
 1. To enhance individual privacy for members of the TBR community through the secure handling of PII ~~and personal identifiers (PIDs);~~
 2. To ensure that all members of the TBR community understand their obligations and individual responsibilities under this policy by providing appropriate training that shall permit the TBR community to comply with both the letter and the spirit of all applicable privacy legislation. Each member institution will be responsible for determining the means of training for its institution.
 3. To increase security and management of Social Security numbers (SSNs) by:
 - a. Instilling broad awareness of the confidential nature of the SSNs;

- b. Establishing a consistent policy about the use of SSNs throughout the System; and
- c. Ensuring that access to SSNs for the purpose of conducting TBR business is granted only to the extent necessary to accomplish a given task or purpose.
- d. To reduce reliance on the SSN for identification purposes as much as possible.

4. To comply with all Payment Card Industry (PCI) standards

~~5. To comply with HIPPA standards (if applicable)~~

~~6-5.~~ To comply with any other applicable and required standards, regulations and/or laws

~~7-6.~~ To comply with Family Educational Rights and Privacy Act of 1974 (FERPA) ~~FERPA standards~~

D. Data Custodians are responsible for oversight of personally identifiable information in their respective areas of institutional operations. Activities of these officials are aligned and integrated through appropriate coordination among these cognizant institutional officials.

II. Scope

A. This policy applies to all members of the TBR community, including all full- and part-time employees, faculty, students and their parents or guardians, and other individuals such as volunteers, contractors, consultants, other agents of the community, alumni, and affiliates that are associated with the System or whose work gives them custodial responsibilities for PII.

III. Policy Requirements

A. Data Trustees

1. Officials responsible for each of the following areas shall be considered data custodians:

a. Student Records

~~a-b.~~ Financial Aid Records

~~b-c.~~ Alumni and Donor Records

~~c.~~ EHealth Records

d. ~~Faculty and Staff~~ Employee Records

e. Purchasing and Contracts

f. Research Subjects

g. Public Safety or Campus Police

IV. Personally Identifiable Information

- A. PII may be released only on a Minimum Necessary basis and only to those individuals who are authorized to use such information as part of their official TBR duties, subject to the requirements:
1. That the PII released is narrowly tailored to a specific business requirement;
 2. That the information is kept secure and used only for the specific official TBR [business] purposes for which authorization was obtained; and
 3. That the PII is not further disclosed or provided to others without proper authorization as defined above.
- B. PII may be handled by third parties, including cloud service providers, with the strict requirement that the information be kept secure and used only for a specific official authorized business purpose as defined in a Business Associate Agreement with that third party.
- C. Exceptions to this policy may be made only upon specific requests approved by the cognizant institutional official responsible for such information as specified in this policy and only to the degree necessary to achieve the mission and business needs of the institution.
1. Exceptions made must be documented, retained securely, and reviewed periodically by the appropriate cognizant institutional official or his/her designee.

2. Exceptions may be modified or eliminated based on this review and shall be documented and retained for auditing purposes.

D. Directory Information, as defined by Federal and State law and institutional policy, will be published following the guidelines defined by the ~~institution~~specific law.

E. Based on FERPA guidelines, directory information is information that is generally not considered harmful or an invasion of privacy if released and can be disclosed without consent.

F. Schools must notify students annually of their rights under FERPA, ~~to not disclose directory information~~

G. Information that has been collected that conforms to the HIPAA standards of de-identification or anonymization is not PII.

Commented [TA2]: I removed this to reduce the risk of confusion. We are required to notify students annually of all their rights under FERPA, not just directory op-out.

V. Government-Issued Personal Identifiers

A. Social Security Number

1. Provision of Information

a. TBR institutions collect SSNs:

1. When required to do so by law;
2. When no other identifier serves the business purpose; and
3. When an individual volunteers the SSN as a means of locating or confirming personal records.

b. In other circumstances, individuals are not required to provide their SSN verbally or in writing at any point of service, nor are they to be denied access to those services should they refuse to provide an SSN.

2. Release of SSNs

a. SSNs will be released to persons or entities outside the institution only:

1. As required by law;
2. When permission is granted by the individual;

3. When the external entity is acting as the institution's authorized contractor or agent and attests that no other methods of identification are available, and reasonable security measures are in place to prevent unauthorized dissemination of SSNs to third parties; or
4. When the appropriate Counsel has approved the release.

3. Use, Display, Storage, Retention, and Disposal

- a. SSNs or any portion thereof will not be used to identify individuals except as required by law or with approval by a cognizant TBR official for a TBR business purpose.
- b. The release or posting of personal information, such as grades or occupational listings, keyed by the SSN or any portion thereof, is prohibited, as is placement of the SSN in files with unrestricted access.
- c. SSNs will be transmitted electronically only for business purposes approved by the institutional officials responsible for SSN oversight and only through secure mechanisms.
- d. The Data Custodians who are responsible for SSNs will oversee the establishment of business rules for the use, display, storage, retention, and disposal of any document, item, file, or database which contains SSNs in print or electronic form.

B. Non-SSN Government-Issued Identifiers

1. In the course of its business operations, TBR institutions have access to, collect, and use non-SSN government-issued identifiers such as driver's licenses, passports, HIPAA National Provider Identifiers, Employee Identification Numbers (EIN), and military identification cards, among others.
2. TBR institutions shall follow the Minimum Necessary standard and strive to safeguard these identifiers.

VI. TBR Institution-Issued Identifiers

A. Institutional ID Number

1. Assignment Eligibility and Issuance

a. The institutional id is a unique alphanumeric identifier assigned by the institution to any entity that requires an identifying number in an institutional system or record.

a-b. An Institutional ID is assigned at the earliest possible point of contact between the entity and the institution.

b-c. The Institutional ID is associated permanently and uniquely with the entity to which it is assigned.

2. Use, Display, Storage, Retention, and Disposal

a. The Institutional ID is considered PII by the institution, to be used only for appropriate business purposes in support of operations.

b. The Institutional ID is used to identify, track, and serve individuals across all institutional electronic and paper data systems, applications, and business processes throughout the span of an individual's association with the institution and presence in the institution's systems or records.

c. The Institutional ID is not to be disclosed or displayed publicly by the Institution, nor to be posted on the institution's electronic information or data systems unless the Institutional ID is protected by access controls that limit access to properly authorized individuals.

d. The release or posting of personal information keyed by the Institutional ID, such as grades, is prohibited.

e. Any document, item, file, or database that contains Institutional IDs in print or electronic form is to be protected and disposed of in a secure manner in compliance with data retention rules.

VII. Other Externally-Assigned Identifiers and Other Personally Identifiable Information

A. TBR institutions shall follow the Minimum Necessary standard and strive to safeguard any externally assigned identifiers which may be collected.

VIII. Responsibility for Maintenance and Access Control

A. Institutional IDs are maintained and administered by the appropriate institutional office in accordance with this policy.

1. Other institutional offices may maintain and administer electronic and physical repositories containing personal identification numbers for uses in accordance with this policy.

B. Access to electronic and physical repositories containing PII ~~will~~ shall be controlled based upon reasonable and appropriate administrative, physical, technical, and organizational safeguards.

C. Individuals who inadvertently gain access to a file or database containing PII should report it to the appropriate authority.

~~D. Disk-level encryption for employee computers shall be part of the daily workflow.~~

E.D. All paper documents with PII must be under lock and key or otherwise securely stored.

F.E. Document retention policies dictate schedules for PII deletion and/or destruction. Proper disposal of PII shall involve cross-cut shredders (for paper), securely wiping/deleting data (for digital information) and other information security approved methods of eliminating this data.

IX. Enforcement

A. Violations of this policy resulting in misuse of, unauthorized access to, or unauthorized disclosure or distribution of personal identification numbers may subject individuals to legal and/or disciplinary action, up to and including the termination of employment or contract with the Institution or, in the case of students, suspension or expulsion from the institution.

Sources

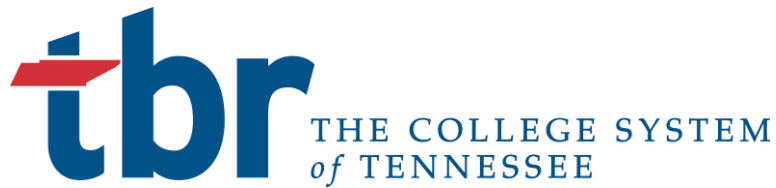
NEW Guideline approved at August 19, 2014 President's Meeting; effective September 26, 2014.

Related Policies

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- [Information Technology Resources](#)



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Access Control: 1:08:03:00

PRESENTER: Danny Gibbs

ACTION REQUIRED: Requires Vote

Summary:

This was a guideline that has been made into a policy. The purpose of this policy is to establish a minimum expectation with respect to access controls in order to protect data stored on computer systems throughout the system. Updates have been made to be inclusive of all TBR Institutions. Additionally, procedures were added to the policy to ensure that all institutions are following the same protocols regarding password construction and password management,

This policy has been reviewed and approved by CIOs at the various institutions and by the Business Affairs Sub-Council.

Access Control: ~~G-052~~1:08:03:00

~~Guideline~~Policy Area

General ~~Guidelines~~Policies

Applicable Divisions

TCATs, Community Colleges, ~~Universities~~, System Office, Board Members

Purpose

The purpose of this ~~guideline~~policy is to establish a minimum expectation with respect to access controls in order to protect data stored on computer systems throughout the system.

~~Guideline~~Policy

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I. Policy

- A. Tennessee Board of Regents institutions ~~shall~~ control user access to information assets based on requirements of individual accountability, need to know, and least privilege.
- B. Access to institutional information assets must be authorized and managed securely in compliance with appropriate industry practice and with numerous applicable legal and regulatory requirements (e.g., the Health Insurance Portability and Accountability Act, Family Educational Rights and Privacy Act, the Open Records Act of Tennessee, Gramm Leach Bliley Act, and identity theft laws).
- C. Institutional information assets include data, hardware and software technologies, and the infrastructure used to process, transmit, and store information.
 1. Any computer, laptop, printer or device that an authorized user connects to the campus network is subject to this policy.

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2. Guest, unauthenticated access may be provisioned commensurate with usage and risk.
3. Authorized users accessing institutional computing resources and network with their own personal equipment are responsible for ensuring the security and integrity of the systems they are using to establish access.

3.4. For systems that contain critical or confidential classified data, TBR and its institutions shall use secure methods that uniquely identify and authenticate users. Such methods can include multi-factor authentication, passwords, data loss prevention, device management, biometrics and public/private key pairs.

~~TBR Office of Information Technology shall deploy a combination of multi-factor authentication, data loss prevention and device management for any accounts/devices connecting to systems containing critical or extremely confidential classified data.~~

~~The multi-factor authentication tool that will be deployed is the Microsoft Multifactor Authentication resident in Microsoft Azure. Rollout of this application will follow a phased-in approach, offering opt-in self service initially and then a comprehensively planned implementation for all faculty and staff.~~

4. ~~A significant training and communication plan will be introduced explaining the benefits and safeguards inherent in multi-factor authentication.~~

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II. Access Controls

- A. Access to information assets must be restricted to authorized users and must be protected by appropriate physical, administrative, and logical authentication and authorization controls.
- B. Protection for information assets must be commensurate with the classification level assigned to the information.

- C. Each computer system shall have an automated access control process that identifies and authenticates users and then permits access based on defined requirements or permissions for the user or user type.
- D. All users of secure systems must be accurately identified, a positive identification must be maintained throughout the login session, and actions must be linked to specific users.
- E. Access control mechanisms may include user IDs, access control lists, constrained user interfaces, encryption, port protection devices, secure gateways/firewalls, and host-based authentication.

III. User Identification, Authentication, and Accountability

A. User IDs:

- 1. The access control process must identify each user through a unique user identifier (user ID) account.
- 2. User IDs are assigned by the campus ~~for system TBR~~ Office of Information Technology and application support personnel.
- 3. ~~Users~~ must provide government-issued, picture IDs for positive proof of identity when receiving account access.
- 4. Users must provide their user ID at logon to a computer system, application, or network.

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B. Individual Accountability:

- 1. Individual accountability must be maintained.
- 2. ~~Each and every~~ Each user ID must be associated with an individual person who is responsible for its use.
- 3. Individuals with authenticated access cannot share their login credentials with anyone with the penalty of having their access rescinded immediately.

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C. Authentication:

- 1. Authentication is the means of ensuring the validity of the user identification.
- 2. All user access must be authenticated.

- a. The minimum means of authentication is a personal secret password that the user must provide with each system and/or application logon.
- b. All passwords used to access information assets must conform to certain requirements relating to password composition, length, expiration, and confidentiality. Please refer to 1:08:02:00G-054, Password Management Digital Identity and Authentication Management for additional requirements.
- c. ~~Granting access to the central multi-entity processing (MEP) single instance of the ERP system includes authentication through multi-factor authentication controls to enable security layering.~~

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IV. Access Privileges

- A. Each user's access privileges shall be authorized on a need-to-know basis as dictated by the user's specific and authorized role.
- B. Authorized access ~~will~~ shall be based on least privilege.
 1. This means that only the minimum privileges required to fulfill the user's role shall be permitted.
 2. Access privileges ~~shall be~~ **must be** defined ~~to so as to~~ maintain appropriate segregation of duties to reduce the risk of misuse of information assets.
 3. Any access that is granted to data must be authorized by the appropriate data trustee.
- C. Access privileges ~~shall should shall~~ be controlled based on the following criteria, as appropriate:
 1. Identity (user ID);
 2. Role or function;
 3. Physical or logical locations;
 4. Time of day/week/month;
 5. Transaction based access;
 6. Access modes such as read, write, execute, delete, create, and/or search.

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D. Privileged access (e.g., administrative accounts, root accounts) must be granted based strictly on role requirements.

1. The number of personnel with special privileges should be carefully limited.

V. Access Account Management

A. User ID accounts must be established, managed, and terminated to maintain the necessary level of data protection.

B. The following requirements apply to network logons as well as individual application and system logons, and should be implemented where technically and procedurally feasible:

1. Account creation requests must specify access either explicitly or ~~to request~~ a role that has been mapped to the required access.

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- a. New accounts created by mirroring existing user accounts must be audited against the explicit request or roles for appropriate access rights.

2. Accounts must be locked out ~~after five~~ according to individual campus requirements after an institution-defined number of consecutive invalid logon attempts.

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- a. When a user account is locked out, it should remain locked out for a minimum of five minutes or until authorized personnel unlocks the account.

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3. User interfaces must be locked ~~after no more than twenty minutes five~~ according to individual campus requirements after an institution-defined length of system/session idle time.

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- a. This requirement applies to workstation and laptop sessions as well as application sessions where feasible.

- b. The office of information technology shall implement measures to enforce this requirement and to require the user to re-authenticate to reestablish the session.

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4. Systems housing or using restricted information must be configured in such a way that access to the restricted information is denied unless specific access is granted.

a. Access to restricted information is never to be allowed by default.

5. ~~Access must be~~ Information Technology personnel revoked ~~immediately~~ access upon notification that access is no longer required in accordance with the following procedures.

a. Access privileges of terminated or transferred users must be revoked or changed as soon as ~~possible~~ notification of termination or transfer occurs and in accordance with stakeholders of contract control at the local institutions.

b. In cases where an employee is not leaving on good terms, the user ID must be disabled simultaneously with departure.

c. Access for users who are on leaves of absence or extended disability must be suspended until the user returns.

d. Adjunct faculty members are never granted ~~access to Banner INB~~ ~~accounts~~ Admin Pages.

e. Adjunct faculty member account access shall be controlled by a procedure resident at the local institutions using contract status, defined dates of employment and information from other stakeholders with contract control for adjunct faculty.

f. Using the above-mentioned procedure, each campus will run this process on a campus-defined schedule according to academic ~~calendars~~ ~~calendars (i.e. the second week of the next semester)~~ and direction from stakeholders with contract control for adjunct faculty. This process shall be determined by individual campuses.

g. Adjunct faculty members shall be granted limited access before and after their course start and end dates ~~(to perform the duties necessary for their~~

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position}, upon request {involving reasons for the extension and specific access}.

6. User IDs will be disabled after a period of inactivity that is determined appropriate by the current business process and the individual campus.
7. All third party access (contractors, business partners, consultants, vendors) must be authorized and monitored using processes determined by the individual campuses.
8. Appropriate logging will be implemented commensurate with sensitivity/criticality of the data and resources.
 - a. Logging of attempted access must include failed logons.
 - b. Where practical, successful logons to systems with restricted information shall be logged.
 - c. Logs should be monitored and regularly reviewed to identify security breaches or unauthorized activity.
 - d. Logs ~~should~~ shall be maintained for at least ninety days.
9. A periodic audit of secured systems to confirm that access privileges are appropriate must be conducted.
 - a. The audit will consist of reviewing and validating that user access rights are still needed and are appropriate.
 - b. ~~Timeliness of the audit shall be commensurate with the classification of data access granted to each account.~~
10. Applications requiring an account not tied to a single user shall employ service-based accounts
 - a. Users oversee these accounts and maintain their passwords.
 - b. Applications requiring these accounts shall be monitored and audited by individual campus documented procedures dictated by the application for which they are provisioned.

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- c. Service-based accounts, due to their application centric use, are not
subject to standard user account management rules.

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VI. Compliance and Enforcement

- A. The policy applies to all users of information resources including students, faculty, staff, temporary workers, vendors, and any other authorized users who are permitted access.
- B. Persons in violation of this policy are subject to a range of sanctions (determined and enforced by institution management), including the loss of computer network access privileges, disciplinary action, dismissal from the institution, and legal action.
- C. Some violations may constitute criminal offenses, per Tennessee and other local, and federal laws. The institution will carry out its responsibility to report such violations to the appropriate authorities.

VII. Exceptions

- A. Documented exceptions to this policy may be granted by the information security officer for the institution based on limitations to risk and use.

Procedure

Digital Identity and Authentication Management:

Password (and Passphrase) Construction

The effectiveness of passwords to protect access to the institution's information directly depends on strong password construction and handling practices. All users must construct strong passwords for access to all institution networks and systems, using the following criteria (unless the technology does not support these requirements):

For all directions concerning password lengths, password change schedules and the use of passphrases rather than passwords, TBR will follow the NIST standards.

Passwords must be a minimum of 8 characters in length.

Passwords must be composed of a combination of at least three of the following four types of characters:

Upper case alphabetic character;

Lower case alphabetic character;

Numeric character;

Non-alphanumeric character (if the application permits).

OR

Passphrases may be used instead of passwords and must be composed of a minimum of 14 characters. Passphrases do not require the complexity rules mentioned immediately above.

Password Management

The following requirements apply to **end-user password management**.

Storage and Visibility

Passwords must not be stored in a manner which allows unauthorized access.

Passwords will not be stored in a clear text file.

Passwords will not be sent via unencrypted e-mail.

Changing Passwords

If 14-character minimum pass phrases are used, there is no requirement for routine password expiration/rotation. Otherwise, users with non-privileged accounts must change their passwords every 120 days. Student accounts are exempt from this requirement.

Users with privileged accounts (such as those with root or administrator level access) must change their passwords at least every 120 days.

Passwords must be changed within one business day if any of the following events occur:

Unauthorized password discovery or usage by another person;

System compromise (unauthorized access to a system or account);

Insecure transmission of a password;

Accidental disclosure of a password to an unauthorized person;

Status changes for personnel with access to privileged and/or system accounts.

The following requirements apply to **password files and hashes**.

Password files or hashes should not be shared with any entity without formal written consent.

The following requirements apply to **system accounts**.

System Accounts are not required to expire but must meet the password construction requirements above (where supported by the underlying technologies).

Vendor-provided passwords must be changed upon installation using the password construction requirements above (where supported by the underlying technologies).

Compliance and Enforcement

The policy applies to all users of information resources including students, faculty, staff, temporary workers, vendors, and any other authorized users.

Persons in violation of this policy are subject to a range of sanctions determined and enforced by the individual institutions.

Justifications for exceptions to this policy must be documented by the institution and must be approved by the institution's President or his/her designee.

Definitions

Authentication – A process that allows a device or system to verify the unique identity of a person, device or other system that is requesting access to a resource.

Digital identity - Information on an entity used by computer systems to represent an external agent. That agent may be a person, organization, application, or device. Also referred to as a user account or user profile.

System account – A special account used for automated processes without user interaction or for device management. These accounts are not assigned to an individual user for login purposes.

Privileged account – An account with elevated access or privileges to a secure system or resource. This type of account is authorized and trusted to perform security relevant functions that an ordinary user account is not authorized to perform. Privileged accounts are assigned to individual users.

A. ▲

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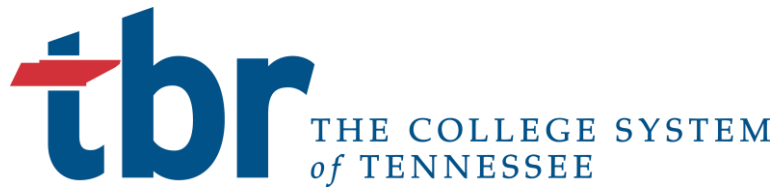
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Sources

New Guideline approved at President's Meeting August 19, 2014, effective September 26, 2014.

Related Policies

- Information Technology Resources



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Enterprise Information Systems Updates: 1:08:01:00

PRESENTER: Danny Gibbs

ACTION REQUIRED: Requires Vote

Summary:

This was a guideline that has been made into a policy. The purpose of this policy is to establish minimum standards of expectations related to maintaining appropriate software versions and upgrades within the institutional infrastructure.

