



## **TENNESSEE BOARD OF REGENTS**

### **Quarterly Board Meeting**

Thursday, December 10, 2020 – 8:30 AM (Central)  
Microsoft TEAMS Meeting

## **AGENDA**

### **I. Minutes**

- A. September 23, 2020 Quarterly Board Meeting

### **II. Report of Interim Action**

### **III. Report of the Committees**

- A. Consider Approval of the Minutes from the October 14, 2020 special called meeting of the Audit Committee and the November 17, 2020 Meeting of the Audit Committee

### **IV. Report of the Chancellor**

- A. Fall 2020 Faculty Survey
- B. Fall Term Update
- C. Chancellor's Commendation for Military Veterans

### **V. Unfinished Business**

### **VI. New Business - Informational Reporting**

- A. Workforce Development Update (*Puryear*)
- B. Financial Report Overview (*Gibbs*)
- C. Employer and Alumni Survey Report for the Tennessee Colleges of Applied Technology (*Leming*)
- D. External Affairs Update (*McCormick*)
  - a. Legislative Priorities for 2021
  - b. Advancement Report
- E. Strategic Plan Update (*Deaton*)
- F. Student Access and Success Data (*Deaton*)
- G. Board Assessment Report (*Mason*)
- H. Notice of Proposed Changes to the Bylaws (*Lapps*)

### **New Business - Action Items**

- A. FY 2020-21 October Revised Budget (*Gibbs*)
- B. Proposed Revisions to TBR Policy 1.03.03.00 – Selection and Retention of Presidents (*Lapps*)
- C. Review and Consider Criteria for the President of TCAT Paris and McKenzie (*Chancellor*)
- D. Approval of Proposed Program Terminations, Modifications, and New Technical Program Implementations for the Tennessee Colleges of Applied Technology (*Hollins*)
- E. Resolution of Appreciation for Regent Barbara Prescott
- F. Resolution of Appreciation for Regent Leigh Shockey



**TENNESSEE BOARD OF REGENTS  
Quarterly Board Meeting  
December 10, 2020**

**EXECUTIVE SUMMARY**

**I. Minutes**

The Board will consider approving minutes from the September 23, 2020 regular quarterly meeting.

**II. Report of Interim Action**

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

**III. Report of the Committees**

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

- A. Report of the Special Called Audit Committee meeting on October 14, 2020
- B. Report of the Audit Committee meeting on November 17, 2020

**IV. Report of the Chancellor**

**V. Unfinished Business**

There is no unfinished business to come before the Board at this time.

**VI. New Business – Informational Reporting**

**A. Workforce Development Update (*Puryear*)**

Dr. Carol Puryear will review current workforce development projects and activities, including:

- Update on correctional workforce training programs that are part of the Governor’s Correctional Education Initiative.
- Workforce contact hour reporting for 2019-2020 used in the state’s Funding Formula for community colleges.
- Current State ECD news and workforce project updates, including Project Hawk, Project Geranium, Project Sunshine, Project Austria, Project Orion, and a Dollywood apprenticeship program with Walters State. An update will also be provided on a project the Center for Workforce Development is working on with Tennessee ECD, the Tennessee Department of Labor, and the Tennessee Higher Education Commission for electric vehicle training opportunities.

## Executive Summary – December 2020 Quarterly Meeting

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### **B. Financial Report Overview (*Gibbs*)**

Vice Chancellor Gibbs will provide information regarding the consolidated financial report, including management's discussion and analysis for FY 2019-20. The state requires that our consolidated financial report include the financial information from the six locally governed institutions. Therefore, the LGI's information is included in this report.

### **C. Employer and Alumni Survey Report for the Tennessee Colleges of Applied Technology**

On an annual basis, the Tennessee Colleges of Applied Technology survey students and employers to assess the effectiveness and relevance of each technical program. These "satisfaction surveys" provide valuable data useful in the evaluation of program content and curriculum, delivery of instruction, development of appropriate technical skills and worker characteristics essential for success in today's workplace.

The review of external perceptions or survey results, coupled with advisory board conversations, enable the Tennessee Colleges of Applied Technology to continuously improve the occupational programs and student services that significantly impact the economies served by our institutions.

For the 2018-19 survey cohort, alumni rated program preparation for employment "Satisfactory" or above in 97% of the weighted responses. Employers rated student performance "Satisfactory" or above in 97% of the weighted responses.

There were approximately 6,929 graduates during the 2018-19 academic year available for job placement. A total of 6,143 graduates were placed in employment for an overall placement rate of 89%, which is the same as the previous year. The results of the alumni and employer surveys are included in the materials.

### **D. External Affairs Update**

#### **1. Government Relations Update (*Vice Chancellor Kim McCormick*)**

Vice Chancellor McCormick will present an overview of the 2021 Legislative Priorities, which are applicable for the upcoming legislative session. These priorities were provided by TBR System Leadership and TBR Presidents. The 112<sup>th</sup> Tennessee General Assembly Legislative session will begin on January 12, 2021. The Department of Government Relations in the Office of External Affairs will advocate on behalf of TBR to the members of the Tennessee General Assembly Members.

The Legislative Priorities are:

- (1) Pursue critical and equitable formula, capital outlay, and equipment and program funding requests;
- (2) Support efforts to expand college access and affordability to all Tennesseans;
- (3) Further enhance the safety and campus security of the System's faculty, staff, and 110,000+ students;

## Executive Summary – December 2020 Quarterly Meeting

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- (4) Advocate for and pursue resources and technological advancements that improve our ability to deliver curriculum wherever and however necessary;
- (5) Ensure that system institutions are afforded the flexibility and resources to be nimble in response to the continually evolving academic and personal needs required for student success;
- (6.) Encourage systems of faculty recruitment and retention to see our students instructed by and exposed to individuals with intense professional understanding and real-world knowledge.

### **2. Advancement Foundation Report** (*Vice Chancellor Kim McCormick*)

Dr. McCormick will call upon Assistant Vice Chancellor Cris Perkins to discuss the information provided in the report including the Voluntary Support for Education Report submitted to the Council for Advancement and Support of Education by our 13 community college foundations as well as the annual Foundation for the College System of Tennessee report. The purpose of the report is to provide the Board with information on the depth to which fundraising, and grants are supporting our colleges and system.

### **E. Strategic Plan Update**

The Tennessee Board of Regents (TBR) began initial work on potential revisions to the 2015-2025 Strategic Plan in December 2019, though work was paused at the outbreak of the COVID19 pandemic. In October, TBR restarted its work with a Steering Committee meeting and subsequent conversations with key partners and constituencies around the state. As part of an effort to keep the Board updated at each TBR meeting, as well as to gather feedback on the ideas and themes that have emerged thus far, staff will present a Strategic Plan update. This will include a review of recent Steering Committee meetings and conversations, as well as potential themes that have arisen thus far that might comprise any revisions to the Strategic Plan.

### **F. Student Access and Success Data**

The Tennessee Board of Regents (TBR) staff have been closely tracking the impacts of COVID19 on student access and success. Similar to the June and September Board meetings, staff will present recent data and observations related to enrollment, course success, and other relevant information.

### **G. Board Assessment Report**

Members of the board will receive the 2020 Board Assessment Report as required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). SACSCOC a requirement for governing boards to “define and regularly evaluate its responsibilities and expectations.”

The Bylaws were changed in 2018 to reflect the SACSCOC requirement of a board self-assessment every two years. The first assessment was conducted, completed and reviewed at the December board meeting in 2018.

The 2020 Board Assessment forms were sent to all members with a completion due date of Friday, October 21, 2020 for a full report to be presented at its December 2020 quarterly meeting. All members participated in the assessment with the exception of one ex-officio member.

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The Board Assessment report was produced by the Vice Chair and Board Secretary with the assistance of Dr. Amy Moreland, Assistant Vice Chancellor of Policy and Strategy. The assessment included general questions about the board, questions about board meetings, committee structure, strengths of the board, areas for improvement, orientation/onboarding, and an area for general comment.

A copy of the full report is attached. The Chancellor will apprise the board from time to time on actions taken and processes implemented as a result of the board survey. The next assessment will be in 2022.

### **H. Notice of Proposed Changes to the Bylaws**

In accordance with Article VII of the Board's Bylaws, notice of proposed changes to the Bylaws is being provided so that the Board may vote on the proposed changes at its quarterly meeting in March 2021.

The proposed changes are

- (1) to change the name of the Economic and Community Development Committee to Workforce Development Committee; and
- (2) to refer to the newly revised 12<sup>th</sup> Edition of Robert's Rules of Order instead of the previous version.

A copy of the proposed changes to the Bylaws is attached and will be provided prior to the March 2021 quarterly Board meeting.

## **VI. New Business – Action Items**

### **A. FY 2020-21 October Revised Budget**

The Board will consider the October 31, 2020 revisions to the FY 2020-21 budgets for the institutions governed by the Board and the Board of Regents System Office.

The original budgets for FY 2020-21 were developed by institutions in the Spring of 2020 and were submitted to the Board office in May 2020. As such, these budgets included a variety of estimates. These institutional budget submissions were the basis for the Board's June 2020 approval of the initial FY 2020-21 operating budgets (the "Proposed Budget"). The October Revised Budget is based on more recent information, including recognition of the impact of fall enrollment, and includes the effect of revisions from the approved Proposed Budget.

Due to circumstances beyond TBR control, information pertinent to the October Revised Budget was not available by the due date of the Board Materials. The information will be provided as soon as this information can be properly consolidated.

### **B. Proposed Revisions to TBR Policy 1.03.03.00 – Selection and Retention of Presidents**

The recommended changes to the Selection and Retention of Presidents policy include removing specific advertising venues, and adding language that the position of president will be advertised in a manner designed to obtain a diverse, qualified applicant pool. A copy of the revised policy is included in the materials.

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### **C. Review and Consider Criteria for the President of TCAT Paris and McKenzie**

Due to the retirement of Brad White as president of TCATs Paris and McKenzie effective March 31, 2021, search criteria is attached for the Board's approval to recruit for a new president. Upon approval, the position will be posted, with the search committee scheduled to meet after the first of the year to review potential candidates.

### **D. Approval of Proposed Program Terminations, Modifications, and New Technical Program Implementations for the Tennessee Colleges of Applied Technology**

#### **Program Proposals requiring Board approval are:**

Sixty (60) program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. Please note that several schools are proposing permanent changes to their existing program inventory to address delivery modality in a post-pandemic world. In essence, several schools are proposing permanently changing programs from traditional in person delivery to a hybrid model. Listed below are corresponding implementation proposals for each program. The proposals are as follows:

1. Implementation of a hybrid Automotive Technology program at TCAT Chattanooga
2. Implementation of a hybrid Barbering program at TCAT Chattanooga
3. Implementation of a Building Construction Technology program at TCAT Chattanooga- Howard High School (A8)
4. Implementation of a hybrid Computer Numeric Control program at TCAT Chattanooga
5. Implementation of a hybrid Collision Repair Technology program at TCAT Chattanooga
6. Implementation of a hybrid Cosmetology program at TCAT Chattanooga
7. Implementation of a hybrid Cosmetology Instructor Training program at TCAT Chattanooga
8. Implementation of a hybrid Machine Tool Technology program at TCAT Chattanooga
9. Implementation of a hybrid Medical Assisting program at TCAT Chattanooga
10. Implementation of a hybrid Administrative Office Professional program at TCAT Chattanooga
11. Implementation of a hybrid Diesel Equipment Technology program at TCAT Chattanooga
12. Implementation of a hybrid Road Building Equipment Service Technician program at TCAT Chattanooga
13. Implementation of a hybrid Barbering Instructor Training program at TCAT Chattanooga
14. Implementation of a hybrid Massage Therapy program at TCAT Chattanooga
15. Implementation of a hybrid Mental Health Technician program at TCAT Chattanooga
16. Implementation of a hybrid Advanced Aesthetics program at TCAT Chattanooga
17. Implementation of a hybrid HVACR Technician program at TCAT Chattanooga
18. Implementation of a hybrid Drone Technology- Unmanned Aerial Vehicles program at TCAT Chattanooga
19. Implementation of a hybrid Practical Nursing program at TCAT Chattanooga
20. Implementation of a hybrid Surgical Technology program at TCAT Chattanooga
21. Implementation of a hybrid Welding Technology program at TCAT Chattanooga
22. Implementation of a hybrid Administrative Office Technology program at TCAT Dickson
23. Implementation of a hybrid Computer Information Technology program at TCAT Dickson
24. Implementation of a hybrid Digital Graphic Design program at TCAT Dickson

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25. Implementation of a hybrid Administrative Office Technology- Medical Coding program at TCAT Dickson
26. Implementation of a hybrid Administrative Office Technology program at TCAT Harriman
27. Implementation of an Industrial Maintenance Repair program at TCAT Harriman
28. Implementation of a hybrid Administrative Office Technology program at TCAT Jackson
29. Implementation of a hybrid Automotive Technology program at TCAT Jackson
30. Implementation of a hybrid Collision Repair Technology program at TCAT Jackson
31. Implementation of a hybrid Computer Aided Design Technology program at TCAT Jackson
32. Implementation of a hybrid Computer Information Systems program at TCAT Jackson
33. Implementation of a hybrid Computer Information Technology program at TCAT Jackson
34. Implementation of a hybrid Electrician Apprenticeship Training program at TCAT Jackson
35. Implementation of a hybrid Health Information Technology program at TCAT Jackson
36. Implementation of a hybrid Heating, Ventilation, Air Conditioning, and Refrigeration program at TCAT Jackson
37. Implementation of a hybrid Industrial Electricity program at TCAT Jackson
38. Implementation of a hybrid Industrial Maintenance Integrated Automation program at TCAT Jackson
39. Implementation of a hybrid Machine Tool Technology program at TCAT Jackson
40. Implementation of a hybrid Practical Nursing program at TCAT Jackson
41. Implementation of a hybrid Retail, Hospitality, and Tourism Technology program at TCAT Jackson
42. Implementation of a hybrid Surgical Technology program at TCAT Jackson
43. Implementation of a hybrid Tool and Die Machining program at TCAT Jackson
44. Implementation of a hybrid Truck Driving program at TCAT Jackson
45. Implementation of a hybrid Welding Technology program at TCAT Jackson
46. Duplicate an existing Emergency Medical Technology program at TCAT Livingston- Jackson Instructional Service Center (2D)
47. Relocation of the existing Heating, Ventilation, Air Conditioning, and Refrigeration program from TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
48. Relocation of the existing Cosmetology program from TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
49. Relocation of the existing Practical Nursing program from the TCAT Morristown- Sevierville Instructional Service Center (2B) to the Ben W. Hooper Career & Technical Education Center (pending THEC site code approval)
50. Relocation of the existing Industrial Electricity program TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
51. Implementation of a hybrid Administrative Office Technology program at TCAT Oneida
52. Implementation of a hybrid Computer Information Technology program at TCAT Oneida
53. Implementation of an Aviation Maintenance Technology program at the TCAT Shelbyville- Winchester Municipal Airport Instructional Service Center (pending THEC site code approval)
54. Implementation of a hybrid Computer Information Technology program at TCAT Whiteville
55. Implementation of a hybrid Health Information Management Technology program at TCAT Whiteville
56. Implementation of a hybrid Automotive Technology program at TCAT Whiteville

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- 57. Implementation of a hybrid Heating, Ventilation, Air Conditioning, and Refrigeration (HVA) program at TCAT Whiteville
- 58. Implementation of a hybrid Patient Care Technology/ Medical Assisting program at TCAT Whiteville
- 59. Implementation of a hybrid Practical Nursing program at TCAT Whiteville
- 60. Implementation of a hybrid Welding Technology program at TCAT Whiteville

### Academic Actions for December 2020 Requiring Only Notification to Vice Chancellor:

Five (5) academic actions were submitted by a TCAT institution to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

College	Summary of Proposal	New Costs/Funding Source	Approval/ Implementation Date
Chattanooga	TCAT Chattanooga is proposing to establish three exit points to the existing Industrial Maintenance/Mechatronics curriculum. These three exit points are <b>Maintenance/Electrician Helper, Maintenance/Electrician Trainee, and Industrial Maintenance/Mechatronic. No additional personnel, equipment, space, nor fiscal resources are required for this proposed modification.</b>	None	Fall 2021
Chattanooga	TCAT Chattanooga is proposing to add two exit points - Administrative Assistant (432 hours) and Office Software Specialists (864 hours) to the curriculum to the Administrative Office Professional (AOP) curriculum. No additional personnel, equipment, space, nor fiscal resources are required for this proposed modification.	None	Fall 2021
Chattanooga	TCAT Chattanooga is proposing the inactivation of the Tool and Die program due to low enrollment and student interest.	None	Summer 2021



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Chattanooga	TCAT Chattanooga is proposing to modify the Advanced Aesthetics program from a three-semester, diploma program (1,125 hours) to a two-semester, Technical Certificate (900 hours), and change the name of the program to Aesthetics. Instruction will change from on-ground delivery modality to a hybrid delivery model.	None	Fall 2021
Harriman	TCAT Harriman is proposing the termination of the Industrial Maintenance IMS program. TCAT Harriman has limited fall enrollment in the IMS program in preparation of this curriculum change and all continuing IMS students would be entitled to a teach out of the IMS curriculum.	None	Spring 2021

### **E. Resolution of Appreciation for Regent Barbara Prescott**

The Board will consider approving a resolution of appreciation for Regent Barbara Prescott for her years of service to the Tennessee Board of Regents.

### **F. Resolution of Appreciation for Regent Leigh Shockey**

The Board will consider approving a resolution of appreciation for Regent Leigh Shockey for her years of service to the Tennessee Board of Regents.

## MINUTES

### TENNESSEE BOARD OF REGENTS

#### REGULAR SESSION

September 23, 2020

The Tennessee Board of Regents met in regular session via Microsoft Teams on September 23, 2020. Vice Chair Emily Reynolds, presiding, called the meeting to order.

At the instruction of the Vice Chair, Board Secretary Sonja Mason, called the roll. The following members were present:

Dr. MaryLou Apple  
Mr. Miles Burdine  
Mr. Greg Duckett  
Mr. Mark Gill  
Dr. Kenneth Goldsmith  
Mrs. Yolanda Greene  
Mr. Joey Hatch  
Commissioner Charles Hatcher  
Mr. William McElyea  
Dr. Barbara Prescott  
Ms. Wanda Reid  
Ms. Emily Reynolds  
Ms. Leigh Shockey  
Mrs. Danni Varlan  
Mr. Weston Wamp  
Mr. Tom White

A quorum was present. Members not available to attend the meeting were Governor Bill Lee, Commissioner Penny Schwinn and Director Mike Krause.

#### I. MINUTES

Minutes from the June 19, 2020 regularly scheduled Board meeting and minutes from the special called session held on August 12, 2020 were provided to all members prior to the meeting. Regent Apple moved approval of the minutes as presented. Regent Prescott provided a second to the motion, and the motion was approved by roll call vote.

#### II. REPORT OF INTERIM ACTION

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

### III. REPORT OF THE COMMITTEES

Board members were asked to act on the minutes of the September 22, 2020 meeting of the Finance and Business Operations Committee; the minutes of the September 22, 2020 meeting of the Workforce Development Committee; the minutes of the September 22, 2020 meeting of the External Affairs Committee; the minutes of the September 22, 2020 meeting of the Academic Policies and Programs Committee; and the minutes of the September 1, 2020 meeting of the Audit Committee. The minutes of the September 22, 2020 Personnel and Compensation Committee were also taken up at this time. Members were provided copies of the minutes prior to taking action.

The minutes of the committees are as follows:

#### FINANCE AND BUSINESS OPERATIONS COMMITTEE

The Committee on Finance and Business Operations met electronically in regular session on September 22, 2020.

There were two agenda items for the Committee to consider.

The first item of business was a report of the Technology Access Fee (TAF) Spending Plans for Fiscal Year 2020-2021. As required by Guideline B-060, Fees, Charges, Refunds and Fee Adjustments, a sample of technology access fee spending plans for fiscal year 2020-21 were selected and reviewed for compliance with TAF use guidelines. The sample included the plans from Chattanooga State Community College, Nashville State Community College, Pellissippi State Community College, Volunteer State Community College, and Tennessee Colleges of Applied Technology at Hartsville, Jacksboro, Knoxville, McKenzie, Murfreesboro, Nashville, and Whiteville. All plans were found to be in compliance with the Technology Access Fee use guidelines. As this agenda item was informational in nature, no vote was necessary.

The second and final item on the agenda was the planned system budget requests that are proposed to be made to the Tennessee Higher Education Commission (THEC) for possible inclusion in the 2021-2022 State Budget. Vice Chancellor Gibbs noted that discussions may continue with various stakeholders before finalizing the list of items that will be submitted to THEC. The three items presented were:

- Safety and Security for TCATs
- TCAT Student Success Support
- Revitalizing Online Instruction

The total dollar value of the request is \$10.1 million (\$9,750,000 recurring and \$350,000 non-recurring). This item was for informational purposes and no action by the Committee was necessary. A copy of the budget requests presented are attached to the Minutes as Attachment A.

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

Respectfully submitted,

Committee on Finance and Business Operations

A copy of the budget requests as mentioned in the above minutes are attached as Appendix B.

WORKFORCE DEVELOPMENT COMMITTEE

The Workforce Development Committee met virtually on September 22, 2020. A quorum was present, and the meeting was called to order by Chairman MaryLou Apple.

Chairman Apple called on President Carol Puryear for the agenda items. The first item on the agenda was an Update on Apprenticeships presented by TCAT McMinnville Interim President Nathan Garrett. This update included information on several apprenticeship projects including Tennessee Department of Transportation, Municipal Building Inspectors, Med Certs, and a new IT project.

The second agenda item was presented by TCAT Murfreesboro President Carol Puryear. President Puryear reviewed current statewide employment conditions and Tennessee Department of Labor WARN Notices. She then outlined current Center for Workforce Development projects including Project Hawk, Project Sunshine, Project Austria, Project Orion, and micro-credentialing. President Puryear then provided an update on the status of the THEC yearly Workforce Training Contact Hour Report. She also discussed the formation of the Center for Workforce Development and its operations.

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

Respectfully submitted,

Committee on Workforce Development

EXTERNAL AFFAIRS COMMITTEE

The Committee on External Affairs met in the regular session via Microsoft TEAMS on September 22, 2020. A quorum was present. Regent Varlan called upon Vice Chancellor Kim McCormick to provide an update of activities from the division of External Affairs.

As the first item of business, Dr. McCormick gave a report of the Second Extraordinary Session of the 111th General Assembly, which convened on August 10, 2020. Governor Bill Lee called lawmakers into a special session to take up bills to provide legal immunity from COVID-19 lawsuits, establish reimbursement rates for telemedicine appointments, and increase penalties for property damaged in protests. The Government Relations Department has published the 2020 Legislative Compilation on the TBR website. This document highlights legislation that was passed by the General Assembly and would affect Tennessee higher education, the TBR System and its member institutions.

As the second item of business, Dr. McCormick provided an update on the Department of Strategic Advancement. The James Berdet Brown Scholarship committee distributed \$3,000 total to eleven (11) TCAT Students at the conclusion of the Summer Trimester. The Sam H. Odom Scholarship committee will distribute a total of thirteen (13), \$1,000 scholarships this semester and will award the same amount in Spring 2021. A total of \$13,000 will be awarded in both Fall and Spring Semesters (\$26,000 in total) to Nursing Students at the 13 community colleges. The same application process will occur in late Fall for the 2021 Spring Semester.

Additionally, Denso has given \$150,000 to TCAT Athens through the Foundation. Also, Knox County Mayor Glen Jacobs has established, through the Foundation, the Mayor's Scholarship to go to Knox County Employees who attend TCAT Knoxville.

The first of six fundraising webinars was held July 28, 2020, through the Lighthouse Counsel for Community College Advancement Officers. There will be two fundraising webinars for TCAT Presidents scheduled for October 2020 and February 2021.

The next virtual meeting of the Foundation for the College System of Tennessee Board of Directors is scheduled for Thursday, September 24, 2020.

As the last item of business, Dr. McCormick highlighted some of the work within the Department of Marketing and Digital Strategy and reported that Associate Vice Chancellor Matthew Gann will present results of marketing efforts over the past year to the full Board at its meeting on September 23, 2020 during the Chancellor's Report.

In her closing comments, Dr. McCormick thanked Dr. Amy Moreland for creating the systemwide COVID-19 dashboard on the TBR website that is updated every Thursday.

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

Respectfully submitted,

Committee on External Affairs

#### ACADEMIC POLICIES AND PROGRAMS AND STUDENT LIFE COMMITTEE

The Committee on Academic Policies and Programs and Student Life met in regular session by Microsoft TEAMS on September 22, 2020. Board Secretary Sonja Mason was asked to call the roll. A quorum was present, and the meeting was called to order by Chairman Barbara Prescott.

As the first item of business, the Committee received the proposed revisions to the TBR Policy: 1:12:01:00-Records, Retention and Disposal. Following a presentation by Vice Chancellor Heidi Leming, Regent Varlan made a motion to approve the policy revisions. Regent White seconded the motion, and the revisions were approved by roll call vote. A copy of the revised policy is attached to the Minutes as Attachment A.

Next, the Committee reviewed the proposed revisions to TBR Policy: 2:03:01:05-TCAT Academic Standards and Re-Admission. Following a presentation by Vice Chancellor Heidi Leming, Regent Varlan made a motion to approve the policy revisions with Regent White providing a second to the motion. A roll call vote was taken, and the revisions were approved. A copy of the revised policy is attached to the Minutes as Attachment B.

Following a presentation on the TCAT proposed program proposals by Vice Chancellor Lana Hamilton, Regent White made a motion to approve the proposals. Regent McElyea seconded the motion and the programmatic actions were approved by roll call vote. The Committee approved six program proposals: Relocation of the Cosmetology Program from Coffee County High School (2C) to the main TCAT McMinnville Campus; Evening Cosmetology Program at TCAT-Morristown to be located at Jefferson County Instructional Service Center; Hybrid Surgical Technology Program at TCAT-Murfreesboro; Hybrid Dental Assisting Program at TCAT-Murfreesboro; Hybrid Industrial Electrical Maintenance Program at TCAT-Murfreesboro; and Hybrid Practical Nursing Program at TCAT-Paris.

The following items were provided for the Committee's information: Modification to the Building Construction Technology Program at TCAT-Crossville; Addition of the Legal Administrative Assistant

elective pathway to the Administration Office Technology Program at TCAT-Crossville; Modification to the Building Construction Technology Program at TCAT-Oneida; Terminate the Phlebotomy Technology Program at TCAT-Nashville; and Terminate the Culinary Arts Program at TCAT-McMinnville.

As the last item of business, Executive Vice Chancellor Russ Deaton provided the Committee with an overview of Institutional Mission Profiles. Regent White made a motion to approve the mission profiles and Regent Varlan provided a second to the motion. The mission profiles were approved by a roll call vote. A copy of the Institution Mission Profiles is attached to the Minutes as Attachment C.

There being no further business, Committee Chair Prescott adjourned the meeting.

Respectfully submitted,

Committee on Academic Policies and Programs and Student  
Life

A copy of the revised TBR Policy 1:12:01:00 – Records, Retention and Disposal is attached as Appendix C. A copy of the revised TBR Policy 2:03:01:05 – TCAT Academic Standards and Re-Admission is attached as Appendix D. A copy of the approved TCAT program proposals is attached as Appendix E. A copy of the Institution Mission Profiles is attached as Appendix F.

#### AUDIT COMMITTEE

The Committee on Audit met in regular session on September 1, 2020 via Microsoft Teams. A quorum was present. In attendance were system office staff, the Board's Vice Chair, Regent Emily Reynolds, and other Board members, including the following Audit Committee members:

Regent Joey Hatch, Audit Committee Chair  
Regent MaryLou Apple  
Regent Miles Burdine  
Regent Barbara Prescott  
Regent Greg Duckett  
Regent Yolanda Greene  
Regent Leigh Shockey

Regent Hatch opened the meeting by thanking everyone and welcoming the audit committee. Mike Batson echoed the thanks before beginning the informational reporting section.

Item I, Informational Reporting, included three topics for discussion. Item I.a., Highlights of Audit Findings and Recommendations, consisted of Mike Batson discussing the following topic: System-wide – Campus Safety and Security Audits as well as several other audits included in the materials; and Recommendation Logs. This item was for informational purposes and required no action.

Item I.b., Audit Reports and Reviews, consisted of informing the committee that a summary of the Miscellaneous Reviews and the Internal Audit Reports for the fourth quarter are included in the meeting materials. A listing of the Internal Audit Reports is included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item I.c., System-wide Internal Audit Updates, consisted of discussing the following topics: Information Systems Auditor Search, TN Colleges and Universities Virtual Conference for October 2020, and TN Colleges and Universities Internal Audit Retreat set for October 2021. This item was for informational purposes and required no action.

Item II, Consent Agenda, included two topics for approval. Item II.a., Review of Internal Audit Plans for Fiscal Year 2021 and Item II.b., Review of New Internal Audit Charters, were presented by Mike Batson. A motion was made by Regent Burdine and seconded by Regent Duckett to approve the audit plans and the new charter. The Committee voted to approve the audit plans and charter as presented. The audit plans are included as Attachment B to these minutes. The audit charter is included as Attachment C to these minutes.

Item III., Review of Internal Audit Year-End Status Reports for Fiscal Year 2020, was presented by Mike Batson. This item was for informational purposes and required no action.

Item IV., Review of Audit Committee Charter, Responsibilities, and the IIA Standards, was presented by Mike Batson. Mr. Batson outlined and highlighted several responsibilities, roles, and authority of the audit committee. Regent Hatch proposed the following revision to the Audit Committee Charter: Under the Internal Audit Administration section on page 3 of the charter (second bullet), it is suggested that the approval of System Office Internal Auditors (with the exception of the Chief Audit Executive) be removed from the charter. The System Office Internal Auditor's compensation and termination will still be reviewed and approved by the Audit Committee. This will leave the approval of System Office Internal Auditors to the Chief Audit Executive and the Chancellor. This revision will be sent to the Comptroller's Office for approval. A motion was made by Regent Burdine and seconded by Regent Duckett to approve the revision. The Committee voted to approve the revision. The proposed revision is included as Attachment D to these minutes.

Regent Hatch asked that the Office of System-wide Internal Audit consider any changes that may need to be made to office procedures or staffing due to the current pandemic and to bring any concerns to the Audit Committee.

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

Respectfully submitted,

Committee on Audit

A listing of all internal audit reports issued during the fourth quarter as mentioned in the above minutes are attached as Appendix G. Internal Audit Plans for Fiscal Year 2021 are attached as Appendix H. The revised Internal Audit charter for Jackson State Community College is attached as Appendix I. The proposed revision to the Audit Committee Charter is attached as Appendix J.

#### PERSONNEL AND COMPENSATION COMMITTEE

The Committee on Personnel and Compensation met electronically on September 22, 2020.

The first item on the agenda for consideration was the Consent Agenda. The Committee considered for approval the following items:

- a) Recommendation for tenure upon appointment for one (1) faculty member from Pellissippi State Community College. The Committee considered the request for Dr. Jeff Horner, Professor of pre-health sciences/biology in the Natural and Behavioral Sciences Department to receive tenure upon appointment.
- b) Recommendation for Faculty Promotion by Exception for Mr. Robert Swartzentrover, a faculty member at TCAT Shelbyville.
- c) Faculty Promotions Increase Adjustment: Jackson State Community College requested to provide an adjustment to the salary increase approved in June for (5) five faculty members who were promoted. The adjustment would bring their salaries up to the minimum of the starting pay for their new pay level. Additionally, TCAT Shelbyville requests to provide a 10% increase for the promotion of Mr. Robert Swartzentrover, consistent with their faculty promotion guidelines.

Regent White made a motion to accept the items presented under the consent agenda. Regent Hatch provided a second. A roll call vote was taken and the motion was passed. A copy of the tenure upon appointment recommendations is attached to the Minutes as Attachment A. A copy of the promotion by exception recommendation at TCAT Shelbyville is attached to the Minutes as Attachment B. A copy of the faculty promotional increase adjustments as presented is attached to the Minutes as Attachment C.

As the second item on the agenda, the Committee considered for approval the institutional compensation proposals. Institutional proposals for new compensation plans were received from Dyersburg State Community College and Roane State Community College. A request for a revised compensation plan was received from Jackson State Community College. Regent Shockey made a motion to approve the proposals as presented. Regent White provided a second. A roll call vote was taken and the motion passed. A copy of the proposed institution compensation plans is attached to the Minutes as Attachment D.

As the third and final item on the agenda, the Committee considered for approval the recommendation of tenure for six (6) faculty at Volunteer State Community College. The six (6) faculty recommendations were included on the promotion list, which was approved at the June 19, 2020 quarterly board meeting, but mistakenly omitted by the College for the tenure recommendations. The six (6) faculty members are: Jessica Cocita, Billy Dye, Jamie Fuston, Wanda Grimes, Lingli Ni, and Nathaniel Smyth. Regent Hatch made a motion to approve the request as presented. Regents White and Shockey both provided a second. A roll call vote was taken, and the motion was passed. A copy of the tenure recommendations is attached to the Minutes as Attachment E.

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

Respectfully submitted,

Committee on Personnel and Compensation

A copy of the tenure upon appointment recommendations is attached as Appendix K. A copy of the promotion by exception recommendation at TCAT Shelbyville is attached as Appendix L. A copy of the faculty promotional increase adjustments as presented is attached as Appendix M. A copy of the proposed institution compensation plans is attached as Appendix N. A copy of the tenure recommendations presented is attached as Appendix O.

Regent Prescott moved approval of the minutes of the September 22, 2020 meeting of the Finance and Business Operations Committee; minutes of the September 22, 2020 meeting of the Workforce Development Committee; minutes of the September 22, 2020 External Affairs Committee; minutes of the September 22, 2020 meeting of the Academic Policies and Programs Committee; minutes of the September 1, 2020 meeting of the Audit Committee; and minutes of the September 22, 2020 meeting of the Personnel and Compensation Committee. Regent White provided a second. The motion was approved by roll call vote.



#### IV. REPORT OF THE REGENTS AWARD FOR EXCELLENCE IN PHILANTHROPY

Vice Chair Reynolds called on Regent Varlan for the report of the 2020 Regents' Award for Excellence in Philanthropy presented to the Weldon F. Osborne Foundation who was nominated by Chattanooga State Community College.

The Weldon F. Osborne Foundation has truly made a difference in the lives of Chattanooga State students and within Chattanooga State's broader community. The Osborne Foundation has contributed more than a quarter million dollars to the Chattanooga State Foundation since June of 2007, including \$75,000 to split the three-year annual cost of \$225,000 for the Achieving the Dream student success network fee with the Tucker Foundation and the College.

Most recently, the Osborne Foundation contributed \$50,000 to the Chattanooga State Foundation's Focus on Completion Endowment which was matched dollar for dollar and helped raise \$223,542, mostly from individual donors, to support professional development and student success efforts that are evidence-based and proven to be effective in helping students graduate.

The Weldon F. Osborne Foundation continues to uphold the founding mission established in 1959 by providing support for education, social and welfare programs, and public education nonprofits in the Greater Chattanooga area. The Osborne Foundation is a prominent philanthropic leader in Chattanooga.

The award was presented during a virtual ceremony on July 27 by Regent Weston Wamp. Barbara Marter, Executive Director of the Osborne Foundation, accepted the award on behalf of the foundation during the virtual event.

Presidents Rebecca Ashford provided further comments of appreciation for the Weldon F. Osborne Foundation and thanked them for their generous support.

#### V. REPORT OF THE CHANCELLOR

##### **Student Access, Equity, and Success: Data Insights**

Vice Chair Emily Reynolds called on Executive Vice Chancellor Russ Deaton to give a report on 2020 Data Insights on Student Access and Success. His report included the following information:

- Fall 2020 total enrollment declined 11.5%, or 10,000 students, from 2019. Full-time equivalent (FTE) enrollment declined 12.6%. This drop in enrollment is one the largest fiscal shocks TBR campuses have ever experienced.
- 2019-2020 saw a new record for awards with 15,874 credentials awarded, a 6% growth over the previous year. It is notable that this growth is occurring within a declining enrollment trend; TBR institutions are producing more awards with fewer students.
- Nearly all courses this fall are being offered online or as a hybrid. Only 15-20% of courses are in person. However, Fall 2019 data shows success in online classes lags behind in-person classes by 5-9%.
- Fall 2020 Enrollment Key Findings
  - First-time, full-time freshman enrollment declined 19%, around 3,600 fewer students.
  - New TN Promise applicants declined approximately 6%, about 800 students.
  - Adult enrollment declined 13%, around 3,300 fewer students.
  - TN Reconnect saw a decline of 15% from last fall.

- Dual enrollment declined 9%, around 1,500 fewer students. Changes by colleges varied greatly from -37% to +7%.
- 54% of students who enrolled as first-time full-time freshmen in 2019 returned in 2020, a decline of only one percentage point.
- Preliminary data shows that TCAT enrollments are up 3% from this time last fall.
- Enrollment rates vary by student subgroups. Male enrollment was down 15% and female enrollment was down 9%. Black student enrollment saw the largest decline of 19%. Racial equity gaps were even more stark for first-time full-time freshmen with Black student enrollment down 31% compared to a decline of 18% for Hispanic students and 17% for White students. The 35% decline in Black male enrollment is especially concerning.
- As is historically the case, the 2020 freshman class is more White and female than the TN high school class of 2020.
- Academic preparation increased for the Fall 2020 cohort with 1,900 fewer students requiring corequisite remediation based on ACT score. The average high school GPA also rose.
- 2020 Student Success
  - Of the 15,874 credentials awarded, 22% were certificates and 26% were Associates of Applied Science. 19% of graduates earned an Associate's Degree in TN Transfer Pathways and 32% earned another Associate's Degree designed for transfer. This raises questions as to why more students are not participating in the Transfer Pathways.
  - 41% of graduates are adult students
  - TCATs continue to have high completion rates (82%), job placement rates (89%), and licensure pass rates (95%). TCATs granted 7,124 awards during the 2019-2020 year.
  - Community college three-year graduation rates are at 25% (up from 14% seven years ago). Four colleges had graduation rates above 30%.
  - Community college graduation rates have accelerated over time. The 2018 cohort has a two-year graduation rate of 16%, which is the highest two-year graduation rate to date.
  - TN Promise students continue to see success. After five semesters, just over half of TN Promise students are still enrolled, have transferred, or have graduated.
  - From 2010 to 2016, TBR had 52,000 inbound transfers (students who transfer to a community college from outside the system), 39% of whom graduated from a community college or a TN public university within six years.
  - Equity gaps persist in student completion. Only 10% of awards went to Black students. Only 11% of Black students graduated in three years, while 23% of Hispanic students and 29% of White students graduated in three years. The equity gap between graduation rates for White students and students of color widened in 2020.
- 2019 Community College Survey of Student Engagement
  - 77% of students worked while in school with 62% working more than 20 hours a week. 52% of students cared for a dependent.
  - TBR linked survey results with student outcomes and found that working, caring for dependents, and having a longer commute all had negative effects on outcomes like GPA, time to graduation, and chances of earning a credential.
  - Advising increased the likelihood of graduation and was associated with higher grades.
- Ongoing research will focus on adult student success, improving learning support and promoting high-impact teaching practices, and how graduates perform in the workforce.

### **Campus Safety and Security Update**

Next, Dr. Kim McCormick reviewed efforts across the state to unify and strengthen the ability of the TBR campuses to keep students, staff, and property of the educational institutions safe and secure. She reported Campus Safety and Security is the newest department for the Office of External Affairs. She noted TBR had

## Minutes

September 23, 2020

Page 10 of 15

requested funds in the last Governor's Budget to fund the salary for a Systemwide Police Chief and officers at each of the TCATs. When cuts were made because of the COVID-19 pandemic, the funds for this were removed from the budget. TBR will revisit this during the next legislative session.

In the meantime, Chancellor Flora Tydings tasked Dr. McCormick with convening the Campus Safety and Security Group, which consists of the Police Chief from each community college and a representative from each TCAT (in most cases the President), a representative from each of the Criminal Justice programs across the state, and representatives from the police academies at Cleveland State and Walters State. She noted the community college police chiefs have embraced the TCATs in their respective areas to assist them with training needs so that all campuses are prepared. The mission of the community college police chiefs and safety and security directors is dedicated to protecting our students and property of the educational institutions with a purpose of providing well trained professionals to safeguard all individuals on the campuses and the campus communities.

The Campus Safety and Security Group was developed to respond to Governor Lee's Executive Order and Law Enforcement Reform Partnership. The Partnership with the Tennessee Association of Chiefs of Police (TACP), the Tennessee Bureau of Investigation, The Tennessee Department of Safety and Homeland Security, the Tennessee Highway Patrol, The Tennessee Department of Commerce and Insurance, Tennessee's Sheriff's Association, and the Peace Officer Standards & Training Commission (POST) seeks to enhance policies, improve information sharing and increase officer training. The POST will be requiring annual in-service training on de-escalation techniques, officer's duty to intervene, public assembly interaction, and emphasizing positive community and officer interactions and relationships. Priorities of Governor Lee's Law Enforcement Reform Partnership also include ensuring that chokeholds are not an option for the use of force in current policies as a restraining technique; and ensuring that Duty to Intervene policies are reviewed and updated to require officers to act to prevent or stop any activity, even by officers, that violates law or policy. Dr. McCormick reported all TBR campus police agencies have provided certification to the Tennessee Association of Chiefs of Police (TACP) indicating full compliance with use of force and duty intervene policy review. These certifications will be provided to the Governor's Office through TACP.

The Campus Safety Security Group formed a sub-group to make sure all policies were reviewed and to coordinate appropriate training. The sub-group consisted of the 12 campus police chiefs and Dr. Carol Puryear, who represented all TCATs. Chief Chip Kain chaired this sub-group. This group coordinated and facilitated training in the following five TBR training pillars for Campus Safety and Security:

1. Just, fair, and equitable policing
2. Community engagement/outreach
3. De-escalation strategies
4. Use of force
5. Safety of faculty, staff, students, and officers in a pandemic environment

Utilizing a module established by the Tennessee Bureau of Investigation's (TBI) training officers, Police Chief Chip Kain with Roane State Community College facilitated weekly virtual meetings with community college police chiefs, security directors, TCAT President Carol Puryear, and others affiliated with the campus safety and security. Dr. McCormick was pleased to report that all TBR institutions met the training deadline of August 15, 2020 set forth by TBR.

To provide awareness regarding the training the community college officers had received, Chief Kain also held informational sessions for community college academic representatives including deans/directors of Criminal Justice programs and law enforcement academies as well as TCAT representatives from each campus, which

were either the campus president or his or her designee. This initiative also had a 100% participation rate. All campus police departments have also completed the following campus safety and security annual training:

- Responder Wellness During COVID-19
- Officer Safety: Time, Distance and Shielding
- COVID-19 Roll Call Training
- Breaking the Chain: Preventing the Spread of Surface Contamination

Dr. McCormick reported the Campus Safety and Security Sub-group would continue to have meetings going forward to share resources and best practices.

### **Marketing and Digital Strategy Report**

Associate Vice Chancellor Matthew Gann provided an update on marketing efforts, specifically advertising, over the last two years.

The TBR marketing team works as an agency model conducting ad buys, assisting the colleges with strategic direction, providing creative and design services to the technical colleges, and managing the system's web properties, including all TCAT websites.

From an advertising and outreach perspective, the Marketing and Digital Strategy department:

- Promotes concept and brand of community and technical colleges and opportunities they provide to both secondary students and adults.
- Works to inform prospective students that opportunities exist in their communities. It also works to change any existing misperceptions of community and technical colleges – and tries to elevate the idea of TBR colleges and to eliminate any stigma of community and technical colleges.
- Works with government relations and advancement to educate and inform state and national influencers and decision-makers about our colleges, our centers such as the Center for Workforce Development and the Center for Innovation in Teaching and Learning, and the impact our colleges make to the economic success of Tennessee and the communities our colleges serve.

The work of the Marketing and Digital Strategy Department is even more critical during COVID-19 times where community college enrollment is down nationally. Over the past two years, Marketing ran four distinct ad campaigns. Starting in early 2019, "Career in a Year" was launched to promote programs that can be completed in a year or less. It was followed by the campaign - "My Career Started," which is a series of alumni testimonials from TBR community and technical colleges that share stories of their successes from attending one of the 40 TBR colleges. This year, Marketing ran "How We Do Summer," a geo-targeted campaign enticing university students to take summer classes online. And finally, it shifted the advertising strategy at the onset of COVID-19 and developed "When You're Ready" followed by "Don't Put Off Your Future."

The Marketing Department measures key performance indicators (KPI) against the industry benchmarks. They monitor these KPIs through the entirety of the campaign and make adjustments if certain metrics are lagging or if a message is not resonating with the audience. Metrics include:

- General Impressions/Exposure
- Clicks (when people click on ads or take action against a video)
- View Thru Rates (post-exposure behavior that can be expressed in site visits, on-site events, conversions)

- Web Traffic (direct visits to specific landing pages used to track advertising events)
- Open Rate (percentage of people that open a specific email out of the total number of sent messages)
- Swipe Rate (the number of times a viewer of an ad literally “swipes up” to view more information or a landing page of an ad series)

While TBR measures many metrics for these ads, all contribute to the brand awareness to the system and TBR colleges. Notes about each campaign are shown below.

#### ***“Career in a Year” Campaign***

- This campaign started in March 2019 and went through January 2020
- Highlighted programs in which the first credential can be earned in 12 months or less.
- This campaign was a “get the foot in the door campaign.” Once they start a program and earn the first credential, our goal is to encourage the student to continue to stack their credentials which can lead to more lucrative job opportunities.
- Targeted the general population, ages 17 to 24 and 25 to 54 with household incomes of under 40 thousand dollars
- Targeted people without degrees who want quick entry to workforce
- Used both 15 and 30 second digital video ads, YouTube pre and post roll, radio, search engine, targeted emails, display ads, site retargeting (targeted to consumers based on their previous Internet actions), and social media ads.

#### ***“My Career Started” Campaign***

- Main goal was to improve awareness and consideration for students in Tennessee to start their careers at one of Tennessee’s 40 community or technical colleges as well as to increase student lead volumes for the community colleges and technical colleges.
- This campaign launched May 2019 and went through January 2020.
- Told the stories of real alumni from TBR colleges – from barbering, entrepreneurship, engineering technology, all the way to banking and being a doctor and nurse practitioner. Each started their successful careers at a community or technical college.
- Used the same tactics as with the Career in the Year campaign, but broadened the audience to capture middle school students, influencers in education, and those that may be under-employed.
- Included video ads, radio, targeted emails and digital/social media ads.
- Greatly outperformed industry benchmarks for click-thru, video completion, and email open rates.

#### ***2019 Overall Performance***

- Social Reach: 838,985
- Display Exposure Time: 29,412 Hours
- Increase of 20+% in TCAT Web Traffic
- 3 Million OTT Preroll Views with a 96.7% Completion Rate
- 337,530 Target Emails Opened
- 2,014,606 YouTube Views
- 12.5 Million Display Impressions
- 114,999 Direct Clicks
- Total Spend: \$1.6 Million
- Potential Click ROI: \$11,959,896 (7:1 Return)

When COVID-19 presented, Marketing immediately started meeting with senior leadership and campus marketing leaders to discuss marketing plans. They knew they would have to adjust their existing plan, which was geared towards Reconnect. Marketing started holding bi-weekly all hands-on deck community college marketing and communications meetings and a TCAT marketing group made up of regional presidents that met bi-weekly. These meetings contributed to TBR's advertising plans and how TBR Marketing could assist campuses in their marketing and outreach projects.

***“How We Do Summer” Campaign***

- This campaign ran March 28 to May 25, 2020.
- Launched to increase the number of university transient students to take online summer course through TNeCampus.
- Geofenced Tennessee universities, both public and some private, pre-Spring break.
- The idea was to encourage university students to take one or two summer courses from anywhere – their homes, on vacation, or between shifts in their summer jobs. This is both a cost-saving and time-saving measure to the student from a trusted, “public, transferable” source in education.
- Ads delivered through mobile apps, Facebook and Instagram.
- Launched this campaign little earlier than anticipated due to COVID.
- Knowing the anxiety of students and parents post-Spring break, TBR wanted to be the voice of encouragement for higher education in the State.
- 7,679,099 Impressions
- 17,417 Clicks
- .23% Click Thru Rate
- 18,055 Unique Visitors to landing page
- 21,517 Sessions
- Total Spend: \$60,000
- Potential Click ROI: \$381,863.25 (6:1 Return)

***“When You’re Ready, We’re Ready” Campaign***

- This campaign ran May 27 to August 26, 2020.
- This is a soft, inspirational message of keeping your education on course and that online or on campus when you’re ready, we’re ready.
- Designed to respond to concerns regarding COVID, reassuring students colleges are ready to keep them moving forward, as well as encouraging students not to delay their education plans.
- Was prefaced with a two-week run of Career in a Year spot on broadcast TV morning and afternoon news programs.
- Moved quickly to develop TBR's first animated spot in just a few weeks!
- 42,701,542 Impressions
- 71,194 Clicks/Swipes
- .61% CTR on Facebook/Instagram
- 58.83% View Through Rate
- 77.1 OTT Completion Rate
- 2,014,606 YouTube Video Views
- .64% Swipe Rate on Snapchat
- 29,436 Unique Visits to Landing Page
- Total Spend: \$925,044
- Potential Click ROI: \$7,404,176 (8:1 Return)

Marketing and Digital Strategy also worked with the Chancellor to send approximately 32,000 letters to the parents of high school students who applied for TN Promise and to all TN Reconnect applicants. The letters outlined the benefits of attending our community and technical colleges.

Next, Associate Vice Chancellor Gann played the “When You’re Ready, We’re Ready” and “Don’t Put Off Your Future” commercials.

These were played on broadcast and cable and were primarily placed during morning and afternoon news programming. They had a reach of 71-81%, a frequency ranging from 13-18, depending on market, and impressions of 25,657,400 on TV.

Marketing also did an outdoor campaign that was co-branded with the community and technical colleges. Messages were on 39 billboards across the state in mostly rural areas customized by location. This effort resulted in 11,282,549 impressions.

Marketing and Digital Strategy is working internally with the TBR campuses to plan a fall campaign to encourage spring enrollment.

Chancellor Tydings introduced the “Let’s Explore Technical Careers” book featuring Tommie and Tammie T-cat for elementary school aged children that was created by the TBR Marketing and Digital Strategy Department. Board members will receive a copy.

#### VI. UNFINISHED BUSINESS

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

#### VII. NEW BUSINESS

Vice Chair Reynolds called on Chancellor Tydings to present the proposed meeting dates for 2021. Regent Prescott moved to approve the meeting dates with Regent Greene providing a second. The motion carried by roll call vote. The meeting dates for 2021 are as follows:

- Thursday, March 25 TBR System Office
- Thursday and Friday, June 17 and 18 Columbia State Community College
- Thursday and Friday, September 23 and 24 Pellissippi State Community College
- Thursday, December 9 TBR System Office

It was announced that the December 10, 2020 quarterly meeting will be virtual with hopes of having the March 2021 meeting in person.

#### VII. ADJOURNMENT OF THE MEETING

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

Respectfully submitted,

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Sonja F. Mason, Board Secretary

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Flora W. Tydings, Chancellor

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Emily J. Reynolds, Vice Chair





THE COLLEGE SYSTEM  
of TENNESSEE

Office of the Chancellor

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[tbr.edu](http://tbr.edu)

**TO: Members of the Tennessee Board of Regents**

**FROM: Flora W. Tydings**

**DATE: December 10, 2020**

**SUBJECT: Interim Action Report –Fourth Quarter**

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

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

**Appointments:** Robert (Chris) Torrence, ERP Systems Administrator; Effective 10/1/2020  
Doreen Allen, Database Technician; Effective 10/1/2020  
John Mba (pronounced “Ba”), Database Administrator; Effective 10/1/2020  
Joshua Wilson, Information Security Specialist; Effective 10/12/2020  
Donald Fritts, Information Systems Auditor; Effective 10/23/2020  
Erika Adams, Financial Aid Associate; Effective 11/16/2020  
LaKenya Davis, Financial Aid Associate; Effective 11/16/2020  
Brittany Mixon, Financial Aid Associate; Effective 11/16/2020  
Emma Huelskoetter, Coordinator Mindset Interventions; Effective 12/1/2020  
Patrick Pyott, Student Associate; Effective 12/1/2020

**Reclassifications:** Amy Moreland, Director of Policy to Assistant Vice Chancellor for Policy & Strategy; Effective 11/15/2020  
Johnathan Button, Assistant Vice Chancellor to Associate Vice Chancellor for Student and Financial Aid Services, Effective 1/1/2021

**Promotions:** None

Degree Attainment: Joy Rich, Ed.S Degree; Effective 10/1/2020  
Krysten Velloff, Master's Degree; Effective 12/1/2020

Certified Admin. Prof: LaDonna Miller, CAP Exam; Effective 12/1/2020

Retirement: None

Separations: None

Salary Adjustments: Vice President and Other Executives: Attachment A

Appointments: Vice President and Other Executives: Attachment B

## **II. ACCEPTANCE OF GIFTS AND GRANTS**

### **III. CONSTRUCTION PROJECTS:**

- State Building Commission Activities: Attachment C
- Summary of Construction Contracts: Attachment D

### **IV. APPROVAL OF CONTRACTS AND AGREEMENTS: Attachment E**

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

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Effective Date</b>	<b>Type of Increase</b>	<b>Increase</b>	<b>New Salary</b>
CISCC	Alisha Fox	VP For Business & Finance	10/1/20	One-Time Stipend	\$5,000	No change
DSCC	Joshua Filtz	Assist VP of College & Dean of Jimmy Naifaeh Center	10/1/20	Add'l Duties	\$25,000	\$105,000

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

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Salary</b>	<b>Effective Date</b>
CLSCC	Sonya Franklin	Interim Executive Director Institutional Research & Effectiveness	\$78,910	10/6/2020
MSCC	Greg Sedrick	Special Assistant to the President	\$137,000	12/1/2020
MSCC	Sid Hill	VP Organizational Development & Leadership	\$105,000	10/15/2020
NaSCC	Carol Rothstein	VP for Academic Affairs	\$128,000	1/4/2021

**Tennessee Board of Regents  
 Summary of State Building Commission Executive Subcommittee  
 June 22, 2020 - August 24, 2020**

**June 22, 2020 Executive Subcommittee Meeting**

VSCC SBC #166/025-01-2020	Designer Selection	Approved selection of Binkley Garcia Architect, LLC as designer for the project	OFD prepares Designer Agreement and continues with project
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CISCC Transaction No. 11-11-001	Approval of a Lease Amendment	Approved a lease amendment	OFD/Campus to coordinate transaction
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**July 20 2020 Executive Subcommittee Meeting**

CoSCC SBC #166/015-01-2020	Project Approval	Approved project and to select a designer	OFD/Campus to coordinate transaction
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CoSCC Transaction No. 20-04-003	Approval of an Acquisition	Approved acquisition in fee with waiver of advertisement and one appraisal	OFD/STREAM to coordinate transaction
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**August 24, 2020 Executive Subcommittee Meeting**

VSCC Transaction No. 19-01-008 & 19-01-007	Approval of a Disposal	Approved disposal in fee	OFD/STREAM to coordinate transaction
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Statewide SBC #166/000-01-2020	Designer Selection	Approved selection of Gresham Smith as designer for the project	OFD prepares Designer Agreement and continues with project
CoSCC SBC #166/015-02-2020	Designer Selection	Approved selection of Oliver Little Gipson Engineering as designer for the project	OFD prepares Designer Agreement and continues with project
RSCC SBC #166/027-01-2020	Designer Selection	Approved selection of March Adams & Associates Inc as designer for the project	OFD prepares Designer Agreement and continues with project
PSCC SBC #166/032-04-2020	Designer Selection	Approved selection of Community Tectonics Architects as designer for the project	OFD prepares Designer Agreement and continues with project
PSCC SBC #166/032-02-2020	Designer Selection	Approved selection of West, Welch, Reed Engineers, Inc. as designer for the project	OFD prepares Designer Agreement and continues with project
NaSCC SBC #166/034-02-2020	Designer Selection	Approved selection of IC Thomasson Associates, Inc. as designer for the project	OFD prepares Designer Agreement and continues with project

NeSCC  
SBC #166/038-01-2020

Designer Selection

Approved selection of Spoden & Wilson, Consulting Engineers as designer for the project

OFD prepares Designer Agreement and continues with project

DSCC  
SBC #166/017-01-2020

Designer Selection

Approved selection of HNA Engineering, PLLC as designer for the project

OFD prepares Designer Agreement and continues with project

TCAT Jacksboro  
SBC #166/056-01-2020

Designer Selection

Approved selection of Cramer Design Studio, LLC as designer for the project

OFD prepares Designer Agreement and continues with project

Tennessee Board of Regents  
 Summary of State Building Commission Actions  
 June 19, 2020 - August 13, 2020