This policy has been reviewed and approved by CIOs at the various institutions and by the Business Affairs Sub-Council.

Attachments – Policy 1:08:01:00

Enterprise Information Systems Updates: 1:08:01:00

Policy Area

Governance, Organization, and General Policies

Purpose

The purpose of this policy is to establish minimum standards of expectations related to maintaining appropriate software versions and upgrades within the institutional infrastructure.

Applies To

TCATs, Community Colleges, System Office, Board Members

Definitions

Third-party products – Software applications that integrate with, or are ancillary to, the ERP system.

ERP quarterly updates – Software updates to the existing ERP system that are developed, tested, approved and released by the SMO each quarter.

Oracle patches and updates – Patches, fixes, and updates for the Oracle Database Server and related components that are released by Oracle on a quarterly basis. These updates may be released off schedule if considered critical.

Critical updates - Widely released software fixes that address specific, serious bugs, problems or defects in a system or application. Sometimes referred to as critical hotfixes or critical patches.

Policy

Enterprise information systems and components used at Tennessee Board of Regents' institutions shall have an established schedule of updates/patches/maintenance to ensure that systems, data, and personally identifiable information (PII) are adequately protected.

I. Scope

A. Enterprise information systems covered by this policy:

1. ERP quarterly updates released by the Ellucian Satellite Maintenance Organization (SMO) shall be installed in their entirety according to the adopted schedule. The institution shall not be more than one version behind the current ERP vendor-certified release and shall make every effort to maintain the latest version release every quarter.
2. Oracle patches and updates shall be installed according to the adopted schedule. The institution shall not be more than one version behind the ERP vendor-

certified Oracle release.

3. Critical updates, patches or hotfixes shall be applied in a timely manner in accordance with institutional needs and requirements, and to minimize (and preferably avoid) unduly exposing the institutions to unnecessary risk.
4. Third-party products supported on the individual campuses must be maintained at a minimum vendor-supported version.

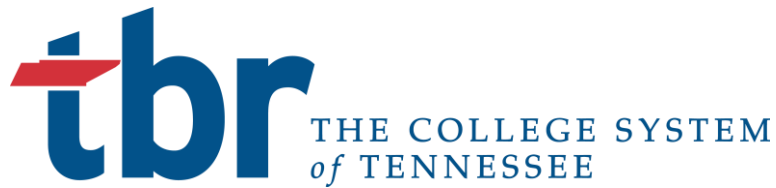
II. Exceptions

- A. Exceptions to items 1 and 2 under section I. A. above (Enterprise information systems covered by this policy) must be approved by the President/CEO or his/her designee at the institution and filed with the Chancellor and System CIO, if applicable.
- B. Other exceptions to this policy must be approved by the President/CEO or his/her designee and the CIO at the institution.
- C. Each exception must be documented in detail and retained for future review.
- D. External application and system hosting vendors shall conform to TBR and/or institutional requirements with written exceptions being made as necessary based on the abilities and contractual obligations between the institution and the hosting vendor.

Sources

New Guideline approved at Presidents Meeting, August 19, 2014, effective September 26, 2014.
President's Meeting, August 16, 2016. Revised at Presidents Meeting February 21, 2017.

Edited 1/22/2019 by TBR IT Sub Council



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: IT Acceptable Uses: 01:08:05:00

PRESENTER: Danny Gibbs

ACTION REQUIRED: Requires Vote

Summary:

This policy was previously a guideline that has been changed into a policy. Edits include the removal of language associated with universities from the policy, correction of position titles throughout the document, correction of statute information, and clarification to make the policy more precise in language and to follow updated practices at the Central Office and TBR Institutions.

This policy has been reviewed and approved by CIOs at the various institutions and by the Business Affairs Sub-Council.

IT Acceptable Uses: ~~01G-0541~~:08:05:00

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~~Guideline~~Policy Area

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General ~~Guidelines~~ Policies

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Applicable Divisions

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TCATs, Community Colleges, ~~Universities~~, System Office, Board Members

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Purpose

The objectives of this ~~policy~~~~guideline~~ include: 1) to articulate the rights and responsibilities of persons using information technology resources owned, leased, or administered by the Tennessee Board of Regents (TBR) ~~and member institutions~~; 2) to protect the interests of users and the TBR ~~and its member institutions~~; and 3) to facilitate the efficient operation of TBR ~~and institutional~~ information technology systems.

Definitions

- Information technology resources or IT resources - include computers and computer time, data processing or storage functions, computer systems and services, servers, networks, printers and other input/output and connecting devices, and related computer records, programs, software, and documentation.
 - Institutions - shall mean the TBR ~~Universities~~, Community Colleges, and Tennessee Colleges of Applied Technology.
 - Personal or private for-profit use - shall mean a use of TBR information technology resources which has as a primary objective of financial gain ~~for~~ the user. Activities by a student which are typical of the student job search process (e.g. use of campus e-mail to contact potential employers or posting of one's resume on the ~~i~~nstitution's website, if allowed under ~~i~~nstitutional policies and procedures) are not to be considered personal or private for-profit uses.
 - Public record - means all documents, papers, letters, maps, books, photographs, microfilms, electronic data processing files and output, films, sound recordings, or other material, regardless of physical form or characteristics made or received pursuant to law or ordinance or in connection with the transaction of official business by any governmental agency.
- T.C.A. § 10-7- 301(6) I.

~~GuidelinePolicy~~

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I. User Responsibilities

- A. The following lists of user responsibilities are intended to be illustrative, and not exhaustive.

1. Access

- a. Users shall obtain proper authorization before using TBR or institutional information technology resources.
- b. Users shall not use TBR or institutional information technology resources for purposes beyond those for which they are authorized.
- c. Users shall not share access privileges credentials (account numbers and passwords) with persons who are not authorized to use them anyone, without modifying passwords.
- c. For instance, Auditors require an hexed encrypted document of usernames and passwords from each audited institution. Collecting this file and then immediately forcing a password change would satisfy both the auditors and this policy.
- d. Users shall not use TBR or institutional information technology resources in an attempt to access or to actually access computers any information technology resources external to the TBR or institutions system when that access is not authorized by the computers system's owner. (no "hacking" allowed).

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2. Respect for others

- a. ~~A~~ user shall not attempt to obstruct usage or deny access to other users.
- b. Users shall not transmit or distribute material that would be in violation of existing TBR or institutional policies or guidelines using TBR or institutional information technology resources.
- c. Users shall respect the privacy of other users, and specifically shall not read, delete, copy, or modify another user's data, information, files, e-mail or programs

(collectively, "electronic files") without prior authorization~~the other user's permission~~.

- d. Users should note that there should be no expectation of privacy or data retention for electronic files stored on ~~the resident memory of~~ a computer available for general public access, ~~and such files are subject to unannounced deletion~~.
 - e. Users shall not intentionally introduce any program or data intended to disrupt normal operations (~~e.g. a computer "virus" or "worm"~~) into TBR or institutional information technology resources.
 - f. Forgery or attempted forgery of e-mail messages is prohibited.
 - g. Sending or attempts to send unsolicited junk mail or chain letters is prohibited.
 - h. Flooding or attempts to flood a user's mailbox is prohibited.
3. Respect for State-owned property
- a. A user shall not intentionally, recklessly, or negligently misuse, damage or vandalize TBR or institutional information technology resources.
 - b. A user shall not attempt to modify TBR or institutional information technology resources without authorization.
 - c. A user shall not circumvent or attempt to circumvent normal resource limits, logon procedures, or security regulations.
 - d. A user shall not use TBR information technology resources for purposes other than those for which they were intended or authorized.
 - e. A user shall not use TBR or institutional information technology resources for any private or personal for-profit activity.
 - f. Except for those not-for-profit business activities which are directly related to an employee's job responsibilities or which are directly related to an organization which is affiliated with the Institution, a user shall not use TBR information technology resources for any not-for-profit business activities, unless authorized by the President ~~or Director~~ (or his/her designee).

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- g. Users shall at all times endeavor to use TBR or institutional information technology resources in an efficient and productive manner, and shall specifically avoid excessive game playing, printing excessive copies of documents, files, data, or programs; or attempting to crash or tie-up computer resources.

4. Additional Responsibilities of Employees and Independent Contractors

- a. Users who are Employees ~~and~~ Independent Contractors shall not make use of TBR or institutional information technology resources for purposes which do not conform to the ~~purpose,~~ goals, and mission of the TBR or institution -and to the ~~users~~user's job duties and responsibilities.
- b. Users shall not use TBR or institutional information technology resources for solicitation for religious or political causes.

II. Digital/Electronic Signatures and Transactions

- A. The Tennessee Board of Regents and its institutions must comply with the Tennessee Uniform Electronic Transactions Act (T.C.A. § 47-10-101 et seq.). This Act permits the use of electronic signatures and electronic transactions under certain circumstances.

- 1. In order to be legally enforceable, an electronic signature must meet the following two criteria.
 - a. An electronic signature must be attributable (or traceable) to a person who has the intent to sign the record or contract with the use of adequate security and authentication measures that are contained in the method of capturing the electronic transaction (e.g., use of personal identification number or personal log-in identification username and password). (T.C.A. § 47-10- 109) (If Public Key Infrastructure, "PKI" technology ("PKI") is to be used in the creation of the digital signature, contact TBR Chief Information Officer prior to implementation.)
 - b. The recipient of the transaction must be able to print or store the electronic record of the transaction at the time of receipt. (T.C.A. § 47-10- 109)

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2. The use of electronic/digital signatures in compliance with state and federal laws is permitted.

III. No Unlawful Uses Permitted

- A. Users shall not engage in unlawful uses of the information technology system resources of the TBR or institution.
- B. Unlawful activities are ~~violative~~ violations of this policy guideline and may also subject ~~Persons~~ engaging in these activities may be subject to civil and/or criminal penalties.
- C. This list of unlawful activities is illustrative and not intended to be exhaustive.

1. Obscene Materials

- ~~a. The distribution and display of obscene materials is prohibited by the laws of Tennessee (see T.C.A. § 39-17-902). Obscene materials are defined under Tennessee law (see T.C.A. § 39-17-901(10))~~ as those materials which:

- ~~1. The average person applying contemporary community standards would find that the work, taken as a whole, appeals to the prurient interest;~~
- ~~2. The average person applying contemporary community standards would find that the work depicts or describes, in a patently offensive way, sexual conduct;~~
~~and~~
- ~~3.a. The work, taken as a whole, lacks serious literary, artistic, political, or scientific value.~~

- b. Federal law (18U.S.C.2252) prohibits the distribution across state lines of child pornography.

2. Defamation

- a. Defamation is a civil tort which occurs when one, without privilege, publishes a false and defamatory statement which damage the reputation of another.

3. Violation of Copyright

- a. Federal law gives the holder of copyright five exclusive rights, including the right to exclude others from reproducing the copyrighted work.

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- b. Sanctions for violation of copyright can be very substantial. Beyond the threat of legally imposed sanctions, violation of copyright is an unethical appropriation of the fruits of another's labor.

c. Pursuant to the Digital Millennium Copyright Act of 1998, the TBR or institutional designated agent for receipt of complaints of copyright infringement occurring with the use of TBR or institutional information technology resources.

~~e. is the TBR Chief Information Officer or his/her designee.~~

- d. The TBR or institutional agent shall develop and maintain a guideline regarding receipt and disposition of complaints of copyright infringement.

- e. The Institutions are authorized to designate agents to serve their specific campus, ~~however, the~~ TBR and institutional Chief Information Officer shall be promptly informed of ~~as appropriate for~~ complaints received by such Institutional DMCA agents.

4. Gambling

- a. Gambling, including that performed with the aid of the Internet, is prohibited under Tennessee state law (see T.C.A. § 39-17-502).

IV. World Wide Web Home Pages

- A. The principles of use articulated above in Sections I. and III. are generally applicable to World Wide Web home pages.

- 1. For example, use of TBR or institutional information technology resources to post a web page for personal or private for-profit use is prohibited under Section I.A.3.e. Illegal content in web pages stored on TBR IT resources is prohibited under Section I.A.2.b. Obscene content is prohibited under Section III.C.1. Incorporation of copyrighted material, without either permission of the copyright holder or under a lawful exemption, is prohibited under Section III.C.3.
- 2. In addition to the principles of use outlined in Sections I. and III., users may not incorporate into web pages or other electronic documents the trademarks or logos of others without express, written permission.

3. Persons who are not employees of an Institution may not make use of Institutional trademarks or logos without express, written permission.
4. Institutions are authorized to develop policies and regulations regarding use of Institutional trademarks on the Institution's website by employees.
5. The Institution Presidents ~~and Directors~~ are authorized to designate persons (e.g. campus web master) who may approve a proposed use of the Institution's trademarks and logos by employees on Institutional web pages.

V. **Advertising**

- A. Use of TBR or institutional information technology resources to promote or advertise activities or entities which are not related to the Institution is prohibited, unless such use is consistent with the mission of the Institution and results in substantial benefit to the Institution.

B. The President ~~or Director~~ of each TBR Institution is authorized to determine whether a given use is consistent with the mission of the Institution and results in substantial benefit to the Institution, consistent with other TBR pPolicies/guidelines.

B. ~~(in particular, TBR Policy 1:03:02:50).~~

C. Sale of advertising in web-based versions of Institution-affiliated student publications is specifically permitted.

C.

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VI. **TBR Monitoring and Inspection of Electronic Records**

- A. Electronic records sent, received, or stored on computers owned, leased, or administered by the TBR is the property of the Tennessee Board of Regents.
- B. As the property of the TBR, the content of such records, including electronic mail, is subject to inspection by TBR personnel.
- C. While the TBR does not routinely do so, the TBR ~~is able and~~ reserves the right to monitor and/or log all network activity of users without notice, including all email and Internet communications.

- D. Users should have no reasonable expectation of privacy in the use of these resources.

VII. Disclosure of Electronic Records

- A. Pursuant to T.C.A. § 10-7-101 *et seq.*, and subject to exemptions contained therein, electronic files (including email correspondence) may be subject to public inspection upon request by a citizen of the State of Tennessee, if they are:
 - 1. Generated or received by TBR or institutional employees, and
 - 2. Either owned or controlled by the State, or
 - 3. Maintained using TBR or institutional IT resources.
- B. TBR or institutional personnel receiving such a request for public inspection should refer the request to the President ~~or Director~~ of their Institution (or to the President's ~~or Director's~~ designee).
- C. Institutions may charge reasonable fees for making copies of such records, pursuant to T.C.A. § 10-7-506.
- D. While disclosure under T.C.A. § 10-7-101 *et seq.* applies to employees, disclosure of the electronic records of all users which are maintained using TBR or institutional IT resources may be made pursuant to a valid subpoena or court order, when otherwise required by federal, state or local law, or when authorized by the President ~~or Director~~ of the Institution.

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VIII. Retention of Electronic Records

- A. Electronic records needed to support Institutional functions must be retained, managed, and made accessible in record-keeping or filing systems in accordance with established records disposition authorizations approved by the Public Records Commission and in accordance with TBR Guideline G-070, "Disposal of Records".
- B. Each employee of the TBR, with the assistance of his or her supervisor as needed, is responsible for ascertaining the disposition requirements for those electronic records in his or her custody.
- C. The system administrator is not responsible for meeting the record retention requirements established under T.C.A. § 10-7-101 *et seq.*, and the TBR, as owner of

electronic records stored on TBR computers, reserves the right to periodically purge electronic records, including email messages.

- D. Users who are either required to retain an electronic record, or who otherwise wish to maintain an electronic record should either:
1. Print and store a paper copy of the record in the relevant subject matter file; or
 2. Electronically store the record on a storage medium or in an electronic storage location not subject to unannounced deletion.

IX. Violation of this Policy/Guideline

A. Reporting Allegation of Violations

1. Persons who have reason to suspect a violation of this policy/guideline, or who have direct knowledge of behavior in violation of this policy/guideline should report that allegation of violation to the Institution President ~~or Director or his/her~~ designee.

B. Disciplinary Procedures

1. Allegations of violation of this policy/guideline shall be referred by the President or his/her designee ~~the designee of the President (typically, the senior IT officer) or of the Director~~ to the appropriate person(s) for disciplinary action.
2. If a student, the policy/guideline violation will be referred to the judicial officer of the institution under TBR Policy 3:02:00:01.
3. If an employee, the policy/guideline violation will be referred to the immediate supervisor.
4. If there is a policy/guideline violation, which the designee believes rises to the level of a serious violation of this or any other TBR policy/guideline; the designee is authorized to temporarily revoke access privileges. In those cases, the revocation of access must be reviewed by the appropriate disciplinary authority for review and final determination of access privileges. In such cases the authorization of the designee carries with it the authorization to make subjective judgments, such as whether material or statements violate TBR Policy/Guideline.

C. Sanctions

1. Persons violating this [policyguideline](#) are subject to revocation or suspension of access privileges to TBR [or institutional](#) IT resources.
2. Additionally other penalties, as outlined in TBR Policy 3:02:00:01 may be imposed upon student users.
3. Sanctions for violation of this [guideline-policy](#) by employees may extend to termination of employment. Violations of law may be referred for criminal or civil action.

D. Appeals

1. Sanctions imposed upon students at a TBR [University or Community Collegeinstitution](#) and imposed at the discretion of the [President or his/her designee senior IT officer \(or other designee of the President\)](#) may be appealed [to the Chief Student Affairs Officer through the appropriate process per TBR and/or institutional policy.](#)
2. Other sanctions may be appealed under established Institution procedure.

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Sources

NEW Guideline approved at Presidents Meeting February 21, 2017.

Related Policies

- [Information Technology Resources](#)

**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 2:05:00:00
Distance Education

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

TBR Policy 2-05-00-00 Distance Education was reviewed for necessary updates to reflect the restructuring of TBR due to the FOCUS Act.

The attached recommended update was reviewed by the TBR Distance Education Advisory Board, Academic Affairs Subcouncil and Faculty Subcouncil.

The Academic Affairs Staff reviewed all suggestions and recommends approval. The recommended edits are shown by a strike through for material to be removed and any new or revised content highlighted in red.

In addition to removing references to universities, major changes include:

- Additional terms and definitions in the practice of distance education were added.
- Inclusion of a waiver for teaching an additional TN eCampus course during the summer from the current maximum of nine hours. Each year a waiver is requested by TN eCampus giving faculty an opportunity to teach an additional course as overload hours versus the normal summer school rate. This waiver has been approved since 2008. The waiver is optional for campuses and the Chief Academic Officer must sign off on the request for the waiver.
- It was originally recommended by the DE Advisory Committee to replace all reference to "Distance Education" with "Distributed Education". The Academic Affairs Subcouncil reversed the recommendation due to current SACSCOC terminology. Staff will continue to review SACSCOC terminology in the near future to determine if a change to more current terminology is

adopted. If such future action takes place by SACSCOC this policy will be re-examined for a similar need to update.

- It was added that TN eCampus courses that match current campus courses must be offered on campuses. Policy allows for filling both institutional traditional courses and on-line courses prior to enrolling students in TN eCampus courses.
- Guidelines A-070 Distance Education and A-075 Distance Education and Intellectual Property were incorporated into this policy. Materials from these polices are also in red as they are additions to the policy. However only grammatical changes were made to the original Guidelines.

Attachments

Revised Policy 2-05-00-00 Distance Education

Distance ~~Distributed~~ Education: 2:05:00:00

Policy Area

Academic Policies

Applicable Divisions

TCATs, Community Colleges, **Universities**, System Office

Purpose

The purpose of this policy is to establish the criteria and process for the delivery of distance ~~distributed~~ education programs and courses for Tennessee Board of Regents (TBR) technical and community colleges. Distance ~~Distributed~~ education is an established and effective method for extending flexible educational opportunities. To provide the citizens of Tennessee with greater access to postsecondary education, the Board of Regents affirms the effectiveness of distance ~~distributed~~ education; recommends the use and development of distance ~~distributed~~ education teaching and learning technologies, materials, and methods; and encourages institutions to take advantage of such opportunities in carrying out their individual missions.