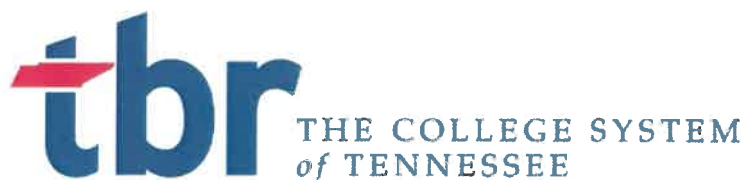
Date	SBC Number	Institution	Project	Value	SBC Action
6/19/2020					Executive Director Dick Tracy presented the item and stated that it will create a plan that TBR and TSU will follow when utilizing the money for TSU electrical system upgrades that was appropriated in the FY 20/21 budget. Secretary Hargett asked Dr. Genda Glover, President of TSU, if she had anything she would like to add and that the Commission was delighted to have her in attendance. Dr. Glover stated that TSU has been working in collaboration with TBR and the individual consultants. This ongoing study is an overall assessment of their electrical infrastructure and is a high priority on their campus. Dr. Glover stated that her executive team has been directly involved with this project to insure everyone has access to all that is needed on the campus. She has also asked them to keep her informed to be sure that the project is maintained as scheduled. Dr. Glover stated that they whole have the first part of the report completed by the end of the month.
	166/001-06-2018	TSU	Electrical Upgrades Phase 1	1,475,286	Secretary Hargett stated that he knows the safety of their students and staff of TSU is of great importance to her as well as to this Commission and State Legislation. At a roll call vote all members vote aye and approved a revision in the project budget and funding.
	166/025-04-2017	VSCC	Parking, Road & Site Upgrade	17,949	Rec'vd report C.O. #6 @ 8.64%
	166/034-02-2016	NaSCC	Madison Teaching Facility	20,000,000	Approved a revision in project funding.
	166/027-04-2018	RSCC	Baseball and Softball Complex Improvements	1,340,000	Secretary Hargett stated that Chairman Yager had expressed support for the project. Approved a revision in project budget and funding.
7/9/2020					
	166/001-02-2018	TSU	Residence Centers Systems Upgrades	560,000	Approved a revision in project budget and funding
8/13/2020					
	166/000-01-2015	TCAT-Jackson	TCAT MEP & Infrastructure Updates	118,565	Rec'vd report C.O. #4 @ 19.5%
	166/005-08-2017	ETSU	Valleybrook Building System	14,504	Rec'vd report C.O. #4 @ 2.1%
	166/013-01-2017	CISCC	Central Plant Modernization	11,421	Rec'vd report C.O. #2 @ 5.29%
	166/013-01-2017	CISCC	Central Plant Modernization	6,446	Rec'vd report C.O. #3 @ 2.98%
	166/038-01-2018	NeSCC	Chiller Replacement	21,504	Rec'vd report C.O. #4 @ 4.62%
	166/001-02-2020	TSU	Strange Music Building Roof Replacement	456,500	Approved project and to select a designer
	166/017-01-2020	DSCC	Admin Building Electrical Upgrades	400,000	Approved project and to select a designer
	166/034-02-2020	NaSCC	Lighting and Security Updates	410,000	Approved project and to select a designer
	166/038-01-2020	NeSCC	Powers Building Foundation Stabilization	360,000	Approved project and to select a designer
	166/058-01-2020	TCAT-Jacksboro	Door and Window Replacements	140,000	Approved project and to select a designer
	166/079-01-2020	TCAT-Paris	Exterior Repairs	280,000	Approved project and to select a designer
	166/012-02-2020	TCAT-Chattanooga	Advanced Manufacturing Building	21,900,000	Approved project and to select a designer
	166/000-01-2020	Statewide	TCAT MEP Updates	1,890,000	Approved project and to select three designers
	166/012-03-2020	ChSCC	Omni Building East Roof Replacement	590,000	Approved project and to select a designer
	166/015-02-2020	CoSCC	Mechanical System Upgrades	950,000	Approved project and to select a designer
	166/021-03-2020	MSCC	McMinnville Campus HVAC Upgrades	920,000	Approved project and to select a designer
	166/032-03-2020	PSCC	Alarm System Upgrades	700,000	Approved project and to select a designer
	166/027-01-2020	RSCC	Cumberland and Scott Campus HVAC Updates	1,780,000	Approved project and to select a designer
	166/033-01-2020	SWCC	Central Plant Updates	1,500,000	Approved project and to select a designer



166/025-02-2020	VSCC	Warf Science and Wallace North Roof Replacements	1,160,000	Approved project and to select a designer
166/023-01-2020	WSCC	Sevier County Campus Re-roof	1,000,000	Approved project and to select a designer
166/019-01-2019	JSCC	McWherter HVAC Updates	2,170,000	Approved a revision in project funding
166/000-03-2017	Statewide	Statewide Consultants	2,000,000	Approved a revision in project budget and funding, and to select additional consultants
166/003-04-2017	APSU	Central Chiller Plant Repairs	1,800,000	Approved a revision in project funding
166/005-09-2017	ETSU	Lamb Hall Renovation	23,000,000	Approved awarding a CM/GC contract (BurWil Construction Company)
166/001-04-2019	TSU	Multiple Building Fire Alarm Upgrades	705,000	Approved a revision in scope
166/007-22-2014	UoM	Student Recreation Facility Construction	31,000,000	Approved a revision in project budget and funding
166/032-04-2020	PSCC	Strawberry Plains ERC Renovation	1,250,000	Approved project and to select a designer

**CONSTRUCTION CONTRACTS AWARDED 06-01-2020 08/31/2020**  
**Contracts totaling \$62,502,040.23**

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/ Project Name</u>
Kurzynske & Associates	Trinity Geothermal LLC	317,000.00	06/12/2020	166/009-09-2017A	MTSU Piping and Manhole Replacement
MBI Companies Inc.	Helton Construction Company, Inc.	1,343,890.00	06/19/2020	166/012-01-2016D	Chattanooga SCC CETAS Interior Modernizations Ph3
Oliver Little Gipson Engineering, Inc.	Balock Plumbing, Electric & HVAC, Inc.	488,050.00	07/03/2020	166/021-01-2019	Motlow SCC HVAC Modernization
A2H, Inc.	A and B Construction Company, Inc.	1,667,846.00	07/03/2020	166/033-01-2018	Southwest Tn CC Plumbing Updates
Gilbert McLaughlin Casella Architects, plc	Hoar Construction, LLC	16,773,293.76	07/03/2020	166/034-02-2018CN	Nashville SCC Final Building
BarberMcMurry Architects LLC	Synergy Business Environments (Nashville)	291,658.91	07/03/2020	166/023-02-2016F	Walters SCC Furniture
Earl Swensson Associates, Inc.	M3 Technology Group, Inc.	1,628,505.87	07/13/2020	166/001-02-2016AV	TSU A/V Package
Engineering Services Group, Inc.	Superior Lighting Services, LLC	31,000.00	07/20/2020	166/000-01-2015H3	TCAT Livingston Electrical & Lighting Upgrades
Lyle Cook Martin Architects	Kent Carvell Construction Co., Inc.	209,727.00	07/20/2020	166/000-01-2017M2	TCAT Pulaski Building System Updates
Engineering Services Group, Inc.	KONE Inc.	269,000.00	07/31/2020	166/001-01-2018A	TSU Residence Centers Elevator Upgrades
Braganza Associates, P.C.	Barger Construction Company	2,931,594.00	08/07/2020	166/000-04-2013Y1	TCAT Crump Automotive Building
Montgomery Martin Contractors, LLC (Memphis)	Montgomery Martin Contractors, LLC (Memphis)	35,011,242.69	08/12/2020	166/007-06-2017CM	UoM CM/GC
Lyle Cook Martin Architects	Genesis Roofing Company, Inc.	217,206.00	08/17/2020	166/001-08-2019	TSU
Engineering Services Group, Inc.	Xenergy, Inc.	579,000.00	08/17/2020	166/001-04-2019	TSU Multiple Buildings Fire Alarm Upgrades
Hurst-Rosche, Inc.	Baseline Sports Construction, LLC	263,580.00	08/17/2020	166/032-03-2019	Pellissippi SCC Flooring Replacement
I.C. Thomasson Associates, Inc.	Tibbetts Electrical Services, Inc.	479,446.00	08/28/2020	166/001-11-2018	TSU Safety Upgrades and Improvements Phase 1




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 BOARD TRANSMITTAL
 

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Interim Action Contracts Report

DATE: November 25, 2020

PRESENTER: N/A (Interim Action Report)

PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: No Action Required

STAFF'S RECOMMENDATION: N/A

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The Interim Action Contracts Report provides a listing of the contracts approved beginning September 1, 2020 and ending November 15, 2020. In addition to the contract listing, a summary of the approved contracts for this reporting period in 2020 is also provided.

During the reporting period in 2020, a total of 242 contracts were approved at the System Office. An overview is provided below:

	Contract Amendments	Clinical Affiliations	Dual Services	Professional Services	Service Agreements	Other
2020	22	34	35	25	8	118

## Tennessee Board of Regents

### Contracts Approved September 1, 2020 - November 15, 2020

Contract ID	Contract Type	Contractor	Department/Institution	Commodity	Yearly Amt.	System-		Start Date	End Date	Comp.
						Wide				
102163	Amendment to Existing Contract	WSP Property Group	CLSCC	Lease of Space	\$124,536.00			9/1/2011	5/31/2021	
103798	Amendment to Existing Contract	First Tennessee Bank	TBR	Banking Services	\$14,000.00			2/1/2014	6/30/2021	
104643	Amendment to Existing Contract	SunTrust Bank	SWCC	Banking Services	\$125,000.00			1/1/2020	11/30/2020	Yes
105892	Amendment to Existing Contract	Sitelmpove, Inc.	Academics	Computer Software	\$200,000.00	Yes		11/1/2016	10/31/2021	Yes
105943	Professional Service	Cielo24, Inc.	Academics	Other - Services	\$2,000,000.00	Yes		12/14/2017	10/31/2021	Yes
106357	Amendment to Existing Contract	Georgia Tech Research Corporation - AMAC Agree	Student Success	Other - Services	\$1,500.00			9/1/2018	8/31/2021	
106465	Amendment to Existing Contract	Adobe Systems, Inc.	TBR	Computer Software Licensi	\$574,440.00	Yes		11/22/2017	6/30/2021	
106791	Amendment to Existing Contract	Kaplan Inc, DBA I-Human Patients	Nursing/AH	Other - Services	\$1,500.00			4/10/2018	4/9/2023	
107382	Amendment to Existing Contract	Morris and McDaniel	TCATS	Other - Services	\$0.00			5/1/2019	4/30/2021	
107793	Amendment to Existing Contract	North Greene High School	WSCC	Dual Enrollment Agreeemer	\$0.00			8/1/2020	7/31/2025	
107844	Amendment to Existing Contract	Hardin Medical Center Hospital	TCAT Crump	Clinical Experience	\$0.00			9/1/2019	8/31/2021	
107937	Amendment to Existing Contract	Trenton Special School District	TCAT Jackson	Dual Enrollment Agreeemer	\$0.00			7/1/2019	5/31/2021	
107977	Amendment to Existing Contract	Meigs County Schools	CLSCC	Dual Enrollment Agreeemer	\$0.00			8/1/2019	6/30/2021	
107978	Amendment to Existing Contract	Cleveland City Schools	CLSCC	Dual Enrollment Agreeemer	\$0.00			8/1/2019	6/30/2021	
107982	Dual Enrollment Agreement	Polk County Schools	CLSCC	Dual Enrollment Agreeemer	\$0.00			8/1/2019	6/30/2021	
107984	Dual Enrollment Agreement	Meigs County Schools	CSCC	Dual Enrollment Agreeemer	\$0.00			8/1/2019	6/30/2021	
108114	Amendment to Existing Contract	LinkedIn Corp	TCAT Dickson	Computer Software Licensi	\$7,800.00			10/15/2019	10/14/2021	
108124	Amendment to Existing Contract	Paradigm, Inc.	Student Success	Other - Services	\$67,500.00			10/1/2019	12/31/2020	
108162	Academic Articulation Agreement	Jack C Massey College of Business, Belmont Univ	VSCC	Cooperative Educational O	\$0.00			11/4/2019	11/3/2020	
108272	Amendment to Existing Contract	Tennessee Department of Education	Academics	Other	\$261,934.17			1/1/2020	12/31/2020	
108341	Amendment to Existing Contract	Tennessee Board of Regents	WSCC	Facility Use	\$0.00			1/1/2020	12/31/2020	
108455	Amendment to Existing Contract	Cleveland State Community College	Student Success	Grant	\$10,000.00			6/1/2020	5/31/2021	
			Economic & Community							
108499	Amendment to Existing Contract	TCAT Nashville	Development	Grant Subcontract	\$325,000.00			7/1/2020	7/30/2022	
108643	Dual Services Extra Compensation	University of Memphis	TBR	Other - Services	\$2,638.62			6/1/2020	8/7/2020	
108692	Amendment to Existing Contract	National Student Clearinghouse	Student Success	Other - Services	\$0.00			7/1/2020	6/30/2025	
108702	Amendment to Existing Contract	EverFi, Inc.	Student Success	Computer Software	\$93,000.00	Yes		6/30/2020	6/29/2021	Yes
108705	Academic Articulation Agreement	Trevecca University	MSCC	Memo of Understanding	\$0.00			7/1/2020	6/30/2021	
108715	Amendment to Existing Contract	ProctorU, Inc.	TNeCampus	Other - Services	\$250,000.00	Yes		7/1/2020	12/31/2020	
108718	Service Agreement	Cision	External Affairs	Advertising - Publication	\$10,705.41			9/1/2020	8/31/2021	
108725	Clinical Affiliation	Affordable Dental, INC.	TCAT Dickson	Clinical Experience	\$0.00			7/9/2020	7/8/2025	
108773	Clinical Affiliation	Joseph Zimmerman, DDS (Powell Endodontics)	TCAT Knoxville	Clinical Experience	\$0.00			6/4/2020	6/3/2025	
108782	Dual Service	Steven Nash	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108783	Dual Service	Melanie Cochran	Academics	Other - Services	\$2,000.00			8/31/2020	1/31/2021	
108784	Professional Service	Tiffany Crews	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108785	Dual Service	Susanna Webb	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108786	Professional Service	Tara Mitchell Mielnik	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108787	Dual Service	Elizabeth Kitts	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108788	Dual Service	Jennifer Petitt	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108789	Dual Service	Neil Greenwood	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	
108790	Professional Service	Alison Vick	Academics	Other - Services	\$2,000.00			8/15/2020	1/31/2021	

108791	Dual Service	Nathan Widener	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108792	Dual Service	Bryan Reed	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108794	Dual Service	Paul Lubotina	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108796	Professional Service	Sean Bortz	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108798	Dual Service	Tera Howerton	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108799	Dual Service	Andrew Pulte	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108802	Dual Service	April Crenshaw	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108804	Dual Service	Keith Terrill	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108805	Dual Service	Janice Lewenczuk	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108806	Professional Service	Laurie Dishman	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108807	Dual Service	Valencia Darnell	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108808	Dual Service	Elizabeth Lewis	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108809	Dual Service	Ashleigh McKinzie	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108810	Dual Service	Katie Morris	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108811	Dual Service	Marla Perry	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108812	Dual Service	Zhandarka Kurti	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108813	Professional Service	Kent Hallman	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108814	Dual Service	Elizabeth East	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108816	Dual Service	Christine Summers	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108817	Dual Service	Sandra Godsey	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108818	Dual Service	Tracey Lee	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108819	Professional Service	Kay Blasingame-Boike	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108820	Dual Service	Lorianne Mitchell	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108821	Professional Service	Rickie Morgan	Academics	Other - Services	\$2,000.00	8/15/2020	1/31/2021
108823	Clinical Affiliation	Perry County EMS	TCAT Hohenwald	Clinical Experience	\$0.00	7/30/2020	12/31/2022
108824	Use of Facilities	Chattanooga State Community College	TCAT Athens	Lease of Space	\$25,000.00	7/1/2020	6/30/2021
108849	Dual Service	Nancy Schurr	Academics	Other - Services	\$4,425.00	10/1/2020	12/31/2020
108850	Professional Service	Kelley Hatch	Academics	Other - Services	\$4,425.00	10/1/2020	12/31/2020
108851	Dual Service	James Ramey	Academics	Other - Services	\$3,660.00	10/1/2020	12/31/2020
108852	Professional Service	Jared Bratten	Academics	Other - Services	\$3,660.00	10/1/2020	12/31/2020
108853	Dual Service	Marla Perry	Academics	Other - Services	\$420.00	10/1/2020	12/31/2020
108854	Dual Service	Katie Morris	Academics	Other - Services	\$420.00	10/1/2020	12/31/2020
108855	Dual Service	Brian Gerber	Academics	Other - Services	\$4,000.00	10/1/2020	12/31/2020
108867	Grant Agreement	Blount County Schools	PSCC	Grant	\$158,441.00	7/1/2020	6/2/2022
108871	Service Agreement	Northeast State Community College	TCAT Elizabethton	Other - Services	\$724.71	8/12/2020	8/30/2020
108875	Professional Service	KYJAY LLC	Student Success	Speaker	\$5,000.00	10/2/2020	10/2/2020
108877	Software License	Freshworks, Inc	IT	Computer Software License	\$18,450.00	8/12/2020	8/11/2021
108878	Professional Service	John E. Grimes III	Internal Audit	Training - Online	\$600.00	10/20/2020	6/30/2021
108879	Professional Service	Leonard W. Vona, CPA	Internal Audit	Training - Online	\$500.00	10/13/2020	6/30/2021
108881	Clinical Affiliation	Delta Health Center	Nursing/AH	Clinical Experience	\$0.00	8/26/2020	12/31/2020
108884	Dual Services Extra Compensation	TCAT Covington	TCAT Ripley	Other - Services	\$7,750.00	8/17/2020	12/31/2020
108886	Lease Agreement	Austin Peay State University	PSCC	Lease of Space	\$2,800.00	8/31/2020	8/30/2025
108887	Professional Service	Allied University Security Services	PSCC	Other - Services	\$700,000.00	10/1/2020	9/30/2021
108888	Dual Credit Agreement	Warren County Schools	MSCC	Dual Enrollment Agreemer	\$0.00	8/1/2020	6/1/2021
108890	Dual Enrollment Agreement	Cherokee High School	WSCC	Dual Enrollment Agreemer	\$0.00	8/1/2020	7/31/2025
108891	Dual Enrollment Agreement	Claiborne County High School	WSCC	Dual Enrollment Agreemer	\$0.00	8/1/2020	7/31/2025
108892	Dual Enrollment Agreement	Chuckey-Doak High School	WSCC	Dual Enrollment Agreemer	\$0.00	8/1/2020	7/31/2025

108893	Dual Enrollment Agreement	Clinch High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108894	Dual Enrollment Agreement	Cocke County High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108895	Dual Enrollment Agreement	Cumberland Gap High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108896	Dual Enrollment Agreement	Gatlinburg-Pittman High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108897	Dual Enrollment Agreement	Cosby High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108898	Dual Enrollment Agreement	West Greene High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108901	Dual Enrollment Agreement	Sevier County High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108902	Dual Enrollment Agreement	Hancock County High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108904	Subscription Agreement	DocuSign	TCAT Crump	Other	\$4,000.00	8/31/2020	8/30/2021
108905	Dual Services Extra Compensation	Behind the Scenes	TCAT Memphis	Other - Services	\$9,850.00	9/1/2020	10/31/2020
108906	Dual Services Extra Compensation	Oak Ridge Board of Education	TCAT Knoxville	Other - Services	\$37,080.00	7/29/2020	6/30/2021
108907	Dual Enrollment Agreement	Moore County Schools	MSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	6/1/2021
108908	Academic Articulation Agreement	DeKalb County High School	TCAT McMinnville	Dual Enrollment Agreeer	\$0.00	9/1/2020	6/1/2021
108909	Lease Agreement	Tennessee Technological University	PSCC	Lease Agreement	\$30,000.00	9/4/2020	9/3/2025
108910	Lease Agreement	Bellevue University	PSCC	Lease Agreement	\$9,600.00	9/4/2020	9/3/2025
108911	Lease Agreement	Maryville College	PSCC	Lease Agreement	\$2,400.00	9/4/2020	9/3/2025
108912	Clinical Affiliation	NHC Scott	TCAT Pulaski	Clinical Experience	\$0.00	9/2/2020	9/1/2025
108913	Service Agreement	Accelevents	OE	Other - Services	\$4,500.00	9/7/2020	10/6/2020
108914	Dual Services Extra Compensation	Tennessee Department of Corrections	TCAT Oneida	Personnel	\$15,000.00	9/1/2020	8/31/2021
108915	Dual Service	Tennessee State University	TNeCampus	Mentoring	\$4,731.56	8/1/2020	12/31/2020
108916	Clinical Affiliation	Celebration Family Clinic	TCAT Pulaski	Clinical Experience	\$0.00	9/2/2020	9/1/2025
108917	Grant Agreement	Tennessee Department of Labor and Workforce De	TCAT Athens	Grant	(\$1,183,000.00)	7/1/2020	6/30/2021
108918	Dual Service	Pellissippi State Community College	TNeCampus	Mentoring	\$10,550.13	8/1/2020	7/31/2021
108919	Dual Service	Northeast State Community College	TNeCampus	Consulting	\$5,754.60	8/1/2020	7/31/2021
108920	Use of Facilities	University of Tennessee Knoxville	PSCC	Facility Use	\$2,400.00	9/4/2020	9/3/2025
108921	Lease Agreement	East Tennessee State University	PSCC	Lease Agreement	\$2,400.00	9/4/2020	9/3/2025
108922	Lease Agreement	King University	PSCC	Lease Agreement	\$4,800.00	9/4/2020	9/3/2025
108923	Clinical Affiliation	Meadowbrook Health and Rehabilitation Center Ir	TCAT Pulaski	Clinical Experience	\$0.00	9/8/2020	9/7/2025
108926	Clinical Affiliation	Landmark Health Care	TCAT Pulaski	Clinical Experience	\$0.00	9/2/2020	9/1/2025
108927	Clinical Affiliation	Byrdstown Medical Center	TCAT Livingston	Clinical Experience	\$0.00	9/1/2020	8/31/2025
108928	Special Industry Agreement	Cupples' J & J	TCAT Newbern	Training	(\$1,375.00)	9/14/2020	10/2/2020
108929	Dual Enrollment Agreement	Rhea County School System	CSCC	Dual Enrollment Agreeer	\$0.00	7/1/2020	6/30/2021
108930	Clinical Affiliation	Clay County Family Wellness	TCAT Livingston	Clinical Experience	\$0.00	9/1/2020	8/31/2025
108931	Academic Articulation Agreement	Cumberland University	VSCC	Dual Enrollment Agreeer	\$0.00	9/9/2020	6/30/2021
108932	Academic Articulation Agreement	Cumberland University	VSCC	Dual Enrollment Agreeer	\$0.00	9/9/2020	6/30/2021
108933	Clinical Affiliation	Celina Health and Rehabilitation Center	TCAT Livingston	Clinical Experience	\$0.00	9/1/2020	8/31/2025
108934	Clinical Affiliation	TriStar Health Systems, Inc.	TBR	Clinical Experience	\$0.00	10/22/2020	10/21/2022
108935	Dual Enrollment Agreement	Northview Academy	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108936	Dual Enrollment Agreement	Washburn High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108937	Dual Enrollment Agreement	Volunteer High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108938	Dual Enrollment Agreement	Pigeon Forge High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108939	Dual Enrollment Agreement	Morristown East High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108940	Dual Enrollment Agreement	Jefferson County High School	WSCC	Dual Enrollment Agreeer	\$0.00	8/1/2020	7/31/2025
108941	Dual Enrollment Agreement	McNairy County Schools	TCAT Crump	Dual Enrollment Agreeer	\$0.00	8/1/2020	5/31/2021
108942	Dual Enrollment Agreement	Scotts Hill High School	TCAT Crump	Dual Enrollment Agreeer	\$0.00	8/1/2020	5/31/2021
108943	Academic Articulation Agreement	Athens State University	MSCC	Dual Enrollment Agreeer	\$0.00	9/15/2020	9/14/2029
108944	Dual Enrollment Agreement	Marshall County Board of Education	TCAT Pulaski	Dual Enrollment Agreeer	\$0.00	8/1/2020	5/31/2021

108945	Dual Enrollment Agreement	Giles County Board of Education	TCAT Pulaski	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108946	Dual Enrollment Agreement	Mauzy County Board of Education	TCAT Pulaski	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108947	Dual Enrollment Agreement	Lincoln County Board of Education	TCAT Pulaski	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108948	Clinical Affiliation	Humboldt Family Walk-In Clinic	TCAT Jackson	Clinical Experience	\$0.00		9/11/2020	9/10/2025
108949	Clinical Affiliation	US Diabetes Care	TCAT Morristown	Clinical Experience	\$0.00		9/11/2020	9/10/2025
108950	Clinical Affiliation	One Stop Medical	TCAT Hohenwald	Clinical Experience	\$0.00		9/11/2020	12/31/2022
108951	Dual Enrollment Agreement	South Greene High School	WSCC	Dual Enrollment Agreeemer	\$0.00		8/1/2020	7/31/2025
108952	Dual Enrollment Agreement	Seymour High School	WSCC	Dual Enrollment Agreeemer	\$0.00		8/1/2020	7/31/2025
108953	Dual Enrollment Agreement	Morristown West High School	WSCC	Dual Enrollment Agreeemer	\$0.00		8/1/2020	7/31/2025
108955	Clinical Affiliation	Gibson County EMS	TCAT Ripley	Clinical Experience	\$0.00		9/8/2020	9/7/2025
108956	Purchase Agreement	Safeware Inc.	TBR	Other - Goods	\$150,000.00	Yes	7/1/2020	9/30/2021 Yes
108957	Professional Service	The Fontus Experience, LLC	OE	Speaker	\$9,950.00		10/5/2020	6/30/2021
108958	Professional Service	Schuyler Howie	OE	Other - Services	\$2,000.00		9/18/2020	10/5/2020
108959	Service Agreement	Adelsberger Marketing	TCAT Jackson	Other - Services	\$7,700.00		9/16/2020	12/4/2020
108960	Dual Enrollment Agreement	Wayne County School System	TCAT Crump	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108961	Dual Enrollment Agreement	Jackson Madison County School System	TCAT Jackson	Dual Enrollment Agreeemer	\$0.00		9/10/2020	5/31/2021
108962	Dual Enrollment Agreement	Hardin County High School	TCAT Crump	Dual Enrollment Agreeemer	\$0.00		8/1/2020	7/31/2021
108963	Dual Enrollment Agreement	Chester County School System	TCAT Crump	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108964	Dual Enrollment Agreement	Decatur County Schools	TCAT Crump	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108965	Purchase Agreement	Lawrence County Tennessee	COSCC	Memo of Understanding	\$808,774.53		9/14/2020	12/31/2020
108966	Clinical Affiliation	Allenbrooke Rehabilitation Center	TCAT Memphis	Clinical Experience	\$0.00		9/14/2020	8/31/2025
108968	Dual Enrollment Agreement	Lawrence County Board of Education	TCAT Pulaski	Dual Enrollment Agreeemer	\$0.00		8/1/2020	5/31/2021
108969	Academic Articulation Agreement	Middle Tennessee State University	MSCC	Dual Enrollment Agreeemer	\$0.00		9/21/2020	9/20/2030
108971	Clinical Affiliation	NHC Somerville	TCAT Whiteville	Clinical Experience	\$0.00		8/3/2020	8/2/2021
108972	Dual Credit Agreement	Moore County High School	MSCC	Dual Enrollment Agreeemer	\$0.00		8/1/2020	6/1/2021
108973	Dual Services Extra Compensation	Gunter Roofing Construction, Inc.	TCAT Hartsville	Other - Services	\$1,973.00		9/21/2020	11/30/2020
108975	Dual Services Extra Compensation	Tennessee Board of Regents	MSCC	Dual Enrollment Agreeemer	\$16,885.47		10/1/2020	11/30/2020
108976	Purchase Agreement	Trane U.S., Inc.	TBR	Other	\$250,000.00	Yes	7/1/2020	9/30/2022 Yes
108978	Purchase Agreement	Multi-Media Masters	WSCC	Other - Goods	\$500,000.00	Yes	10/1/2020	9/30/2021 Yes
108979	Clinical Affiliation	Pickett County Ambulance Services	TCAT Oneida	Clinical Experience	\$0.00		9/28/2020	9/27/2023
108980	Clinical Affiliation	Cumberland County Ambulance	TCAT Oneida	Clinical Experience	\$0.00		9/28/2020	9/27/2023
108981	Clinical Affiliation	Overton County Ambulance Services	TCAT Oneida	Clinical Experience	\$0.00		9/28/2020	9/27/2023
108982	Dual Credit Agreement	Tusculum University	RSCC	Dual Enrollment Agreeemer	\$0.00		9/15/2020	9/14/2021
108983	Dual Enrollment Agreement	Dekalb County Board of Education	TCAT Crossville	Dual Enrollment Agreeemer	\$0.00		8/1/2020	7/31/2021
108984	Clinical Affiliation	OB/GYN Associates of Cookeville	TCAT Livingston	Clinical Experience	\$0.00		9/1/2020	8/31/2025
108985	Dual Enrollment Agreement	Bartlett High School	TCAT Memphis	Dual Enrollment Agreeemer	\$0.00		8/1/2020	8/31/2021
			Economic & Community					
108987	Dual Service	Volunteer State Community College	Development	Other - Services	\$8,951.60		9/1/2020	6/30/2021
108990	Clinical Affiliation	The Meadows Senior Community Health Center	TCAT Nashville	Clinical Experience	\$0.00		10/1/2020	9/30/2022
108991	Grant Agreement	Department of Labor and Workforce Development	TCAT Knoxville	Grant	(\$27,000.00)		8/1/2020	9/30/2020
			Economic & Community					
108992	Cooperative Agreement	Dyersburg State Community College	Development	Memo of Understanding	\$918,750.00		7/1/2020	7/31/2022
			Economic & Community					
108993	Cooperative Agreement	TCAT Nashville	Development	Memo of Understanding	\$162,500.00		7/1/2020	7/31/2022
			Economic & Community					
108994	Cooperative Agreement	Northeast State Community College	Development	Memo of Understanding	\$459,375.00		7/1/2020	7/31/2022

			Economic & Community					
108995	Cooperative Agreement	Nashville State Community College	Development	Memo of Understanding	\$918,750.00		7/1/2020	7/31/2022
108996	Academic Articulation Agreement	Roberston County Schools	VSCC	Memo of Understanding	\$0.00		7/1/2020	6/30/2021
108997	Clinical Affiliation	Priority Ambulance Tipton County	TCAT Ripley	Clinical Experience	\$0.00		9/25/2020	9/24/2025
108999	Dual Enrollment Agreement	Hardin County School	JSCC	Dual Enrollment Agreemer	\$0.00		7/1/2020	6/30/2021
109000	Clinical Affiliation	James W. Martin, MD, LLC	TCAT Ripley	Clinical Experience	\$0.00		9/28/2020	9/27/2025
109001	Professional Service	NACADA	Student Success	Speaker	\$6,450.00		3/12/2021	3/12/2021
109002	Special Industry Agreement	Messer Construction Co.	TCAT Murfreesboro	Training	(\$750.00)		10/1/2020	9/30/2021
109003	Dual Services Extra Compensation	John Hodgson	TCAT Jackson	Other - Services	\$8,951.60		9/1/2020	6/30/2021
109004	Professional Service	Nichols Fire & Security	TCAT Memphis	Fire Alarm Service	\$2,514.00		10/1/2020	9/30/2021
109006	Dual Services Extra Compensation	Walters State Community College - Anita Ricker	TCAT Murfreesboro	Other - Services	\$8,951.60		9/1/2020	6/30/2021
109007	Service Agreement	MCCI, LLC	TCAT McKenzie	Computer Software	\$1,455.00		9/30/2020	9/29/2021
109008	Clinical Affiliation	St. Bethlehem Drugs	TCAT Dickson	Clinical Experience	\$0.00		10/2/2020	10/1/2025
109009	Dual Enrollment Agreement	Grundy County High School	TCAT McMinnville	Dual Enrollment Agreemer	\$0.00		10/1/2020	6/30/2021
109012	Banking Services	U.S. Bank	TBR	Banking Services	\$125,000.00	Yes	10/1/2020	9/30/2021 Yes
109014	Dual Enrollment Agreement	Tipton Christian Academy	TCAT Covington	Dual Enrollment Agreemer	\$0.00		9/1/2020	6/30/2021
109015	Dual Enrollment Agreement	Home Life Academy	TCAT Covington	Dual Enrollment Agreemer	\$0.00		9/1/2020	6/30/2021
109017	Purchase Agreement	Home Depot U.S.A., Inc.	TBR	Other - Goods	\$100,000.00	Yes	7/1/2020	6/30/2021 Yes
109018	Professional Service	Jim Lang	Student Success	Speaker	\$2,500.00		1/11/2021	1/11/2021
109019	Professional Service	Rector and Visitors, University of Virginia	Policy & Strategy	Grant Subcontract	(\$50,000.00)		1/1/2020	12/31/2020
109020	Professional Service	Flower Darby	Student Success	Speaker	\$3,000.00		1/11/2021	1/11/2021
109021	Professional Service	Mays Imad	Student Success	Speaker	\$3,000.00		1/11/2021	1/11/2021
109022	Professional Service	Rhizome Learn, LLC	Student Success	Speaker	\$2,000.00		1/11/2021	1/11/2021
109025	Special Industry Agreement	Marelli	TCAT Murfreesboro	Training	(\$750.00)		10/21/2020	9/30/2021
109026	Special Industry Agreement	Columbia State Community College	TCAT Murfreesboro	Training	(\$1,500.00)		10/12/2020	9/30/2021
109027	Clinical Affiliation	SDG Primary Care	TCAT Ripley	Clinical Experience	\$0.00		10/7/2020	10/6/2025
109028	Service Agreement	Howard Technology Solutions	TCAT Oneida	Other - Services	\$0.00		10/7/2020	12/31/2020
109029	Academic Articulation Agreement	Nashville General Hosptal	VSCC	Dual Enrollment Agreemer	\$0.00		10/1/2020	9/30/2021
109031	Special Industry Agreement	Old Time Pottery, LLC	TCAT Murfreesboro	Training	(\$750.00)		10/21/2020	9/30/2021
109033	Clinical Affiliation	Midtown Mosque clinic	TCAT Memphis	Dual Enrollment Agreemer	\$0.00		10/8/2020	9/30/2025
109035	Professional Service	Sarah Ketchen Lipson	Student Success	Speaker	\$3,000.00		3/12/2021	3/12/2021
109036	Service Agreement	Cengage Learning, Inc.	TCAT Murfreesboro	Training - Online	\$27,000.00		10/15/2020	9/30/2021
109037	Dual Enrollment Agreement	Bradley County Schools	TCAT Chattanooga	Dual Enrollment Agreemer	\$0.00		7/1/2020	6/30/2021
109038	Purchase Agreement	SNAP-ON INDUSTRIAL	TBR	Other - Goods	\$825,000.00	Yes	9/21/2020	4/13/2021 Yes
109039	Lease Agreement	Southeast Tennessee Development District	Facilities	Lease Agreement	\$17,000.00	Yes	4/1/2020	3/31/2025 Yes
109040	Special Industry Agreement	Columbia State Community College	TCAT Murfreesboro	Training	(\$500.00)		10/12/2020	9/30/2021
109041	Use of Facilities	Franklin Marriott Cool Springs	Student Success	Facility Use	\$40,000.00		3/11/2021	3/12/2021
109042	Software License	VelocityEHS	TCAT Crossville	Computer Software	\$2,199.00		11/1/2020	10/31/2021
109043	Dual Enrollment Agreement	Putnam County School System	TCAT Livingston	Dual Enrollment Agreemer	\$0.00		7/18/2020	5/31/2021
109044	Clinical Affiliation	Elite Urgent Care	TCAT Morristown	Clinical Experience	\$0.00		10/16/2020	10/15/2025
109045	Subscription Agreement	Tennessee Student Assistance Corporation	IT	Other - Services	\$0.00		10/19/2020	10/18/2021
109048	Special Industry Agreement	Warren County Government	TCAT McMinnville	Training	(\$19,200.00)		10/26/2020	6/30/2021
109049	Dual Enrollment Agreement	Chester County Schools	JSCC	Dual Enrollment Agreemer	\$0.00		7/1/2020	6/30/2021
109051	Academic Articulation Agreement	TCAT - Murfreesboro	MSCC	Dual Enrollment Agreemer	\$0.00		11/2/2020	11/1/2030
109053	Clinical Affiliation	Fentress County EMS	TCAT Crossville	Clinical Experience	\$0.00		1/1/2021	12/31/2021
109054	Service Agreement	Achieving the Dream, Inc	OE	Consulting	\$546,000.00		7/15/2020	7/14/2021
109055	Special Industry Agreement	Morgan County Correctional Complex	TCAT Oneida	Training	(\$15,000.00)		2/13/2020	12/31/2021



109056	Lease Agreement	East Tennessee State University	PSCC	Lease of Space	\$2,400.00	9/4/2020	9/3/2025
109059	Use of Facilities	UTSI	MSCC	Facility Use	\$0.00	1/1/2021	12/31/2022
109060	Use of Facilities	Upper Cumberland Local Workforce Development	TCAT McMinnville	Facility Use	\$0.00	11/3/2020	6/30/2021
109061	Dual Enrollment Agreement	White County School System	TCAT Livingston	Dual Enrollment Agreemer	\$0.00	7/18/2020	5/30/2021
109062	Special Industry Agreement	Career Team	TCAT McMinnville	Training	(\$5,000.00)	11/2/2020	6/30/2021
109063	Special Industry Agreement	Comfort Systems USA	TCAT Pulaski	Training	(\$3,638.00)	11/1/2020	10/31/2021
109064	Clinical Affiliation	Southern Family Practice Inc.	TCAT Ripley	Clinical Experience	\$0.00	11/2/2020	11/1/2025
109065	Grant Agreement	East Tennessee Development District	TCAT Jacksboro	Grant	(\$26,666.67)	2/1/2020	1/31/2023
109066	Clinical Affiliation	Express Med	TCAT Pulaski	Clinical Experience	\$0.00	11/4/2020	11/3/2025
109067	Clinical Affiliation	Unity Medical Center	TCAT Murfreesboro	Clinical Experience	\$0.00	1/11/2021	1/10/2026
109068	Dual Service	Motlow State Community College	Academics	Other - Services	\$54,003.32	12/1/2020	3/31/2021
109072	Clinical Affiliation	Family Practice Clinic	TCAT Ripley	Clinical Experience	\$0.00	11/5/2020	11/4/2025
109074	Dual Services Extra Compensation	TCAT Covington	TCAT Ripley	Other - Services	\$4,500.00	11/9/2020	12/31/2020
109075	Special Industry Agreement	Workforce Essentials, Inc	TCAT Murfreesboro	Training	(\$8,000.00)	11/10/2020	10/31/2021
109076	Dual Enrollment Agreement	Pickett County School System	TCAT Livingston	Dual Enrollment Agreemer	\$0.00	7/18/2020	5/31/2021
109077	Dual Enrollment Agreement	Jackson County Schools	TCAT Livingston	Dual Enrollment Agreemer	\$0.00	7/18/2020	5/31/2021
109078	Dual Enrollment Agreement	Overton County School System	TCAT Livingston	Dual Enrollment Agreemer	\$0.00	7/1/2020	5/31/2021
109079	Dual Enrollment Agreement	Clay County Schools	TCAT Livingston	Dual Enrollment Agreemer	\$0.00	7/18/2020	5/31/2021
109080	Special Industry Agreement	Workforce Essentials	TCAT Dickson	Training	(\$12,960.00)	11/14/2020	12/5/2020
109082	Special Industry Agreement	Workforce Essentials	TCAT Dickson	Training	(\$7,100.00)	11/14/2020	12/5/2020
Total Records: 242					\$9,856,240.65		

**Summary by Type of Contract**  
**Contracts Approved from September 1, 2020, to November 15, 2020**

Dept./Institution	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Services	Service Agreement	Other	Contract Total
<b>TBR Offices</b>							
Academics	2	-	31	11	-	-	44
eCampus	2	1	3	-	-	-	6
TBR Combined	8	1	1	12	3	14	39
<b>Subtotal</b>	<b>12</b>	<b>2</b>	<b>35</b>	<b>23</b>	<b>3</b>	<b>14</b>	<b>89</b>
<b>Institutions</b>							
APSU	-	-	-	-	-	-	-
ETSU	-	-	-	-	-	-	-
MTSU	-	-	-	-	-	-	-
TSU	-	-	-	-	-	-	-
TTU	-	-	-	-	-	-	-
UOM	-	-	-	-	-	-	-
CSCC	-	-	-	-	-	2	2
CISCC	3	-	-	-	-	1	4
CoSCC	-	-	-	-	-	1	1
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	-	2	2
MSCC	-	-	-	-	-	9	9
NSCC	-	-	-	-	-	-	-
NeSCC	-	-	-	-	-	-	-
PSCC	-	-	-	1	-	9	10
RSCC	-	-	-	-	-	1	1
STCC	1	-	-	-	-	-	1
VSCC	-	-	-	-	-	5	5
WSCC	2	-	-	-	-	21	23
TCAT Combined	4	32	-	1	5	53	95
<b>Subtotal</b>	<b>10</b>	<b>32</b>	<b>-</b>	<b>2</b>	<b>5</b>	<b>104</b>	<b>153</b>
<b>Grand Total</b>	<b>22</b>	<b>34</b>	<b>35</b>	<b>25</b>	<b>8</b>	<b>118</b>	<b>242</b>

**Notes (Do not print)**

eCampus includes Nursing and eCampus Contracts

TBR Combined includes all everything that is not specifically identified as Nursing, eCampus, TCAT or is under one of the school names under the column titled Dept./Institution on the Contracts Report for dates beginning June 1 - August 31.

Submit both this year's and last year's summaries along with this year's interim action (contracts that have been approved) report for the period of June 1 through August 31, 2019.

## **REPORT OF THE COMMITTEE ON AUDIT**

**October 14, 2020**

The Committee on Audit met in special-called session on October 14, 2020 at 9:30 a.m. (Central) via Microsoft Teams. The necessity of the electronic meeting was confirmed due to the expeditious need for the hiring and the prevalence of COVID-19 in the Nashville area. The roll was called by Secretary Sonja Mason. The roll call confirmed that a quorum was present; all Board members could simultaneously hear and speak to other participants; and that no other people were present in the room with each Regent except as noted below. In attendance were system office staff, the Board's Vice Chair, Regent Emily Reynolds, and other Board members, including the following Audit Committee members:

Regent Joey Hatch, Audit Committee Chair

Regent MaryLou Apple

Regent Miles Burdine

Regent Barbara Prescott

Regent Yolanda Greene (7-year-old first grader present in the room)

Regent Hatch opened the session and asked Mike Batson to present the recommendation for the appointment of the Information Systems

Auditor. Mr. Batson thanked the Board members and the system office personnel in attendance.

Item I, Recommendation for Appointment of the Information Systems Auditor, was presented by Mike Batson. The Tennessee Board of Regents system office has completed the search to fill the position of Information Systems Auditor. Mr. Batson, who chaired the search committee for the position, recommended Donald Fritts to the Audit Committee for approval. Regent Prescott made a motion to approve the appointment and Regent Burdine seconded the motion. The Committee voted to approve the recommendation by roll call vote.

There being no further business to come before the Committee on Audit, the session was adjourned at 9:39 a.m. (Central).

Respectfully submitted,

Committee on Audit

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Joey Hatch, Committee Chair

## **REPORT OF THE COMMITTEE ON AUDIT**

**November 17, 2020**

The Committee on Audit met in regular session on November 17, 2020 at 10:30 a.m. (Central) via Microsoft Teams. The necessity of the electronic meeting was confirmed due to the prevalence of COVID-19 in the Nashville area. The roll was called by Secretary Sonja Mason. The roll call confirmed that a quorum was present; all Committee members and the Board's Vice Chair confirmed that they could simultaneously hear and speak to other participants; and that no other people were present in the room with each Regent. In attendance were system office staff, the Board's Vice Chair, Regent Emily Reynolds, and other Board members, including the following Audit Committee members:

Regent Joey Hatch, Audit Committee Chair

Regent MaryLou Apple

Regent Miles Burdine

Regent Gregory Duckett

Regent Yolanda Greene (left the meeting prior to voting)

Regent Hatch opened the meeting by thanking everyone for being present and welcoming the two new Regents, Nisha Powers and Mark George to the Board.

Item I, Informational Reporting, included five topics for discussion.

Item I.a., Highlights of Audit Findings and Recommendations, consisted of Mike Batson discussing the following topics: Comptroller's Audit Reports; Fiscal Year 2020 President's and Chancellor's Expense Audits and Schedules; Roane State Community College Title IV Audit by the U.S. Department of Education; and Recommendation and Finding Logs. This item was for informational purposes and required no action.

Item I.b., Audit Reports and Reviews, consisted of informing the committee that a summary of the Federal Audit Reports, Comptroller's Office Audit Reports, Miscellaneous Reviews, and Internal Audit Reports for the first quarter are included in the meeting materials. A listing of the Internal Audit Reports is included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item I.c., Review of Annual Audits and Expenses for the Chancellor and Presidents, included a summary of the results from internal audits of offices selected for audit and a summary of the expenses of all offices for the year ended June 30, 2020. Mr. Batson provided a brief background of the requirements for these audits as well as the methodology for selecting the institutions to be audited. Audits were performed of the president's expenses for Cleveland State Community College, Columbia State Community College, Jackson State Community College, and Northeast State Community College. An audit of Pellissippi State Community College was still in progress at the time of reporting. No recommendations were reported. This item was for informational purposes and required no action.

Item I.d., System-Wide Internal Audit Updates, consisted of Mike Batson providing information on the following items: The new Information Systems Auditor for TBR; Chrystal Pittman passing her CIA exam and to be installed as the permanent Director of Internal Audit at Jackson State Community College; and the TN Colleges and Universities

Internal Audit Virtual Conference. This item was for informational purposes and required no action.

Item I.e., University Updates, consisted of Mike Batson providing information on the following items: Tennessee State University Comptroller's Office Audit Report and Tennessee State University Foundation Comptroller's Office Audit Report. Mr. Batson also explained the basis for reporting Comptroller's Office audits of the locally governed universities. This item was for informational purposes and required no action.

Item II, Consent Agenda, included one topic for approval. Item II.a., Review of Revisions to Fiscal Year 2021 Internal Audit Plans, were presented to the Committee. Most revisions to the plans were needed because of changes in audit priorities, including the addition of unscheduled investigations. A motion was made by Regent Burdine and seconded by Regent Duckett to approve the revised audit plans in a roll-call vote. (Regent Greene left the meeting prior to voting and Vice Chair Reynolds voted on this matter.) The Committee voted to approve the audit



plans as presented. The revised audit plans are included as Attachment B to these minutes.

Item III., Review of Salaries for the Office of System-wide Internal Audit, included a review of salaries for the Chief Audit Executive, three auditors, and one Administrative Assistant in the system office. A motion was made by Regent Apple and seconded by Regent Burdine to approve the salaries. The Committee voted to approve the salaries in a roll call vote. (Regent Greene left the meeting prior to voting and Vice Chair Reynolds voted on this matter.)

Item IV., Review of Salaries and Budgets for System Auditors was presented by Mike Batson. Mr. Batson commented on the salaries of the system and campus audit staff members and budgets by institution. This item was for informational purposes and required no action.

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

Respectfully submitted,

Committee on Audit

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Joey Hatch, Committee Chair

## Attachment A

### Summary of Internal Audit Reports and Investigations Issued During the Quarter

#### Internal Audit Reports for Informational Purposes- Financial Management

TCAT	President's Expense Audit FY 2019
Dickson	
TCAT	President's Expense Audit FY 2019
McMinnville	
TCAT	President's Expense Audit FY 2019
Morristown	

#### Internal Audit Reports for Informational Purposes- Institutional Support

ChSCC	Safety and Security (Campus Safety and Security Upgrades)
ClSCC	Safety and Security (Campus Safety and Physical Security)
DSCC	Safety and Security
NeSCC	Safety and Security (Safety and Security Funds Review)
VSCC	Safety and Security (Security Funding Allocation)
TCAT	Safety and Security Funds Review
Harriman	

#### Internal Audit Reports for Informational Purposes- Follow-up

CoSCC	Follow-up to the Foundation Audit
JSCC	Follow-up to the Payroll Process Review
JSCC	Follow-up to the Conflict of Interest Audit
MSCC	Additional Follow-up to the Access and Diversity Review

#### Internal Audit Reports for Informational Purposes- Investigations

ChSCC	INV 20-03: Police Department Duty Status and Pay Structure
DSCC	INV 20-02: HR Dept FMLA and Sick Leave
MSCC	INV TBR 20-03: MSCC Chief of Staff
STCC	INV 21-01: Abuse of Power
STCC	INV 21-02: Digital Learning Guidelines Conflict of Interest
WSCC	INV 20-03: Cash Payments for Public Safety Specialty Courses

**Attachment B**  
**Approved Revised Audit Plans for the**  
**Fiscal Year Ended June 30, 2021**

**Chattanooga State Community College**  
**Internal Audit Plan**  
**Fiscal Year Ending June 30, 2021**  
**Revised October 2020**

Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised to Original			FN	Planned to Actual		Completion Date	Current Status
						Revised Plan	Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	C	Management Advisory Services	5.0	Jul-20	120.0	95.0	-25.0	-21%	1	30.0	65.0		In Progress
FM	F	State Audit Assist/Follow-up	5.0	Jul-20	40.0	40.0	0.0	0%		2.0	38.0		In Progress
IS	F	Follow up Reviews	5.0	Jul-20	75.0	75.0	0.0	0%		9.5	65.5		In Progress
IS	I	Unscheduled Investigations	5.0	Jul-20	100.0	100.0	0.0	0%		0.0	100.0		Scheduled
IS	I	Developing Investigations-Assist TBR	5.0	Jul-20	15.0	15.0	0.0	0%		4.5	10.5		In Progress
IS	I	INV-2020-02	5.0	Jan-20	60.0	60.0	0.0	0%		2.0	58.0		In Progress
IS	I	INV-2020-03	5.0	Apr-20	40.0	40.0	0.0	0%		41.0	-1.0	Jul-20	Completed
IS	P	QAR Self Assessment	5.0	Apr-21	60.0	60.0	0.0	0%		0.0	60.0		Scheduled
FM	S	YE Procedures FYE 2020	5.0	Jun-21	10.0	10.0	0.0	0%		10.0	0.0	Jul-20	Completed
FM	S	YE Procedures FYE 2021	5.0	Jun-20	15.0	15.0	0.0	0%		0.0	15.0		Scheduled
IS	M	Enterprise Risk Assessment	5.0	Nov-20	35.0	35.0	0.0	0%		0.0	35.0		Scheduled
SS	R	Workforce Training Hours	5.0	Jan-21	100.0	100.0	0.0	0%		0.0	100.0		Scheduled
IA	S	TCAT Auto Client Services	5.0	Nov-19	40.0	40.0	0.0	0%		14.5	25.5		In Progress
IS	R	Campus Safety	5.0	May-20	40.0	40.0	0.0	0%		43.0	-3.0	Jul-20	Completed
IS	S	Campus Safety Task Force Recommendations	5.0	Jul-20	40.0	40.0	0.0	0%		39.0	1.0	Sep-20	Completed
IA	S	Faculty Credentials	5.0	Oct-20	100.0	100.0	0.0	0%		0.0	100.0		Scheduled
IT	S	IAR-NACHA-2019	5.0	Sep-20	60.0	60.0	0.0	0%		27.5	32.5		In Progress
FM	A	Procurement Card Purchases	3.4	Mar-21	100.0	100.0	0.0	0%		0.0	100.0		Scheduled
IA	M	Barbering Program Inventory	5.0	Sep-20	0.0	25.0	25.0	100%	1	25.0	0.0	Sep-20	Completed

**Total Planned Audit Hours:**

**1050.0**

**1050.0**

**0.0**

**248.0**

**802.0**

Estimated Available Audit Hours = 1050.0

**Functional Areas:**

AD - Advancement  
AT - Athletics  
AX - Auxiliary  
FM - Financial Management  
IA - Instruction & Academic Support  
IS - Institutional Support  
IT - Information Technology  
MC - Marketing and Campus Activities  
PP - Physical Plant  
RS - Research  
SS - Student Services

**Audit Types:**

R - Required  
A - Risk-Based (Assessed)  
S - Special Request  
I - Investigation  
P - Project (Ongoing or Recurring)  
M - Management's Risk Assessment  
C - Consultation  
F - Follow-up Review  
O - Other

**Status:**

Scheduled  
In Progress  
Completed  
Removed

FN1 - Added request from TCAT Management and reduced hours for management advisory services.

Cleveland State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	C	Manager Advisory Services	5.0	Jul-20	50.0	50.0	0.0	0%			50.0		Scheduled
IS	F	State Audit/Assist Follow-up	5.0	Jul-20	75.0	75.0	0.0	0%			75.0		Scheduled
IS	I	Unscheduled Investigations	5.0	Jul-20	50.0	50.0	0.0	0%			50.0		Scheduled
IS	F	Follow-up Reviews	5.0	Jul-20	75.0	75.0	0.0	0%			75.0		Scheduled
FM	S	YE Procedures FYE 2021	5.0	Jun-21	10.0	10.0	0.0	0%			10.0		Scheduled
FM	S	NACHA 2021	5.0	May-21	75.0	75.0	0.0	0%			75.0		Scheduled
IS	M	Enterprise Risk Assessment	5.0	Nov-20	35.0	35.0	0.0	0%			35.0		Scheduled
IA	R	Work Force Training Hours	5.0	Dec-20	120.0	120.0	0.0	0%			120.0		Scheduled
FM	R	CaresAct	5.0	Mar-20	175.0	175.0	0.0	0%			175.0		Scheduled
FM	R	Presidents Audit Columbia	5.0	Aug-20	120.0	120.0	0.0	0%		98.5	21.5		In Progress
FM	A	Travel	1T	Oct-20	125.0	125.0	0.0	0%		18.0	107.0		In Progress
FM	R	Campus Safety and Physical Security	5.0	Jul-20	15.0	15.0	0.0	0%		12.0	3.0	Jul-20	Complete
FM	A	Technology Access Fee	1T	Jan-21	120.0	120.0	0.0	0%			120.0		Scheduled
<b>Total Planned Audit Hours:</b>					<b>1045.0</b>	<b>1045.0</b>	<b>0.0</b>			<b>128.5</b>	<b>916.5</b>		
Estimated Available Audit Hours = 1045.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													

Columbia State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
FM	R	State Audit Year End Work	5.0	May-21	22.5	22.5	0.0	0%			22.5		
PP	R	Campus Safety & Security	5.0	Jul-20	37.5	37.5	0.0	0%		25.0	12.5		In Progress
FM	S	President's Expense - CISCC	5.0	Oct-20	75.0	75.0	0.0	0%		23.8	51.2		In Progress
IA	R	WF & CE THEC Reporting	5.0	Sep-20	52.5	52.5	0.0	0%			52.5		
FM	R	CARES Act Review	5.0	Apr-21	150.0	150.0	0.0	0%			150.0		
IS	F	Engagement Follow-up/Monitoring	5.0	Aug-20	60.0	60.0	0.0	0%		4.9	55.2		In Progress
IT	F	SWIA LOU Follow-up	5.0	Jul-20	52.5	60.0	7.5	14%	2	28.0	32.0		In Progress
IA	F	WF/CE IA Engagement Follow-up	5.0	Jul-20	22.5	30.0	7.5	33%	2	26.2	3.9		In Progress
SS	F	Financial Aid (3rd Party Risk Mgmt) IA Engagement FU	5.0	Jul-20	22.5	22.5	0.0	0%			22.5		
IS	F	Policy Review Engagement FU	5.0	Jul-20	15.0	15.0	0.0	0%		9.9	5.2		In Progress
AD	F	Foundation Engagement Follow-up	5.0	Jul-20	7.5	1.6	-5.9	-79%	2	1.6	0.0	July 2020	Completed
FM	F	State Audit Findings FU	5.0	Jun-20	0.0	1.6	1.6	100%		1.60	0.0	July 2020	Completed
FM	M	Review Management's Risk Assessment	5.0	Nov-20	22.5	22.5	0.0	0%			22.5		
AT	C	Title IX Gender Equity Assessment	3.5	Aug-20	75.0	75.0	0.0	0%		8.1	66.9		In Progress
IS	C	Informal Consulting		Jul-19	75.0	75.0	0.0	0%		33.9	41.1		In Progress
IS	P	Data Analytics - QAIP		Nov-20	202.5	100.0	-102.5	-51%	2		100.0		
IS	P	Awareness & Education		Dec-20	105.0	50.0	-55.0	-52%	2		50.0		
IS	P	Quality Assurance Review - 3yr		Aug-20	52.5	46.3	-6.2	-12%	2	8.25	38.1		
IS	C	Complaint Processing		Aug-20	0.0	0.5	0.5	100%	2	0.50	0.0	Aug 2020	Completed
IS	P	Student Calling/Temp Checks		Aug-20	0.0	52.5	52.5	100%	1	29.45	23.1		In Progress
IA	P	COLS		Aug-20	0.0	100.0	100.0	100%	1	57.20	42.8		In Progress
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1050.0</b>	<b>0.0</b>			<b>258.3</b>	<b>791.8</b>		
Estimated Available Audit Hours = 1170.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													
FN1 - Value-added services during COVID-19													
FN2 - Adjustments to meet needs of engagements													

**Dyersburg State Community College**  
**Internal Audit Plan**  
**Fiscal Year Ending June 30, 2021**  
**Revised October 2020**

Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
PP	R	Physical Security/Campus Safety		Jun-20	20.0	38.0	18.0	90%		38.0	0.0	Aug-20	Completed
AD	R	Workforce Development Contact Hours		Dec-20	38.0	38.0	0.0	0%		0.0	38.0		Scheduled
IS	P	PII Review		Aug-20	60.0	60.0	0.0	0%		18.0	42.0		In Progress
IS	C	General Consultation		Jul-20	100.0	75.0	-25.0	-25%		22.0	53.0		In Progress
IS	A	Human Resources		Nov-20	65.0	65.0	0.0	0%		0.0	65.0		Scheduled
FM	A	Cash Handling		Dec-20	45.0	45.0	0.0	0%		0.0	45.0		Scheduled
AT	A	Athletics Eligibility		Jul-20	25.0	32.0	7.0	28%		30.0	2.0		In Progress
AT	A	Athletics, Camps, Clinics & Fundraising		Jan-21	65.0	65.0	0.0	0%		0.0	65.0		Scheduled
IS	R	Risk Assessment		Oct-20	80.0	60.0	-20.0	-25%		5.0	55.0		In Progress
IS	R	Follow-up Audits		Jul-20	100.0	100.0	0.0	0%		23.0	77.0		In Progress
FM	A	Records Management and Retention		Apr-21	95.0	95.0	0.0	0%		0.0	95.0		Scheduled
IS	I	Unscheduled Investigations		Jul-20	80.0	100.0	20.0	25%		47.0	53.0		In Progress
IS	P	QAR Self Assessment		Nov-20	60.0	60.0	0.0	0%		0.0	60.0		Scheduled
SS	R	CARES Act		May-21	120.0	120.0	0.0	0%		0.0	120.0		Scheduled
PP	R	Building Security and Keys Audit		Jun-21	110.0	110.0	0.0	0%		0.0	110.0		Scheduled
FM	R	Year End Bank Confirmations		Jun-21	30.0	30.0	0.0	0%		0.0	30.0		Scheduled
<b>Total Planned Audit Hours:</b>					<b>1093.0</b>	<b>1093.0</b>	<b>0.0</b>			<b>183.0</b>	<b>910.0</b>		

Estimated Available Audit Hours = 1093.0

**Functional Areas:**

AD - Advancement  
 AT - Athletics  
 AX - Auxiliary  
 FM - Financial Management  
 IA - Instruction & Academic Support  
 IS - Institutional Support  
 IT - Information Technology  
 MC - Marketing and Campus Activities  
 PP - Physical Plant  
 RS - Research  
 SS - Student Services

**Audit Types:**

R - Required  
 A - Risk-Based (Assessed)  
 S - Special Request  
 I - Investigation  
 P - Project (Ongoing or Recurring)  
 M - Management's Risk Assessment  
 C - Consultation  
 F - Follow-up Review  
 O - Other

**Status:**

Scheduled  
 In Progress  
 Completed  
 Removed



**Jackson State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2021  
Revised October 2020**

Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IA	R	Workforce Development		Nov-20	150.0	150.0	0.0	0%			150.0		Scheduled
SS	S	Veterans Affairs Student Records		Jan-21	125.0	125.0	0.0	0%			125.0		Scheduled
IS	R	CARES Act		Feb-21	200.0	200.0	0.0	0%			200.0		Scheduled
FM	F	Access and Diversity Follow up		Sep-20	125.0	125.0	0.0	0%			63.5	61.5	In Progress
FM	F	Payroll Follow up		In Progress	100.0	140.0	40.0	40%			115.5	24.5	Aug-20 Completed
IS	F	Conflict of Interest Follow up		Mar-21	125.0	35.0	-90.0	-72%			30.5	4.5	Sep-20 Completed
IA	F	Workforce Development Follow up		Nov-20	75.0	75.0	0.0	0%			75.0		Scheduled
SS	F	Inv 18-03 Follow up		Aug-20	140.0	140.0	0.0	0%			11.5	128.5	In Progress
AT	F	Inv 19-01 Follow up		Jul-20	140.0	140.0	0.0	0%			13.5	126.5	In Progress
AD	F	Foundation Follow up		Apr-21	140.0	140.0	0.0	0%			140.0		Scheduled
IS	M	Risk Assessment		Dec-20	40.0	40.0	0.0	0%			40.0		Scheduled
FM	R	Year-end Procedures		Jul-20	40.0	40.0	0.0	0%			40.0		Scheduled
IS	C	General Consultation		As needed	150.0	150.0	0.0	0%			82.5	67.5	In Progress
IS	F	EMP Follow-up			0.0	30.0	30.0		1		20.0	10.0	Jun-20 Completed
IS	I	Unscheduled Investigations and Special Requests		As needed	100.0	120.0	20.0	20%			120.0		Scheduled
						<b>1650.0</b>	<b>0.0</b>				<b>337.0</b>	<b>1193.0</b>	

Estimated Available Audit Hours = 1650

**Functional Areas:**

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- MC - Marketing and Campus Activities
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Audit Types:**

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

FN1: Audit completed in prior fiscal year with time spent on work paper documentation in the current year.