Definitions

- Distance ~~Distributed~~ education describes a multimedia method of instructional delivery that can include a mix of online (web-based) instruction, streaming video conferencing, face-to-face classroom time, television, telephone, radio, computers or interactive video, or other combinations of electronic and traditional educational models using present and future/or electronic and telecommunication technology. ~~education occurs when there is a physical separation of the teacher and learner and when communication and instruction take place through, or are supported by, any technological means such as telephone, radio, television, computers, satellite delivery, interactive video, or any combination of present and future telecommunication technologies.~~

- ~~Distributed~~ Distance education can be executed in a variety of ways and is consistent in that there is some degree of physical separation of the teacher and the learners. Communication, instruction, and assessment takes place through, or is supported by, technological means with focus on student-to-student, student-to-content, and instructor-to-student interaction.
- The term “distance education” encompasses the terms “distance ~~distributed~~ learning,” “online learning,” “e-learning,” “hybrid learning,” “blended learning,” “digital learning,” and other similar terminology.
- ~~Distributed education is a form of technology enhanced learning; as such it is recognized by TBR as a high impact practice (HIP).~~
- Traditional on-ground instruction refers to instruction in a traditional brick and mortar classroom with an ~~live~~ instructor physically present in the classroom.
- Copyright. Under Federal law, copyright applies to any "original work of authorship fixed in any tangible medium of expression." (17 U.S.C. § 102(a)). [CM1] Generally, the owner of a copyright has the exclusive rights to reproduce the work, to prepare derivative works, to distribute copies by sale or other transfer of ownership, and to publicly display or perform the work. (17 U.S.C. § 106). [CM2]
- Work Made For Hire. An employer owns the copyright to a work of authorship when the work was created by an employee within the scope of his/her employment. Some kinds of work can also be owned by the institution as a work made for hire if it is specially ordered or commissioned under a written contract signed by two (or more) parties. (17 U.S.C. § 101, § 201 (b)). [CM3]

- **Fair Use.** The Copyright Act provides for some exceptions to the exclusive rights of the copyright owners. One of these exceptions permits fair use of a copyrighted work for purposes such as teaching, scholarship, or research. (17 U.S.C. § 107). [CM4] The four factors to be considered in determining fair use are:
 1. The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
 2. The nature of the copyrighted work;
 3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
 4. The effect of the use upon the potential market for or value of the copyrighted work.
- **Joint Work.** A work prepared by two or more authors with the intention that their contributions be merged into inseparable or interdependent parts of a unitary whole. (17 U.S.C. §101). [CM5]
- **Collective Work.** Work such as a periodical issue, anthology, or encyclopedia, in which a number of contributions, constituting separate and independent works in themselves, are assembled into a collective whole. (17 U.S.C. § 101). [CM6]
- **Compilation.** A work formed by the collection and assembling of preexisting materials or of data that are selected, coordinated, or arranged in such a way that the resulting work as a whole constitutes an original work of authorship. The term "compilation" includes collective works. (17 U.S.C. § 101). [CM7]

I. Requirements and Standards

- A. Distance ~~Distributed~~ education **courses and programs** offered by institutions governed by the Tennessee Board of Regents will meet the academic requirements and quality standards of the institution delivering the course. **Institutions offering their courses through TN eCampus will meet the quality standards set forth by TN eCampus protocol.**

II. Applicability of Board Policies

Unless otherwise provided, all Board, accrediting agency, and institutional policies, standards, and guidelines for on-campus instruction apply to distance ~~distributed~~ education instruction.

~~Applicable Board policies include, but are not limited to:~~ [CM8]

- ~~1. Policy 2:01:01:00 Academic Program Approval~~
- ~~2. Policy 2:03:00:00 Admissions~~
- ~~3. Policy 2:03:01:01 Undergraduate Academic Retention Standards~~
- ~~4. Policy 3:05:01:00 Regulations for Classifying Students In-State and Out-of-State for the Purposes of Paying College or University Fees and Tuition for Admission Purposes~~
- ~~5. Policy 5:02:02:10 Faculty Rank and Promotion at Tennessee Colleges of Applied Technology~~
- 6. Policy 5:02:02:20 Guidelines for Faculty Promotion Recommendations at Tennessee Board of Regents Universities**
- ~~7. Policy 5:02:02:30 Guidelines for Faculty Promotion Recommendations at Tennessee Board of Regents Community Colleges~~
- ~~8. Policy 4:01:03:00 Payment of Student Fees and Enrollment of Students~~
- ~~9. Guideline A-020 Inter-institutional Relationships and Off-Campus Offerings~~
- ~~10. Guideline A-070 Accreditation Criteria~~

III. Funding of Distance ~~Distributed~~ Education

- A. For the purpose of reporting and appropriations, no distinction shall be made between student credit hours generated through distance ~~distributed~~ education and those generated through ~~traditional on-ground instruction.~~ ~~on-campus instruction.~~
- B. Each institution engaging in distance ~~distributed~~ education should budget for the acquisition and maintenance of ~~appropriate distance distributed~~ education hardware, software, and related courseware ~~and media~~, and shall maintain careful records of all operating costs.

IV. Administration of Distance ~~Distributed~~ Education

- A. ~~Teaching and learning delivered online must be offered using the TBR-~~
~~contracted learning management system (LMS). Courses offered through~~
~~the LMS that contain publisher courseware or synchronous delivery~~
~~methods must initiate through the LMS, i.e., students will access the~~
~~publisher material by way of system integration with the LMS or by direct~~
~~links from the LMS.~~
- B. All TBR institutions will participate as partners in TN eCampus and abide
by the policies and procedures established by TN eCampus governance
and documentation. To this end, all partners must designate appropriate
and participating representatives to the TN eCampus Oversight
Committee, Curriculum Committee, Advisory Committee, and other
governing committees, subcommittees, and councils. Institutions ~~must~~
should offer to their students all TN eCampus courses that align with their
local programs and curriculum (with the exception of courses for which
there are no institutionally approved faculty). Institutions offering their own
online courses may fill their sections first, but when their local sections are

full, sections of TN eCampus courses must be offered as an alternative back up.

- C. Institutions should develop specialized policies and procedures relating to issues of distance ~~distributed~~ education delivery and administration specified by this policy, ~~Guideline A-070~~, accreditation criteria, and other institutional policies. This policy and its procedures are intended to facilitate the implementation of distance ~~distributed~~ education and address issues to be considered during the planning and delivery of such programs. In establishing policies and procedures, the following stipulations shall apply:

1. Each distance ~~distributed~~ education course offered by an institution must be consistent with the level, nature, and mission of that institution.
2. When a course is offered online, it will carry the same code, title, and credit as other sections of that course and adhere to the same learning outcomes adopted and approved by the institution's Curriculum Committee.
3. Faculty teaching online courses fall under the same accreditation standards and requirements as those teaching traditional on-ground sections.
4. Each online course must provide for student-to-student interaction, student-to-content interaction, and instructor-to-student interaction, as well as opportunities for self-reflection and timely feedback from faculty member(s) teaching the course and students. As appropriate, these interactions may be individual, group, or mixed

and may take place electronically, e.g., by telephone, by email, by computer, or by interactive video or other internet technologies.

5. Each online course must include an evaluation of the course, including evaluation of the delivery mode, in its procedures for monitoring and assessing student satisfaction.

5.6. Each student enrolled in an online course shall have access to all the academic support services, instructional equipment and services, campus events, and other non-academic activities, which the teaching institution provides for other students. Support services may include but are not limited to academic advising, counseling, disability support services, library and other learning resources, tutoring services, and financial aid.

D. Course developers and instructors of each online course must comply with federal guidelines for accessibility as directed by TBR policy, Section 508 of the Rehabilitation Act, and the Americans with Disabilities Act. Course developers and instructors utilizing materials that are not accessible must provide a written plan for alternate access and a plan for bringing the course into compliance.

E. Institutions shall ensure compliance with all applicable copyright laws concerning the reproduction and use of printed and digital materials and the use and transmission of all media ~~films, filmstrips, videotapes,~~ recordings, performances, or other protected works.

V. Program Planning and Implementation

A. Institutional policies and procedures must contain a written statement of the purpose and goals of the distance distributed education program and describe the assessment methods used to

evaluate the success of the program in carrying out those goals and objectives. The following issues must be addressed as institutions plan and implement distance ~~distributed~~ education programs:

1. Faculty, administrators, and other support personnel involved in the development and implementation of distance ~~distributed~~ education must have clearly defined roles, responsibilities, and duties.
2. Faculty involved in distance ~~distributed~~ education must receive specialized training in online teaching and learning practices and in the use of related technologies and the training must be refreshed regularly, as technology and best practices change.
3. Institutions will determine teaching load equivalents and faculty compensation for distance ~~distributed~~ education, including compensation for course development and course maintenance.
4. At the discretion of the Chief Academic Officer, the overload policy for summer semesters for faculty teaching TN eCampus courses is a maximum of twelve (12) hours (four classes), if the additional course (three credit hours) is a TN eCampus course. The three (3) additional hours over nine for the TN eCampus course will be paid as overload hours versus the normal summer school rate. This is optional for campuses and the Chief Academic Officer must sign off on the request.
5. The institution must make academic and administrative information available to online students. This information may

include but is not limited to: exams, grading, student-faculty interaction, proctoring, the provision of support services, and registration and fee-payment procedures.

6. Consortium agreements among two or more institutions for the procurement, development, production, or transmittal of online courseware and materials should always be considered.
7. Whenever possible and to realize the greatest savings, the acquisition of technology, software, and other course related materials should be made through the Tennessee Board of Regents' Procurement, Contracts & Payment Services Division.

Procedures

I. Ownership of Copyrightable Materials

A. General Policy

1. TBR Policy 5:01:06:00 [CM9] on Patents and Copyright provides the overall guidance for ownership of copyrightable materials. The institution has an interest in the copyrightable materials if:
 - a. The institution sponsors the project; or
 - b. There is significant use of the institution's facilities, services, or equipment in the creation of the work; or
 - c. The project is sponsored through the institution by agencies or persons outside the institution. (The contract terms of externally sponsored projects will control ownership of work done pursuant to the contract or grant.)
2. Policy 5:01:06:00 [CM10] gives ownership to faculty of their "scholarly and creative works."

- a. Under this Policy, a faculty member or other institutional employee also retains title to the copyrightable work if the work was developed solely through individual work on personal time.
- 3. Policy 5:01:06:00 [CM11] defines "significant use" of institutional resources as cost to the institution in the amount of \$1,000 or more.
 - a. Use of office computer equipment alone is not considered a significant use of TBR resources.
 - b. This procedure provides more specific guidance about copyright ownership in the context of distance ~~distributed~~ education.

B. Scholarly Works

- 1. The TBR wishes to encourage scholarly works. Therefore, the TBR will not assert an interest in scholarly works and creations related to the faculty member's professional field. These include:
 - a. faculty authored textbooks
 - b. scholarly writing
 - c. art works
 - d. musical compositions
 - e. dramatic and non-dramatic literary works
- 2. Online course materials and/or multimedia materials that are in the nature of scholarly works created by faculty under the same circumstances that would lead faculty to create more traditional scholarly works will be treated as scholarly.
- 3. Scholarly work in this context would include course materials created by the faculty when the factors listed in H C and D, below, [CM12] are not applicable.

4. If the institution wants to use such a work and/or share in its commercialization, the institution should secure the desired rights in a contract with the faculty member.

C. Student Work

1. This policy does not apply to undergraduate or graduate students in the absence of an employment or other contract.
2. Generally, ownership of student works is controlled by copyright law.

D. Works for Hire

1. It is very important to have a written agreement assigning responsibility and rights at the beginning of a project.

E. Scope of Employment

1. The institution/school will have sole ownership of intellectual property created by its non-faculty employees within the scope of employment.
 - a. For example, if an institution employs a non-faculty person to design a computer program or to develop a promotional video, the copyright to the program or video belongs to the institution.
2. The institution should ensure that the job description for each relevant non-faculty position includes the creation of or the assistance with the creation of distance ~~distributed~~ education materials.
 - a. The institution should also be certain to add to the TBR form employment contract, either on initial hire or with contract renewal, language which specifies that such works are made in the scope of employment.
 - b. In cases where there is a new assignment to the employee, an agreement in writing signed by both the employee and an institutional representative is strongly urged.

3. Materials created by faculty members for use in distance ~~distributed~~ education will be solely owned by the institution where:
 - a. The faculty is required to create the materials for a specific class or department by written institution or department policy (e.g., common core course requirement);
 - b. The faculty member is given release time to create the materials; or
 - c. The faculty member is employed and compensated to create specific intellectual property/online education materials.
4. TN eCampus courses [CM13] that were developed/paid for by TBR may continue to be used and may be modified by TBR/TN eCampus if/when the developer is not longer under the employ of TBR.
5. In all cases, the institution and the faculty member should sign a "Work for Hire Acknowledgment Form"

F. Commissioned Work

1. Under the Copyright laws, (17 U.S.C. § 101, § 201) [CM14] a work specially ordered or commissioned is owned by the institution if the parties expressly agree in a written instrument signed by both parties that the work will be considered a work for hire.
2. A form "Commissioned Work for Hire" is attached as "Exhibit 2." [CM15]
3. Commissioned work is limited by copyright law to contribution to a collective work, part of a motion picture or other audiovisual or multimedia work, a translation, a supplementary work, a compilation, an instructional text, a test, answer material to a test, or an atlas. (17 USC § 101 [CM16], "Work For Hire" definition).

G. Joint Ownership

1. Works may be created through the joint efforts of two or more faculty members or of faculty and non-faculty employees working in the scope of their employment or working under contract to provide services.
2. Anyone who contributes the kind of expression protected by the copyright law is a joint author if the contribution is intended to be part of an integrated whole.
3. The institution will be the sole owner if all the work is done as work for hire.
4. The institution and the faculty member may be joint owners of the final product if a faculty member works independently but incorporates work done as work for hire by institution employees and/or contractors.
5. It is very important at the beginning of the project to state the contributors' intentions in a written contract signed by all contributors.
6. The General Counsel's office should be consulted to assist in contract drafting.

H. Revision Rights

1. A faculty member should normally retain the right to update, edit, or otherwise revise electronically developed course materials that become out of date, or, in certain circumstances, should place a time limit upon the use of electronically developed course materials that are particularly time sensitive, regardless of who owns copyright in the electronically developed course materials.
2. These rights and limitations may be negotiated in advance of the creation of the electronically developed course materials and may be reduced to writing.

3. Absent a written agreement, each faculty member will have the right and obligation to revise work on an annual basis in order to maintain academic standards.
4. If a faculty member does choose to revise the work and such revision is done in a satisfactory manner, the faculty member retains the rights to full royalties as discussed below for another year.
5. If the institution believes a revision is necessary and no revision is made or if the revision made, in the institution's opinion, does not maintain academic standards, the institution may refuse to market the product, or the institution may employ another person to update the work and charge the entire cost of the revision against any royalties paid to the original author.

I. Royalties

1. Royalty division should generally reflect the relative contributions of the parties.
2. In accordance with TBR policy, faculty members shall receive all royalties that may accrue from the commercialization of electronically published course materials they create on their own initiative.
3. On the other hand, the institution retains all royalties that may accrue from the commercialization of electronically published course materials created by faculty members pursuant to contract or as a work for hire, including electronically published course created as a condition of employment.
4. Copyright law permits joint owners to pursue commercialization either jointly or separately, with accounting. Other circumstances may require review on a case-by-case basis (such as the creation of

electronically developed course materials initiated by a faculty member but using substantial institution facilities.)

5. In instances of joint ownership between faculty members where the institution also retains rights to royalties, the faculty members shall determine by written document the division of royalties.
6. Absent a written document of division of royalties, the faculty members shall divide their share pro rata based on participation.

Historical Sources

TBR Meeting, September 30, 1983; TBR Meeting, September 21, 1990; TBR Meeting, September 17, 1993.

Approvals & Revisions

New policy and procedure approved at Board Meeting, 20__

Related Policies^[CM17]

- Approval of Academic Programs, Units, and Modifications
- Admissions
- Undergraduate Academic Retention Standards
- Policy for Classifying Students In-State & Out-of-State for Paying College-or University Fees & Tuition & for Admission Purposes
- Faculty Promotion at Community Colleges
- Faculty Promotion at Universities
- Payment of Student Fees & Enrollment
- Inter-Institutional Relationships & Off-Campus Offerings

**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 2:01:00:00
General Education Requirements and Degree Requirements

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

The purpose of this policy is to specify the common general education and associate degree requirements at the institutions governed by the Tennessee Board of Regents. This policy restates and reaffirms the common general education requirements as approved by the Board in 2004. These requirements consist of forty-one (41) semester hours in the six subject categories: Communication, Humanities/Fine Arts, Social/Behavior Sciences, History, Natural Sciences and Mathematics. Completion of this common general education core is required of students who earn the Associate of Arts (AA), Associate of Science (AS), Associate of Science in Teaching (AST), and Associate of Fine Arts (AFA) degrees. It also includes the general education requirements (15 – 17 semester hours) for the Associate of Applied Science degree.

This policy reaffirms the degree requirement of 60 semester hours for associate degrees. This policy also reiterates the transfer provisions of general education and Tennessee Transfer Pathway courses. Finally, this policy provides the calculation of grade point averages (GPA) for all courses transferred.

This policy has been revised from the original General Education Requirements and Degree Requirements policy to remove references to Bachelor of Science degrees and to include the language “Learning Support” along with remedial and developmental courses as not being applicable to credit hours required for any certificate or associate degree. This policy has also been revised to conform with the new TBR policy format. There are no substantive changes in this policy. This policy has been reviewed and approved by the Academic Affairs Subcouncil, the Student Affairs Subcouncil and the Faculty Subcouncil.

Attachments: TBR Policy 2:01:00:00 General Education Requirements and Degree Requirements

Policy Category: 2 – Academic Policies

Policy Number: 2:01:00:00

Policy Name: General Education Requirements and Degree Requirements

Applies to: Community Colleges

Purpose

The purpose of this policy is to specify the common general education and associate degree requirements at the institutions governed by the Tennessee Board of Regents.

Policy Statement

I. General Education Requirements

A. Effective Fall Semester 2004, each institution in the Tennessee Board of Regents System will subscribe to common general education requirements at the lower-division.

B. These requirements consist of forty-one (41) semester hours in the following subject categories and are required for completion of the Associate of Arts (AA), Associate of Science (AS), Associate of Science in Teaching (AST), and Associate of Fine Arts (AFA) degrees.

1. Communication: 9 semester hours

a. Six (6) semester hours of English composition and three (3) semester hours in English oral presentational communication are required.

2. Humanities and/or Fine Arts: 9 semester hours

a. One course must be in literature.

3. Social/Behavioral Sciences: 6 semester hours

4. History: 6 semester hours

a. Students who lack the required one unit (one year) of American history from high school as an admissions requirement must complete six (6) semester hours of American History or three (3) semester hours of American History and three (3) semester hours of Tennessee History to fulfill the history requirement in general education. Otherwise, students may choose from among the history courses approved at a particular institution to fulfill the six-semester hour requirement in history.

5. Natural Sciences: 8 semester hours

6. Mathematics: 3 semester hours

C. Total 41 semester hours.

D. Courses specified as meeting general education requirements are published in the catalog of each institution and may be viewed at the following TBR link.
<https://www.tbr.edu/academics/transfer-and-articulation>

E. Students pursuing an Associate of Arts degree shall be required to demonstrate proficiency in a foreign language equivalent to completion of one year of college-level work.

F. Students pursuing an Associates of Fine Arts degree in Music as a Tennessee Transfer Pathway will complete all of the required General Education hours in Section B. above except for six hours of the humanities requirement, including one course in literature, which must be completed at a university upon transfer. Total 35 hours.

II. Undergraduate Degree Requirements and Provisions

A. All associate of arts and associate of science degrees offered by institutions in the Tennessee Board of Regents System shall be designated on the THEC Academic Program inventory as University Parallel degrees and require a maximum of 60 semester hours except in certain degree programs in which approval to exceed the maximum has been granted. The programs approved as exceptions to the maximum are identified in institutional catalogs. For students who complete a Tennessee Transfer Pathway, the corresponding associate degree shall include the title of the pathway in the catalog and on the diploma.

B. Credit hours earned in remedial, ~~and~~ developmental **or learning support** courses are institutional credit; they are not applicable to credit hours required for any certificate or associate degree.

C. College courses taken to address course deficiencies in high school preparation and to meet minimum admission requirements effective fall 1989 may be used concurrently to satisfy general education requirements specified above with the exception of foreign language.

D. Relative to removing course deficiencies in foreign language, the following provisions apply:

1. Students who pursue programs leading to the Associate of Science degrees may apply foreign language courses taken to remove the deficiencies as electives, if appropriate, or otherwise as add-on hours.
2. Students who pursue programs leading to the Associate of Arts degrees may apply foreign language courses taken to remove deficiencies toward fulfillment of degree requirements.

III. Transfer Provisions of General Education and Tennessee Transfer Pathway Courses

A. Students who complete the Associate of Arts or Associate of Science or Associate of Science in Teaching or Associate of Fine Arts degree and transfer to a Tennessee public university will have satisfied all lower-division general education requirements excepting the AFA in Music, which requires that six (6) credit hours of general education Humanities/Fine Arts coursework be completed at the university.

B. Community college students who do not complete the Associate of Arts or Associate of Science or Associate of Science in Teaching or Associate of Fine Arts degree and transfer to an institution within the Tennessee Board of Regents System but who complete blocks of subject categories will have satisfied the general education requirements for the categories of note.

1. For example, if the eight (8) semester hours of natural sciences are completed, then this block of the general education requirement is fulfilled upon transfer to an institution within the Tennessee Board of Regents System.
2. When a subject category is incomplete, a course by-course evaluation will be conducted, and the student will be subject to specific requirements of the receiving institution.
3. If a student is following a Tennessee Transfer Pathway, all courses contained within the curriculum of that pathway completed by the student prior to transfer shall be accepted by the institution and be applied either to the general education requirement or area of emphasis requirement as listed in that Tennessee Transfer Pathway.

C. Institutional/departmental requirements of the grade of "C" will be honored.

1. If credit is granted for a course with the grade of "D," any specific requirements for the grade of "C" by the receiving institution will be enforced, except as provided in Section B of Calculation of Grade Point Averages (GPAs) for Courses Transferred and Related Applications.

D. In certain majors or Tennessee Transfer Pathways, specific courses must also be taken in general education.

1. It is important that students and advisors be aware of any major or Tennessee Transfer Pathways requirements that must be fulfilled under lower-division general education.
2. In cases where specific courses are required as a part of general education for certain majors or Tennessee Transfer Pathways, the student is responsible for enrolling in the correct courses.
3. Failure to fulfill specific major or Tennessee Transfer Pathways requirements in lower-division general education may result in the need to complete additional courses.