**Motlow State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2021  
Revised October 2020**

Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
AD	R	Workforce Development and Follow Up		Dec-20	80.0	60.0	-20.0	-25%		3.0	57.0		Scheduled
PP	R	Security - Physical Observation - Supplemental		Apr-21	75.0	75.0	0.0	0%		2.0	73.0		Scheduled
FM	R	CARES Funding		Feb-21	125.0	125.0	0.0	0%		0.0	125.0		Scheduled
IA	A	Faculty Credentials	5.0	Jul-20	100.0	100.0	0.0	0%		24.5	75.5		In Progress
FM	S	President's Expense Review (Special Request)		Jan-21	75.0	75.0	0.0	0%		0.0	75.0		Scheduled
IA	M	Risk Assessment		Nov-20	30.0	30.0	0.0	0%		5.0	25.0		Scheduled
IT	A	Information Technology - Follow Up		Sep-20	20.0	20.0	0.0	0%		6.8	13.2		In Progress
AT	F	Follow Up INV 1604		Jul-20	30.0	30.0	0.0	0%		1.0	29.0		In Progress
SS	F	Follow Up INV 1801		Jul-20	30.0	30.0	0.0	0%		11.5	18.5		In Progress
AT	F	Follow Up INV 1802		Jul-20	30.0	30.0	0.0	0%		12.9	17.1		In Progress
SS	F	Follow Up Access and Diversity #2		Jul-20	40.0	85.0	45.0	113%	FN 1	84.9	0.1	Oct-20	Completed
SS	F	Follow Up Access and Diversity #3		Feb-21	40.0	55.0	15.0	38%		0.0	55.0		Scheduled
AD	F	Follow Up Foundation		Aug-20	40.0	30.0	-10.0	-25%		3.0	27.0		In Progress
AD	I	INV 20-03		Jul-20	50.0	50.0	0.0	0%		2.0	48.0		In Progress
FM	C	General Consultation		Jul-20	50.0	50.0	0.0	0%		24.4	25.6		In Progress
IS	P	IIA Quality Assurance Self-Assessment		Dec-20	20.0	20.0	0.0	0%		0.0	20.0		Scheduled
FM	R	State Audit Assistance - Yr End		Jul-20	20.0	20.0	0.0	0%		0.0	20.0		Scheduled
IS	I	Unscheduled Investigations		Jul-20	50.0	100.0	50.0	100%		96.6	3.4		In Progress
FM	P	Data Analytics Project		Dec-20	75.0	75.0	0.0	0%		1.0	74.0		In Progress
SS	A	Admissions & Records	5.0	Mar-21	80.0	80.0	0.0	0%		0.0	80.0		Scheduled
IS	A	Compliance - Trainings and Disclosures	4.9	Jan-21	80.0	40.0	-40.0	-50%		0.0	40.0		Scheduled

**Total Planned Audit Hours: 1140.0    1180.0    40.0    278.6    901.4**

Estimated Available Audit Hours = 1180.0

**Functional Areas:**

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- MC - Marketing and Campus Activities
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Audit Types:**

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

**Status:**

- Scheduled
- In Progress
- Completed
- Removed

FN1 Access and Diversity Follow Up #2 actual hours exceeded budgeted hours.

Nashville State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	F	Physical Security / Campus Safety Follow Up	4.3	May-21	100.0	100.0	0.0	0%			100.0		Scheduled
FM	R	CARES Act	3.7	Mar-21	112.5	112.5	0.0	0%			112.5		Scheduled
IA	R	Workforce Development	3.7	Jan-21	112.5	112.5	0.0	0%			112.5		Scheduled
FM	F	State Audit Follow Up	3.6	Jan-21	37.5	37.5	0.0	0%			37.5		Scheduled
IS	A	Police Department	3.4	Feb-21	100.0	100.0	0.0	0%			100.0		Scheduled
IS	A	Disaster Recovery/Continuity of Operations Plan (COOP)	4.2	Sep-20	75.0	75.0	0.0	0%		15.0	60.0		In Progress
FM	A	Travel	3.4	Aug-20	75.0	75.0	0.0	0%		37.5	37.5		In Progress
FM	A	Purchase Card / Procurement	3.4	Oct-20	112.5	112.5	0.0	0%			112.5		Scheduled
FM	A	Cash Collection	3.3	Apr-21	100.0	100.0	0.0	0%			100.0		Scheduled
FM	A	Payroll/ Time and Leave	3.4	Dec-20	75.0	75.0	0.0	0%			75.0		Scheduled
IS	C	Consulting Activities	3.0	As needed	37.5	37.5	0.0	0%			37.5		Scheduled
IT	A	Personal Identifiable Information / Data Security	3.9	Nov-20	112.5	112.5	0.0	0%			112.5		Scheduled
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1050.0</b>	<b>0.0</b>			<b>52.5</b>	<b>997.5</b>		
Estimated Available Audit Hours = 1050.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													

Northeast State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
							Revised to Original			Planned to Actual			
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Change in Hours	Change in Percentage	FN	Actual Hours	Variance	Completion Date	Current Status
SS	R	Workforce Development Training Hours	5.0	Oct-20	75.0	75.0	0.0	0%		2.0	73.0		In Progress
FM	R	CARES Act Funding Audit	5.0	Mar-21	150.0	150.0	0.0	0%		0.0	150.0		Scheduled
FM	R	State Audit Follow-Up	5.0	Nov-20	60.0	60.0	0.0	0%		6.0	54.0		In Progress
IS	R	Campus Safety	5.0	Apr-20	50.0	50.0	0.0	0%		53.5	-3.5	Sep-20	Completed
IS	S	Gramm Leach Bliley Act Program	5.0	Jul-20	100.0	100.0	0.0	0%		53.5	46.5		In Progress
IS	C	QAR Self-Study	5.0	Nov-20	75.0	75.0	0.0	0%		0.0	75.0		Scheduled
IT	S	Access Termination	5.0	Oct-19	35.0	35.0	0.0	0%		0.0	35.0		Scheduled
FM	A	NorCard Procurement Cards	5.0	Sep-20	75.0	75.0	0.0	0%		41.5	33.5		In Progress
IS	I	Unscheduled Investigations	5.0	Jul-20	100.0	100.0	0.0	0%		0.0	100.0		Scheduled
FM	R	State Audit Assistance - Year End	5.0	Jul-20	30.0	30.0	0.0	0%		2.5	27.5		In Progress
IS	S	Special Requests and Projects	5.0	Jul-20	100.0	100.0	0.0	0%		53.0	47.0		In Progress
IS	F	Other Audit Follow-Up	5.0	Jul-20	50.0	50.0	0.0	0%		12.5	37.5		In Progress
IS	M	Risk Assessment	5.0	Oct-20	50.0	50.0	0.0	0%		0.0	50.0		Scheduled
IS	C	Management Advisory Services	5.0	Jul-20	100.0	100.0	0.0	0%		52.5	47.5		In Progress
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1050.0</b>	<b>0.0</b>			<b>277.0</b>	<b>773.0</b>		
Estimated Available Audit Hours = 1050.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													

Pellissippi State Community College  
Internal Audit Plan  
Fiscal Year Ending June 30, 2021  
Revised October 2020

Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	R	Cares Act Funding	5.0	Feb-21	200.0	200.0	0.0	0%		0.0	200.0		Scheduled
FM	R	Year End Inventory & Cash Counts	5.0	Jul-20	15.0	15.0	0.0	0%		0.0	15.0		Scheduled
IS	R	Funding Formula - Workforce Development	5.0	Oct-20	75.0	75.0	0.0	0%		0.0	75.0		Scheduled
IS	R	QAR Self Assessment	5.0	Aug-20	75.0	75.0	0.0	0%		21.5	53.5		In Progress
FM	F	State Audit Follow-Up	5.0	Dec-20	15.0	15.0	0.0	0%		0.0	15.0		Scheduled
IS	M	Risk Assessment	5.0	Oct-20	22.5	22.5	0.0	0%		0.0	22.5		Scheduled
IA	S	Faculty Credentials	5.0	Nov-20	105.0	105.0	0.0	0%		2.5	102.5		Scheduled
IA	S	Review of Compliance Assist	5.0	Mar-21	37.5	37.5	0.0	0%		0.0	37.5		Scheduled
IT	S	Vulnerability Assessment - Electronic Key System	5.0	Oct-20	187.5	187.5	0.0	0%		0.0	187.5		Scheduled
AD	C	Advancement Management Advisory Services, Consultation, etc.	5.0	Jul-20	52.5	52.5	0.0	0%		4.0	48.5		In Progress
FM	C	Finance Management Advisory Services, Consultation, etc.	5.0	Jul-20	37.5	37.5	0.0	0%		13.0	24.5		In Progress
IS	C	Institutional Support Management Advisory Services, Consultation, etc. (includes Covid 19 MAS)	5.0	Jul-20	445.0	445.0	0.0	0%		130.0	315.0		In Progress
IS	I	Unauthorized Change to Bank Routing and ACH Information	5.0	Jul-20	30.0	150.0	120.0	400%	FN1	136.5	13.5		In Progress
IT	C	IT Audit Management Advisory Service - Building Security Review	5.0	Jul-20	52.5	52.5	0.0	0%		0.0	52.5		Scheduled
IT	C	IT Audit Management Advisory Service - General Security Review	5.0	Jul-20	165.0	165.0	0.0	0%		107.0	58.0		In Progress
IT	C	IT Audit Management Advisory Service - PCI & ACH Review	5.0	Jul-20	150.0	150.0	0.0	0%		9.0	141.0		In Progress
IT	A	Computer Center - Disaster Recovery	3.6	Dec-20	112.5	0.0	-112.5	-100%	FN2	0.0	0.0		Removed
IT	A	Computer Center - Physical Security	3.5	Jan-21	202.5	202.5	0.0	0%		0.0	202.5		Scheduled
IT	A	Vulnerability Assessment - Print Servers	3.5	Aug-20	187.5	187.5	0.0	0%		138.5	49.0		In Progress
IT	A	Vulnerability Assessment - BDMS (scanned documents from Finance, HR and Student)	3.5	Mar-21	187.5	187.5	0.0	0%		0.0	187.5		Scheduled
IT	A	Vulnerability Assessment - PSDB (store degree works data and Luminus Information)	3.4	Apr-21	187.5	187.5	0.0	0%		0.0	187.5		Scheduled
<b>Total Planned Audit Hours:</b>					<b>2542.5</b>	<b>2550.0</b>	<b>7.5</b>			<b>562.0</b>	<b>1988.0</b>		

Estimated Available Audit Hours = 2515.0

**Functional Areas:**

AD - Advancement  
AT - Athletics  
AX - Auxiliary  
FM - Financial Management  
IA - Instruction & Academic Support  
IS - Institutional Support  
IT - Information Technology  
MC - Marketing and Campus Activities  
PP - Physical Plant  
RS - Research  
SS - Student Services

**Audit Types:**

R - Required  
A - Risk-Based (Assessed)  
S - Special Request  
I - Investigation  
P - Project (Ongoing or Recurring)  
M - Management's Risk Assessment  
C - Consultation  
F - Follow-up Review  
O - Other

**Status:**

Scheduled  
In Progress  
Completed  
Removed

**FN1** - Item was originally place holder for unplanned investigation. Item listed occurred in August of 2020 and was joint investigation with the Information Services Division of the College. College policy requires that Chief Information Officer be the lead investigator on this type of review therefore an internal audit report on this will not be issued.

**FN2** - This audit was removed from the audit plan because of the amount of time spent reviewing unauthorized changes made to payroll bank routing and ACH information.

Roane State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
SS	R	Workforce Development	5.0	Jul-20	75.0	37.5	-37.5	-50%	1	5.0	32.5		In Progress
FM	R	Year End Cash Counts	5.0	Jul-20	45.0	45.0	0.0	0%		2.0	43.0		In Progress
IA	A	International Education	3.4	Oct-20	60.0	0.0	-60.0	-100%	2		0.0		Removed
IS	M	Enterprise Risk Assessment	5.0	Nov-20	75.0	75.0	0.0	0%		7.5	67.5		In Progress
FM	A	Grants	3.4	Dec-20	75.0	75.0	0.0	0%		10.5	64.5		In Progress
IA	S	Healthcare Programs Admissions	4.0	Oct-20	105.0	105.0	0.0	0%		0.0	105.0		Scheduled
FM	R	CARES Act	5.0	Feb-20	75.0	75.0	0.0	0%		0.0	75.0		Scheduled
IS	A	Sick Leave Bank	3.5	Mar-20	22.5	22.5	0.0	0%		0.0	22.5		Scheduled
FM	F	State Audit Follow-up	5.0	Jul-20	52.5	52.5	0.0	0%		7.5	45.0		In Progress
FM	F	IAR Audit Follow-up	5.0	Jul-20	70.0	70.0	0.0	0%		5.0	65.0		In Progress
FM	I	Unscheduled Investigations	5.0	Jul-20	90.0	90.0	0.0	0%		0.0	90.0		In Progress
IS	C	Management Advisory Services	5.0	Jul-20	142.5	142.5	0.0	0%		35.0	107.5		In Progress
AX	S	Foundation - Restricted Funds	4.1	Jul-20	80.0	80.0	0.0	0%		22.5	57.5		In Progress
FM	R	President's Expense - PSTCC	5.0	Aug-20	60.0	60.0	0.0	0%		15.5	44.5		In Progress
IS	R	QAR - Self-Review	5.0	May-20	22.5	22.5	0.0	0%		0.0	22.5		Scheduled
IS	R	Campus Safety & Security	5.0	Jul-20		22.5	22.5	N/A	3	7.5	15.0		In Progress
AX	S	Foundation - Data Security Consulting	5.0	Jul-20		75	75.0	N/A	4	34.5	40.5		In Progress
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1050.0</b>	<b>0.0</b>			<b>152.5</b>	<b>897.5</b>		
Estimated Available Audit Hours = 1050.0													
<b>Functional Areas:</b> AD - Advancement AT - Athletics AX - Auxiliary FM - Financial Management IA - Instruction & Academic Support IS - Institutional Support IT - Information Technology MC - Marketing and Campus Activities PP - Physical Plant RS - Research SS - Student Services				<b>Audit Types:</b> R - Required A - Risk-Based (Assessed) S - Special Request I - Investigation P - Project (Ongoing or Recurring) M - Management's Risk Assessment C - Consultation F - Follow-up Review O - Other				<b>Status:</b> Scheduled In Progress Completed Removed					
FN 1 Revised hours for Workforce Development 2 Removed International Education due to pandemic 3 Included finalization of Campus Security Audit 4 Management request for Foundation data security consulting													

Southwest Tennessee Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
FM	A	IAR-Cash Count		Jun-20	37.5	37.5	0.0	0%			37.5		Scheduled
SS	S	Out of State Tuition		Jul-20	97.5	70.0	-27.5	-28%			70.0		Scheduled
FU	R	FU-Foundation Audit		Sep-20	22.5	22.5	0.0	0%			22.5		Scheduled
FM	S	Review of Accounts Payable Vendors		Aug-20	97.5	70.0	-27.5	-28%			70.0		Scheduled
FU	S	FU-Time Sheet Preparation		Oct-20	22.5	22.5	0.0	0%			22.5		Scheduled
IS	R	Campus Safety Audit		Jul-20	97.5	134.0	36.5	37%		134.0	0.0		In Progress
SS	R	Workforce Development Audit		Nov-20	97.5	70.0	-27.5	-28%		2.0	68.0		In Progress
FM	F	FU-State Audit		Dec-20	90.0	90.0	0.0	0%			90.0		Scheduled
FM	S	Review of Driver License		Jan-21	97.5	86.0	-11.5	-12%			86.0		Scheduled
FM	F	FU-Whitehaven Federal Work Study		Oct-20	45.0	45.0	0.0	0%		2.5	42.5		In Progress
FM	S	Review of Ghost Employees		Feb-21	87.5	70.0	-17.5	-20%			70.0		Scheduled
FM	I	INV-Investigation of Clubs		Mar-21	45.5	45.5	0.0	0%		2.5	43.0		In Progress
FM	F	FU-IT Audit		Apr-21	20.0	20.0	0.0	0%			20.0		Scheduled
IS	A	IAR Risk Assessment		May-21	34.5	34.5	0.0	0%		7.5	27.0		In Progress
IS	F	FU-Internal Audit Follow Up		Jul-20	15.0	15.0	0.0	0%			15.0		Scheduled
SS	C	IAR-General Consultant		Jul-20	82.5	64.5	-18.0	-22%		20.5	44.0		In Progress
FM	I	Unscheduled Investigation		Jul-20	62.5	0.0	-62.5	-100%			0.0		Scheduled
FM	P	ACM-Audit Software		Jul-20	60.0	60.0	0.0	0%		19.0	41.0		In Progress
FM	I	INV-Investigation of Cafeteria		May-21	35.0	35.0	0.0	0%			35.0		Scheduled
FM	R	IAR-President Audit		Sep-20	0.0	83.0	83.0	N/A		31.5	51.5		In Progress
IA	I	INV-21-01 Abuse of Power		Sep-20	0.0	49.0	49.0	N/A		48.0	1.0	Sep-20	Completed
IA	I	INV 21-02 Digital Learning Guidelines		Sep-20	0.0	23.5	23.5	N/A		22.5	1.0	Sep-20	Completed
<b>Total Planned Audit Hours:</b>					<b>1147.5</b>	<b>1147.5</b>				<b>290.0</b>	<b>857.5</b>		
Estimated Available Audit Hours =					1147.5								
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													

**Volunteer State Community College**  
**Internal Audit Plan**  
**Fiscal Year Ending June 30, 2021**  
**Revised October 2020**

Revised to Original													Planned to Actual	
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Change in Hours	Change in Percentage	FN	Actual Hours	Variance	Completion Date	Current Status	
IS	R	Security Funding Allocation	5.0	May-20	100.0	100.0	0.0	0%		29.5	70.5	Jul-20	Completed	
SS	S	Work Study	8.5	Aug-20	175.0	175.0	0.0	0%		158.0	17.0		In Progress	
IA	R	Workforce Development	7.4	Oct-20	200.0	200.0	0.0	0%			200.0		Scheduled	
IS	R	CARES Act	5.0	Jan-21	175.0	175.0	0.0	0%			175.0		Scheduled	
IS	M	Management Risk Assessment	5.0	Oct-20	40.0	40.0	0.0	0%		1.0	39.0		Scheduled	
FM	R	State Audit Year-End Work	5.0	May-21	40.0	40.0	0.0	0%			40.0		Scheduled	
IS	P	IIA QAIP Self Assessment	5.0	Jul-20	100.0	100.0	0.0	0%			100.0		Scheduled	
IS	F	Follow-up Activities	5.0	Jul-20	50.0	50.0	0.0	0%		5.5	44.5		In Progress	
IS	C	General Consultation	5.0	Jul-20	75.0	75.0	0.0	0%		2.0	73.0		In Progress	
IS	I	Unscheduled Investigations	5.0	Jul-20	40.0	40.0	0.0	0%			40.0		Scheduled	
FM	A	Cash Receipts	4.7	Apr-21	175.0	175.0	0.0	0%			175.0		Scheduled	
<b>Total Planned Audit Hours:</b>					<b>1170.0</b>	<b>1170.0</b>	<b>0.0</b>			<b>196.0</b>	<b>974.0</b>			
Estimated Available Audit Hours = 1170.0														
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>						
AD - Advancement				R - Required				Scheduled						
AT - Athletics				A - Risk-Based (Assessed)				In Progress						
AX - Auxiliary				S - Special Request				Completed						
FM - Financial Management				I - Investigation				Removed						
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)										
IS - Institutional Support				M - Management's Risk Assessment										
IT - Information Technology				C - Consultation										
MC - Marketing and Campus Activities				F - Follow-up Review										
PP - Physical Plant				O - Other										
RS - Research														
SS - Student Services														

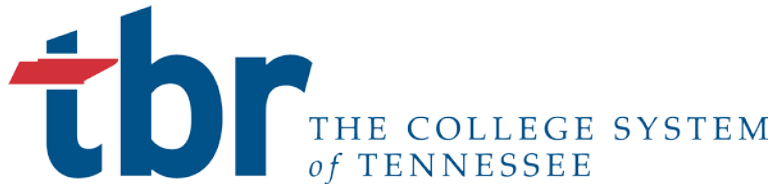


Walters State Community College Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	C	Management Advisory Services/Consulting	5.0	Jul-20	300.0	300.0	0.0	0%		60.0	240.0		In Progress
FM	F	State Audit Assist/Follow-up	5.0	Oct-20	12.0	0.0	-12.0	-100%	1		0.0		Removed
IS	R	IAR-NeSCC President's Expenses Audit 2021	5.0	Aug-19	90.0	90.0	0.0	0%		67.5	22.5		In Progress
SS	F	IAR-FU-CCTA-WorkforceTrainingHours2019	5.0	Dec-20	22.5	22.5	0.0	0%			22.5		In Progress
IS	R	IAR-CARES Act Review 2021	5.0	Feb-21	40.0	40.0	0.0	0%			40.0		In Progress
A	IT	IT Governance	5.0	Sep-20	105.0	105.0	0.0	0%			105.0		
M	IS	WCC Enterprise-wide Risk Assessment	5.0	Aug-19	22.5	22.5	0.0	0%			22.5		
IS	M	WCC Risk Assessment T/B/A	5.0	May-21	22.5	22.5	0.0	0%			22.5		
A	M	Accounts Receivable	5.0	Oct-20	45.0	45.0	0.0	0%			45.0		
IS	M	WCC IET Risk Assessment	5.0	Dec-20	37.5	37.5	0.0	0%			37.5		
IS	P	IAR-QAR Self & External	5.0	Jun-21	22.5	22.5	0.0	0%			22.5		
FM	S	YE Procedures FYE 2021	5.0	Jun-21	22.5	22.5	0.0	0%			22.5		
FM	S	YE Procedures FYE 2020	5.0	Jul-20	22.5	22.5	0.0	0%		15.0	7.5	Jul-20	Completed
IT	S	IAR-NACHA-2021	5.0	Jan-21	75.5	75.5	0.0	0%			75.5		
I	IS	Unscheduled Investigations	5.0	Jul-20	105.0	105.0	0.0	0%		52.5	52.5		
SS	R	IAR-CCTA-Workforce Training Hours 2021	5.0	Mar-21	105.0	105.0	0.0	0%		30.0	75.0		In Progress
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1038.0</b>	<b>-12.0</b>			<b>225.0</b>	<b>813.0</b>		
Estimated Available Audit Hours = 1050.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													
1 - Since State Audit issued no findings with respect to the bi-annual audit of WCC, no State Audit follow-up is needed.													

TCAT Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised October 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
FM	A	FY 20 Perkins Audit	NA	Jan-21	100.0	100.0	0.0	0%		0.0	100.0		In Progress
FM	C	FY 20 TCAT Consultation	NA	Jul-20	200.0	200.0	0.0	0%		60.0	140.0		In Progress
FM	R	FY 20 TCAT Risk Assessment	NA	Oct-20	75.0	75.0	0.0	0%		0.0	75.0		Scheduled
FM	C	FY 20 TCAT Audit Program	NA	Jul-20	75.0	75.0	0.0	0%		77.0	-2.0		In Progress
FM	C	FY 20 TCAT Year End Procedures	NA	Jun-21	50.0	50.0	0.0	0%		13.5	36.5		Scheduled
FM	R	FY 20 TCAT Foundation	NA	Jul-20	37.5	37.5	0.0	0%		0.0	37.5		In Progress
FM	A	FY 21 TCAT Memphis Controls Review	5.0	Jan-21	37.5	37.5	0.0	0%	FN1	0.0	37.5		
FM	A	FY 21 TCAT McMinnville Controls Review	5.0	Jan-21	15.0	15.0	0.0	0%	FN1	0.0	15.0		
FM	R	FY 20 TCAT Knoxville President's Expense	4.7	Jul-20	37.5	37.5	0.0	0%		8.5	29.0		In Progress
FM	R	FY 19 TCAT Elizabethton President's Expense	4.7	Jul-20	37.5	37.5	0.0	0%		8.0	29.5		In Progress
FM	R	FY 19 TCAT Murfreesboro President's Expense	4.7	Jul-20	37.5	37.5	0.0	0%		6.0	31.5		In Progress
FM	R	FY 19 TCAT Nashville President's Expense	4.6	Jul-20	37.5	37.5	0.0	0%		13.5	24.0		In Progress
FM	A	FY 20 Nashville-IAR-Equipment/Security Review	4.6	Nov-20	15.0	15.0	0.0	0%		0.0	15.0		In Progress
FM	R	FY 20 TCAT Livingston President's Expense	3.9	Sep-20	37.5	37.5	0.0	0%		13.0	24.5		In Progress
FM	R	FY 19 TCAT Jackson/Whiteville President's Expense	3.7	Aug-20	37.5	37.5	0.0	0%		15.0	22.5		In Progress
FM	R	FY 20 TCAT Hohenwald President's Expense	3.2	Oct-20	37.5	37.5	0.0	0%		12.0	25.5		In Progress
FM	R	FY 19 TCAT Morristown President's Expense	3.2	Jul-20	15.0	15.0	0.0	0%	FN3	28.5	-13.5	Aug-20	Completed
FM	R	FY 20 TCAT Crossville President's Expense	3.1	Aug-20	37.5	37.5	0.0	0%		12.5	25.0		In Progress
FM	R	FY 20 TCAT Ripley President's Expense	2.7	Mar-21	22.5	22.5	0.0	0%	FN1	0.0	22.5		
FM	R	FY 20 TCAT Pulaski President's Expnese	2.7	Apr-21	37.5	37.5	0.0	0%		12.0	25.5		In Progress
FM	R	FY 20 TCAT Shelbyville President's Expense	2.6	Feb-21	22.5	22.5	0.0	0%		6.5	16.0		In Progress
FM	R	FY 20 TCAT Newbern President's Expense	2.6	Mar-21	37.5	37.5	0.0	0%	FN1	0.0	37.5		
FM	R	FY 20 TCAT Oneida President's Expense	2.6	Feb-21	22.5	22.5	0.0	0%		9.5	13.0		In Progress
FM	R	FY 20 TCAT Crump President's Expense	2.6	May-21	37.5	37.5	0.0	0%		6.0	31.5		In Progress
FM	A	FY 20 TCAT Dickson SFA Review	2.5	May-21	22.5	22.5	0.0	0%	FN1	0.0	22.5		
FM	R	FY 20 TCAT Jacksboro President's Expense	2.1	Mar-21	22.5	22.5	0.0	0%		5.0	17.5		In Progress
FM	R	FY 19 TCAT Hartsville President's Expense	1.7	Aug-21	22.5	22.5	0.0	0%		10.0	12.5		In Progress
FM	R	FY 19 TCAT Athens President's Expense	1.6	Nov-21	22.5	22.5	0.0	0%		9.5	13.0		In Progress
FM	R	FY 20 TCAT Chattanooga President's Expense	1.3	Apr-21	22.5	22.5	0.0	0%	FN1	0.0	22.5		
FM	A	FY 19 TCAT Harriman Security Review		Mar-20	0.0	0.0	0.0	N/A	FN2	12.5	-12.5	Sep-20	Completed
<b>Total Planned Audit Hours:</b>					<b>1212.5</b>	<b>1212.5</b>	<b>0.0</b>			<b>338.5</b>	<b>874.0</b>		
Estimated Available Audit Hours = 1,212.5													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													
<b>FN1:</b> Audit not yet started or scheduled. <b>FN2:</b> Audit was originally scheduled as part of the President's audit, so no hours were scheduled for a separate audit. <b>FN3:</b> Audit combined the President's Expense Audit and Security Review, which was not originally scheduled.													

**Tennessee Board of Regents - Investigations**  
**Internal Audit Plan**  
**Fiscal Year Ending June 30, 2021**  
**Revised September 2020**

Tennessee Board of Regents - Investigations Internal Audit Plan Fiscal Year Ending June 30, 2021 Revised September 2020													
Area	Type	Audit	Risk Factor	Estimated Audit Start Date	Original Hours Planned	Revised Plan	Revised to Original		FN	Planned to Actual		Completion Date	Current Status
							Change in Hours	Change in Percentage		Actual Hours	Variance		
IS	C	Consultation with Campus Auditors		Jul-20	200.0	100.0	-100.0	-50%		26.0	74.0		In Progress
IS	PR	Investigation Management		Jul-20	200.0	300.0	100.0	50%		204.5	95.5		In Progress
IS	I	State Audit Follow-up for TBR		Jul-20	75.0	75.0	0.0	0%			75.0		
FM	I	Unscheduled Investigations		Jul-20	347.5	247.5	-100.0	-29%			247.5		
FM	I	INV TBR 21-01		Sep-20	0.0	187.5	187.5	N/A		108.0	79.5		In Progress
IS	I	INV TBR 20-03		Mar-20	75.0	41.5	-33.5	-45%		41.5	0.0	Sep-20	Completed
IS	I	INV TBR 20-04		Jun-20	75.0	21.0	-54.0	-72%		21.0	0.0	Sep-20	Completed
SS	I	INV TBR 19-03		Apr-19	37.5	37.5	0.0	0%		0.0	37.5		In Progress
FM	I	INV TBR 19-06		Jul-19	20.0	20.0	0.0	0%		0.0	20.0		In Progress
IS	I	INV TBR 19-07		May-19	20.0	20.0	0.0	0%		0.0	20.0		In Progress
<b>Total Planned Audit Hours:</b>					<b>1050.0</b>	<b>1050.0</b>	<b>0.0</b>			<b>401.0</b>	<b>649.0</b>		
Estimated Available Audit Hours = 1050.0													
<b>Functional Areas:</b>				<b>Audit Types:</b>				<b>Status:</b>					
AD - Advancement				R - Required				Scheduled					
AT - Athletics				A - Risk-Based (Assessed)				In Progress					
AX - Auxiliary				S - Special Request				Completed					
FM - Financial Management				I - Investigation				Removed					
IA - Instruction & Academic Support				P - Project (Ongoing or Recurring)									
IS - Institutional Support				M - Management's Risk Assessment									
IT - Information Technology				C - Consultation									
MC - Marketing and Campus Activities				F - Follow-up Review									
PP - Physical Plant				O - Other									
RS - Research													
SS - Student Services													



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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Center for Workforce Development Update

DATE: December 10, 2020

PRESENTER: President Carol G. Puryear

PRESENTATION REQUIREMENTS: 10 minutes

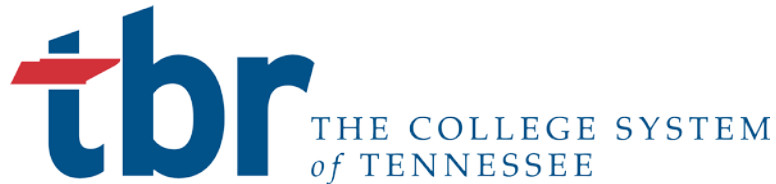
ACTION REQUIRED: None; Information Only

STAFF'S RECOMMENDATION: N/A

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TCAT Murfreesboro President Carol Puryear will review current workforce development projects and activities, including:

- Update on correctional workforce training programs that are part of the Governor's Correctional Education Initiative.
- Workforce contact hour reporting for 2019-2020 used in the state's Funding Formula for community colleges.
- Current State ECD news and workforce project updates, including Project Hawk, Project Geranium, Project Sunshine, Project Austria, Project Orion, and a Dollywood apprenticeship program with Walters State. An update will also be provided on a project the Center for Workforce Development is working on with Tennessee ECD, the Tennessee Department of Labor, and the Tennessee Higher Education Commission for electric vehicle training opportunities.



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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: 2019-20 Financial Report Overview

DATE: December 10, 2020

PRESENTER: Danny Gibbs

PRESENTATION REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: No Action Required

STAFF'S  
RECOMMENDATION: Informational Item

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Vice Chancellor Gibbs will provide information regarding the consolidated financial report, including management's discussion and analysis for FY 2019-20. The state requires that our consolidated financial report include the financial information from the six locally governed institutions. Therefore, the LGI's information is included in this report.

This is an information item only and requires no action.

# TENNESSEE BOARD OF REGENTS



## ANNUAL FINANCIAL REPORT OF FLORA TYDINGS CHANCELLOR

2019-20

**TENNESSEE BOARD OF REGENTS**

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## **Management's Discussion and Analysis**

This section of the Tennessee Board of Regents' systemwide annual financial report presents a discussion and analysis of the financial performance of the System during the fiscal year ended June 30, 2020, with comparative information presented for the fiscal year ended June 30, 2019. This discussion has been prepared by management along with the financial statements and related note disclosures and should be read in conjunction with the financial statements and notes. The financial statements, notes, and this discussion are the responsibility of management.

The System has one discretely presented component unit for the System's foundations. More detailed information about the foundations is presented in Note 25 to the financial statements. This discussion and analysis focuses on the System and does not include the foundations.

### **Overview of the Financial Statements**

The financial statements have been prepared in accordance with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB), which establishes standards for external financial reporting for public colleges and universities. The financial statements are presented on a consolidated basis to focus on the System as a whole. The full scope of the System's activities is considered to be a single business-type activity, and accordingly, is reported within a single column in the basic financial statements.

The System's financial report includes the Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows. Notes to the financial statements are also presented to provide additional information that is essential to a full understanding of the financial statements.

### **The Statement of Net Position**

The Statement of Net Position is a point in time financial statement. The Statement of Net Position presents the financial position of the System at the end of the fiscal year. To aid the reader in determining the System's ability to meet immediate and future obligations, the statement includes all assets, liabilities, deferred outflows/inflows, and net position of the System and segregates the assets and liabilities into current and noncurrent components. Current assets are those that are available to satisfy current liabilities, inclusive of assets that will be converted to cash within one year. Current liabilities are those that will be paid within one year. The Statement of Net Position is prepared under the accrual basis of accounting; assets and liabilities are recognized when goods or services are provided or received despite when cash is exchanged.

From the data presented, readers of the statement are able to determine the assets available to continue the operations of the System. They are also able to determine how much the



System owes vendors, lenders, and others. Net position represents the difference between the System’s assets and liabilities, along with the difference between deferred outflows and deferred inflows, and is one indicator of the System’s current financial condition.

The Statement of Net Position also indicates the availability of net position for expenditure by the System. Net position is divided into three major categories. The first category, net investment in capital assets, represents the System’s total investment in property, plant, and equipment, net of outstanding debt obligations related to these capital assets. To the extent debt or deferred inflows of resources have been incurred but not yet expended for capital assets, such amounts are not included. The next category is restricted net position, which is sub-divided into two categories, nonexpendable and expendable. Nonexpendable restricted net position includes endowment and similar resources whose use is limited by donors or other outside sources and as a condition of the gift, the principal is to be maintained in perpetuity. Expendable restricted net position is available for expenditure by the System but must be spent for purposes as determined by donors and/or external entities that have placed time or purpose restrictions on the use of the resources. The final category is unrestricted net position. Unrestricted net position is available to the System for any lawful purpose of the System.

The following table summarizes the System’s assets, liabilities, deferred outflows/inflows, and net position at June 30, 2020, and June 30, 2019:

Statement of Net Position (in thousands of dollars)		
	<u>2020</u>	<u>2019</u>
<b>Assets:</b>		
Current assets	\$ 630,048	\$ 567,544
Capital assets, net	3,337,739	3,097,907
Other assets	1,071,275	1,011,557
<b>Total Assets</b>	<b>5,039,062</b>	<b>4,677,008</b>
<b>Deferred Outflows of Resources</b>	<b>177,756</b>	<b>211,303</b>
<b>Liabilities:</b>		
Current liabilities	324,241	337,602
Noncurrent liabilities	1,219,011	1,302,212
<b>Total Liabilities</b>	<b>1,543,252</b>	<b>1,639,814</b>
<b>Deferred Inflows of Resources</b>	<b>133,676</b>	<b>40,929</b>
<b>Net Position:</b>		
Net investment in capital assets	2,576,692	2,347,013
Restricted – nonexpendable	14,011	11,604
Restricted – expendable	155,222	131,510
Unrestricted	793,964	717,441
<b>Total Net Position</b>	<b>\$ 3,539,889</b>	<b>\$ 3,207,568</b>

Current assets increased approximately \$62.5 million or 11%. This is due primarily to a \$50.9 million increase in current cash and cash equivalents. Cash and cash equivalents increased due to the overall increase in net position. Net position increased due to increases in the following revenues: governmental grants and contracts, non-governmental grants and contracts, sales and services of other activities, state appropriations, and capital appropriations.

Deferred outflows of resources decreased approximately \$33.5 million or 16%. This reduction took place primarily in the deferred outflows related to pensions. In the prior year, the difference between expected and actual experience was \$13.6 million greater and the change in assumptions was \$17.3 million greater than the current year amounts.

Deferred inflows of resources increased approximately \$92.7 million or 227%. This occurred primarily in the deferred inflows related to Other Post-employment Benefits (OPEB) (\$66.4 million) and in the deferred inflows related to pensions (\$26.7 million). The deferred inflows related to OPEB increased due to changes in assumptions, which increased \$28.9 million over the prior year, and changes in proportion and differences between benefits paid and proportionate share of benefits paid, which increased \$36.1 million over the prior year. The deferred inflows related to pensions increased due to an increase in the difference between projected and actual earnings on pension investments, which increased \$23.3 million over the prior year.

Net investment in capital assets increased approximately \$229.7 million or 10%. Net additions to capital assets were approximately \$250.2 million and occurred primarily in the projects in progress category.

Restricted, expendable net position increased approximately \$23.7 million or 18%. This increase is partially due to the Investment in Tennessee Retiree Group Trust asset (\$8.3 million) which represents the stabilization fund of the hybrid pension plan and was reported as an asset for the first time in FY 2020. The remaining increase is largely due to GIVE grants that were advanced to the TCATs during FY 2020 but not expended by June 30<sup>th</sup>.

Unrestricted net position increased approximately \$76.5 million or 11%. This is due to increases at the University of Memphis (UOM) (\$14.7 million) where funds were set aside for strategic and academic initiatives, planned capital projects such as the Land Bridge and Student Recreation Center, and deferred maintenance; at East Tennessee State University (ETSU) (\$12.5 million) related to replenishing the renewal and replacement fund; and across several community colleges (\$34.5 million) and Tennessee Colleges of Applied Technology (TCATs) (\$10.7 million) where steps were taken to build their reserves and strengthen their CFI ratios.

### **The Statement of Revenues, Expenses, and Changes in Net Position**

The Statement of Revenues, Expenses, and Changes in Net Position presents the results of operations for the fiscal year. Revenues and expenses are recognized when earned or incurred, regardless of when cash is received. The statement indicates whether the

System’s financial condition has improved or deteriorated during the fiscal year. The statement presents the revenues received by the System, both operating and nonoperating, and the expenses paid by the System, operating and nonoperating, and any other revenues, expenses, gains, or losses received or spent by the System.

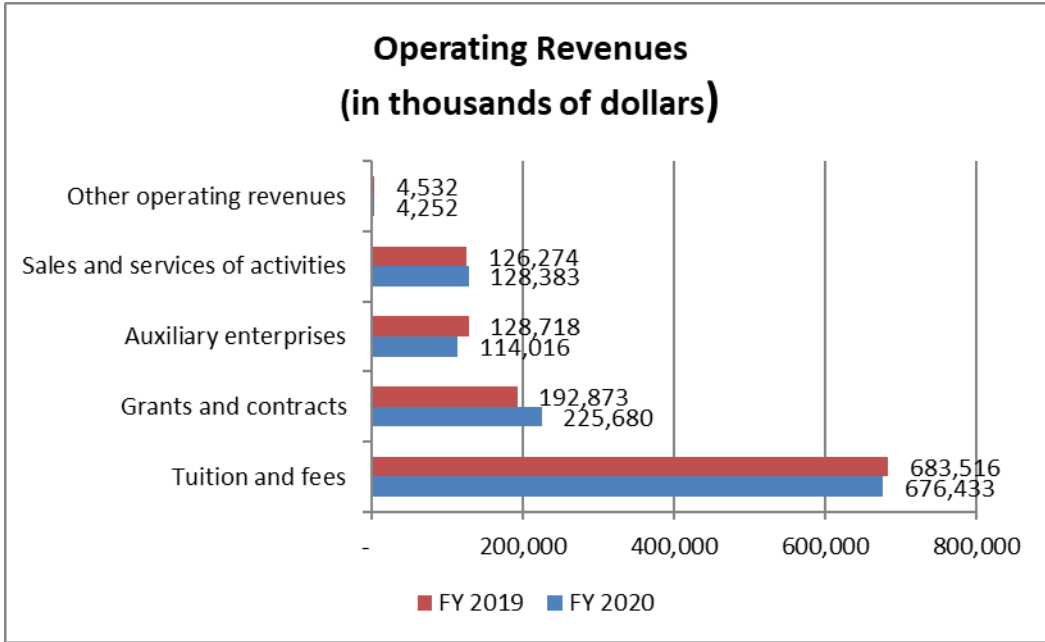
Generally speaking, operating revenues are received for providing goods and services to the various customers and constituencies of the System. Operating expenses are those expenses paid to acquire or produce the goods and services provided in return for the operating revenues, and to carry out the mission of the System. Nonoperating revenues are revenues received for which goods and services are not provided directly to the payor. Although the System is dependent upon state appropriations and gifts to fund educational and general operations, under GASB standards these funding sources are reported as nonoperating revenues, as is investment income. As a result, the System has historically reported an excess of operating expenses over operating revenues, resulting in an operating loss. Therefore, the “increase in net position” is more indicative of overall financial results for the year.

A summary of the System’s revenues, expenses, and changes in net position for the year ended June 30, 2020, and June 30, 2019, follows.

Statement of Revenues, Expenses, and Changes in Net Position (in thousands of dollars)		
	2020	2019
Operating revenues	\$ 1,148,764	\$ 1,135,913
Operating expenses	(2,751,592)	(2,622,254)
Operating loss	(1,602,828)	(1,486,341)
Nonoperating revenues and expenses	1,688,243	1,593,246
Income (loss) before other revenues, expenses, gains or losses	85,415	106,905
Other revenues, expenses, gains, or losses	246,103	211,781
Increase (decrease) in net position	331,518	318,686
Net position at beginning of year	3,207,568	2,891,724
Prior period adjustment	803	(2,842)
Net position at end of year	\$ 3,539,889	\$ 3,207,568

### Operating Revenues

The following summarizes the operating revenues by source that were used to fund operating activities for the last two fiscal years:

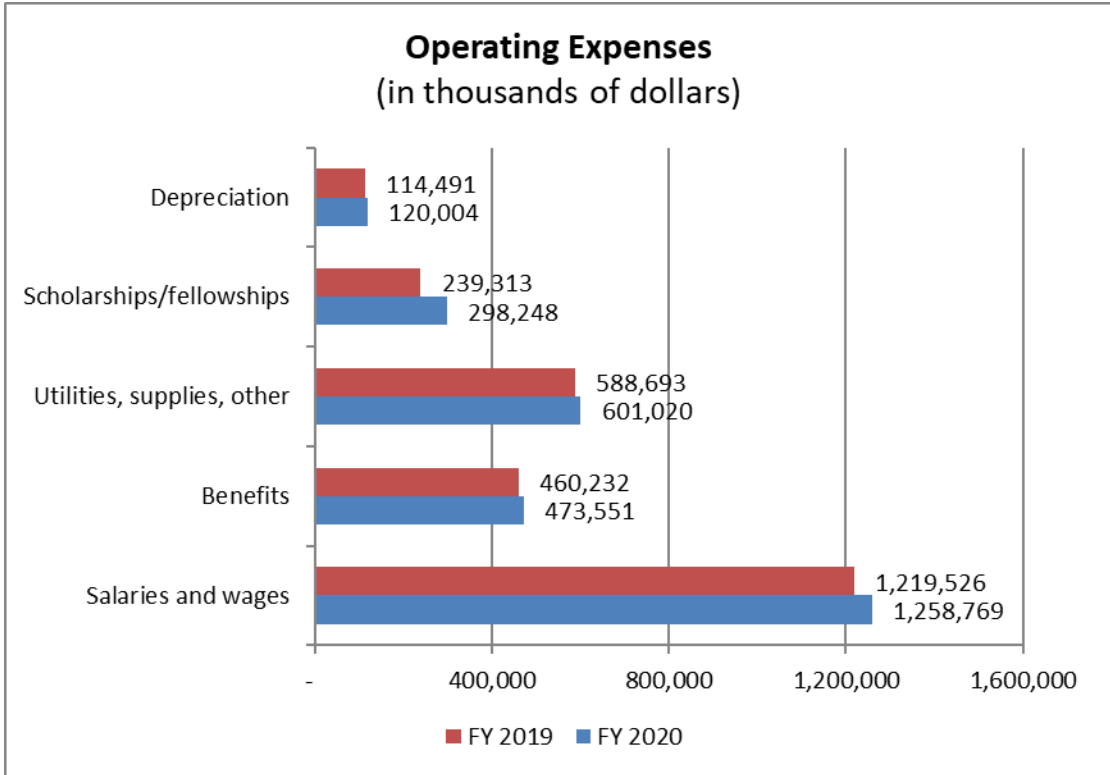


Grants and contracts increased approximately \$32.8 million or 17%. This increase occurred primarily at TTU (\$7.1 million); UOM (\$5.0 million); ETSU (\$3.8 million); and TSU (\$2.9 million) due to an increased level of federal, state, and privately funded research projects.

Auxiliary enterprise revenues decreased approximately \$14.7 million or 11%. This is primarily due to campus shutdowns which occurred in March 2020. Once students and staff were sent home in March, the auxiliary enterprises only did a fraction of their normal business.

Operating Expenses

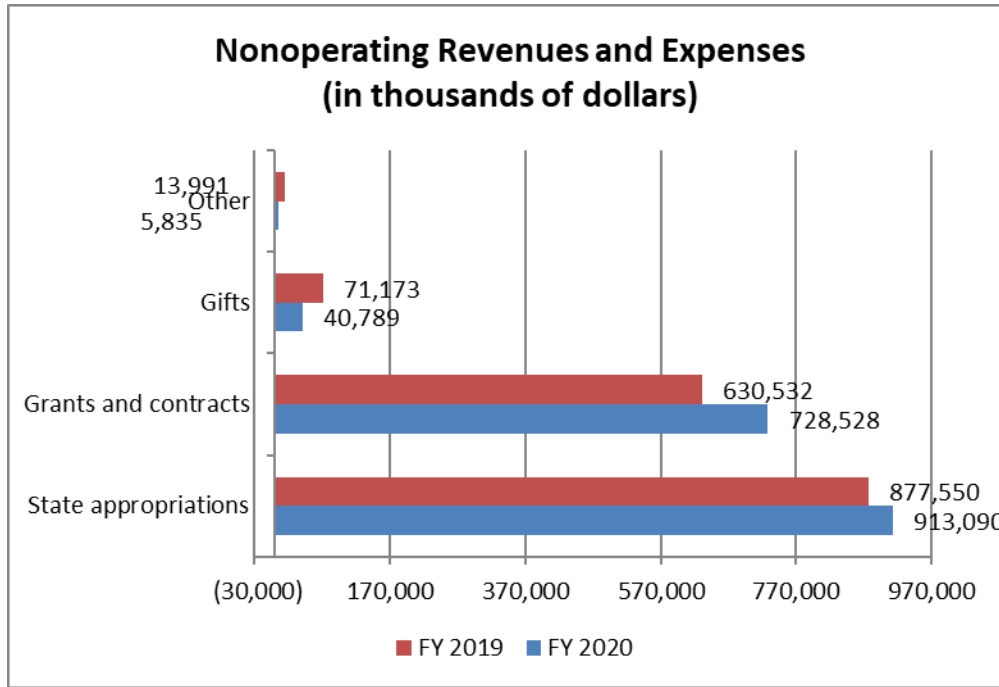
Operating expenses may be reported by nature or function. The System has chosen to report the expenses in their natural classification on the statement of revenues, expenses, and changes in net position and has displayed the functional classification in the notes to the financial statements. The following summarizes the operating expenses by natural classifications for the last two fiscal years:



Scholarships and fellowships increased approximately \$58.9 million or 25%. This is due primarily to the CARES (Coronavirus Aid, Relief, and Economic Security) grants. As part of the economic stimulus package passed by the federal government due to the COVID 19 pandemic, institutions of higher education received CARES grants, of which 50% was awarded to students as scholarships.

**Nonoperating Revenues and Expenses**

Certain revenue sources that the System relies on to provide funding for operations, including state noncapital appropriations, certain gifts and grants, and investment income, are defined by the GASB as nonoperating. Nonoperating expenses include capital financing costs and other costs related to capital assets. The following summarizes the System’s nonoperating revenues and expenses for the last two fiscal years:



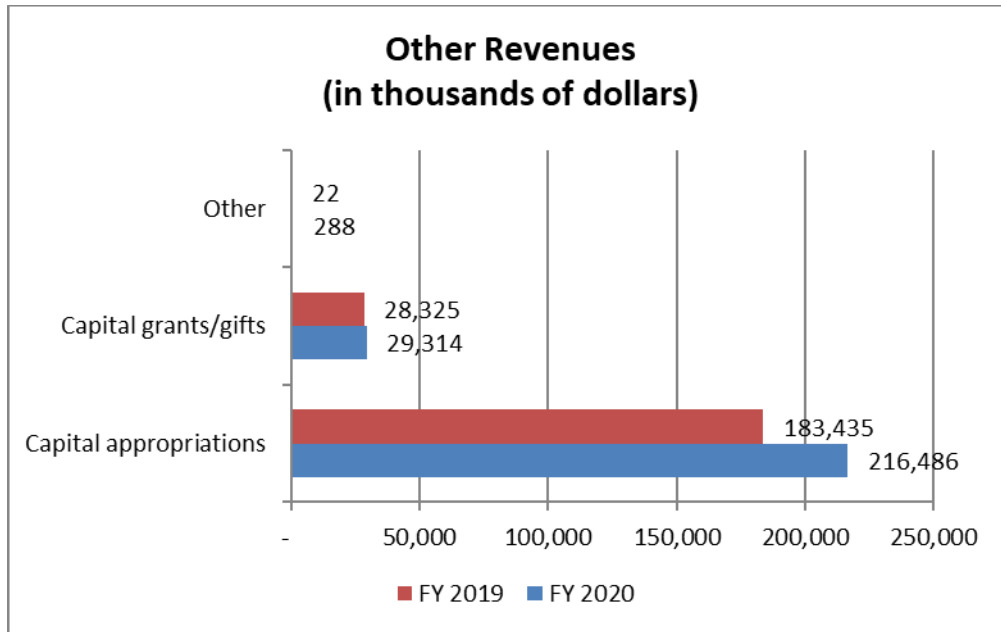
Grants and contracts increased approximately \$98.0 million or 16%. This was primarily due to the CARES grants institutions of higher education received as part of the economic stimulus package passed by the federal government in response to the COVID 19 pandemic.

Gifts decreased approximately \$30.4 million or 43%. This occurred primarily at UOM due to the inclusion of \$24.5 million in Trust assets in FY 2019.

Other nonoperating revenues/(expenses) decreased \$8.2 million or 58%. Investment income decreased approximately \$4.5 million due to the COVID 19 pandemic having an adverse effect on market conditions. Additionally, TSU had a loss on disposal of capital assets of approximately \$4.1 million compared to no loss in the prior year.

**Other Revenues**

This category is composed of State appropriations for capital purposes, capital grants and gifts, and additions to permanent endowments. The following summarizes these amounts for the last two fiscal years:



Capital appropriations increased approximately \$33.1 million or 18%. This increase occurred primarily at TSU (\$17.4 million) for construction of the new Health Sciences facility and at CLSCC (\$12.5 million) for construction of the McMinn Higher Education building, campus revitalization project, site and utilities project, ADA project, campus parking and road project, and the Central Plant project.

### **Capital Assets and Debt Administration**

#### **Capital Assets**

The System had \$3.34 billion invested in capital assets, net of accumulated depreciation of \$2.04 billion at June 30, 2020; and \$3.10 billion invested in capital assets, net of accumulated depreciation of \$1.94 billion at June 30, 2019. Depreciation charges totaled \$120.0 million and \$109.8 million for the years ended June 30, 2020, and June 30, 2019, respectively.

Schedule of Capital Assets, Net of Depreciation (in thousands of dollars)		
	2020	2019
Land	\$ 162,595	\$ 159,411
Land improvements & infrastructure	300,242	275,432
Buildings	2,328,099	2,165,017
Equipment	131,160	124,610
Library holdings	11,078	11,729
Intangible assets	18,271	18,314
Art & historical collections	2,712	2,718
Projects in progress	383,582	340,676
<b>Total</b>	<b>\$ 3,337,739</b>	<b>\$ 3,097,907</b>

Significant additions to projects in progress that occurred in fiscal year 2020 include residential hall renovations, academic building renovations, and construction of the new science building and fitness center at TTU (\$56.5 million).

At June 30, 2020, outstanding commitments under construction contracts totaled \$432.4 million for various renovations and repairs of buildings and infrastructure. Future state capital outlay appropriations will fund \$226.8 million of these costs.

More detailed information about the System's capital assets is presented in Note 7 to the financial statements.

### **Debt**

The System had \$774.3 million and \$774.2 million in debt outstanding at June 30, 2020, and June 30, 2019, respectively. The table below summarizes these amounts by type of debt instrument.

Outstanding Debt by Instrument Type (in thousands of dollars)		
	2020	2019
TSSBA debt:		
Bonds	\$ 651,352	\$ 553,259
Unamortized premium	102,524	70,435
Revolving credit facility	18,679	148,421
GO debt:		
Commercial paper	1,577	2,037
Lease obligations	146	
<b>Total</b>	<b>\$ 774,278</b>	<b>\$ 774,152</b>

The Tennessee State School Bond Authority (TSSBA) issued bonds with interest rates ranging from 1.599% to 5.00% due 2050 on behalf of the System. The System is



responsible for the debt service of these bonds. The current portion of the \$651.4 million outstanding at June 30, 2020, is \$39.5 million.

The TSSBA issues loans from the revolving credit facility program to finance costs of various capital projects during the construction phase. The entire \$18.7 million outstanding at June 30, 2020, is considered noncurrent debt.