IV. Calculation of Grade Point Averages (GPAs) for all Courses Transferred and Related Applications

A. Upon receiving courses for transfer, the receiving institution will exclude grades in the calculation of Grade Point Averages (GPAs).

1. Credit will be given for all courses in which passing grades are achieved, including the grade of D.
2. All grades, including F's, W's, etc., must be included on the transfer record.

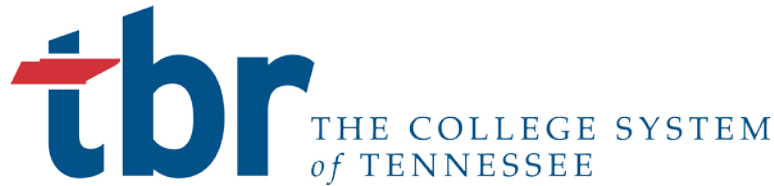
3. The entire record of transfer students will be considered for eligibility of admission into programs that require attainment of specific grade point averages or where external entities stipulate consideration of the entire student record.
- B. Specific application regarding the grade of D pertains as follows:
1. Community college students who complete approved Tennessee Transfer Pathways (TTPs) or parts thereof, the grade of D will be honored, and affected courses will not be subject to repetition, except in certain cases where requirements stipulate specific courses must be achieved with a grade of C (2.0) or higher.
 2. In routes of transfer outside the TTPs, institutional practices regarding the applicability of the grade of D will be honored.
- C. Institutions will follow prescribed state practices in evaluating continuing eligibility for the Tennessee Lottery Scholarship Program, which requires inclusion of calculating the cumulative GPA on all courses taken after graduation from high school.
- D. Institutions have the prerogative to develop criteria for honors designations.
- E. In cases where a student repeats a course at another institution, the receiving institution should utilize its own repeat policy to exclude the grade/credit originally earned.
- F. The provisions noted above will be effective for course work presented for transfer to enroll in summer 2015 and thereafter.
- V. General Education Requirements for the Associate of Applied Science Degree
- A. The Associate of Applied Science (A.A.S.) degree is not designed to transfer to baccalaureate programs; however, a general education component is required.
- B. The following distribution of general education courses is required for the A.A.S. degree in all community colleges within the Tennessee Board of Regents System.
1. *English Composition: 3 semester hours
 2. *Humanities and/or Fine Arts: 3 semester hours
 3. *Social/Behavioral Sciences: 3 semester hours
 4. *Natural Science/Mathematics: 3 semester hours
 5. *One additional course from the categories of Communication, Humanities and/or Fine Arts, Social/Behavioral Sciences, or Natural Science/Mathematics 3-4 semester hours
- C. Total 15-17 semester hours
- D. *Specific courses satisfying these requirements must be the same courses that satisfy the general education requirement for the Associate of Arts, Associate of Science, Associate of Science in Teaching and Associate of Fine Arts degrees.

Sources

T.C.A. § 49-8-203; THEC; SACSCOC

History

TBR Meetings, June 25, 1976; June 25, 1982; March 20, 1987; June 24, 1988; December 5, 1997; June 29, 2004; September 24, 2004; March 27, 2008; TBR Board Meeting September 25, 2009. TBR Board Meeting, December 2, 2010; September 21, 2012; December 21, 2014 (Removed language in Section I.D. referring to finding the course information on the TBR and/or Policies & Guideline website. This information will now be on the individual institution's website.); (Added a new link for pathways information.) TBR Meeting March 30, 2016.



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 2:01:00:04
Awarding of Credits Earned Through Extra-Institutional
Learning to Community Colleges

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

The purpose of this policy is to authorize each community college governed by the Tennessee Board of Regents to develop procedures for the recognition of equivalent extra-institutional learning processes that include the awarding of credit or advanced placement. These processes are also referred to as Prior Learning Assessment (PLA). This policy reaffirms the institutions' compliance with SACSCOC updated to include the reference (10:8) to the 2018 Principles of Accreditation. This policy also reaffirms compliance of institutional PLA policies with the *Recommended Standards in Prior Learning Assessment (PLA) Policy and Practice of Tennessee Public Colleges and Universities*, which were developed statewide under the auspices of THEC in 2012.

This policy provides direction for the use of standardized guides and programs for awarding extra-institutional credit. This section of the policy was modified to underscore the use of institutional procedures in this process and also to add the College Level Examination Program (CLEP) as a resource for awarding extra-institutional credit.

This policy has been revised to conform with the new TBR policy format. There are no substantive changes in this policy. This policy has been reviewed and approved by the Academic Affairs Subcouncil, the Student Affairs Subcouncil and the Faculty Subcouncil.

Attachments: TBR Policy 2:01:00:04 Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges

Policy Category: 2 – Academic Policies

Policy Number: 2:01:00:04

Policy Name: Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges

Applies to: Community Colleges

Purpose

The purpose of this policy is to authorize each community college governed by the Tennessee Board of Regents to develop procedures for the recognition of equivalent extra-institutional learning processes that include the awarding of credit or advanced placement.

Policy

I. Extra-Institutional or Life-long Learning

A. The process for awarding of credits through “Extra-Institutional or Life-long Learning” also referred to as Prior Learning Assessment (PLA) by the community colleges must be in compliance with the Commission on Colleges of the Southern Association of Colleges and Schools’ Principles of Accreditation (reference 10:8) and the Commission’s Position Statement on the “Transfer of Academic Credit.”

B. The institutional process for awarding credits through Prior Learning Assessment (PLA) by TBR community colleges must be in compliance with the *Recommended Standards in Prior Learning Assessment (PLA) Policy and Practice of Tennessee Public Colleges and Universities (August 7, 2012)* (Exhibit 1).

1. These Standards ensure that TBR colleges will utilize best practices and provide services to students that are consistent among institutions.

2. The Standards ensure transferability of PLA credit, include identification of types of PLA credits available, instruct campuses on the transcription of PLA credit, and establish common standards for portfolio review.

C. When awarding credit under this provision, the institution should use a recognized guide or **institutional** procedure for awarding the credit for extra-institutional or life-long learning. The recognized guides or **institutional** procedures may include **but are not limited to:**

1. American Council on Education (ACE) National Guide to Educational Credit for Training Programs.

2. Guide to Credit by Examination.

3. College Entrance Examination Board Advanced Placement Program. (~~CEEB~~/AP)

4. **College Level Examination Program (CLEP)**

5. Defense Subject Standardized Test (DSST) formerly DANTES.

6. Credit by Departmental Examination.

7. Subject matter experts who are not members of the institution's faculty but who evaluate extra-institutional learning at the institution's request.
8. Individual portfolios using the Council for Adult and Experiential Learning (CAEL) or other standardized guidelines authorized, in advance, by permission of the institution.

D. When awarding credit to students who are veterans or military service members, the institution will reference the Joint Services Transcript (JST), DD-214 and/or transcripts from the Army/American Council on Education Registry Transcript System (AARTS), Community College of Air Force (CCAF), and Coast Guard Institute (CGI). The institution will use the American Council of Education (ACE) for awarding credit for military experience, educations, and/or training obtained during military experience. The recognized procedures include:

1. If military experience, education, and/or training are equivalent to a course that fulfills a general education or degree program requirement, the course credit will count towards graduation. Otherwise, appropriate course credit will be granted for elective credit.
2. Should credit not be captured through ACE recommendations, TBR institutions will offer veterans and service members an opportunity for prior learning assessment via another recognized mechanism (refer to Section C, above).
3. Each TBR institution will provide veteran and military service members relevant information on awarding college credit for military education, experience, and/or training.
4. Each TBR institution will maintain a set of institutional policies on the awarding of academic credit for military experience within their undergraduate catalog. The policies will include a description of the procedure for removing excessive hours applied to transcripts, which may affect student eligibility for financial aid.

Sources

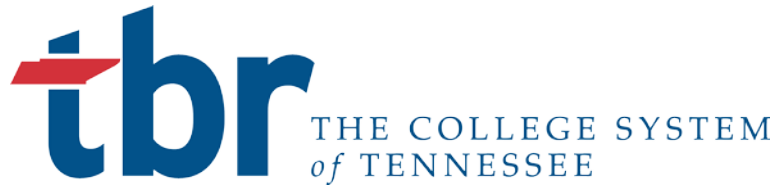
T.C.A. § 49-8-203

History

March 2006 TBR Board Meeting; Revised September 20, 2013. Revisions approved by Board September 15, 2016.

Exhibits

Recommended Standards in Prior Learning Assessment (PLA) Policy and Practice of Tennessee Public Colleges and Universities (August 7, 2012)



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision 2:02:00:01
Reserve Officer Training Corps Programs

PRESENTER: Randy Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

The revised policy as proposed has been reformatted according to new structural convention, and the Purpose section has been revitalized. No substantive changes have been made.

The proposed policy revision has been reviewed and approved by General Counsel, Academic Affairs Sub-Council, and Faculty Sub-Council.

Attachments:

2 - Academic Policies

2:02:00:01

Name: ROTC Programs

Purpose

Reserve Officer Training Corps (ROTC) prepares students to become officers in the United States military. The Tennessee Board of Regents establishes this policy in support of this opportunity for leadership training and preparation for service to country as part of a student's post-secondary education program of study.

Applies to: Community Colleges

Policy

Community colleges may enter into cooperative agreements with other higher education institutions to offer ROTC instruction to their students.

Procedures

- A. Cooperative ROTC programs shall be designed by the participating institutions to best serve the interests of students wishing to enroll in ROTC.
- B. A copy of the final agreement must be forwarded to the Office of the Vice Chancellor for Academic Affairs at the Tennessee Board of Regents for approval.

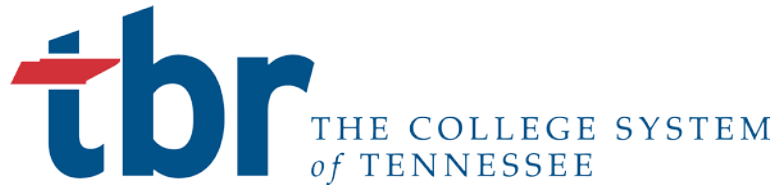
Sources

TBR Meeting, June 22, 1973

Related Policies

Exhibits

Approvals



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 5:02:02:30
Faculty Promotion at Community Colleges

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

TBR Policy 5:02:02:30 Faculty Promotion at Community Colleges was reviewed for necessary updates to reflect the restructuring of TBR due to the FOCUS Act.

The attached recommended update was reviewed by the Academic Affairs Subcouncil, Faculty Subcouncil and Human Resources Subcouncil.

The Academic Affairs Staff reviewed all suggestions and recommends approval. The recommended edits are shown by a strike through for material to be removed and any new or revised content highlighted in red.

A major change includes:

- A requirement to integrate a faculty peer review process for each college's specific promotion criteria.

Attachments

Revised Policy 5:02:02:30 Faculty Promotion at Community Colleges

Faculty Promotion at Community Colleges:

5:02:02:30

Policy Area

Personnel Policies

Applicable Divisions

Community Colleges

Purpose

Promotion in rank is recognition of past achievement of the individual being considered for promotion. In addition, the advancement in rank is recognition of future potential and a sign of confidence that the individual is capable of even greater accomplishments and of assuming greater responsibilities. The policy of the Tennessee Board of Regents (TBR) is to make promotions strictly on consideration of merit tempered by college and fiscal considerations. The purpose of this policy is to help ensure that promotions are made objectively, equitably, impartially, and as recognition of merit consistent with the following policy guidelines.

Definitions

For the purposes of this policy, teaching, service/outreach, and scholarship/creative activities/research will be defined as follows.

- Teaching - Teaching applies to any manner in which information is imparted so that others may learn, and may include, but is not limited to, a variety of techniques including instruction, development of course materials and courseware, and development of innovative approaches to teaching.
- Service/Outreach - Service applies to service within the community as defined by the college's role and mission; service to the college, as in student advising and/or mentoring; and service within the bounds of the applicant's academic discipline and budgeted assignment.
- Scholarship/Creative Activities/Research - Research applies to the studious inquiry, examination, or discovery that contributes to disciplinary and interdisciplinary bodies of knowledge. Scholarship/creative activities/research

may include, but is not limited to, typical professional growth and development activities, disciplinary and interdisciplinary activities that focus on the boundaries of knowledge, community-based scholarship, creative activities (e.g., performances or other artistic creations), and the development of cutting-edge teaching approaches.

A more detailed description of these activities and the criteria to be applied in assessing performance in these three areas may be found in Section IV of the TBR policy on “Academic Tenure at Tennessee Board of Regents Community Colleges.”

Policy

I. Introduction

- A. The president of each college is responsible for the master-staffing plan of the college.
 - In developing such a plan, the president will consider the fiscal impact of each promotion recommended to the Board.

II. Promotion Guidelines

- A. The guidelines that follow provide a general plan for documenting the evaluation process for promotion at each college.
 - However, each college must develop specific promotion criteria **which integrates a faculty peer review process** that all units of that college will follow.
 - The college’s policies must, at a minimum, satisfy the criteria established by these general system guidelines, but may be more rigorous than the criteria stated herein.
 - They should be written to distinguish between functional areas of teaching, service/outreach, and scholarship/creative activities/research. College policies should contain sections that clearly outline promotional procedures, timelines, as well as opportunities for review of negative decisions.

- B. Once the college has developed its criteria complete with process and appellate procedures, these must be forwarded to the TBR Office of Academic Affairs for review and approval. Upon TBR Academic Affairs' approval, the college's proposed policy becomes effective as an institutional policy.

III. Minimum Rank Criteria

- A. The following define minimum criteria that distinguish between academic ranks. Faculty must demonstrate minimum criteria to be eligible for promotion in rank. Promotion must be sequential in each rank.
- Instructor
 - a. Potential ability in teaching, service/outreach, and scholarship/creative activities/research.
 - b. As determined to be appropriate for the instructional discipline, either an Associate or Baccalaureate degree (i.e., Career Studies) or an earned Master's degree or higher from an accredited institution in the discipline or related area.
 - c. Evidence of good character, mature attitude, and professional integrity.
 - Assistant Professor
 - a. Documented evidence of ability in teaching, service/outreach, and scholarship/creative activities/research.
 - b. As determined to be appropriate for the instructional discipline, either a Baccalaureate degree (i.e., Career Studies) or an earned Master's degree or higher from an accredited institution in the instructional discipline or related area.
 - c. At least two years in rank.
 - d. Evidence of good character, mature attitude, and professional integrity.
 - Associate Professor
 - a. Documented evidence of high quality professional productivity in teaching, service/outreach, and scholarship/creative activities/research.

- b. As determined to be appropriate for the instructional discipline, either a Baccalaureate degree (i.e., Career Studies) or an earned Master's degree or higher from an accredited institution in the instructional discipline or related area plus at least three years in rank.
 - c. Evidence of good character, mature attitude, and professional integrity.
- Professor
 - a. Documented evidence of sustained high quality professional productivity in teaching, service/outreach, and scholarship/creative activities/research.
 - b. Earned doctorate or TBR recognized terminal degree from an accredited institution in the instructional discipline or related area plus five years in rank.
 - c. Documented evidence of teaching excellence and superior contribution to student development or superior scholarly or creative activity. The absence of such evidence may prevent advancement to the rank of professor. Since there is no higher rank, promotion to professor is taken with great care and requires a substantial level of achievement. This rank is not a reward for long service; rather it is recognition of superior achievement within the discipline with every expectation of continuing contribution to the college and the larger academic community.
 - d. Evidence of good character, mature attitude, professional integrity, and a high degree of academic excellence and responsibility.
- B. Note: Minimum criteria may be waived if approved by the college president when a candidate offers extraordinary qualifications in lieu of the stated minimum rank criteria. Such approval must be supported by evidence of the extraordinary nature of the qualifications.
 - For example, a candidate with recognized, national prominence and expertise might qualify for such a waiver.

- An exception to the minimum rank criteria must be recommended by the president to the Chancellor or designee.
- Upon approval of such an exception by the Chancellor, the faculty member's recommendation for promotion will go forward to the Board as meeting the minimum rank criteria.

IV. Terminal Degree Designation

- A. The Board will use national discipline standards to determine which degrees are considered to be “terminal” within each discipline and will provide each community college with a list that delineates these degrees.
- B. Each community college may request blanket exceptions to these standards by classification based upon its mission and hiring practice.
- C. Each community college may also petition the Board for “equivalent work experience credit” when a candidate has not obtained a terminal degree but has a record of extraordinary achievement in a given field.
 - The equivalent work experience credit may include relevant teaching experience or other experiences such as experience gained as an administrator, counselor, librarian, journeyman, or the like.

V. Promotion Criteria

- A. Each college must develop written guidelines for evaluating the faculty in teaching, service/outreach, and scholarship/creative activities/research. The college will assign varying weights to each of the criteria, with teaching being assigned a minimum of fifty-one (51%) of the weight. Evaluation should be based on all three criteria, although it is realized that differences in emphases may exist.
- B. Campus guidelines will require that candidates for promotion provide documented evidence that the criteria have been met.
- C. These guidelines should be distributed to all new faculty members and should be easily available to all faculty at all times, including via the Web. Whenever the guidelines are revised, the faculty should be notified of the availability of the revised guidelines. Guidelines should use the following general criteria as minimum requirements.
 - Teaching

- a. Evaluation of teaching shall be conducted by the department chair /division head, dean, peers, and students. The evaluation shall be based on the following criteria (evidence of each should be submitted):
 - 1. Curriculum and/or program development.
 - 2. Development and application of current instructional techniques (including development of online and computer-assisted course development), etc.
 - 3. Documentation of teaching methodologies.
 - 4. Documentation of staying current in his/her field of discipline/specialization.
 - 5. Student evaluations of the teaching performance.
- Service/Outreach
 - a. Evaluation of the service component should be based on performance in three areas:
 - 1. Service to the college;
 - 2. Public service to the community as defined by the college's role and mission; and
 - 3. Service within the bounds of the applicant's academic discipline and budgeted assignment.
 - b. Evaluation should be based on all three areas although it is realized that differences in emphases may exist.
 - c. The college shall have the responsibility for determining the emphasis as well as the responsibility for determining specific criteria based on the individual's aspect of work. These criteria should include:
 - 1. College committee and administrative responsibilities;
 - 2. Community service programs;
 - 3. Public service consultation; and
 - 4. Active contributions to professional associations.
 - d. Specific evaluative criteria may be developed using the following guidelines:

1. Performance in relation to assigned and budgeted duties (as described in the candidate's position description which includes a statement of the mission or purpose of the position and of the objective(s) of the nominee's service unit, as well as the specific assigned tasks and responsibilities of the nominee).
 2. The candidate's effectiveness, as judged by his/her impact on the institution, individuals, groups, or organizations served. This should include documentation of the success of his/her internal and external service, in terms of improvement of communities, programs, operating agencies, production processes, or management practices. It should also include indications of satisfaction with the service provided by the nominee, and of the magnitude and complexity of his/her work (as opposed to perfunctory activity that does not lead to useful results).
- e. Service/outreach work is sometimes not publishable. The results may be in the form of direct consultations, planning reports, or instructional time directed largely to the recipients of college service programs.
 - f. But certain aspects of service work are suitable for publication in professional journals. For example, unique techniques developed to motivate students or others or new approaches to the transfer and application of knowledge, would be of interest to peers in other public service programs.
 - g. Performance in the advisement and mentoring of students.
- Scholarship/Creative Activities/Research
 - a. The following are examples of, but not limited to, appropriate activities for this criterion:
 1. Scholarly pursuits in support of the discipline or the teaching profession, which should include typical professional development activities such as taking classes, etc.
 2. Implementation and use of cutting-edge teaching approaches, such as instructional technologies and learning theories, etc.

3. Performances, compositions, and other artistic creations that are evaluated by written reviews and by qualified peers, either in person or aided by other forms of reports, or both.
4. Professional or scholarly papers presented at international, national, or regional/state meetings.
5. Publication of research or scholarly works such as books, journal articles, and other scholarly papers.

VI. General Process Guidelines at the College Level

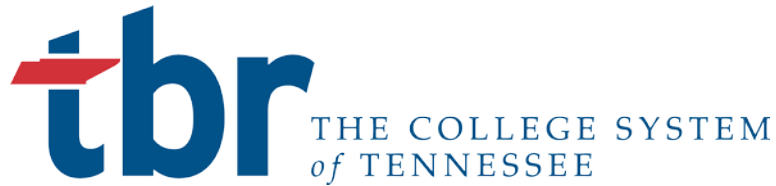
- A. Each recommendation forwarded from the department to a higher administrative level in the college must be accompanied by complete and careful documentation of the candidate's teaching performance, service/outreach contributions, and scholarship/creative activities/research.
- B. While all three areas are important, certain exceptions may exist where evaluation may occur in one or the other area exclusively.
 - In these cases, as well as in the general case, appropriate supervisory personnel shall clearly and adequately document the facts that justify the individual's promotion.
 - Additional procedures may be used by each college with approval of TBR Academic Affairs.

VII. General Process Guidelines at Board Level

- A. A list of promotional recommendations should be forwarded by the president of the college to the Chancellor for his/her review. The Chancellor's recommendation will be forwarded to the Committee on Personnel and their recommendation forwarded to the Board.

Related Policies

Academic Tenure for Community Colleges



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 5:02:03:70
Academic Tenure for Community Colleges

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

TBR Policy 5:02:03:70 Academic Tenure for Community Colleges was reviewed for necessary updates to reflect the restructuring of TBR due to the FOCUS Act.

The attached recommended update was reviewed by the Academic Affairs Subcouncil, Faculty Subcouncil and Human Resources Subcouncil.

The Academic Affairs Staff reviewed all suggestions and recommends approval. The recommended edits are shown by a strike through for material to be removed and any new or revised content highlighted in red.

There were no major changes recommended other than removing any references to universities and rewording to incorporate the phrase “student learning” to replace the phrase “student creativity”.

Attachments

Revised Policy 5:02:03:70 Academic Tenure for Community Colleges

Academic Tenure for Community Colleges:

5:02:03:70

Policy Area

Personnel Policies

Applicable Divisions

Community Colleges

Purpose

The purpose of this policy is to establish the criteria and process regarding academic tenure at community colleges governed by the Tennessee Board of Regents.

Definitions

The following are general definitions of terms used in this policy. They are further defined in the subsequent sections of this policy.

- Academic Tenure – a personnel status in an academic department or academic program unit pursuant to which the academic or fiscal year appointments of full-- time faculty who have been awarded tenure are continued at a community college until the expiration or relinquishment of that status, subject to termination for adequate cause, for financial exigency, or for curricular reasons.
- Adequate Cause – a basis upon which a faculty member--either with academic tenure or on a tenure-track, term, or temporary appointment--prior to the end of the specified term of the appointment may be dismissed or terminated. The specific grounds which constitute adequate cause are set forth in Section V. G herein.
- Financial Exigency – the formal declaration by TBR that one or more of its community colleges faces an imminent financial crisis, that there is a current or projected lack of sufficient funds (appropriated or non-appropriated) for the campus as a whole to maintain current programs and activities at a level sufficient to fulfill educational goals and priorities, and that the budget can

only be balanced by extraordinary means that include termination of existing and continuing academic and non-academic appointments.

- Faculty Member – a full-time employee who holds academic rank as instructor, assistant professor, associate professor, or professor. Further definition can be found in Section 05:02:01:00 of TBR policy.
- Probationary Employment – period of full-time professional service by a faculty member for whom an appointment letter denotes a tenure-track appointment in which he/she does not have tenure and in which he/she is evaluated by the college for the purpose of determining his/her satisfaction of the criteria for a recommendation for tenure. Probationary employment provides an opportunity for the individual to assess his/her own commitment to the college and for the college to determine whether the individual meets its perception of quality and projected need.

Note: Faculty appointments are defined in a separate TBR policy.

Policy

I. Introduction

- A. Tenure is awarded only by positive action by the Tennessee Board of Regents (TBR), pursuant to the requirements and procedures of this policy, at a specific college.
- B. The award of tenure is recognition of the merit of a faculty member and of the assumption that he/she would meet the long-term staffing needs of the department or academic program unit and the college. The continued professional growth and development of faculty is necessary for institutions of higher education to continue to provide educational programs in accordance with the college's mission, goals, and changing needs of the institution.
- C. Tenure is awarded only to those members of the faculty who have exhibited professional excellence and outstanding abilities sufficient to demonstrate that their future services and performances justify the degree of permanence afforded by academic tenure.

- D. The quality of the faculty of any community college is maintained primarily through the appraisal, by faculty and administrative officers, of each candidate for tenure. Tenure at a TBR community college provides eligible full-time faculty with the assurance of continued employment during the academic year until retirement or dismissal for adequate cause, financial exigency, or curricular reasons, as further discussed herein.
- E. TBR does not award tenure in non-faculty positions.
- F. The following TBR policy on tenure is applicable to all community colleges within the system. These are minimum provisions and should be implemented in a manner appropriate to the individual missions, traditions, and needs of the colleges.
- G. Each college may establish additional requirements for the eligibility of faculty for consideration for tenure. College policies on tenure must cite and specifically acknowledge compliance with TBR Policy on Academic Tenure. Likewise, policies must embody and communicate clearly all provisions, definitions, and stipulations of the TBR policy.

II. Consideration for Tenure

- A. Community college policies must include specifically identifiable sections that define minimum eligibility requirements for consideration of tenure.
 - 1. Tenure Process
 - a. Each college policy must contain:
 - 1. A defined probationary period;
 - 2. Provisions for a tenure-track faculty member to be guided through the tenure process. Guidance may include provision of a mentor, pre-tenure review, portfolio development workshops, etc.;
 - 3. A process that defines the levels of review to include peer review;
 - 4. Procedures associated with review by each level, with a clear description of materials that each level will review;
 - 5. A calendar or schedule of the review process; and

6. The types and frequency of evaluation of probationary faculty members in the areas of teaching, service/outreach, and scholarship/creative activities/research.
 - b. Colleges may request tenure upon appointment for candidates with extraordinary credentials. The exception shall be requested when the faculty member is employed.
 - c. College procedures shall ensure that peer committees have confidentiality of individual tenure votes unless there is evidence that casts doubt upon the integrity of the peer committee. This policy shall be interpreted in a manner consistent with the Tennessee Public Records Act, codified in T.C.A. §§ 10-7-503 and 504.
 - d. Annual evaluations conducted by the candidate's department chair or other appropriate head of an academic program unit are an important aspect of the criteria for tenure at colleges; therefore, college policies must include a clear statement as to the role and methodology of evaluation in measuring those criteria relevant to assessing the merit of the probationary candidate.
 - e. These evaluation criteria may include provisions for providing a tenured faculty mentor who can conscientiously address deficiencies in the candidate's progress towards tenure and provide feedback to the candidate.
 - f. In addition the candidate, in consultation with his/her faculty mentor, may request a preliminary review by an ad-hoc tenure review committee prior to application for tenure as a mechanism to assess the progress of the candidate for tenure.
 - g. This committee shall be composed of the faculty mentor, from within the candidate's academic unit who will act as chair of the committee, one tenured faculty from outside the academic unit, and the chair or dean of the academic unit where tenure will be granted.

2. Tenure Appointments

- a. Recommendations for or against tenure shall originate from the department or academic program unit in which the faculty member is assigned. Procedures of review will be determined by each institution in keeping with the statements included in II.A.1.a.(1)-(6) above.
 - 1. The review shall include appropriate participation in the recommendation by tenured faculty in the department or academic program unit.
 - 2. Although it can be difficult to establish evidence of teaching excellence, each department must develop a procedure to ensure that factual information relative to the candidate's teaching is available at the time he/she is considered for tenure.
- b. The recommendation for tenure must be made by the president to the chancellor and by the chancellor to the Board of Regents. In the event that the tenure is awarded by TBR, the president shall furnish to the faculty member written confirmation of the award. The locus of tenure is awarded as appropriate in the department or division of the faculty member depending upon the organizational structure of the college.
- c. No other person shall have any authority to make any representation concerning tenure to any faculty member.
- d. Failure to give timely notice of non-renewal of a contract shall not result in the acquisition of a tenure appointment, but shall result in the right of the faculty member to another year of service at the college, provided that no tenure appeals remain outstanding due to lack of cooperation and/or appropriate action on the part of the candidate in completing the appeal process.
- 3. Minimum Eligibility Requirements
 - a. Employment Status. Tenure may be awarded only to:
 - 1. Regular Full-time faculty members who:

1. Hold academic rank as instructor, assistant professor, associate professor, or professor and meet the minimum criteria as specified in a separate TBR policy.
 2. Have been employed in a tenure-track appointment and have completed the minimum probationary period of service as stated in the college's policy and/or as agreed upon in writing and signed by the president or his/her designee.
 3. Have been determined by the college to meet the criteria for tenure and have been so recommended.
2. Special Contract Faculty.
 1. Faculty members supported in whole or in part by funds available to the college on a short-term basis, such as grants, contracts, or foundation-sponsored projects, may be eligible for tenure if continuing support for such members can be clearly identified in the regular budget of the college.
4. Length of Probationary Employment
 - a. Probationary faculty may be employed on annual tenure-track appointments for a probationary period which may not exceed six (6) years.
 - b. The faculty member may apply for tenure following a probationary period of not less than five years, provided that exceptions to the minimum probationary period may be made under special circumstances upon recommendation by the president and approval by the Chancellor.
 - c. Upon approval of such an exception by the Chancellor, the faculty member's recommendation for tenure will go forward to the Board as meeting the requirements for the probationary period.
5. Calculating the Probationary Period
 - a. Only full-time continuous service at a college will be included in determining completion of the probationary period, unless a break in service is approved.

- b. Employment during summer terms and in part-time positions shall not be credited toward satisfying the probationary period.
 - 1. Credit for Prior Service
 - 1. The minimum probationary period of five years may include credit for prior service when agreed to by the president, and subject to the maximum permissible credit for prior service as noted below:
 - 1. Credit toward completion of the probationary period may at the discretion of the president be given for a maximum of three years of previous full-time service at other colleges, universities, or institutes provided that the prior service is relevant to the institution's own needs and criteria. Any credit for prior service that is recognized and agreed to must be confirmed in writing at the time of the initial appointment.
 - 2. Credit toward completion of the probation period may, at the discretion of the president, be given for a maximum of three years or previous full-time service in a temporary faculty appointment or term appointment at the same institution (see Types of Appointments, Section 1) or in an earlier tenure-track appointment at the same institution that has been followed by a break in service. Any credit for prior service in a temporary full-time faculty appointment at the same institution or in an earlier tenure-track appointment (at the same institution) that has been followed by a break in service must be recognized and confirmed in writing in the appointment letter to a tenure-track position.
 - 2. Leave of Absence.
 - 1. The period of approved leave of absence shall be excluded from the required probationary period.

2. A faculty member may apply for a maximum of two, non-consecutive one-year leave increments.
3. Exceptions may be granted by the president of the college in writing prior to the leave of absence.
4. Exceptions may include:
 1. crediting the leave periods to the probationary period and/or
 2. granting more than two, non-consecutive one-year increments. Exception (ii), per TBR policy, requires approval of the Chancellor of TBR.
3. “Stopping the Tenure Clock.”
 1. A faculty member may request to “stop the tenure clock” during his/her probationary period when circumstances exist that interrupt the faculty member’s normal progress toward qualifying for tenure.
 2. In such cases, the faculty member may request to “stop the tenure clock” for one-year if he/she demonstrates that circumstances reasonably warrant the interruption.
 3. Reasons will typically be related to a personal or family situation requiring attention and commitment that consumes the time and energy normally addressed to faculty duties and professional development.
 4. Examples may include childbirth or adoption, care of dependents, medical conditions or obligations, physical disasters or disruptions, military deployment, or similar circumstances.
4. Administrative Appointment.
 1. A faculty member appointed to an administrative position may remain eligible for tenure consideration.
 2. The faculty member must:
 1. qualify for tenure under the college’s guidelines, and

2. maintain a significant involvement in academic pursuits including teaching, service/outreach, and scholarship/creative activities/research.
3. The time (or prorated portion of time) spent in the administrative position may be credited toward completion of the probationary period.
5. Transfer to Another Department or Unit.
 1. When a faculty member is serving a probationary period in a department or academic program unit and is subsequently transferred to another department or unit, the faculty member may – with the approval of the president – elect to begin a new probationary period on the date the transfer occurs.
 2. If he/she does not so elect (and confirm this in writing to the president), time spent in the first appointment shall count toward establishing the minimum and maximum probationary period.

III. Criteria to be considered in Tenure Recommendations

- A. The criteria for a recommendation of tenure depend upon the nature, mission, and goals of the college in which tenure may be awarded and of the department and academic program unit in which a faculty member is employed.
 1. The faculty member must demonstrate willingness and ability to work effectively with colleagues and in a professional manner to support the mission of the institution and the common goals of both the institution and of the academic organizational unit.
 2. Moreover, criteria for tenure relate to the college's three traditional and often inter-related missions: teaching, service/outreach, and scholarship/creative activities/research.
- B. Community college policies must include sections that identify criteria to be considered in tenure recommendations and specify in broad terms their relative importance.

1. Those sections must clearly distinguish between:
 - a. Criteria relevant to assessing the merit of the probationary candidate; and
 - b. Criteria relevant to assessing the long-term staffing needs of the college and of the department or academic program unit to which the candidate is assigned.
- C. Criteria for tenure relate to the college's three traditional missions: teaching, service/outreach, and scholarship/creative activities/research. In the community college setting, effective teaching is of paramount importance.
 1. Teaching
 - a. Effective teaching is an essential qualification for tenure, and tenure should be granted only with clear and documented evidence of a candidate's teaching ability and potential for continued development.
 - b. Each of the items listed below must be submitted as evidence of effective teaching and be included in the teaching portfolio.
 1. Evidence of ability to organize and present subject matter in a logical and meaningful way,
 2. Evidence of effective **strategies to motivate and stimulate student learning**, ~~ability to motivate and stimulate creativity in students,~~
 3. Statement of teaching philosophy,
 4. Course materials (i.e., course syllabi, handouts, exams/evaluation instruments, instructional materials), and
 5. Results of student evaluations for every course evaluated during the probationary period.
 - c. Additional types of documentation may also include:
 1. Open-ended or other student input,
 2. Student products,
 3. Teaching recognition/awards,
 4. Evidence of professional development in teaching.

5. Evidence of disciplinary or interdisciplinary program or curricular development,
6. Alumni surveys,
7. Student exit interviews,
8. Evidence of supervision of student projects and other forms of student mentorships, and
9. Other evidence of excellence in teaching or mentoring, or both.

2. Service/Outreach

- a. Service and/or outreach encompass a faculty member's activities in college service, outreach or public service, and professional service.
 - b. Evidence of performance in one or more of the following activities should be submitted.
 - c. Weight and magnitude of importance will be directed by the college's policies and guidelines.
1. College service refers to activities other than teaching and scholarship performed at the department or college level. It is expected of every faculty member; indeed, colleges could hardly function without conscientious faculty who perform committee work and other administrative responsibilities. College service includes, but is not limited to, serving on departmental committees, advising students, and participating in college activities and on college committees. More extensive citizenship functions such as membership on a specially appointed task force, serving as advisor to a college-wide student organization, and membership on a college search committee should be taken into account in consideration for tenure.
 2. The outreach or public service function is the college's outreach to the community and society at large, with major emphasis on the application of knowledge for the solution of problems with which society is confronted. Outreach primarily involves sharing

professional expertise and should directly support the goals and mission of the college. A vital component of the college's mission, public service must be performed at the same high levels of quality that characterize the teaching and research programs.

- d. Professional service refers to the work done for organizations related to the faculty member's discipline or to the teaching profession generally. Service to the profession includes activities such as service on statewide or TBR committees, guest lecturing on other campuses, and other appropriate activities.

3. Scholarship/Creative Activities/Research

- a. Candidates for tenure must present documented evidence of their scholarship, creative activities, and/or research.
- b. While each item listed as required under "Teaching" must be included, the weight and magnitude of evidence required for activities in scholarship or creative activities or research will be directed by the college policy and guidelines.
- c. Such evidence should cite typical professional development activities such as presentations at a professional meeting, journal editorship, article and grant proposal review, performances, exhibitions, creative activities, as well as completing books, journal articles, or monographs, and other appropriate activities.
- d. The scholarship of teaching is a valid measure of research capability. It goes beyond doing a good job in the classroom; creative teachers should organize, record, and document their efforts in such a way that their colleagues may share their contributions to the art of teaching. Authoring appropriate textbooks or chapters within a book, writing educational articles, making presentations, and using innovative contributions to teaching, constitute scholarship of teaching.
- e. Performances, compositions, and other artistic creations are examples of appropriate creative activities. Documentation of such

activities might include written reviews and evaluations by qualified peers.

- f. Publications in journals or media of similar quality are considered indicators of professional and/or scholarly activity.
- g. Publications that are reviewed by peers are more significant than those that are not subjected to such rigorous examination. It should be emphasized that quality is more important than quantity.

IV. Exceptions to Minimum Rank Qualifications

- A. The minimum rank qualifications should be met in every recommendation regarding appointment to academic rank and for promotion in academic rank.

V. Changes in Tenure and Tenure-track Status

A. Non-renewal of Probationary, Tenure-track Faculty

- 1. When tenure-track appointments of faculty are not to be renewed, the faculty member shall receive notice of his/her non-retention for the ensuing academic year as follows:
 - a. No later than April 1 of the first academic year of service, if the appointment expires at the end of that year; or, if the appointment terminates during an academic year, at least two months prior to its termination.
 - b. No later than January 1 of the second year of service, if the appointment expires at the end of that year; or, if the appointment terminates during an academic year, at least five months prior to its termination.
 - c. No later than the close of the academic year preceding the third or subsequent year of service, if the appointment expires at the end of that year; or, if the appointment terminates during an academic year, at least twelve months prior to its termination.
- 1. The above stated dates are the latest dates for notice of non-renewal of faculty on tenure-track appointments. Each college may adopt annual dates that provide for longer notice of non-renewal.

2. Notice of non-renewal shall be effective upon delivery of the notice to the faculty member, or upon the date the notice is mailed, postage prepaid, to the faculty member at his/her current address of record at the college.
3. Applicable dates for notice of non-renewal are based upon actual years of service at a particular college and are in no way affected by any credit for prior service that may be awarded.
2. When a faculty member in a tenure-track appointment completes his/her probationary period, the faculty member will be given notice of non-renewal of the appointment during the spring term following application for such status. Such notice of non-renewal should be given not later than the final day of the academic year. The faculty member's right in an instance where timely notice is not given is described in TBR policy.
3. Faculty members on tenure-track appointments shall not be terminated during the term of the annual appointment as stated in the employment contract except for reasons that would be sufficient for the termination of tenured faculty.
4. The non-renewal or non-reappointment of any faculty member on a tenure-track appointment does not necessarily carry an implication that his/her work or conduct has been unsatisfactory.
5. Unless there is a violation of state or federal law under the limitations described in the TBR Policy on Appeals (1:02:11:00), decisions that are not subject to appeal to the chancellor include (a) non-renewal of a tenure-track faculty appointment during the first five years of the probationary period and (b) denial of tenure unaccompanied by notice of termination in the sixth year of the probationary period.

B. Transfer of Tenure

1. Where a faculty member is tenured in an academic program unit he/she may be transferred to another academic program unit. In such cases, the transfer will be made with tenure; moreover, the tenure appointment will be transferred to the new academic program unit. In

no instance may the faculty member be compelled to relinquish tenure as a condition for effecting the transfer.

2. When a faculty member with tenure is appointed to an administrative position, he/she will retain tenure in the former faculty position only; and a faculty member otherwise eligible for tenure who also holds a non-faculty position may be awarded tenure in the faculty position only, subject to the requirements of this policy.

C. Expiration of Tenure

1. Tenure status shall expire upon retirement of the faculty member. Tenure shall also expire in the event of permanent physical or mental inability of a faculty member, as established by an appropriate medical authority, to continue to perform his/her assigned duties.

D. Relinquishment of Tenure

1. A faculty member shall relinquish or waive his/her right to tenure upon resignation from the college or upon failure to report for service at the designated date of the beginning of any academic term, which shall be deemed to be a resignation unless, in the opinion of the president, the faculty member has shown good cause for such failure to report.

E. Termination of Tenure for Reason of Financial Exigency

1. The employment of a tenured faculty member may be terminated as a result of financial exigency at a college subject to TBR declaration that such financial conditions exist. See TBR Policy on Financial Exigency (5:02:06:00).

F. Termination of Tenure for Curricular Reasons

1. The employment of a tenured faculty member may be terminated because:
 - a. An academic program is deleted from the curriculum; or
 - b. Because of substantial and continued reduction of student enrollment in a field or discipline.
2. Before declaring that curricular reasons exist, the president will ensure meaningful participation by the college's representative faculty body in identifying the specific curricular reasons, evaluating the long-term

effect on the college's curriculum and its strategic planning goals, and judging the advisability of initiating further action.

3. Prior to initiating the process described below, the president will present—either verbally or in writing—a description of curricular reasons that may warrant the termination of a tenured faculty member's employment.
4. Each college policy will describe procedures whereby this presentation will be made to a representative faculty body, and that body will have the opportunity to respond in writing to the president before action described below is initiated.
5. Each of these reasons for termination of tenure for curricular reasons must denote shifts in staffing needs that warrant greater reductions than those which are accommodated annually in light of shifting positions from one department to another or among colleges to handle changing enrollment patterns (see Definitions, below).

G. Process for Termination of Tenure

1. Upon determining that termination of employment of one or more tenured faculty members is required for one or more of the two reasons cited above, the president shall furnish each faculty member whose employment is to be terminated a written statement of the reasons for the termination.
 - a. Those reasons shall address fully the curricular circumstances that warranted the termination and shall indicate the manner and the information upon which the decision was reached regarding which faculty members' employment would be terminated.
 - b. The president's written statement shall also indicate that the faculty member has the opportunity to respond in writing stating any objections to the decision.
2. If the faculty member(s) whose employment is to be terminated indicate(s) objections to the president's written statement(s) and request(s) a review, the president will appoint a faculty committee consisting of a minimum of five tenured faculty members from a slate

of ten tenured faculty members proposed by the representative faculty body.