The Tennessee State Funding Board issued commercial paper on behalf of the System to finance the acquisition of certain sites and existing structures for expansion purposes. The entire \$1.6 million outstanding at June 30, 2020, is considered noncurrent debt.

The ratings on debt issued by the Tennessee State School Bond Authority at June 30, 2020, were as follows:

Fitch	AA+
Moody's Investor Service	Aa1
Standard & Poor's	AA+

More information about the System's long-term liabilities is presented in Note 10 to the financial statements.

### **Economic Factors That Will Affect the Future**

On December 31, 2019, China reported cases of the COVID-19 virus occurring in Wuhan City, China, to the World Health Organization (WHO). At that time, there was little confirmed evidence of human-to-human transmission and the WHO did not declare the outbreak to be a public health emergency of international concern until January 31, 2020. On March 11, 2020, the WHO declared COVID-19 to be a global pandemic. To help slow the transmission of the virus in Tennessee, the Tennessee Board of Regents (TBR) took the following actions: 1) Employees whose job responsibilities allowed were instructed to begin an alternate work-from-home schedule beginning March 17, 2020. 2) Most TBR institutions were on spring break the week of March 17<sup>th</sup>. Spring break at some TBR institutions was extended an additional week to allow faculty to convert classes to an online format. All classes were resumed on March 30<sup>th</sup> and followed an online format until the end of the Spring 2020 semester and most extended the online format through the Summer 2020 semester. The Fall 2020 semester began with a mix of online classes at some TBR institutions, on-ground classes at some TBR institutions, and a mixture of both at some TBR institutions. COVID-19 could have a negative impact on the State's revenue collections, State funding for higher education, higher education enrollment, the fair value of higher education's investments, demand for on-campus housing, and interest in the System's programs involving international travel. The full impact of COVID-19 and the scope of any adverse impact on the System's finances and operations cannot be fully determined at this time.

In June 2020, the Tennessee Board of Regents approved the following increases in undergraduate tuition rates for the System's community colleges and TCATs. The university rates are now set by their own local governing board.

	In-state	Out-of-State
Community colleges	0.0%	0.0%
TCATs	0.0%	N/A

Full-time equated enrollment growth for community colleges for Fall 2020 ranged from a negative 5.6% to a negative 22.5%, with an overall rate of -10.9% for the System. The TCAT full-time equated enrollment growth for Fall 2020 is not available at this time.

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Net Position**  
**June 30, 2020**

	<b>System</b>	<b>Component Units</b>
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents (Notes 2 & 25)	\$ 431,159,793.55	\$ 62,620,513.47
Short-term investments (Notes 3 & 25)	4,007,202.42	16,259,903.90
Accounts, notes, and grants receivable (net) (Note 5)	139,182,643.06	11,667,909.78
Due from primary government	26,944,659.53	254,228.51
Due from component unit	11,662,910.88	-
Pledges receivable (Notes 6 & 25)	31,600.00	11,373,411.06
Inventories (at lower of cost or market)	3,333,580.88	24,065.77
Prepaid expenses	9,306,399.28	672,347.50
Accrued interest receivable	4,388,459.97	394,714.99
Other assets	30,900.07	193,371.40
Total current assets	<u>630,048,149.64</u>	<u>103,460,466.38</u>
Noncurrent assets:		
Cash and cash equivalents (Notes 2 & 25)	745,311,975.81	42,189,709.26
Investments (Notes 3 & 25)	292,333,359.74	591,696,532.53
Investment in Tennessee Retiree Group Trust	8,345,511.37	-
Accounts, notes, and grants receivable (net) (Note 5)	8,119,926.06	135,800.03
Due from primary government	6,543,430.17	-
Net pension asset (Note 13)	7,182,235.91	-
Pledges receivable (Note 25)	-	23,142,870.45
Capital assets (net) (Notes 7 & 25)	3,337,739,178.87	47,197,295.06
Other assets	3,438,077.11	948,609.63
Total noncurrent assets	<u>4,409,013,695.04</u>	<u>705,310,816.96</u>
Total assets	<u>5,039,061,844.68</u>	<u>808,771,283.34</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Deferred loss on debt refunding	13,665,277.24	-
Deferred outflows related to OPEB (Note 14)	54,317,467.09	-
Deferred outflows related to pensions (Note 13)	109,772,938.55	-
Total deferred outflows of resources	<u>177,755,682.88</u>	<u>-</u>
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable (Note 9)	49,653,886.07	5,876,134.72
Accrued liabilities	90,400,515.34	3,592,447.88
Due to grantors (Note 10)	499,187.52	-
Due to primary government	18,373,214.74	11,300,266.63
Due to component unit	254,228.51	-
Student deposits	5,806,537.70	-
Unearned revenue (Note 10)	87,601,497.06	2,536,005.22
Compensated absences (Notes 10 & 25)	18,467,809.20	118,208.00
Accrued interest payable	5,257,980.72	348.60
Long-term liabilities (Notes 10 & 25)	39,563,466.90	591,523.00
Deposits held in custody for others	7,957,088.94	676,355.00
Other liabilities	405,158.92	776,971.00
Total current liabilities	<u>324,240,571.62</u>	<u>25,468,260.05</u>
Noncurrent liabilities:		
Due to primary government	14,352.45	340,805.00
OPEB obligation (Note 14)	152,005,684.93	-
Net pension liability (Note 13)	236,874,310.76	-
Unearned revenue (Note 10)	10,312,527.87	11,307.64
Compensated absences (Notes 10 & 25)	65,502,751.51	472,830.00
Long-term liabilities (Notes 10 & 25)	734,714,351.50	6,224,849.33
Due to grantors (Note 10)	13,221,513.86	-
Other liabilities	6,366,034.56	-
Total noncurrent liabilities	<u>1,219,011,527.44</u>	<u>7,049,791.97</u>
Total liabilities	<u>1,543,252,099.06</u>	<u>32,518,052.02</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Deferred gain on debt refunding	776,776.89	-
Deferred inflows related to OPEB (Note 14)	87,669,560.77	-
Deferred inflows related to pensions (Note 13)	41,794,214.00	-
Deferred inflows related to split interest agreements	3,435,577.11	1,475,714.14
Total deferred inflows of resources	<u>133,676,128.77</u>	<u>1,475,714.14</u>
<b>NET POSITION</b>		
Net investment in capital assets	2,576,691,591.11	49,064,027.26
Restricted for:		
Nonexpendable:		
Scholarships and fellowships	8,100,939.97	248,784,532.13
Research	-	3,402,004.07
Instructional department uses	2,152,141.43	40,558,747.09
Other	3,758,702.86	102,036,374.09
Expendable:		
Scholarships and fellowships	14,666,439.87	112,475,723.95
Research	6,754,555.65	7,159,757.96
Instructional department uses	16,785,999.49	46,664,120.40
Loans	5,633,941.35	72,144.76
Capital projects	18,552,059.79	33,149,805.58
Debt service	15,828,970.31	-
Pensions	7,182,235.91	-
Other	69,817,792.54	80,915,102.46
Unrestricted	793,963,929.45	50,495,177.43
Total net position	<u>\$ 3,539,889,299.73</u>	<u>\$ 774,777,517.18</u>

The notes to the financial statements are an integral part of this statement.

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Revenues, Expenses, and Changes in Net Position**  
**For the Year Ended June 30, 2020**

	System	Component Units
<b>REVENUES</b>		
Operating revenues:		
Student tuition and fees (Note 15)	\$ 676,432,906.95	\$ 5,061,370.05
Gifts and contributions, including \$6,986,299.00 from UOM Research and UOM Auxiliary to the UOM Foundation	-	48,770,358.90
Endowment income (per spending plan)	-	4,908,367.77
Governmental grants and contracts	186,253,356.85	792,144.00
Non-governmental grants and contracts, including \$1,121,549.78 from component units (Note 15)	39,427,053.59	5,836,126.70
Sales and services of educational activities (Note 15)	30,087,385.38	4,247.48
Sales and services of other activities (Note 15)	98,295,366.08	6,852,652.25
Patient charges	-	43,013,698.00
Auxiliary enterprises:		
Residential life (all residential life revenues are used as security for revenue bonds, Notes 10, 12, & 15)	47,035,400.83	-
Bookstore (Note 15)	7,407,503.66	-
Food service (Note 15)	32,315,236.83	-
Wellness facility (all wellness facility revenues are used as security for revenue bonds, Notes 10, 12, & 15)	5,502,984.64	-
Other auxiliaries (Note 15)	21,754,923.18	1,996.50
Interest earned on loans to students (Note 15)	543,382.07	-
Other operating revenues	3,708,879.10	3,761,698.33
Total operating revenues	<u>1,148,764,379.16</u>	<u>119,002,659.98</u>
<b>EXPENSES</b>		
Operating Expenses (Note 20)		
Salaries and wages	1,258,769,180.59	37,326,358.49
Benefits	473,551,318.15	4,521,809.06
Utilities, supplies, and other services	601,020,350.49	18,225,545.46
Scholarships and fellowships	298,247,746.98	13,263,431.67
Depreciation expense	120,003,858.38	1,133,131.17
Payments to or on behalf of component unit	-	59,503,282.49
Total operating expenses	<u>2,751,592,454.59</u>	<u>133,973,558.34</u>
Operating income (loss)	<u>(1,602,828,075.43)</u>	<u>(14,970,898.36)</u>
<b>NONOPERATING REVENUES (EXPENSES)</b>		
State appropriations	913,090,215.50	-
Gifts, including \$30,477,071.23 from component units to institutions	40,789,010.79	-
Grants and contracts	728,528,043.01	-
Investment income (net of investment expense of \$463,091.82 for the system and \$2,183,741.93 for component units)	34,194,527.34	10,117,657.48
Interest on capital asset-related debt	(26,101,707.81)	-
Bond issuance costs	(744,341.28)	-
Payments to or on behalf of ETSU or ETSU Foundation University/College support (Note 25)	-	(1,938,526.00)
	-	7,378,402.52
Other non-operating revenues/(expenses) (Note 15)	<u>(1,513,040.82)</u>	<u>443,079.65</u>
Net nonoperating revenues	1,688,242,706.73	16,000,613.65
Income before other revenues, expenses gains, or losses	<u>85,414,631.30</u>	<u>1,029,715.29</u>
Capital appropriations	216,485,970.55	-
Capital grants and gifts, including \$22,856,888.48 from component units	29,313,584.86	1,095,193.57
Additions to permanent endowments	15,243.25	10,223,699.21
Other capital	288,424.43	(19,411.12)
Total other revenues	<u>246,103,223.09</u>	<u>11,299,481.66</u>
Increase (decrease) in net position	<u>331,517,854.39</u>	<u>12,329,196.95</u>
<b>NET POSITION</b>		
Net position - beginning of the year	3,207,568,206.82	762,229,395.23
Prior period adjustment (Notes 23 and 25)	803,238.52	218,925.00
Net position - end of year	<u>\$ 3,539,889,299.73</u>	<u>\$ 774,777,517.18</u>

The notes to the financial statements are an integral part of this statement.

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Cash Flows**  
**For the Year Ended June 30, 2020**

**Cash flows from operating activities:**

Tuition and fees	\$ 677,963,041.50
Gifts and contributions	12,619,973.47
Grants and contracts, including \$365,724.08 from component unit	201,945,487.67
Sales and services of educational activities	30,645,975.85
Sales and services of other activities	97,031,831.93
Payments to suppliers and vendors	(592,613,542.49)
Payments to employees	(1,254,087,891.83)
Payments for benefits	(460,219,359.44)
Payments for scholarships and fellowships	(297,817,472.95)
Loans issued to students	(301,700.15)
Collection of loans from students	1,463,689.76
Interest earned on loans to students	482,376.19
Funds received for deposits held for others	972,934,976.70
Funds dispersed for deposits held for others	(972,798,362.22)
Auxiliary enterprise charges:	
Residence halls	47,080,541.69
Bookstore	8,170,184.89
Food services	33,168,314.47
Wellness facility	6,125,657.13
Other auxiliaries	20,783,932.97
Other receipts (payments)	2,255,948.72
Net cash flows provided (used) by operating activities	<u>(1,465,166,396.14)</u>

**Cash flows from non-capital financing activities:**

State appropriations	908,262,764.00
Gifts and grants received for other than capital or endowment purposes (including \$30,964,596.28 from the component units)	767,033,609.72
Private gifts for endowment purposes	17,962.00
Federal/state student loan receipts	446,934,963.86
Federal/state student loan disbursements	(447,847,144.63)
Principal paid on noncapital debt	(1,881,060.91)
Interest paid on noncapital debt	(291,741.87)
Other non-capital financing receipts (payments)	510,050.21
Net cash flows provided (used) by non-capital financing activities	<u>1,672,739,402.38</u>

**Cash flows from capital and related financing activities:**

Capital - state appropriation	24,647,339.44
Capital grants and gifts received (including \$9,446,042.55 from the component units)	14,973,016.29
Proceeds from sale of capital assets	1,921,566.16
Purchase of capital assets and construction	(52,046,835.80)
Principal paid on capital debt and lease	(97,053,769.58)
Interest paid on capital debt and lease	(30,556,211.98)
Bond issue costs paid on new debt issue	(509,376.47)
Other capital and related financing receipts (payments)	332,140.99
Net cash flows provided (used) by capital and related financing activities	<u>(138,292,130.95)</u>

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Cash Flows**  
**For the Year Ended June 30, 2020**

**Cash flows from investing activities:**

Proceeds from sales and maturities of investments	152,195,368.38
Income on investments	36,634,868.51
Purchase of investments	(173,120,769.70)
Other investing receipts (payments)	(232,726.76)
Net cash provided (used) by investing activities	<u>15,476,740.43</u>
Net increase (decrease) in cash and cash equivalents	84,757,615.72
Cash and cash equivalents - beginning of year	<u>1,091,714,153.64</u>
Cash and cash equivalents - end of year (Note 2)	<u>\$ 1,176,471,769.36</u>

**Reconciliation of operating loss to net cash provided (used) by operating activities:**

Operating loss	\$ (1,602,828,075.43)
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:	
Noncash operating expenses	135,325,908.53
Endowment income per spending plan	143,841.70
Other adjustments	335,368.20
Change in assets, liabilities, and deferrals:	
Receivables, net	(7,676,750.41)
Due from component unit/primary government	(3,914,603.29)
Inventories	29,065.96
Prepaid items	510,512.68
Net pension asset	(574,779.78)
Investment in Tennessee Retiree Group Trust	(3,775,179.09)
Other assets	(118,858.06)
Deferred outflows	31,675,267.30
Accounts payable	(4,987,964.69)
Accrued liabilities	(2,197,842.69)
Due to component unit/primary government	3,278,845.26
Unearned revenues	3,464,749.29
Deposits	(2,116,379.16)
Compensated absences	10,015,340.40
Net pension liability	(36,479,270.26)
Net OPEB obligation	(74,003,764.59)
Due to grantors	(2,860,631.90)
Loans to students	631,505.01
Deferred inflows	90,486,520.52
Other	470,778.36
Net cash provided (used) by operating activities	<u>\$ (1,465,166,396.14)</u>

**Non-cash investing, capital, or financing transactions**

Gifts in-kind - capital	16,788,312.24
Unrealized gains/(losses) on investments	4,484,610.97
Gain/(loss) on disposal of capital assets	(4,809,470.76)
Change in value of split interest agreement	(308,959.88)
Proceeds of capital debt held by State	97,568,838.93
Capital appropriation held by State	206,084,042.40
Purchase and construction of capital assets by State	(148,318,921.29)
Other capital receipts/(expenses) held by State	4,174.34

The notes to the financial statements are an integral part of this statement.

## TENNESSEE BOARD OF REGENTS

### Notes to the Financial Statements

June 30, 2020

#### 1. Summary of Significant Accounting Policies

##### REPORTING ENTITY

The State University and Community College System of Tennessee (Tennessee Board of Regents) is a component unit of the State of Tennessee because the state appoints a majority of the System's governing body and provides significant financial support; the System is discretely presented in the Tennessee Comprehensive Annual Financial Report. The Focus on College and University Success Act of 2016 removed the six universities from the governance of the Tennessee Board of Regents but they remain part of the System. The universities have their own local governing boards that provide governance, approve policies, set tuition and fee rates, and hire presidents. The System has limited oversight responsibilities during the transition period and continuing oversight responsibilities in the areas of budget approval and institutional debt.

The foundations are considered a component unit of the System. Although the System does not control the timing or amount of receipts from the foundations, the majority of resources, or income thereon, that the foundations hold and invest are restricted to the activities of the System by the donors. Because these restricted resources held by the foundations can only be used by, or for the benefit of, the System, the foundations are considered a component unit of the System and are discretely presented in the System's financial statements. See Note 25 for more detailed information about the component units and how to obtain their reports.

##### BASIS OF PRESENTATION

The System's financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America applicable to governmental colleges and universities engaged in business-type activities as prescribed by the Governmental Accounting Standards Board (GASB).

##### BASIS OF ACCOUNTING

For financial statement purposes, the System is considered a special-purpose government engaged only in business-type activities. Accordingly, the financial statements have been prepared using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. All significant internal activity has been eliminated.

The System has classified its revenues and expenses as either operating or nonoperating according to the following criteria: Operating revenues and expenses are those that have the characteristics of exchange transactions. Operating revenues include 1) tuition and fees, net of scholarship discounts and allowances, 2) most federal, state, local and private grants and contracts, 3) sales and services of auxiliary enterprises, net of scholarship discounts and allowances, and 4) interest on institutional loans. Operating expenses include 1) salaries and wages, 2) employee benefits, 3) scholarships and fellowships, 4) depreciation, and 5) utilities, supplies, and other services.

Nonoperating revenues and expenses include activities that have the characteristics of nonexchange transactions, such as gifts and contributions, and other activities that are defined as nonoperating by GASB Statement 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities that Use*

*Proprietary Fund Accounting*, and GASB Statement 34, *Basic Financial Statements – and Management’s Discussion and Analysis – For State and Local Governments*, such as state appropriations and investment income.

When both restricted and unrestricted resources are available for use, it is the System’s policy to determine whether to use restricted or unrestricted resources first depending upon existing facts and circumstances.

#### CASH EQUIVALENTS

This classification includes instruments that are readily convertible to known amounts of cash and have original maturities of three months or less.

#### INVENTORIES

Inventories are valued at the lower of cost or market. All items included in the inventory are recorded on a first-in, first-out or weighted average basis.

#### COMPENSATED ABSENCES

The System’s employees accrue annual and sick leave at varying rates, depending upon length of service or classification. Some employees also earn compensatory time. The amount of the liabilities for annual leave and compensatory time and their related benefits are reported in the Statement of Net Position. There is no liability for unpaid accumulated sick leave since the System’s policy is to pay this only if the employee is sick or upon death.

#### CAPITAL ASSETS

Capital assets, which include property, plant, equipment, library holdings, works of art, historical treasures/collections, and intangible assets, are reported in the Statement of Net Position at historical cost or at fair value at date of donation, less accumulated depreciation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets’ useful lives are not capitalized.

A capitalization threshold of \$100,000 is used for buildings and \$50,000 is used for infrastructure. Equipment is capitalized when the unit acquisition cost is \$5,000 or greater. The capitalization threshold for additions and improvements to buildings and land is set at \$50,000. The capitalization threshold for intangible assets is set at \$100,000. The capitalization threshold for art, historical treasures/collections, and similar assets is set at \$5,000.

These assets, with the exception of works of art and historical treasures/collections deemed inexhaustible and land, are depreciated/amortized using the straight-line method over the estimated useful lives of the assets, which range from 5 to 60 years.

#### LWIA EQUIPMENT

Under a contract with the Tennessee Department of Labor and Workforce Development, several of the System’s institutions are the administrative entity and grant recipient for the Local Workforce Investment Area of the State of Tennessee. The title to all the equipment purchased by these institutions under the provisions of the Workforce Investment Act resides with the U.S. Government. Therefore, this equipment is not included in the System’s capital assets.



## PENSIONS

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Closed State and Higher Education Employee Pension Plan and the State and Higher Education Employee Retirement Plan in the Tennessee Consolidated Retirement System (TCRS) and additions to/deductions from the plans' fiduciary net positions have been determined on the same basis as they are reported by the TCRS. For this purpose, benefits (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms of the Closed State and Higher Education Employee Pension Plan and the State Higher Education Employee Retirement Plan. Investments are reported at fair value.

## NET POSITION

The System's net position is classified as follows:

**NET INVESTMENT IN CAPITAL ASSETS:** This represents the System's total investment in capital assets, net of outstanding debt obligations related to those capital assets. To the extent debt has been incurred but not yet expended for capital assets, such amounts are not included as a component of net investment in capital assets.

**RESTRICTED NET POSITION – NONEXPENDABLE:** Nonexpendable restricted net position consists of endowment and similar type funds in which donors or other outside sources have stipulated, as a condition of the gift instrument, that the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income, which may be expendable or added to principal.

**RESTRICTED NET POSITION – EXPENDABLE:** Restricted expendable net position includes resources in which the System is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties.

**UNRESTRICTED NET POSITION:** Unrestricted net position represents resources derived from student tuition and fees, state appropriations, sales and services of educational departments, sales and services of other, and auxiliary enterprises. These resources are used for transactions relating to the educational and general operations of the System and may be used at the discretion of the System to meet current expenses for any purpose. The auxiliary enterprises are substantially self-supporting activities that provide services for students, faculty, and staff.

## SCHOLARSHIP DISCOUNTS AND ALLOWANCES

Student tuition and fee revenues, and certain other revenues from students, are reported net of scholarship discount and allowances in the statement of revenues, expenses, and changes in net position. Scholarship discounts and allowances are the difference between the stated charge for goods and services provided by the System, and the amount that is paid by the student and/or third parties making payments on the students' behalf. Certain governmental grants, such as Pell grants, and other Federal, state or nongovernmental programs are recorded as either operating or nonoperating revenues in the System's financial statements. To the extent that revenues from such programs are used to satisfy tuition and fees and other student charges, the System has recorded a scholarship discount and allowance.

### 2. Cash and Cash Equivalents

In addition to demand deposits and petty cash on hand, this classification includes instruments which are readily convertible to known amounts of cash and which have original maturities of three months or less. At June 30, 2020, cash and cash equivalents consists of \$162,465,629.24 in bank accounts, \$293,683.80 of petty cash on

hand, \$960,550,211.24 in the State of Tennessee Local Government Investment Pool administered by the State Treasurer, \$27,297,571.73 in the LGIP Deposits – Capital Projects account, \$25,831,166.30 in money market accounts, and \$33,507.05 in various other cash equivalents.

LGIP Deposits – Capital Projects - Payments related to the System’s capital projects are made by the State of Tennessee’s Department of Finance and Administration. The System’s estimated local share of the cost of each project is held in a separate Local Government Investment Pool (LGIP) account. As expenses are incurred, funds are withdrawn from the LGIP account by the Tennessee Board of Regents and transferred to the Department of Finance and Administration. The funds in the account are not available to the System for any other purpose until the project is completed and the Tennessee Board of Regents releases any remaining funds.

The Local Government Investment Pool (LGIP) is administered by the State Treasurer. The LGIP is part of the State Pooled Investment Fund. The fund’s required risk disclosures are presented in the *State of Tennessee’s Treasurer’s Report*. There are no minimum or maximum limitations on withdrawals with the exception of a 24-hour notification period for withdrawals of \$5 million or more. That report is available on the state’s website at <http://www.treasury.state.tn.us> or by calling (615) 741-2956.

3. Investments

All investments permitted to be reported at fair value under GASB Statement 31 are reported at fair value, including those with a maturity date of one year or less at the time of purchase.

As of June 30, 2020, the System had the following investments and maturities:

Investment Type	Fair Value	Investment Maturities (In Years)				
		Less than 1	1 to 5	6 to 10	More than 10	No Maturity Date
US treasury	\$ 82,181,588.31	\$ 2,160,190.00	\$ 79,505,002.72	\$ 516,395.59		
US agencies	152,836,303.70	19,204,804.92	125,686,284.57	7,260,597.00	684,617.21	
Corporate bonds	2,721,457.87	14,147.70	1,960,290.64	560,592.45	186,427.08	
Mutual bond funds	2,864,954.89		1,024,630.14	1,209,492.77		630,831.98
Other	687,656.47		209,775.23		477,881.24	
<b>Total debt instruments</b>	<b>241,291,961.24</b>	<b>\$21,379,142.62</b>	<b>\$ 208,385,983.30</b>	<b>\$9,547,077.81</b>	<b>\$1,348,925.53</b>	<b>\$ 630,831.98</b>
Corporate stock	10,902,980.54					
Mutual equity funds	13,048,198.70					
Certificates of deposit	26,200,786.31					
Other	4,896,635.37					
<b>Total</b>	<b>\$ 296,340,562.16</b>					

**Interest Rate Risk.** Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of a debt investment. The System does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

**Credit Risk.** Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The System is authorized by statute to invest funds in accordance with Tennessee Board of Regents policies. Under the current policy, funds other than endowments may be invested only in obligations of the United States or its agencies which are backed by the full faith and credit of the United States, repurchase agreements for United States securities, certificates of deposit in banks and savings and loan associations, banker's acceptances, commercial paper, money market mutual funds and the State of Tennessee Local Government Investment Pool. The policy requires that investments of endowments in equity securities be limited to funds from private gifts or other sources external to the System and that endowment investments be prudently diversified. Securities are rated using Standard and Poor's, Moody's, and/or Fitch's and are presented below using the Standard and Poor's rating scale.

System policy restricts investments in banker's acceptances and commercial paper. The policy requires that prime banker's acceptances must be issued by domestic banks with a minimum AA rating or foreign banks with a AAA long-term debt rating by a majority of the rating services that have rated the issuer. Prime banker's acceptances are required to be eligible for purchase by the Federal Reserve System. To be eligible, the original maturity must not be more than 270 days, and it must 1) arise out of the current shipment of goods between countries or with the United States, or 2) arise out of storage within the United States of goods under contract of sale or expected to move into the channel or trade within a reasonable time and that are secured throughout their life by a warehouse receipt or similar document conveying title to the underlying goods.

The policy requires that prime commercial paper shall be limited to that of corporations that meet the following criteria: 1) Senior long-term debt, if any, should have a minimum rating of A1 or equivalent, and short-term debt should have a minimum rating of A1 or equivalent, as provided by a majority of the rating services that rate the issuer. If there is no long-term debt rating, the short-term debt rating must be A1 by all rating services (minimum of two). 2) The rating should be based on the merits of the issuer or guarantee by a nonbank. 3) A financial review should be made to ascertain the issuer's financial strength to cover the debt. 4) Commercial paper of a banking institution should not be purchased. Prime commercial paper shall not have a maturity that exceeds 270 days.

As of June 30, 2020, the System's investments were rated as follows:

Investment Type	Fair Value	Credit Quality Rating				
		AAA	AA	A	BBB	Unrated
LGIP	\$ 987,847,782.97					\$ 987,847,782.97
US agencies	152,756,615.21		152,756,615.21			
Corporate bonds	2,721,457.67	371,785.71	309,786.27	1,946,914.69	92,971.00	
Mutual bond funds	2,864,954.89			1,209,492.77		1,655,462.12
<b>Total</b>	<b>\$ 1,146,190,810.74</b>	<b>\$371,785.71</b>	<b>\$ 153,066,401.48</b>	<b>\$3,156,407.46</b>	<b>\$ 92,971.00</b>	<b>\$ 989,503,245.09</b>

**Custodial Credit Risk.** For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the System will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The System does not have a deposit policy for custodial credit risk. At

June 30, 2020, the System had \$10,524,374.57 of uninsured and unregistered investments for which the securities are held by the counterparty and \$1,209,492.77 of uninsured and unregistered investments for which the securities are held by the counterparty's trust department or agent but not in the System's name.

Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of the System's investment in a single issuer. System policy restricts investments in banker's acceptances, commercial paper, and money market mutual funds. The policy limits banker's acceptances to not exceed twenty percent of total investments on the date of acquisition and limits the combined amount of banker's acceptances and commercial paper to not exceed thirty-five percent of total investments at the date of acquisition. The amount invested in any one bank shall not exceed five percent of total investments on the date of acquisition. Additionally, no more than five percent of total investments at the date of acquisition may be invested in the commercial paper of a single issuer. The policy further limits the total holdings of an issuer's commercial paper to not more than two percent of the issuing corporation's total outstanding commercial paper. System policy limits investments in money market mutual funds to not exceed ten percent of total investments on the date of acquisition.

More than five percent (5%) of the individual institution's investments were invested in the following single issuers at June 30, 2020:

Institution	Issuer	Percentage of Total Investments
ETSU	Federal Farm Credit Bank	35%
	Federal Home Loan Mortgage Co.	27%
	Federal Home Loan Bank	23%
	Federal National Mortgage Assoc.	15%
TSU	Federal Home Loan Mortgage Co.	50%
	Federal National Mortgage Assoc.	29%
VSCC	Reliant Bank	50%
	Synovus Bank	50%

Alternative Investments

The System has investments in alternative investments. The estimated fair value of these assets is \$1,324,355.00 at June 30, 2020.