- a. The committee shall conduct a hearing on the proposed termination(s).
 - b. The committee shall report its findings and recommendations to the president, who shall in a reasonable time inform the faculty member(s) whose employment is proposed for termination in writing either that the decision for termination stands or that it has been altered.
3. The president's decision to terminate a tenured faculty member's employment for curricular reasons is subject to appeal to the Chancellor and TBR as provided in TBR Policy 1:02:11:00).
 4. When a tenured faculty member's employment is terminated for curricular reasons, the position will not be filled by a new appointee with the same areas of specialization as the terminated faculty member within a period of three years unless the terminated faculty member has been offered, in writing, reappointment to the position at his/her previous rank, tenure, and salary (with the addition of an appropriate increase which, in the opinion of the president, would constitute the raise(s) that would have been awarded during the period that he/she was not employed).
 5. Upon determining that termination of employment of one or more tenured faculty members is warranted for curricular reasons, the president shall base his/her decision about which faculty member(s) employment should be terminated upon his/her assessment as to what action would least seriously compromise the educational programs in a department or division.
 6. Termination for curricular reasons presumes a staffing pattern in a department or academic program unit that cannot be warranted either by comparison with general load practices within the college or by comparison with faculty loads in comparable departments or academic program units at similar colleges. In that light, the president shall also,

at his/her discretion, base his/her decision on a careful assessment of the impact of the curricular reason on staffing requirements in the department or academic program unit as compared to overall patterns in the college and to comparable departments or academic program units.

7. Unless the president demonstrates that an exception should be made to minimize qualitative compromise of an educational program, the following considerations should guide the president in determining the order of faculty reductions in a department or academic program unit where termination of tenured faculty is proposed for curricular reasons. These considerations should not be construed as being mandatory:
 - a. Part-time faculty appointments should not be renewed if tenured faculty positions are terminated.
 - b. Temporary faculty or tenure-track faculty appointments in the probationary period should not be renewed if tenured faculty positions are terminated.
 - c. Among tenured faculty, those with higher rank should have priority over those with lower rank.
 - d. Among tenured faculty with comparable rank, those with appropriate higher academic degrees should have priority over those with lower degrees.
 - e. Among tenured faculty with comparable rank and comparable degrees, those with greater seniority in rank should normally have priority over those with less seniority.
8. The president of each college will have the discretion to deviate from this policy if he/she can demonstrate that the quality of the college's programs will be negatively impacted by strict adherence to this seniority preference.
9. When a tenured faculty member's employment is to be terminated for curricular reasons, the president will make every possible effort to relocate the tenured faculty member in another existing vacant

position for which he/she is qualified. In instances where, in the opinion of the president, relocation within the college is a viable alternative, the college has an obligation to make significant effort to relocate the faculty member, including the bearing of reasonable retraining costs. The final decision on relocation is within the discretion of the president.

H. Definitions

1. "Program is deleted from the curriculum" means that TBR takes formal action to terminate a degree major, concentration, or other curricular component and that such termination eliminates or reduces need for faculty qualified in that discipline or area of specialization.
2. "Substantive and continued reduction of student enrollment in a field" means that over a period of at least three (3) years, student enrollment in a field has decreased at a rate in considerable excess of that of the college as a whole and that such reduction has resulted in faculty-student ratios that, in the opinion of the president, cannot be warranted either by comparison with equivalent faculty load practices within the college or by comparisons with faculty loads in comparable departments or academic program units at similar colleges which the president would deem to be appropriate for comparison.

I. Termination for Adequate Cause

1. Reasons for Termination
 - a. A faculty member with tenure or a faculty member on a tenure-track appointment or temporary appointment prior to the end of the term of appointment may be terminated for adequate cause, which includes the following:
 1. Incompetence or dishonesty in teaching or research.
 2. Willful failure to perform the duties and responsibilities for which the faculty member was employed; or refusal or continued failure to comply with the policies of the Board of Regents, the college, or the department; or to carry out specific assignments,

when such policies or assignments are reasonable and non-discriminatory.

3. Conviction of a felony or a crime involving moral turpitude.
4. Improper use of narcotics or intoxicants, which substantially impairs the faculty member's fulfillment of his/her departmental and college duties and responsibilities.
5. Capricious disregard of accepted standards of professional conduct.
6. Falsification of information on an employment application or other information concerning qualifications for a position.
7. Failure to maintain the level of professional excellence and ability demonstrated by other members of the faculty in the department or academic program unit of the college.

2. Procedures for Termination

- a. Termination of a faculty member with a tenure appointment, or with a tenure-track or temporary appointment prior to the annual specified term of the appointment, shall be subject to the following procedures.
- b. No termination shall be effective until steps (4) through (10) below have been completed.
 1. A faculty member may not be suspended pending completion of steps d. through j. unless it is determined by the college that the faculty member's presence poses a danger to persons or property or a threat of destruction to the academic or operational processes of the college. Reassignment of responsibilities is not considered suspension; however, the faculty member must be reassigned responsibilities for which he/she is qualified.
 2. In any case of suspension, the faculty member shall be given an opportunity at the time of the decision or immediately thereafter to contest the suspension; and, if there are disputed issues of fact or cause and effect, the faculty member shall be

provided the opportunity for a hearing on the suspension as soon as possible, at which time the faculty member may cross-examine his/her accuser, present witnesses on his/her behalf, and be represented by an attorney. Thereafter, whether the suspension is upheld or revoked, the matter shall proceed pursuant to these procedures.

3. Except for such simple announcements as may be required concerning the time of proceedings and similar matters, public statements and publicity about these proceedings by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the Board of Regents.
4. Upon a recommendation by the chief academic officer of the college to the president or upon a decision by the president that these procedures should be undertaken in consideration of the termination of a tenured faculty member, one or more appropriate administrators shall meet privately with the faculty member for purposes of attempting to reach a mutually acceptable resolution of the problems giving rise to the proposed termination proceedings.
5. If a mutual resolution is not reached under step d. the president shall appoint a faculty committee consisting of tenured faculty members, whose appointments should be, but are not required to be, agreed to by the faculty member. The faculty committee shall conduct an informal inquiry of the facts giving rise to the proposed termination and seek a mutually acceptable resolution. Should no such resolution be reached, the committee shall recommend to the president whether in its opinion further proceedings should be taken in pursuit of the termination. The recommendation shall be in writing and shall be accompanied by reasons for the recommendation. The

committee's recommendation shall not be binding on the president.

6. If no mutually acceptable resolution is reached through step (5) and/or if after consideration of the faculty committee's recommendation the president determines that further proceedings are warranted to consider termination, the following steps shall be taken.

1. The faculty member shall be provided with a written statement of the specific charges alleged by the college which constitute grounds for termination and a notice of hearing specifying the time, date, and place of the hearing. The statement and notice must be provided at least twenty (20) days prior to the hearing. The faculty member shall respond to the charges in writing at least five (5) days prior to the hearing. The faculty member may waive the hearing by execution of a written waiver.
2. A committee consisting of members of faculty or faculty and administration shall be appointed to hear the case and to determine if adequate cause for termination exists according to the procedure hereinafter described. The committee shall be appointed by the president and the officially recognized faculty senate, assembly or advisory committee, with each appointing the number of members designated by the policy of the college. The committee may not include any member of the faculty committee referred to in e above. Members deeming themselves disqualified for bias or interest shall remove themselves from the case, either at the request of a party or on their own initiative. Members of the committee shall not discuss the case outside committee deliberations and shall report any ex parte communication pertaining to the hearing to the

committee chairman, who shall notify all parties of the communication.

7. The hearing committee shall elect a chairperson who shall direct the proceedings and rule on procedural matters, including the granting of reasonable extensions of time at the request of any party and upon the showing of good cause for the extension.
8. The chairperson of the hearing committee may in his/her discretion require a joint pre-hearing conference with the parties that may be held in person or by a conference telephone call. A written memorandum of the pre-hearing conference should be prepared and provided to each party. The purpose of the pre-hearing conference should include but is not limited to one or more of the following:
 1. Notification as to procedure for conduct of the hearing.
 2. Exchange of witness lists, documentary evidence, and affidavits.
 3. Define and clarify issues.
 4. Effect stipulations of fact.
9. A hearing shall be conducted by the hearing committee to determine whether adequate cause for termination of the faculty member exists. The hearing shall be conducted according to the procedures below.
 1. During the hearing, the faculty member will be permitted to have an academic advisor present and may be represented by legal counsel of his/her choice.
 2. A verbatim record of the hearing will be taken and a copy will be made available to the faculty member, upon request, at the faculty member's expense.
 3. The burden of proof that adequate cause exists rests with the college and shall be satisfied only by clear and convincing evidence in the record considered as a whole.

4. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the committee in securing witnesses and making available documentary and other evidence.
5. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and, if possible, provide for interrogatories. An affidavit may be submitted in lieu of the personal appearance of a witness if the party offering the affidavit has provided a copy to the opposing party at least ten (10) days prior to the hearing and the opposing party has not objected to the admission of the affidavit in writing within (7) seven days after delivery of the affidavit, or if the committee chairperson determines that the admission of the affidavit is necessary to ensure a just and fair decision.
6. In a hearing on charges of incompetence, the testimony shall include that of qualified faculty members from the college or other universities of higher education.
7. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
8. The findings of fact and the report will be based solely on the hearing record.
9. The president and the faculty member will be provided a copy of the written committee report. The committee's written report shall specify findings of fact and shall state

whether the committee has determined that adequate cause for termination exists and, if so, the specific grounds for termination found. In addition, the committee may recommend action less than dismissal. The report shall also specify any applicable policy the committee considered.

10. After consideration of the committee's report and the record, the president may in his/her discretion consult with the faculty member prior to reaching a final decision regarding termination. Following his/her review, the president shall notify the faculty member of his/her decision, which, if contrary to the committee's recommendation shall be accompanied by a statement of the reasons. If the faculty member is terminated or suspended as a result of the president's decision, the faculty member may appeal the president's action to the chancellor pursuant to TBR Policy 1:02:11:00.
- c. Review of the appeal shall be based upon the record of hearing. If upon review of the record, the chancellor notes objections regarding the termination and/or its proceedings, the matter will be returned to the president for reconsideration, taking into account the stated objections, and, at the discretion of the president, the case may be returned to the hearing committee for further proceedings.

Sources

TBR Meeting April 2, 2004.

This policy is a result of a comprehensive revision of former TBR Policy 5:02:03:00, Academic Freedom, Responsibility and Tenure. The former policy included provisions related to academic freedom and responsibility and tenure in both universities and community colleges. The revision, approved by the Tennessee Board of Regents on April 2, 2004, created a separate policy on academic freedom and responsibility pertinent to both universities and community colleges, established separate policies relative to tenure for

universities and community colleges, and instituted separate policies on faculty appointments for universities and community colleges. Faculty members appointed prior to July 1, 2004, may elect to be considered for tenure under the provisions of Policy 5:02:03:00 or under the revised policy for a four-year phase-in period. The revised policy will be applicable to all tenure action taken on or subsequent to July 1, 2008, for faculty whose employment began on or after July 1, 2004.

NOTE: This policy became effective on July 1, 1976, as to all faculty then or thereafter employed in the Tennessee Board of Regents' System. The minimum qualifications and requirements for eligibility for an award of tenure applied to all faculty who had not previously been expressly awarded tenure by the Board, and the previous probationary period for such faculty was extended to a maximum of seven years. Faculty who had previously been awarded tenure retained their tenured status under this policy, subject to its terms and conditions.

The definition of academic tenure shall become effective January 1, 1984. That definition shall only apply to faculty tenured subsequent to the effective date. For faculty members tenured previous to January 1, 1984, the applicable definition of tenure shall be: "a status pursuant to which the academic year appointments of full-time faculty who have been awarded tenure are continued at a college until the expiration or relinquishment of that status, subject to termination for adequate cause for financial exigency or curricular reasons (see policy adopted June 25, 1976)."

Related Policies

- [Appeals and Appearances Before the Board](#)
- [Definition of Faculty](#)
- [Faculty Promotion at Community Colleges](#)
- [Financial Exigency](#)

**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 5:02:04:10
Faculty Compensation During Summer Session and Inter-Sessions

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

TBR Policy 5:02:04:10 Faculty Compensation During Summer Session and Inter-Sessions was reviewed for necessary updates to reflect the restructuring of TBR due to the FOCUS Act.

The attached recommended update was reviewed by the Academic Affairs Subcouncil, Faculty Subcouncil and Human Resources Subcouncil.

The Academic Affairs Staff reviewed all suggestions and recommends approval. The recommended edits are shown by a strike through for material to be removed and any new or revised content highlighted in red.

In addition to removing references to universities, major changes include:

- Deleting special compensation policy for University of Memphis School of Law
- Inclusion of a waiver for teaching an additional TN eCampus course during the summer from the current maximum of nine hours. Each year a waiver is requested by TN eCampus giving faculty an opportunity to teach an additional course as overload hours versus the normal summer school rate. This waiver has been approved since 2008. The waiver is optional for campuses and the Chief Academic Officer must sign off on the request for the waiver.

Attachments

Revised Policy 5:02:04:10 Faculty Compensation During Summer Session and Inter-Sessions

Faculty Compensation During Summer Session and Inter-Sessions: 5:02:04:10

Policy Area

Personnel Policies

Applicable Divisions

Community Colleges

Purpose

The Tennessee Board of Regents recognizes and considers summer session and inter-session assignments of faculty as separate assignments from academic year appointments. It is further recognized that compensation for faculty assignments during summer sessions and inter-sessions should be a factor of the regular academic year salary which takes into account the nature and extent of the duties and responsibilities involved in these separate appointments. To provide for such appropriate levels of compensation for faculty service during summer sessions and inter-sessions, the Board hereby adopts the following compensation provisions.

Policy

I. Classifications

- A. Category I: Regular Academic year faculty personnel who serve the institution as teaching faculty during inter-sessions and summer sessions.
 - 1. Faculty in this category shall be compensated at the rate of 1/32 of their academic year salary per semester hour of teaching load.
 - 2. The maximum summer and inter-session pay may not exceed 25 percent of the preceding academic year salary; however, except as needs are determined by the institution, a faculty member may teach and be compensated for up to nine semester hours for the summer term, with appropriate documentation of need maintained at the institution.

B. Category II: Regular academic year faculty who serve under sponsored contracts for research and other professional services between academic years.

1. Compensation for personnel in this category shall not exceed the rate equivalent to one-ninth per month of the preceding academic year salary.
2. If the faculty member works on a part-time basis on a sponsored contract project, the pay should be adjusted accordingly.

C. Category III: Division/Department Heads on an academic year appointment.

1. The level of compensation for these administrators should be commensurate with the duties assigned.
2. For a full-time assignment, the rate of pay shall not exceed 25 percent of the preceding academic year salary.

D. Category IV: Part-time faculty.

1. The level of compensation for faculty in this category should follow the schedule set forth in TBR Guideline P-050 (Part-Time Faculty Compensation).

~~E. Category V: Faculty members in the Cecil C. Humphries School of Law (UM).~~

- ~~1. The level of compensation for faculty in this category will be at a flat rate of \$2500 per credit hour without regard to rank, and no faculty member may exceed the limit of three credit hours per summer term.~~

II. Exceptions

- A. The above compensation provisions do not apply to campus-based study abroad programs or study abroad programs included in the Tennessee Consortium for International Studies (TCIS). Compensation for these programs will be determined by the institution or the Executive Director of TCIS, respectively.
- B. The number of total hours can be increased beyond the nine hours for the summer term to a maximum of ~~twelve~~ **twelve** (12) hours (four classes), if the additional course (three credit hours) is offered through

TNeCampus. The three additional hours for the course offered through TNeCampus ~~TNeCampus~~ TNeCampus will be paid as overload hours versus the normal summer school rate. This exception is optional for campuses and the Chief Academic Officer must sign a request for the waiver.

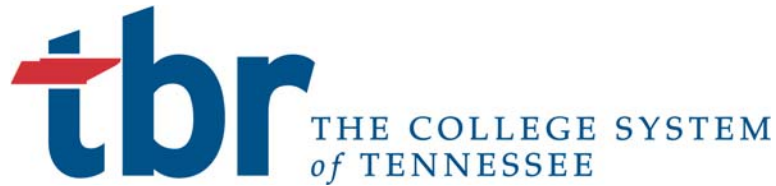
- C. The number of total hours can be increased beyond the nine hours for the summer term to a maximum of ~~twelve~~ twelve (12) hours (four classes), if the additional course (three credit hours) is deemed an institutional need and approved by the president.
- D. Any exception to the compensation provisions indicated above requires prior approval by the Chancellor.

Sources

TBR Meetings: March 4, 1977; March 17, 1989; March 16, 1990; October 2, 1998; September 28, 2007.

Related Policies

- Part-Time Faculty Compensation



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision: 5:02:05:00
Employment of Graduate Assistants
(Recommended Dissolution)

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

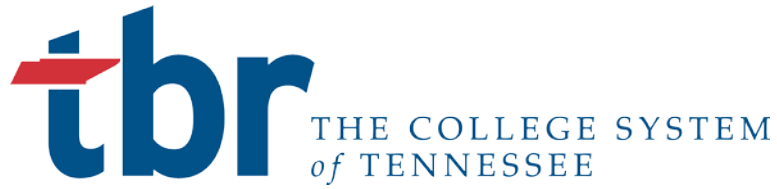
Summary:

TBR Policy 5:02:05:00 Employment of Graduate Assistants was reviewed for necessary updates to reflect the restructuring of TBR due to the FOCUS Act.

The policy was reviewed by the Academic Affairs Subcouncil, Faculty Subcouncil and the Human Resources Subcouncil.

The Academic Affairs Staff reviewed all suggestions and recommends dissolution of this policy. TBR does not currently enroll graduate degree seeking students. Employment of graduate students from other institutions are governed under normal employment policies.

Attachments: None



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision 5:02:02:10
Faculty Rank and Promotion at Tennessee Colleges of
Applied Technology

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

The proposed policy revision, only applicable to the TCATs, adds rank and promotion consideration for nine-months, ten-months, and contract faculty. The changes also clarified the president recommendation for exceptions to be limited to two exceptions per campus per academic year.

5-Personnel^{[1][2]} Policies

5:02:02:10

Name: Faculty Rank & Promotion at TCATs:

5:02:02:10

Policy Area

Personnel Policies

Applicable Divisions

TCATs

Purpose

The purpose of this policy is to establish the criteria and process regarding faculty rank and promotion at Tennessee Colleges of Applied Technology governed by the Tennessee Board of Regents.

Applies to Colleges of Applied Technology

Definitions:

Policy

The policy of Tennessee Board of Regents is to grant advancement on the basis of merit tempered by college and fiscal considerations. In accord with this policy, promotions are to be made equitably, impartially, and in keeping with the following guidelines. Each academic rank represents specific qualifications, professional competencies, and a history of productivity together with the promise of continued growth. Promotion to higher rank is neither an unqualified right nor an automatic occurrence. Having completed a given period of service or performed routine duties should be considered an affirmative factor in appraising a faculty member's qualifications for promotion, though they are insufficient in and of themselves to warrant promotion.

Procedures

I. Introduction

- A. Initial appointment to a faculty rank reflects an assessment of credentials in light of various criteria, which define each rank.
 - B. Promotion in rank is recognition of past achievement of the individual being considered for promotion. In addition, the advancement in rank is usually recognition of future potential and a sign of confidence that the individual is capable of greater accomplishments and assuming greater responsibilities.
 - ~~B.C. Faculty members who are employed full-time to teach only dual-enrollment students or special industry classes are included in this policy. These faculty members must be on a nine-month, a ten-month, or a full fiscal year contract.~~
 - ~~C.D. The policy of the Tennessee Board of Regents is to make promotions strictly on consideration of merit tempered by college and fiscal considerations. * In maintaining this policy, promotions are made objectively, equitably, impartially, and as recognition of merit in line with the following policy guidelines.~~
- II. Minimum Criteria for Initial Rank Appointment and for Promotion in Rank
- A. Full-time faculty appointed in the tenure track or appointed to a one-year contract, a nine-month contract, a ten-month academic year contract, or full fiscal year contract for those faculty members identified in Section I. C., must be assigned one of the following five (5) ranks:
 - 1. Associate Instructor
 - 2. Instructor
 - 3. Senior Instructor
 - 4. Master Instructor
 - 5. Master Instructor II
 - B. The following criteria for initial appointment in rank also serve as criteria for promotion in rank:
 - 1. Associate Instructor
 - a. Evidence of good ability in instruction (as reflected by performance evaluations).
 - b. Evidence of potential ability in instruction.
 - c. Evidence of good character, mature attitude, and stable personality.
 - d. Credential indicating high school graduation or equivalent.
 - e. Three (3) years of employment experience in the occupation to be taught and appropriate occupational certification.
 - f. Indication of a willingness to remain current in the occupation to be taught.
 - g. Indication of a willingness to establish and maintain positive relationships with business, industry and government.
 - h. A three year average of 70% for completion and 80% for placement is required for promotion.
 - 2. Instructor
 - a. Evidence of good ability in instruction (as reflected by performance evaluations).
 - b. Evidence of demonstrated ability in instruction.

- c. Evidence of good character, mature attitude, and stable personality.
 - d. Evidence of study in the instructional or related discipline aimed toward an associate degree or higher from an accredited institution (such evidence would include acquiring a minimum of 30 semester hours of academic credit of which 18 semester hours should be in technical education courses designed for technical educators.) or evidence of a college of applied technology diploma consisting of at least 900 contact hours and completion of 15 hours of college-level work in the appropriate concentration, general education, or technical education courses designed for technical educators.
 - e. Three (3) years of teaching experience in the occupational discipline and three (3) years of employment experience in the occupation to be taught.
 - f. Evidence that the instructional program being taught by the instructor is certified or accredited if applicable.
 - g. Evidence of a developed plan to remain current in the occupation to be taught.
 - h. Evidence of maintaining positive relationships with business, industry and government.
 - i. A three year average of 70% completion and 80% placement is required for promotion.
3. Senior Instructor
- a. Evidence of good ability in instruction (as reflected by performance evaluations).
 - b. Evidence of good character, mature attitude, and stable personality.
 - c. Credential from an accredited institution indicating an associate degree in the occupational area or a related area.
 - d. Six (6) years of teaching experience in the occupational discipline and three (3) years employment experience in the occupation.
 - e. Evidence of having carried out a planned program to remain current in the occupation to be taught.
 - f. Evidence of maintaining positive relationships with business, industry and government.
 - g. A three year average of 70% completion and 80% for placement is required for promotion.
4. Master Instructor
- a. Evidence of excellent ability in instruction (as reflected by performance evaluations).
 - b. Evidence of good character, mature attitude, and stable personality.
 - c. Credential from an accredited institution indicating a bachelor's degree (or above) in the instructional discipline or a related area.
 - d. Nine (9) years of teaching experience in the occupation and three years employment experience in the occupation.

- e. Evidence of a well-conceived on-going plan and program to remain current in the occupation to be taught.
 - f. Evidence of maintaining positive relationships with business, industry and government.
 - g. A three year average of 70% for completion and 80% for placement is required for promotion.
5. 5. Master Instructor II
- a. Evidence of excellent ability in instruction (as reflected by performance evaluations).
 - b. Evidence of good character, mature attitude, and stable personality.
 - c. Credential from an accredited institution indicating a bachelor's degree (or above) in the instructional discipline or a related area.
 - d. Fifteen (15) years of teaching experience in the occupation and three years employment experience in the occupation.
 - e. This level will recognize faculty members who reached the Master Instructor level and have continued to do an outstanding job including a three year history of leadership activities plus a three year average of 70% for completion and 80% for placement.
 - f. Evidence of a well-conceived on-going plan and program to remain current in the occupation and documented by a leadership portfolio.
 - g. Evidence of maintaining positive relationships with business, industry, and government.

III. ~~Procedures for~~ Initial Rank Appointment

- A. It is the responsibility of the President director to ensure that all positions are filled in compliance with Board policy and any special directions from the Chancellor.
- B. When full-time faculty are appointed in the tenure track, it is also the responsibility of the President director to ensure that such appointments reflect clearly the criteria for ranks described in II (above).

IV. ~~Procedures for~~ Promotion in Rank

- ~~A.~~ It is the responsibility of the President director to recommend at a time stipulated by the Chancellor or his or her designee only those individuals who warrant promotion in light of the criteria for ranks described in II (above).
- B.A. A letter of promotion recommendation from the President director of the Tennessee College of Applied Technology shall be forwarded to the Chancellor for his or her review. That letter should be accompanied by an attached "School Promotion Report."
- C.B. The Chancellor's recommendation for promotion will be forwarded to the Board Committee on Personnel and subsequently to the Tennessee Board of Regents. Promotions in rank for tenured or tenured-track faculty may not become effective until they have received positive action by the Tennessee Board of Regents.

V. Exceptions

A. If the ~~President~~ ~~director~~ wishes to make an appointment or a promotion that does not reflect adherence to the criteria described in II (above), he or she must appeal to the Chancellor for an exception prior to making any commitment to the candidate.

A.1. Faculty members identified in Section 1.C. are not evaluated for compliance with COE Standard 2 requirements for Completion Rates, Placement Rates, and Licensure Exam Pass rates. Notwithstanding other relevant TBR policies, Presidents are authorized to recommend these faculty members for promotion by exception.

B. Board staff will review the exception and supporting documentation during the regular promotion recommendation cycle.

1. If exceptional instructors are identified, up to two exceptions per institution ^[TH3] per academic year may be sent to the Chancellor's Office for TBR Board recommendation.

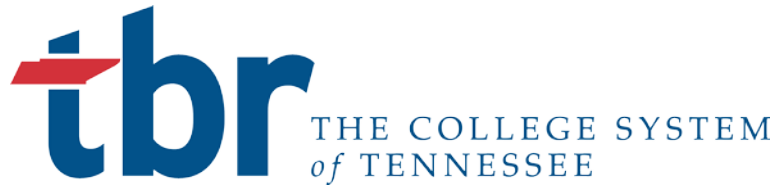
VI. Distribution of Information to Faculty

A. This policy of the Tennessee Board of Regents on faculty and promotion at Tennessee Colleges of Applied Technology is applicable to all Colleges of Applied Technology governed by the Board. It should be incorporated in those personnel policy manuals by which each school normally communicates with its faculty.

Source

TBR Meeting, September 30, 1993; December 9, 1994; Revise: TBR Meeting, September 30, 2005; December 3, 2009; TBR Meeting June 23, 2016.

Exhibits



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Policy Revision 5:02:03:10
Tenure at Tennessee Colleges of Applied Technology

PRESENTER: Randolph Schulte, Ed.D.
Vice Chancellor, Academic Affairs

ACTION REQUIRED: Vote

Summary:

The proposed policy revision, only applicable to the TCATs, removes all language regarding academic freedom and responsibility. The language will be added to TBR Policy 5:02:03:30- Academic Freedom and Responsibility and will apply to both TCATs and community colleges.

5-Personnel Policies

5:02:03:10

Name: ~~Academic Freedom, Responsibility, & Academic~~ Tenure at the Tennessee Colleges of Applied Technology: ~~5:02:03:10~~

Policy Area

Personnel Policies

Applicable Divisions

TCATs

Purpose

The purpose of this policy is to establish the criteria and process regarding academic ~~freedom, responsibility, and~~ tenure at Tennessee Colleges of Applied Technology governed by the Tennessee Board of Regents.

Applied to Colleges of Applied Technology

Definitions:

The following are general definitions of words and terms used in this policy which are not hereinafter specifically defined; however, the words and terms are subject to further qualification and definition in the subsequent sections of this policy.

- Academic Tenure — a principle that entitles a faculty member to continuation of their annual appointment until relinquishment or forfeiture or until termination of tenure for adequate cause, a personnel status in a college of applied technology pursuant to which the appointments of full-time faculty who have been awarded tenure are continued at a college until the expiration or relinquishment of that status, subject to termination for adequate cause, for financial exigency, or for curricular reasons.
- Adequate Cause - a basis upon which a faculty member, either with academic tenure or on a tenure-track or temporary appointment prior to the end of the specified term of the appointment, may be dismissed or terminated. The specific grounds which constitute adequate cause are set forth in Section N.
- Financial Exigency - the formal declaration by the Tennessee Board of Regents that colleges of applied technology face an imminent financial crisis, that there is a current or projected absence of sufficient funds (appropriated or non- appropriated) for the colleges as a whole to maintain current programs and activities at a level

sufficient to fulfill their educational goals and priorities, and that the budget can only be balanced by extraordinary means which include the termination of existing and continuing academic and non- academic appointments.

- Faculty Member - a full-time employee who holds academic rank as Associate Instructor, [1]Instructor, Senior Instructor, or Master Instructor[2]; and, Master Instructor II [TH3] for purposes of this policy, who meets the minimum requirements for tenure in Section C and whose responsibilities primarily include instruction.
- Probationary Employment - a period of full-time professional service by a faculty member for whom an appointment letter denotes a tenure-track appointment in which he/she does not have tenure and in which he/she is evaluated by the college for the purpose of determining his/her satisfaction of the criteria for a recommendation for tenure.
- Temporary Appointment, Tenure-track Appointment, Tenure Appointment and Term Appointment - these four types of faculty appointments are defined in Section III.D. of this policy.

Policy

I. Introduction

The following policy of the Tennessee Board of Regents on ~~academic freedom, responsibility, and~~ tenure is applicable to all colleges of applied technology governed by the Board. It should be incorporated in those personnel policy manuals by which each college normally communicates policies to its faculty.

Sources

TBR Meeting, September 30, 1998; September 18, 1997; December 4, 1987; June 25, 1983; December 8, 2006; December 3, 2009.

A. Exhibits

II. ~~Academic Freedom and Responsibility~~

A. ~~The Board recognizes the principle of academic freedom, pursuant to which:~~

- ~~1. The faculty member is entitled to freedom in the classroom in discussing his/her subject, being careful not to introduce into the teaching controversial matter which has no relation to the subject;~~
- ~~2. The faculty member is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his/her other academic duties; but research for pecuniary gain must be based upon an understanding with the authorities of the college; and~~
- ~~3. The faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When the faculty member speaks or writes as a citizen, he/she should be free from institutional censorship or discipline, but his/her special position in the community imposes special obligations. As a man or woman of learning and an educational officer,~~

he/she should remember that the public may judge the profession and the college by the faculty member's utterances. Hence, a faculty member should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he/she does not speak for the college.

B. Academic freedom is essential to fulfill the ultimate objectives of an educational institution – the free search for and exposition of truth – and applies to both teaching and research.

C. Freedom in research is fundamental to the advancement of truth, and academic freedom in teaching is fundamental for the protection of the rights of the faculty member in teaching and of the student to freedom in learning.

D. Implicit in the principle of academic freedom are the corollary responsibilities of the faculty who enjoy that freedom.

1. Incompetence, indolence, intellectual dishonesty, serious moral dereliction, arbitrary and capricious disregard of standards of professional conduct – these and other grounds as set forth in Section III.N. may constitute adequate cause for dismissal or other disciplinary sanctions against faculty members subject to the provisions of Article III.

E. The right to academic freedom imposes upon the faculty an equal obligation to take appropriate professional action against faculty members who are derelict in discharging their professional responsibilities.

F. Thus, academic freedom and academic responsibility are interdependent, and academic tenure is adopted as a means to protect the former while promoting the latter. While academic tenure is essential for the protection of academic freedom, all faculty members, tenured or non-tenured, have an equal right to academic freedom and bear the same academic responsibilities implicit in that freedom.

III.I. [4][5] Procedures [6] Policy on Academic Tenure

A. Academic Tenure

1. Tenure is a personnel status pursuant to which faculty appointments in a college of applied technology are continued until retirement for age or physical or mental disability, subject to dismissal for adequate cause or unavoidable termination on account of financial exigency or curricular reasons. [TH7]

2. Tenure is awarded only by positive action by the Board, pursuant to the requirements and procedures of this policy, at a specific college.

3. The awarding of tenure is recognition of the merit of a faculty member and of the assumption that he/she would meet the long-term staffing needs of the college. It is only awarded to those members of the faculty who have exhibited professional excellence and outstanding abilities sufficient to demonstrate that their future services and performances justify the degree of permanence afforded by academic tenure.

B. The Tennessee Board of Regents does not award tenure in non-faculty positions.

1. ~~Notwithstanding the above, this section shall not be interpreted as diminishing the rights of non-faculty employees previously awarded tenure in positions at the state technical institutes or colleges of applied technology by the Board of Education, whose rights are governed by TBR Policy on Tenure in Non-Faculty Positions (5:02:03:20).~~ [TH8]

C. Minimum Eligibility Requirements for Consideration for Academic Tenure

1. The following statements clarify minimum eligibility requirements for consideration for academic tenure:
 - a. Academic tenure may only be awarded to full-time faculty members who;
 1. Hold academic rank as Instructor, Senior Instructor, ~~or~~ Master Instructor or Master Instructor II;
 2. Have been employed pursuant to tenure-track appointments and have completed not less than the minimum probationary period of service; and
 3. Have been determined by the college of applied technology to meet the criteria for recommendation for tenure and have been so recommended pursuant to this policy.
2. A faculty member holding the rank of Associate Instructor is not eligible to be awarded tenure.
 - a. If an Associate Instructor is not promoted prior to the end of the probationary period, he/she will not be reviewed for tenure. All regulations concerning maximum probationary period will apply (see III.E.1).
3. Faculty holding temporary appointments or term appointments are not eligible for tenure.
4. Faculty members supported in whole or in part by funds available to the college on a short-term basis, such as grants, contracts, or foundation sponsored projects, shall not be eligible for tenure unless continuing support for such members can be clearly identified in the regular budget of the college upon the recommendation of tenure to the Board.
5. No faculty member shall be eligible for tenure in an administrative position; provided that where a faculty member with tenure is appointed to an administrative position, he/she will retain tenure in a former faculty position only; and provided further that a faculty member otherwise eligible for tenure who also holds an administrative position may be awarded tenure in the faculty position only, subject to the requirements of this policy.

D. Types of Appointments

1. There are four types of faculty appointments: temporary appointments, tenure-track appointments, tenure appointments and term appointments.
 - a. Temporary appointments are appointments for a specific purpose for a time appropriate to that purpose or for an unspecified period, which

appointments may be terminated according to the terms of the appointments.

1. Temporary appointments that are full-time should be called Interim Instructor; others should be designated Part-time Instructor.
 2. Temporary appointments ordinarily should be used to replace regular faculty on leave of absence, and faculty employed pursuant to grants or for projects funded in whole or in part by non-appropriated funds.
 3. In addition, temporary appointments may be used for faculty employed on the basis of state appropriated funds in areas where the permanent and continued need for the position has not been established, provided that such appointments shall not be in excess of three academic years.
- b. Tenure-track appointments are appointments for regular full-time faculty with academic rank. They are for faculty who are employed in a probationary period of employment preliminary to consideration for tenure.
1. Tenure-track appointments shall not include any right to permanent or continuous employment, shall not create any manner of legal right, interest or expectancy of renewal or any other type of appointment, and shall be subject to annual renewal by the college.
- c. Tenure appointments are appointments of full-time faculty who have been awarded tenure by the Board pursuant to the provisions of this policy.
1. Tenure appointments include the assurance of continued employment for the academic year for an indefinite period, subject to expiration, relinquishment or termination of tenure as hereinafter provided.
 2. ~~Tenure appointments do not include assurance of continued employment at any specific salary or position.~~^[TH9]
- d. At Colleges of Applied Technology, term appointments are provided only for faculty ~~at colleges of applied technology.~~^[TH10] They are non-tenure appointments in a traditional rank (e.g., associate instructor, instructor, etc.) for a fixed period of no more than one (1) year and may be renewed with no presumed maximum number of re-appointments.
- E. Probationary Employment
1. Untenured faculty may be employed on annual tenure-track appointments for a maximum probationary period which may not exceed seven years. A recommendation for tenure of a faculty member following a probationary period of not less than five years may be made by the president ~~director~~ of a college; provided that exceptions to the minimum probationary period may be made under special circumstances upon recommendation by the president ~~director~~ and the Chancellor and approval by the Board.
 2. The minimum probationary period of five years may include credit for prior service when agreed to by the president ~~director~~ and subject to the maximum permissible credit for prior service, pursuant to Section III.G.

3. Employment in part-time positions or during periods of leaves of absence (except in the circumstance described in 4 below) shall not be credited toward satisfying the probationary period.
 4. Only full-time continuous service at a college will be included in determining completion of the probationary period, except where a break in service was pursuant to an approved leave of absence.
 - a. The period of approved leave of absence shall be excluded from the requisite period for completion of the probationary period unless the director of the college specifies in writing prior to the leave of absence that it shall be included in the probationary period.
 - b. In no case may more than one year of approved absence be included in determining completion of the probationary period.
 5. Where a faculty member is appointed to an administrative position prior to being awarded tenure at the college, if he/she maintains a significant involvement in teaching, the time or a prorated portion of the time spent in the administrative position may be credited toward completion of the probationary period. The ~~president director~~ has final responsibility for determining what constitutes "significant involvement in teaching."
- F. Non-Renewal of Non-Tenured Faculty
1. When the tenure-track appointment of a faculty member is not to be renewed for a subsequent year, the faculty member shall receive notice of his/her non-retention for the ensuing year by April 15. Notice of non-renewal shall be effective upon personal delivery of the notice to the faculty member, or upon the date the notice is mailed, postage prepaid, to the faculty member at his/her current home address of record at the institution.
 2. When a faculty member on a tenure-track appointment completes the sixth year of the probationary period, the faculty member will either be recommended for tenure by the ~~president director~~ or will be given notice of non-renewal of the appointment following the seventh year of service. Such notice of non-renewal will be given not later than June 30 of the sixth academic year. The faculty member's right in an instance where timely notice is not given is described in Section I.
 3. Faculty members on tenure-track appointments shall not be terminated during the annual specified term of the appointment except for reasons which would be sufficient for the termination of tenured faculty.
 4. The non-renewal or non-reappointment of any faculty member on a tenure-track appointment does not necessarily carry an implication that his/her work or conduct has been unsatisfactory. A faculty member whose tenure-track appointment is not renewed shall be given an oral statement of the reason(s) for the non-renewal by the ~~president director~~ or his/her designated representative(s).

5. The institution shall provide the non-renewed faculty member an opportunity to discuss his/her case. Responsibility for providing that opportunity resides with the president ~~director~~ (or his/her designee).

G. Credit for Prior Service

1. Credit toward completion of the probationary period may, in the discretion of the ~~director~~^[11] president, be given for a maximum of three years of previous full-time service at other colleges of applied technology or similar teaching assignments, provided that the prior service is relevant to the college's own needs and criteria.
 - a. Any credit for prior service which is recognized and agreed to must be confirmed in writing at the time of the initial appointment.
2. Credit toward completion of the probationary period may, in the discretion of the president ~~director~~, be given for a maximum of three years of previous full-time service in a temporary faculty appointment or term appointment at the same college (see Type of Appointments, Section III.D1) or in an earlier tenure-track appointment at the same college which has been followed by a break in service.
 - a. Any credit for prior service in a temporary full-time faculty appointment at the same college or in an earlier tenure-track appointment (at the same college) which has been followed by a break in service must be recognized and confirmed in writing in the appointment letter to a tenure-track position.

H. Criteria to be Considered in Tenure Recommendations

1. The tenure-track faculty member being considered for tenure must be assessed with respect to the following criteria:
 - a. Evidence of teaching effectiveness in the occupation being taught.
 - b. Evidence of an on-going commitment to remaining current in the occupation being taught.
 - c. Evidence of service to the college and the community in furthering the goals of the college of applied technology.
 - d. Demonstrated potential for continuous professional growth.
 - e. Participation in professional activities, including membership and leadership in professional organizations supportive of the goals of vocational-technical education.
 - f. Projected staffing needs in the teaching area and in the college as a whole.
 - g. Ability to set and achieve clear objectives that are shared by the college.

I. Tenure Appointments: Authority to Grant

1. No faculty member shall be entitled to or acquire any interest in a tenure appointment at a college without a recommendation for tenure by the president ~~director~~ of the college and an affirmative award of tenure by the Board of Regents.

2. No other person shall have any authority to make any representation concerning tenure to any faculty member; and failure to give timely notice of non-renewal of a contract shall not result in the acquisition of a tenure appointment, but shall result in the right of the faculty member to another year of service at the college.

J. Expiration of Tenure

1. Tenure status shall expire upon retirement of the faculty member.
2. Tenure shall also expire upon the event of permanent physical or mental inability of a faculty member, as established by an appropriate medical authority, to continue to perform his/her essential functions.

K. Relinquishment of Tenure

1. A faculty member shall relinquish or waive his/her right to tenure upon resignation from the college or upon willful failure to report for service at the designated date of the beginning of any academic term, which shall be deemed to be a resignation unless, in the opinion of the president ~~director~~, the faculty member has shown good cause for such failure to report.
2. Tenure shall not be relinquished during periods of approved leaves of absence or during periods of service in administrative positions at the college.

L. Termination of Tenure for Reasons of Financial Exigency

1. A tenured faculty member may be terminated as a result of financial exigency subject to Board declaration that such financial conditions exist.
2. Personnel decisions (including those pertaining to tenured faculty) that result from a declaration of financial exigency at colleges of applied technology will comply with the provisions here stated.
 - a. The definition of financial exigency that applies to colleges of applied technology appears in Definitions.
3. Financial exigency results from an imminent fiscal crisis characterizing the colleges of applied technology in the Tennessee Board of Regents System; thus, the condition of financial exigency may not be declared at a level below that of the aggregate colleges of applied technology (e.g., it may not be declared at the level of an individual college of applied technology).
 - a. In light of the gravity of consequences resulting from a declaration of financial exigency, the process leading to recommendation to the Tennessee Board of Regents that financial exigency be declared must be cautious, fair, well informed, and as responsive as possible to the interests of various segments of the colleges.
4. The responsibility for initiating the proposal for declaration of financial exigency resides with the Chancellor.
 - a. Since recommending the declaration of financial exigency is an extreme measure, that responsibility requires the Chancellor to provide all appropriate assurances and documentation that available and reasonable

procedures to reduce the expenditure levels of the colleges are exhausted and that no efforts have been spared to enhance revenues.

5. If his/her review supports the conclusion that conditions warrant a declaration of financial exigency, the Chancellor shall so recommend to the Tennessee Board of Regents.
 - a. That review should include significant participation by the presidents ~~directors~~ of the individual college of applied technology.
 - b. In addition to providing the Tennessee Board of Regents with a recommendation to declare financial exigency, the Chancellor shall also submit a statement of findings and conclusions which shall include at least the following:
 1. A description of the current fiscal condition of the colleges, including the projected amount of deficit that would result from failure to declare financial exigency.
 2. A projection of the fiscal condition that would result, in the opinion of the Chancellor, from general types of action anticipated to be taken subsequent to a declaration of financial exigency.
 3. An analysis of the reason for the current imminent fiscal crisis characterizing the institutions, specifying with appropriate documentation those identifiable factors contributing to the crisis.
 4. A statement of assurance, with supporting evidence, that available and reasonable procedures to reduce expenditure levels of the colleges are exhausted, that further retrenchment within existing policies is not compatible with the objective of assuring maximum protection for the academic programs of the colleges and the educational needs of students, and that efforts to enhance revenues have been carried out in a responsible manner.
 5. A transmittal of any advice, alternatives, or information submitted in writing by individual presidents~~directors~~ from colleges of applied technology.
6. Should the Tennessee Board of Regents formally declare a state of financial exigency, the Chancellor shall in a reasonable time and with appropriate documentation initiate a proposed plan to allocate necessary funding reductions among the individual colleges of applied technology. The following procedures shall be followed:
 - a. The Chancellor shall convene a Financial Exigency Committee, the composition of which shall be broadly representative of all personnel constituencies in colleges of applied technology.
 - b. The Chancellor's proposed plan for allocating necessary funding reductions to individual colleges of applied technology shall be reviewed by the Financial Exigency Committee. The Committee shall review the amounts of proposed reductions and evaluate proposed reductions in the light of college priorities. It shall also consider the magnitude of proposed

reductions in the light of factors prescribed by applicable state or federal laws regarding fair employment practices.

1. The Chancellor shall consider any alternatives recommended by the Committee and - within thirty days - shall indicate to the Committee a final decision relative to the internal allocation of necessary funding reductions. This final plan should be communicated broadly to all personnel constituencies.
 - c. The Chancellor shall submit the plan - together with any analysis he/she may deem appropriate - to the Tennessee Board of Regents as information. He/she shall also submit to the Board any written response to the plan from the Financial Exigency Committee.
7. Following declaration by the Tennessee Board of Regents that a condition of financial exigency exists, the ~~presidents~~directors are authorized to carry out those actions, including reduction-in- force, which are included in the Chancellor's plan. Reduction-in-force under this policy may include any personnel classification, including tenured faculty members or probationary faculty members prior to the end of their terms of appointment.
- a. The procedures for termination described in this Section of the policy are in force only during a period in which the Tennessee Board of Regents has declared a condition of financial exigency.
 - b. An individual selected for termination shall receive prompt written notification from the ~~president~~director. That notification shall include the following:
 1. A statement of the basis on which the individual was selected for termination;
 2. An indication of the data or reasons supporting the choice if it is not a clearly defined factor such as rank or tenure status;
 3. A statement of the date on which the termination is to become effective; and
 4. A copy of the declaration of financial exigency adopted by the Tennessee Board of Regents.
 - c. An individual who receives notice of termination may appeal the decision under the conditions indicated in this Section. That appeal will be directed to a Hearing Committee, which shall be appointed by the Chancellor to represent broadly personnel constituencies at colleges of applied technology.
 - d. The Hearing Committee shall ensure prompt hearings that are thorough and fair but need not be judicial in nature. Strict rules of procedure (e.g., confrontation, cross-examination, and formal rules of evidence) need not be required.
 - e. The following conditions constitute grounds for appeal by an individual of notice of termination:

1. That established college procedures or provisions of this policy were not followed.
 2. That appropriate criteria were not applied, including but not limited to the allegation that his/her selection constituted a violation of the individual's academic freedom or that unfounded or arbitrary assumptions of fact were made.
 - f. The Hearing Committees shall not review the decision concerning the declaration of financial exigency or the Chancellor's plan for the amount of reduction to be assumed by colleges of applied technology.
 - g. A recommendation will be sent from the Hearing Committee to the Chancellor recommending that he/she uphold or reverse the action of termination, and the Chancellor will inform the Hearing Committee and the individual of his/her final decision on the recommendation.
 - h. The final decision of the Chancellor may be appealed to the Tennessee Board of Regents.
 8. No vacancy caused by a termination under conditions of financial exigency shall be filled for a period of three years from the time of notice of termination without first offering the position to the person terminated (faculty or non-faculty), provided that the person terminated keeps the college informed of his/her current mailing address. If the person previously terminated is offered the position and accepts, he/she will be returned in the same rank and tenure status.
 9. If the financial health of the colleges improves sufficiently, the Chancellor shall initiate a proposal for the termination of a declared state of financial exigency. The policies and procedures established by this policy shall continue in effect during the period of a state of financial exigency. At the termination of a declared state, that action by the Tennessee Board of Regents shall cause all policies, procedures, and bodies created in this policy for the sole purpose of making and implementing exigency decisions to cease to exist.
- M. Termination of Tenure for Curricular Reasons
1. The employment of a tenured faculty member may be terminated because;
 - a. A program is deleted from the curriculum;
 - b. Because of substantial and continued reduction of student enrollment in a field; or
 - c. Because staff reduction is warranted as a result of courses or curricula within a college being reorganized or consolidated.
 1. Responsibility for determining that one of these conditions exists resides with the president ~~director~~, but the Chancellor must be informed and so acknowledged before termination proceedings for curricular reasons are initiated.
 2. Upon determining that termination of one or more tenured faculty members is required for one or more of the three reasons cited above, the president

- ~~director~~ shall furnish each faculty member to be terminated a written statement of the reasons for the termination.
- a. Those reasons shall address fully the curricular circumstances that warranted the termination and shall indicate the manner and the information upon which the decision of which faculty members were to be terminated was reached.
 - b. The ~~president's director's~~ written statement shall also indicate that the faculty member has the opportunity to respond in writing stating any objections to the decision.
3. If the faculty member(s) to be terminated indicate objections to the ~~president's director's~~ written statement(s) and request(s) a review, the director may appoint a faculty committee consisting of a minimum of five tenured faculty members; that committee shall conduct a hearing on the proposed termination(s).
- a. The committee shall report its findings and recommendations to the director, who shall in a reasonable time inform in writing the faculty member(s) proposed for termination either that the decision for termination stands or that it has been altered.
4. The ~~president's director's~~ decision to terminate a tenured faculty member for curricular reasons is subject to appeal to the Chancellor and the Board as provided in the policy on appeals to the Board (Policy No. 1:02:11:00).
5. When a tenured faculty member is terminated for curricular reasons, the position will not be filled by a new appointee with the same areas of specialization as the terminated faculty member within a period of three (3) years unless the terminated faculty member has been offered, in writing, reappointment to the position at his/her previous rank and salary (with the addition of an appropriate increase which, in the opinion of the ~~president director~~, would constitute the raise that would have been awarded during the period that he/she was not employed).
6. Upon determining that termination of one or more tenured faculty members is warranted for curricular reasons, the director should base his/her decision about which faculty member(s) should be terminated upon his/her assessment as to what action would least seriously compromise the educational programs in a department or a division.
- a. Termination for curricular reasons presumes a staffing pattern in a college of applied technology which cannot be warranted either by comparison with general load practices within the college or by comparison with faculty loads in comparable colleges.
 - b. In that light, the ~~president director~~ shall also, in his/her discretion, base his/her decision on a careful assessment of the impact of the curricular reason on staffing requirements in the college of applied technology as compared to overall patterns in the college and to other colleges similar enough to warrant assessment.

7. When a tenured faculty member is to be terminated for curricular reasons, the director will make every possible effort to relocate the tenured faculty member in another existing vacant position for which he/she is qualified. The final decision on relocation is within the discretion of the president ~~director~~.

N. Termination for Adequate Cause

1. A faculty member with tenure or a faculty member on a tenure-track appointment prior to the end of the term appointment may be terminated for adequate cause, which includes but is not limited to the following:
 - a. Incompetence or dishonesty in teaching or research.
 - b. Willful failure to perform the duties and responsibilities, for which the faculty member was employed, or refusal or continued failure to comply with the policies of the Board, the college or the department, or to carry out specific assignments, when such policies or assignments are reasonable and non-discriminatory.
 - c. Conviction of a felony or a crime involving moral turpitude.
 - d. Improper use of narcotics or intoxicants, which substantially impairs the faculty member's fulfillment of his/her departmental and college duties and responsibilities.
 - e. Capricious disregard of accepted standards of professional conduct.
 - f. Falsification of information on an employment application or other information concerning qualifications for a position.
 - g. Failure to maintain the level of professional excellence and ability demonstrated by other members of the faculty in the department or division of the college.

O. Procedures for Termination for Adequate Cause

1. Termination of a faculty member with a tenure appointment, or with a tenure-track or temporary appointment prior to the annual specified term of the appointment, shall be subject to the following procedures:
 - a. No termination shall be effective until steps 4 through 10 below have been completed.
2. Suspensions pending termination shall be governed by the following procedure.
 - a. A faculty member may not be suspended pending completion of steps 4 through 10 unless it is determined by the institution that the faculty member's presence poses a danger to persons or property or a threat of destruction to the academic or operational processes of the institution. Reassignment of responsibilities is not considered suspension; however, the faculty member must be reassigned responsibilities for which he/she is qualified.
 - b. In any case of suspension, the faculty member shall be given an opportunity at the time of the decision or immediately thereafter to contest the suspension; and, if there are disputed issues of fact or cause and effect, the faculty member shall be provided the opportunity for a hearing

on the suspension as soon as possible at which time the faculty member may cross-examine his/her accuser, present witnesses on his/her behalf and be represented by an attorney. Thereafter, whether the suspension is upheld or revoked, the matter shall proceed pursuant to these procedures.

3. Except for such simple announcements as may be required concerning the time of proceedings and similar matters, public statements and publicity about these proceedings by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the Board.
4. Upon a recommendation by the ~~president director~~ or upon a decision by the ~~director~~ president that these procedures should be undertaken in consideration of the termination of a tenured faculty member, one or more appropriate administrators shall meet privately with the faculty member for purposes of attempting to reach a mutually acceptable resolution of the problems giving rise to the proposed termination proceedings.
5. If a mutual resolution is not reached under step 4, the ~~president director~~ shall appoint a faculty committee consisting of tenured faculty members, whose appointments should be, but are not required to be, agreed to by the faculty member. The faculty committee shall conduct an informal inquiry of the facts giving rise to the proposed termination and seek a mutually acceptable resolution. Should no such resolution be reached, the committee shall recommend to the ~~director~~ president whether in its opinion further proceedings should be taken in pursuit of the termination. The recommendation shall be in writing and shall be accompanied by reasons for the recommendation. The committee's recommendation shall not be binding on the ~~president director~~.
6. If no mutually acceptable resolution is reached through step 5 and/or if after consideration of the faculty committee's recommendation the ~~director~~ president determines that further proceedings are warranted to consider termination, the following steps shall be taken.
 - a. The faculty member shall be provided with a written statement of the specific charges alleged by the institution which constitute grounds for termination and a notice of hearing specifying the time, date, and place of the hearing. The statement and notice must be provided at least twenty (20) days prior to the date of the hearing. The faculty member shall respond to the charges in writing at least five (5) days prior to the hearing. The faculty member may waive the hearing by execution of a written waiver.
 - b. A committee consisting of members of faculty or faculty and administration shall be appointed to hear the case and to determine if adequate cause for termination exists according to the procedure hereinafter described. The committee shall be appointed by the president

~~director~~ and the officially recognized faculty senate, assembly or advisory committee, with each appointing the number of members designated by the policy of the institution. The committee may not include any member of the faculty committee referred to in 5 above. Members deeming themselves disqualified for bias or interest shall remove themselves from the case, either at the request of a party or on their own initiative. Members of the committee shall not discuss the case outside committee deliberations and shall report any ex-parte communication pertaining to the hearing to the ~~director~~ president who shall notify all parties of the communication.

7. The hearing committee shall elect a chairperson who shall direct the proceedings and rule on procedural matters, including the granting of reasonable extensions of time at the request of any party and upon the showing of good cause for the extension.
8. The chairman of the hearing committee may in his/her discretion require a joint pre-hearing conference with the parties which may be held in person or by a conference telephone call. The pre-hearing conference may be for purposes which may include but is not limited to one or more of the following:
 - a. Notification as to procedure for conduct of the hearing.
 - b. Exchange of witness lists; documentary evidence; and affidavits.
 - c. Define and clarify issues.
 - d. Effect stipulations of fact.
 1. A written memorandum of the pre-hearing conference should be prepared and provided to each party.
9. A hearing shall be conducted before the hearing committee to determine whether adequate cause for termination of the faculty member exists. The hearing shall be conducted according to the procedures below.
 - a. During the hearing, the faculty member will be permitted to have an academic advisor present and may be represented by legal counsel of his/her choice.
 - b. A verbatim record of the hearing will be taken and a typewritten copy will be made available to the faculty member, upon request, at the faculty member's expense.
 - c. The burden of proof that adequate cause exists rests with the institution and shall be satisfied only by clear and convincing evidence and the record considered as a whole.
 - d. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the committee in securing witnesses and making available documentary and other evidence.
 - e. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require

admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible, provide for interrogatories.

1. An affidavit may be submitted in lieu of the personal appearance of a witness if the party offering the affidavit has provided a copy to the opposing party at least ten (10) days prior to the hearing and the opposing party has not objected to the admission of the affidavit in writing within (7) days after delivery of the affidavit or if the hearing officer determines that the admission of the affidavit is necessary to insure a just and fair decision.
 - f. In a hearing on charges of incompetence, the testimony shall include that of qualified faculty members from the institution or other institutions of higher education.
 - g. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
 - h. The findings of fact and the report will be based solely on the hearing record.
 - i. The ~~president director~~ and the faculty member will be provided a copy of the written committee report. The committee's written report shall specify findings of fact and shall state whether the committee has determined that adequate cause for termination exists and, if so, the specific grounds for termination found. In addition, the committee may recommend action less than dismissal. The report shall also specify any applicable policy the committee considered.
10. After consideration of the committee's report and the record, the ~~president director~~ shall notify the faculty member of his/her decision, which, if contrary to the committee's recommendation, shall be accompanied by a statement of the reasons.
 - a. If the faculty member is terminated or suspended as a result of the director's decision, the faculty member may appeal the ~~president's director's~~ action to the Chancellor as provided in the policy on appeals (TBR Policy 1:02:11:00).
 - b. Review of the appeal shall be based upon the record of hearing.
 - c. If upon review of the record, the Chancellor notes objections regarding the termination and/or its proceedings, the matter will be returned to the director for reconsideration, taking into account the stated objections, and, in the discretion of the ~~president director~~, the case may be returned to the hearing committee for further proceedings.

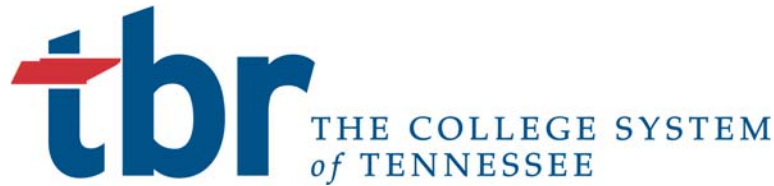
Sources

TBR Meeting, September 30, 1998; September 18, 1997; December 4, 1987; June 25, 1983; December 8, 2006; December 3, 2009.

Exhibits

Related Policies

- Tenure in Non-Faculty Positions
- Appeals and Appearances Before the Board



**Presidents Quarterly Meeting
May 7, 2019**

SUBJECT: Proposed Revisions to TBR Policy: 1:09:00:00 “Diversity”

PRESENTER: Vice Chancellor Wendy Thompson

ACTION REQUIRED: Requires Vote

Summary:

The TBR Diversity Policy was originally enacted in 2009. The substantive revisions to the policy include addition of an equity statement, examples of how the commitment to equity will be demonstrated, and outlines roles and responsibilities for implementation at the system and campus levels.

Equity Statement:

The equity statement is intended to provide the baseline expectations for the system and is based on the Achieving the Dream model equity statement.

Roles and Responsibilities:

In addition to updating titles, roles, and responsibilities, the proposed revisions reflect the fact that regardless of whether the colleges or the system office have stand-alone diversity and/or equity plans, diversity and equity considerations should be components of existing college goals and objectives, as well as completion, student success, and/or overall strategic plans.

If adopted, this revised policy will undergird system efforts to increase success rates for all students and to intentionally create environments that foster equity and inclusive excellence.

The proposal has been reviewed, discussed, and approved by the Academic Affairs, Faculty, and Student Affairs sub-councils.

Staff recommend that you approve the proposed revisions to TBR Policy
1:09:00:00.

Diversity and Equity: 1:09:00:00

Policy Area

Governance, Organization, and General Policies

Applicable Divisions

TCATs, Community Colleges, System Office, Board Members

Purpose

The purpose of this policy is to define and promote diversity and equity throughout the Tennessee Board of Regents System.

Policy

I. Introduction

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TBR believes that access to a high-quality post-secondary education is vital to the continued advancement of Tennessee's strong workforce and state democracy. Community and technical colleges are an indispensable asset in the state's efforts to ensure and preserve access to higher education and success for all, particularly marginalized and underserved students.

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~~A.~~ It is the refore the intent of the Tennessee Board of Regents that the Board and all of the institutions within the Tennessee Board of Regents System will model and promote diversity at all levels and in all sectors and ~~as a result of that diversity~~ will foster environments of equity and inclusive excellence.

Definitions:

Diversity can be broadly defined as differences. When applied within the context of education and the educational community, diversity represents the inclusion and support of groups of people with a variety of human characteristics that go beyond the legally protected classes of race, sex, age, religion, national origin, disability status, veteran status – to include, but not be limited to, other categories such as socio-economic status, sexual orientation, first generation college status, non-traditional age, adult, urban or rural

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upbringing – and other personal characteristics that shape an individual's identity and life experience in a substantive way.

~~B.~~ In higher education, equity refers to ensuring that each student has access to that high-quality education and that each student receives what they need to be successful through the intentional design of the college experience.

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II. Statement of Policy

~~A.~~ The Board of Regents specifically finds that diversity of students, faculty, administrators and staff is a crucial element of the educational process and reaffirms its commitment to enhancing education through affirmative actions to increase diversity at all levels.

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~~B.~~ The creation and cultivation of programs, policies, and practices designed to increase and sustain diversity is essential in order to be responsive to:

1. Shifting demographics;
2. The need to prepare students to succeed in a global and interconnected world;
3. The need to utilize the talents, experiences, and ideas of a broad group of people in order to achieve inclusive excellence and student success;
4. The needs of the corporate, civic, and educational environs for culturally competent individuals, and;

5. The unique mission and vision of the Tennessee Board of Regents and its institutions.

The Board of regents specifically asserts that as we highly value and appreciate diversity, we are committed to equity, as grounded in the principle of fairness. To demonstrate that commitment we will:

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1. Ensure that we intentionally create environments where all students, faculty and staff can thrive:

2. Routinely scrutinize and dismantle structural barriers facing historically underrepresented and underserved students; and

3. Invest in equity-minded policies, practices, and behaviors that eliminate equity gaps and lead to success for all students.

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III. Administrative Responsibility

A. Duties of the Chancellor/~~Executive Vice Chancellor~~ and/or Vice Chancellor for Organizational Effectiveness and Strategic Initiatives

1. The Chancellor shall ensure that the following actions occur:

a. The Chancellor will annually evaluate each ~~president~~President/director on their progress toward achieving their institutions' diversity plan goals and objectives and their participation in ~~Board-approved~~system-wide access and diversity initiatives.

2. The Vice Chancellor for Organizational Effectiveness and Strategic Initiatives will do the following:

~~a.~~ Monitor and r~~Review and evaluate~~ the impact/outcomes of success of the diversity and equity interventions, initiatives and plans within the System Office;

~~a-b.~~ Work with presidents to develop, implement, and assess campus-based diversity and equity interventions, initiatives, and/or plans and on each campus, along with campus presidents, and make recommendations to the Chancellor/~~Executive Vice Chancellor~~ concerning those plans;

~~c.~~ Monitor and report on progress towards elimination of equity gaps to the presidents, Chancellor/Executive Vice Chancellor;

~~b-d.~~ Administer and review the utilization of access and diversity funds by the System Office and the campuses and make recommendations to the Chancellor/~~Executive Vice Chancellor~~ concerning the use of those funds.

B. Duties of the President

1. Each institution President shall be responsible for the development, review and assessment of efforts or plans, ~~and implementation of the diversity program on each campus~~ to achieve diversity and equity.
2. In carrying out this responsibility, the President shall comply with the following:
 - a. Provide positive and assertive leadership in the development and implementation of ~~the campus~~ diversity and equity plans and initiatives and ensure that appropriate attention is devoted to the plans ~~and initiatives in staff and faculty meetings~~ by all appropriate campus constituencies.
 - b. Ensure that campus diversity and equity profiles and other relevant data plans are broadly disseminated/available and that reviewed annually and progress towards meeting ~~the diversity and equity~~ goals and objectives is regularly assessed.
 - c. ~~Appoint a campus committee with~~ Ensure broad campus representation and involvement on committees and with development and implementation of initiatives regarding diversity and equity.
- ~~3. The charge of the committee should include, but not be limited to:~~
 - ~~a. Gathering and reporting data.~~
 - ~~b. Recommending diversity related initiatives.~~
 - ~~c. Reviewing and assessing progress of diversity initiatives.~~

Sources

Authority

T.C.A. § 49-8-203

History

TBR Meeting June 19, 2009; Ministerial changes August, 2018; -