The System believes that the carrying amount of its alternative investments is a reasonable estimate of fair value as of June 30, 2020. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. These investments are made in accordance with the System's investment policy that approves the allocation of funds to various asset classes to ensure the proper level of diversification. These investments are designed to enhance diversification and provide reductions in overall portfolio volatility. These fair values are estimated using various valuation techniques.

4. Fair Value Measurement

The System categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The System has the following recurring fair value measurements as of June 30, 2020:

	June 30, 2020	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at the Net Asset Value (NAV)
<b>Assets by Fair Value Level</b>					
Debt Securities					
US Treasury	\$ 82,181,588.31	\$ 78,609,286.60	\$ 3,572,301.71		
US Agencies	152,836,303.70	63,137,230.00	89,699,073.70		
Corporate bonds	2,721,457.87		2,721,457.87		
Mutual bond funds	2,864,954.89	1,655,462.12			1,209,492.77
Other	687,656.47		687,656.47		
<b>Total debt securities</b>	<b>241,291,961.24</b>	<b>143,401,978.72</b>	<b>96,680,489.75</b>		<b>1,209,492.77</b>
Equity Securities					
Corporate stock	10,902,980.54	10,902,980.54			
Mutual equity funds	13,048,198.70	13,048,198.70			
Other	4,877,243.63	1,833,006.00		3,044,237.63	
<b>Total equity securities</b>	<b>28,828,422.87</b>	<b>25,784,185.24</b>		<b>3,044,237.63</b>	
Other assets	3,435,577.11	3,435,577.11			
<b>Total assets</b>	<b>\$ 273,555,961.22</b>	<b>\$ 172,621,741.07</b>	<b>\$ 96,680,489.75</b>	<b>\$ 3,044,237.63</b>	<b>\$ 1,209,492.77</b>

Assets and liabilities classified in Level 1 of the fair value hierarchy are valued using prices quoted in active markets for those securities. Assets and liabilities classified in Level 2 of the fair value hierarchy are valued at amounts provided by commercial pricing services which based their valuations on the bid-ask spread price in an active market (US agencies) and Wall Street Journal quotes and statements from investment companies (CMO). Assets and liabilities classified in Level 3 are valued based on modelling techniques that are unobservable to the System. These values are obtained from independent valuation services or provided by an external source.

The valuation method for assets and liabilities measured at the net asset value per share (or its equivalent) is presented on the following table.

Assets and Liabilities Measured at the NAV	Fair Value	Unfunded Commitments	Redemption Frequency (if currently eligible)	Redemption Notice Period
Mutual bond funds	\$ 1,209,492.77	-	Monthly	5 business days

The assets of the Multi-Strategy Bond Fund are allocated among strategies in proportions that Commonfund Asset Management Company considers beneficial for a fully diversified fixed income portion of an educational endowment. There are currently no redemption restrictions on the Multi-Strategy Bond Funds, although they could be put in place in extraordinary circumstances, such as any period during which the New York Stock Exchange is closed other than customary weekend or holiday closings, or during which trading thereon is restricted or there exists any emergency affecting the practicability of disposal of portfolio securities of the Fund or the practicability of determining net asset value. It is not probable that the System will sell an investment for an amount different from the NAV per share.

5. Accounts, Notes, and Grants Receivable

Accounts receivable included the following:

	June 30, 2020
Student accounts receivable	\$ 88,428,675.01
Grants receivable	62,656,564.04
Notes receivable	1,416,462.05
Other receivables	22,641,614.09
Subtotal	175,143,315.19
Less allowance for doubtful account	(35,493,772.22)
Total	\$ 139,649,542.97

Federal Perkins Loan Program funds include the following:

	June 30, 2020
Perkins loans receivable	\$ 16,954,432.54
Less allowance for doubtful accounts	(9,301,406.39)
Total	\$ 7,653,026.15

6. Pledges Receivable

Pledges receivable are promises of private donations that are reported as a receivable and revenue, net of the estimated uncollectible allowance of \$0.00 at June 30, 2020.

7. Capital Assets

Capital asset activity for the year ended June 30, 2020, was as follows:

	Beg Balance	Additions	Transfers	Reductions	End Balance
Land	\$ 159,411,153.55	\$ 2,643,768.43	\$ 784,330.00	\$ (244,608.82)	\$ 162,594,643.16
Improvements/infrastructure	549,804,799.85	18,061,549.74	35,903,808.91	(5,213,228.79)	598,556,929.71
Buildings	3,456,122,050.81	23,672,991.33	205,527,447.02	(6,643,761.94)	3,678,678,727.22
Equipment	436,688,158.82	36,928,191.63	891,164.00	(22,090,880.16)	452,416,634.29
Library holdings	28,738,385.43	2,261,030.85		(3,339,035.88)	27,660,380.40
Intangible assets	64,456,243.84	2,437,891.73		(253,997.73)	66,640,137.84
Art & historical collections	2,726,697.12				2,726,697.12
Projects in progress	340,676,212.56	286,105,402.53	(243,106,749.93)	(91,916.74)	383,582,948.42
Total	5,038,623,701.98	372,110,826.24		(37,877,430.06)	5,372,857,098.16
Less accumulated depreciation/amortization:					
Improvements/infrastructure	273,158,615.46	25,225,316.60		(69,080.38)	298,314,851.68
Buildings	1,291,324,511.67	62,048,940.24		(2,794,031.80)	1,350,579,420.11
Equipment	313,072,878.79	29,073,622.10		(20,889,569.33)	321,256,931.56
Library holdings	17,009,505.80	2,938,905.64		(3,365,538.19)	16,582,873.25
Art & historical collections	8,746.53	6,111.50			14,858.03
Intangible assets	46,142,594.12	2,585,611.26		(359,220.72)	48,368,984.66
Total	1,940,716,852.37	121,878,507.34		(27,477,440.42)	2,035,117,919.29
Capital assets, net	\$ 3,097,906,849.61	\$ 250,232,318.90		\$ (10,399,989.64)	\$ 3,337,739,178.87

#### 8. Capital Leases

East Tennessee State University (ETSU) has entered into an Enhanced Use Lease Agreement with the United States Department of Veterans Affairs (VA) for certain real property, including land and several buildings, at the Veterans Affairs Medical Center in Johnson City, Tennessee. The lease is for a period of 35 years. In lieu of lease payments, the university has assumed responsibility for all capital and recurring costs of maintaining the property covered by the agreement.

In conjunction with the lease, ETSU entered into a memorandum of agreement with the Department of Veterans Affairs to construct the Basic Science Building with joint funding from the State of Tennessee and the federal government. In accordance with the memorandum of agreement, the state provided \$18 million to the federal government for its share of the total construction costs (\$34,195,153.41). The Basic Science Building is included under the provisions of the Enhanced Use Lease Agreement. ETSU is renovating several other buildings on the VA campus as funds become available.

ETSU's leasing of the Basic Science Building and the other buildings on the VA campus will constitute a capital lease agreement. The lease term is substantially equal to the estimated useful life of the leased property. Accordingly, ETSU has capitalized the cost of the building and renovations at \$76,021,754.80. At June 30, 2020, the buildings are reported at \$43,174,351.70, net of accumulated depreciation of \$32,847,403.10.

ETSU also has a capital lease agreement for equipment utilized by the information technology department. The lease began in August 2019 and will end in August 2021. There was no interest associated with the lease. The asset balance at June 30, 2020 was \$145,924.10 net of accumulated depreciation of \$68,037.63. The following is a schedule by years of future minimum lease payments under this capital lease, together with the present value of the net minimum lease payments as of June 30, 2020.

Year ending June 30:	
2021	\$ 71,269.10
2022	74,655.00
<b>Total minimum lease payments</b>	<b>\$145,924.10</b>

9. Accounts Payable

Accounts payable included the following:

	June 30, 2020
Vendors payable	\$41,341,892.26
Unapplied student payments	1,806,929.44
Other payables	6,505,064.37
<b>Total</b>	<b>\$49,653,886.07</b>

10. Long-term Liabilities

Long term liability activity for the year ended June 30, 2020, was as follows:



	Beg Balance	Additions	Reductions	End Balance	Current
Payables:					
TSSBA debt:					
Bonds	\$ 553,259,156.59	\$ 130,994,152.49	\$ (32,901,134.18)	\$ 651,352,174.90	\$ 39,492,197.46
Unamortized premium	70,434,586.63	38,878,598.94	(6,789,619.08)	102,523,566.49	
Revolving facility credit	148,420,458.98	16,090,322.88	(145,831,574.25)	18,679,207.61	
GO debt:					
Commercial paper	2,037,421.30	8,250.00	(468,726.00)	1,576,945.30	
Subtotal	774,151,623.50	186,185,286.04	(186,059,091.14)	774,277,818.40	39,563,466.90
Other liabilities:					
Compensated absences	73,955,220.34	49,028,016.54	(39,012,676.17)	83,970,560.71	18,467,809.20
Due to grantor	16,860,231.89	660,692.89	(3,800,223.40)	13,720,701.38	499,187.52
Unearned revenue	81,473,680.32	79,304,667.53	(62,864,322.92)	97,914,024.93	87,601,497.06
Total	\$ 946,440,756.05	\$ 315,178,663.00	\$ (291,736,313.63)	\$ 969,883,105.42	\$ 146,131,960.68

TSSBA Debt - Bonds Payable

Bonds, with interest rates ranging from 1.599% to 5.00%, were issued by the Tennessee State School Bond Authority. The bonds are due serially until 2050 and are secured by pledges of the facilities' revenues to which they relate and certain other revenues and fees of the System, including state appropriations; see Note 12 for further details. The bonded indebtedness with the Tennessee State School Bond Authority included in long-term liabilities on the Statement of Net Position is shown net of unexpended bond proceeds. The unexpended bond proceeds were \$33,492,746.16 at June 30, 2020.

Debt service requirements to maturity for the System's portion of TSSBA bonds at June 30, 2020, are as follows:

For the Year(s) Ended June 30	Principal	Interest	Total
2021	\$ 39,492,197.46	\$ 30,848,530.37	\$ 70,340,727.83
2022	39,719,999.55	29,168,789.89	68,888,789.44
2023	40,235,689.77	27,403,233.34	67,638,923.11
2024	37,562,077.60	25,694,185.93	63,256,263.53
2025	38,646,825.44	24,015,922.98	62,662,748.42
2026-2030	183,350,060.76	101,313,403.08	284,663,463.84
2031-2035	99,251,697.49	58,964,787.93	158,216,485.42
2036-2040	99,395,943.00	34,847,969.40	134,243,912.40
2041-2045	69,235,251.56	13,264,378.64	82,499,630.20
2046-2050	4,462,432.27	2,149,391.76	6,611,824.03
Total	\$ 651,352,174.90	\$ 347,670,593.32	\$ 999,022,768.22

### TSSBA Debt – Revolving Credit Facility

The Tennessee State School Bond Authority issues loans from the revolving credit facility to finance costs of various capital projects during the construction phase. When projects are placed in service, long-term, fixed-rate debt is issued by TSSBA to finance the project over its useful payback period and the revolving credit facility debt is redeemed. The amount outstanding for projects of the System was \$17,485,793.31 at June 30, 2020. In addition, the System has expended \$1,193,414.30 on projects that TSSBA has not yet withdrawn from the revolving credit facility.

More detailed information regarding the bonds and the revolving credit facility can be found in the notes to the financial statements in the financial report for the Tennessee State School Bond Authority. That report is available on the state’s website at <https://www.comptroller.tn.gov/tssba/cafr.asp>.

### General Obligation Debt - Commercial Paper

The Tennessee State Funding Board issues commercial paper for, among other things, acquisition of certain sites and existing structures for expansion purposes for the TBR on behalf of the System. The amount outstanding for projects of the System was \$1,576,945.30 at June 30, 2020. More detailed information regarding the commercial paper can be found in the notes to the financial statements in the financial report for the Tennessee State Funding Board. The Tennessee Comprehensive Annual Financial Report is available on the state’s website at <http://www.tn.gov/finance/fa/fa-accounting-financial/fa-accfin-cafr.html>.

### 11. Endowments

If a donor has not provided specific instructions to the System’s institutions, state law permits the institution to authorize for expenditure the net appreciation (realized and unrealized) of the investments of endowment funds. When administering its power to spend net appreciation, the institution is required to consider its long-term and short-term needs, present and anticipated financial requirements, expected total return on its investments, price-level trends, and general economic conditions. Any net appreciation that is spent is required to be spent for the purposes for which the endowment was established.

While some institutions spend all investment income, others choose to spend only a portion of the investment income (including changes in the value of investments) each year. Under the various spending plans established by each institution, different percentages and/or amounts have been authorized for expenditure. The remaining amounts, if any, are retained to be used in future years when the amount computed using the spending plan exceeds the investment income. At June 30, 2020, net appreciation of \$2,016,535.44 is available to be spent, of which \$1,570,627.99 is included in restricted net position expendable for scholarships and fellowships, \$17,426.90 is included in restricted net position expendable for instructional departmental uses, \$235,843.74 is included in restricted net position expendable for loans, \$16,465.67 is included in restricted net position expendable for other, and \$176,171.14 is included in unrestricted net position.

### 12. Pledged Revenues

The System has pledged certain revenues and fees, including state appropriations, to repay \$651,352,174.90 in bonds issued from May 1992 to August 2020. Proceeds from the bonds provided financing for various projects. The bonds are payable through 2050. Annual principal and interest payments on the bonds are expected to require approximately 3.0% of available revenues. The total principal and interest remaining to be paid on the bonds is \$999,022,768.22. Principal and interest paid for the current year and total available revenues were \$63,546,672.50 and \$2,149,103,701.20, respectively.

13. Pension Plans

Defined Benefit Plans

**Closed State and Higher Education Employee Pension Plan**

General Information about the Pension Plan

Plan Description - State employees and higher education employees with membership in the Tennessee Consolidated Retirement System (TCRS) before July 1, 2014, are provided with pensions through the Closed State and Higher Education Employee Pension Plan. This plan is a component of the Public Employee Retirement Plan, an agent, multiple-employer defined benefit pension plan. The Closed State and Higher Education Employee Pension Plan stopped accepting new membership on June 30, 2014 but will continue providing benefits to existing members and retirees. Beginning July 1, 2014, a new agent defined benefit retirement plan, the State and Higher Education Employee Retirement Plan, became effective for state employees and higher education employees hired on or after July 1, 2014.

The TCRS was created by state statute under Title 8, Chapters 34-37, Tennessee Code Annotated. The TCRS Board of Trustees is responsible for the proper operation and administration of all employer pension plans in the TCRS. The Tennessee Treasury Department, an agency in the legislative branch of state government, administers the plans of the TCRS. The TCRS issues a publicly available financial report that can be obtained at [www.treasury.tn.gov/Retirement/Boards-and-Governance/Reporting-and-Investment-Policies](http://www.treasury.tn.gov/Retirement/Boards-and-Governance/Reporting-and-Investment-Policies).

Benefits provided. Title 8, Chapters 34-37, Tennessee Code Annotated establishes the benefit terms and can be amended only by the Tennessee General Assembly. Members of the Closed State and Higher Education Employee Pension Plan are eligible to retire with an unreduced benefit at age 60 with 5 years of service credit or after 30 years of service credit regardless of age. Benefits are determined using the following formula:

$$\begin{array}{l} \text{Average of Member's Highest Compensation} \\ \text{for 5 Consecutive Years (up to Social Security} \\ \text{Integration Level)} \end{array} \times 1.50\% \times \begin{array}{l} \text{Years of} \\ \text{Service} \\ \text{Credit} \end{array} \times 105\%$$

Plus:

$$\begin{array}{l} \text{Average of Member's Highest Compensation} \\ \text{for 5 Consecutive Years (over Social Security} \\ \text{Integration Level)} \end{array} \times 1.75\% \times \begin{array}{l} \text{Years of} \\ \text{Service} \\ \text{Credit} \end{array} \times 105\%$$

A reduced early retirement benefit is available at age 55 and vested. Members are vested with five years of service credit. Service-related disability benefits are provided regardless of length of service. Five years of service is required for non-service-related disability eligibility. The service related and non-service-related disability benefits are determined in the same manner as a service retirement benefit but are reduced 10 percent and include projected service credits. A variety of death benefits are available under various eligibility criteria. Member and beneficiary annuitants are entitled to automatic cost-of-living adjustments (COLAs) after retirement. A COLA is granted each July for annuitants retired prior to the 2nd of July of the previous year. The COLA is based on the change in the consumer price index (CPI) during the prior calendar

year, capped at 3 percent, and applied to the current benefit. No COLA is granted if the change in the CPI is less than one-half percent. A one percent COLA is granted if the CPI change is between one-half percent and one percent. A member who leaves employment may withdraw employee contributions, plus any accumulated interest.

Contributions - Contributions for state employees and higher education employees are established in the statutes governing the TCRS and may only be changed by the Tennessee General Assembly. The System’s employees are non-contributory, as are most members in the Closed State and Higher Education Employee Pension Plan. State and higher education agencies make employer contributions at the rate set by the Board of Trustees as determined by an actuarial valuation. By law, employer contributions for the Closed State and Higher Education Employee Pension Plan are required to be paid. Employer contributions by the System for the year ended June 30, 2020, to the Closed State and Higher Education Employee Pension Plan were \$72,583,049.94, which is 19.65 percent of covered payroll. The employer rate, when combined with member contributions, is expected to finance the costs of benefits earned by members during the year, the cost of administration, as well as an amortized portion of any unfunded liability.

Pension Liabilities (Assets), Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

Pension liability. At June 30, 2020, the System reported a liability of \$263,874,310.76 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2019, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. The System’s proportion of the net pension liability was based on the proportion of the System’s contributions during the year ended June 30, 2019 to the pension plan relative to the contributions of all participating state and higher education agencies. At the June 30, 2019 measurement date, the System’s proportion was 16.77 percent. The proportion measured as of June 30, 2018, was 16.92 percent.

Pension expense. For the year ended June 30, 2020, the System recognized a pension expense of \$96,451,199.00.

Deferred outflows of resources and deferred inflows of resources. For the year ended June 30, 2019, the System reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 11,136,192.00	\$ 3,744,770.00
Net difference between projected and actual earnings on pension plan investments		31,156,263.00
Changes in assumptions	17,039,244.00	
Changes in proportion of Net Pension Liability /(Asset)	4,621,551.00	5,878,266.00
System's contributions subsequent to the measurement date of June 30, 2019	72,583,049.94	
<b>Total</b>	<b>\$ 105,380,036.94</b>	<b>\$ 40,779,299.00</b>

Deferred outflows of resources, resulting from the System’s employer contributions of \$72,583,049.94 subsequent to the measurement date will be recognized as a decrease in net pension liability in the year ended June 30, 2021. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ended June 30:	
2021	21,221,806.00
2022	(20,447,133.00)
2023	(7,746,848.00)
2024	(1,010,085.00)
2025	-
Thereafter	-

In the table above, positive amounts will increase pension expense, while negative amounts will decrease pension expense.

Actuarial assumptions. The total pension liability as of the June 30, 2019 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.5 percent
Salary increases	Graded salary ranges from 8.72 to 3.44 percent based on age, including inflation, averaging 4.00 percent
Investment rate of return	7.25 percent, net of pension plan investment expenses, including inflation
Cost-of Living Adjustment	2.25 percent

Mortality rates were customized based on actual experience including an adjustment for some anticipated improvement.

The actuarial assumptions used in the June 30, 2019, actuarial valuation were based on the results of an actuarial experience study performed for the period July 1, 2012 through June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees in conjunction with the June 30, 2016 actuarial experience study. A blend of future capital market projections and historical market returns was used in a building-block method in which a best-estimate of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) is developed for each major asset class. These best-estimates are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation of 2.50 percent. The best-estimates of geometric real rates of return and the TCRS investment policy target asset allocation for each major asset class are summarized in the following table:

Asset Class	Long-Term Expected Real Rate of Return	Target Allocation
U.S. equity	5.69%	31%
Developed market international equity	5.29%	14%
Emerging market international equity	6.36%	4%
Private equity and strategic lending	5.79%	20%
U.S. fixed income	2.01%	20%
Real estate	4.32%	10%
Short-term securities	0.00%	1%
		100%

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees as 7.25 percent based on a blending of the factors described above.

Discount rate - The discount rate used to measure the total pension liability was 7.25 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current rate and that contributions from all state and higher education agencies will be made at the actuarially determined contribution rate in accordance with the funding policy of the TCRS Board of Trustees and as required to be paid by state statute. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make projected future benefit payments of current active and inactive members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the proportionate share of net pension liability (asset) to changes in the discount rate. The following presents the System's proportionate share of the net pension liability (asset) calculated using the discount rate of 7.25 percent, as well as what the System's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is one-percentage-point lower (6.25 percent) or one-percentage-point higher (8.25 percent) than the current rate:

	1% Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
The System's proportionate share of the net pension liability (asset)	\$571,636,924.00	\$236,874,310.76	\$(33,648,729.00)

Pension plan fiduciary net position. Detailed information about the pension plan’s fiduciary net position is available in a separately issued TCRS financial report at <http://www.treasury.state.tn.us/tcrs>.

Payable to the Pension Plan

At June 30, 2020, the System reported a payable of \$5,181,132.67 for the outstanding amount of legally required contributions to the pension plan required for the year ended June 30, 2020.

### **State and Higher Education Employee Retirement Plan**

General Information about the Pension Plan

Plan description – State employees and higher education employees with membership in the Tennessee Consolidated Retirement System (TCRS) before July 1, 2014, are provided with pensions through the Closed State and Higher Education Employee Pension Plan, an agent plan within the Public Employee Retirement Plan administered by the TCRS. The TCRS is a multiple-employer pension plan. The Closed State and Higher Education Employee Pension Plan was closed effective June 30, 2014, and covers employees hired before July 1, 2014. Employees hired after June 30, 2014, are provided with pensions through a legally separate plan referred to as the State and Higher Education Employee Retirement Plan, an agent plan within the Public Employee Retirement Plan administered by the TCRS.

The TCRS was created by state statute under Title 8, Chapters 34-37, Tennessee Code Annotated. The TCRS Board of Trustees is responsible for the proper operation and administration of all employer pension plans in the TCRS. The Tennessee Treasury Department, an agency in the legislative branch of state government, administers the plans of the TCRS. The TCRS issues a publically available financial report that can be obtained at <https://treasury.tn.gov/Retirement/Boards-and-Governance/Reporting-and-Investment-Policies>.

Benefits provided – Title 8, Chapters 34-37, Tennessee Code Annotated establishes the benefit terms and can be amended only by the Tennessee General Assembly. Members of the State and Higher Education Employee Retirement Plan are eligible to retire at age 65 with 5 years of service credit or pursuant to the rule of 90 in which the member’s age and service credit total 90. Members are entitled to receive unreduced service retirement benefits, which are determined by a formula multiplying the member’s highest five consecutive year average compensation by 1.0 percent multiplied by the member’s years of service credit. A reduced early retirement benefit is available at age 60 with 5 years of service credit or pursuant to the rule of 80 in which the member’s age and service credit total 80. Service-related disability benefits are provided regardless of length of service. Five years of service is required for non-service-related disability eligibility. The service-related and non-service-related disability benefits are determined in the same manner as a service retirement benefit but are reduced 10 percent and include projected service credits. A variety of death benefits are available under various eligibility criteria.

Member and beneficiary annuitants are entitled to automatic cost-of-living adjustments (COLAs) after retirement. A COLA is granted each July for annuitants retired prior to July 2 of the previous year. The COLA is based on the change in the consumer price index (CPI) during the prior calendar year, capped at 3 percent, and applied to the current benefit. No COLA is granted if the change in the CPI is less than one-half percent. A one percent COLA is granted if the CPI change is between one-half percent and one percent. A member who leaves employment may withdraw employee contributions, plus any accumulated interest.

Contributions – Contributions for state and higher education employees are established in the statutes governing the TCRS and may only be changed by the Tennessee General Assembly. Employees contribute 5 percent of their salary to the State and Higher Education Employee Retirement Plan. State and higher education agencies

make employer contributions at the rate set by the Board of Trustees as determined by an actuarial valuation. By law, employer contributions for the State and Higher Education Employee Retirement Plan are required to be paid. Employer contributions by the System for the year ended June 30, 2020, to the State and Higher Education Employee Retirement Plan were \$3,697,077.12, which is 1.83 percent of covered payroll. The employer rate, when combined with member contributions, is expected to finance the costs of benefits earned by members during the year, the cost of administration, as well as an amortized portion of any unfunded liability.

Pension Liabilities (Assets), Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

Pension liabilities (assets). At June 30, 2020, the System reported an asset of (\$7,182,235.91) for its proportionate share of the net pension asset. The net pension asset was measured as of June 30, 2019, and the total pension asset used to calculate the net pension asset was determined by an actuarial valuation of that date. The System’s proportion of the net pension asset was based on the proportion of the System’s contributions during the year ended June 30, 2019 to the pension plan relative to the contributions of all participating state and higher education agencies. At the June 30, 2019 measurement date, the System’s proportion was 17.32 percent. At the June 30, 2018, measurement date, the System’s proportion was 17.06 percent.

Pension expense. For the year ended June 30, 2020, the System recognized a pension expense of \$2,320,690.00.

Deferred outflows of resources and deferred inflows of resources. For the year ended June 30, 2020, the System reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 160,126.82	\$ 232,972.00
Net difference between projected and actual earnings on pension plan investments	-	296,659.00
Changes in assumptions	198,528.00	-
Changes in proportion of Net Pension Liability /(Asset)	337,169.67	485,284.00
System's contributions subsequent to the measurement date of June 30, 2019	3,697,077.12	-
<b>Total</b>	<b>\$ 4,392,901.61</b>	<b>\$ 1,014,915.00</b>

The System’s employer contributions of \$3,697,077.12 reported as pension related deferred outflows of resources, subsequent to the measurement date, will be recognized as a reduction in net pension liability in the year ended June 30, 2021. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:



Year Ended June 30:	
2021	(101,008.00)
2022	(138,301.00)
2023	(60,491.00)
2024	(17,824.00)
2025	17,172.00
Thereafter	(18,609.00)

In the table above, positive amounts will increase pension expense, while negative amounts will decrease pension expense.

Actuarial assumptions. The total pension liability (asset) as of the June 30, 2019 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.50 percent
Salary increases	Graded salary ranges from 8.72 to 3.44 percent based on age, including inflation, averaging 4.00 percent
Investment rate of return	7.25 percent, net of pension plan investment expenses, including inflation
Cost-of Living Adjustment	2.25 percent

Mortality rates were based on actual experience study including an adjustment for some anticipated improvement.

The actuarial assumptions used in the June 30, 2019 actuarial valuation were based on the results of an actuarial experience study performed for the period July 1, 2012 through June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience.

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees in conjunction with the June 30, 2016 actuarial experience study. A blend of future capital market projections and historical market returns was using in a building-block method in which a best-estimate of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) is developed for each major asset class. These best-estimates are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation of 2.5 percent. The best-estimates of geometric real rates of return and the TCRS investment policy target asset allocation for each major asset class are summarized in the following table:

Asset Class	Long-Term Expected Real Rate of Return	Target Allocation
U.S. equity	5.69%	31%
Developed market international equity	5.29%	14%
Emerging market international equity	6.36%	4%
Private equity and strategic lending	5.79%	20%
U.S. fixed income	2.01%	20%
Real estate	4.32%	10%
Short-term securities	0.00%	1%
		100%

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees as 7.25 percent based on a blending of the three factors described above.

Discount rate. The discount rate used to measure the total pension liability/(asset) was 7.25 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current rate and that contributions from all state and higher education agencies will be made at the actuarially determined contribution rate in accordance with the funding policy of the TCRS Board of Trustees and as required to be paid by state statute. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make projected future benefit payments of current active and inactive members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability/(asset).

Sensitivity of the proportionate share of net pension liability (asset) to changes in the discount rate. The following presents the System's proportionate share of the net pension liability (asset) calculated using the discount rate of 7.25 percent, as well as what the System's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is one-percentage-point lower (6.25 percent) or one-percentage-point higher (8.25 percent) than the current rate:

	1% Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
The System's proportionate share of the net pension liability (asset)	\$859,089.00	\$(7,182,235.91)	\$(13,079,139.00)

Pension plan fiduciary net position. Detailed information about the pension plan's fiduciary net position is available in a separately issued TCRS financial report.

## Payable to the Pension Plan

At June 30, 2020, the System reported a payable of \$634,254.94 for the outstanding amount of legally required contributions to the pension plan required at the year ended June 30, 2020.

Total defined benefit pension expense – The total pension expense for the year ended June 30, 2020, for all defined benefit pension plans was \$98,771,889.00.

## Federal Retirement Program

Plan description – Tennessee State University contributes to the Federal Retirement Program, a cost-sharing, multiple-employer, defined benefit pension plan administered by the Civil Service Retirement System (CSRS) for participants employed prior to January 1, 1987, and the Federal Employees Retirement System (FERS) for participants employed after December 31, 1986. Both CSRS and FERS provide retirement, death, and disability benefits as well as annual cost-of-living adjustments to plan members and beneficiaries. All regular full-time employees of the Tennessee State University Agricultural Extension Service who hold federal appointments for 51% or more of their time are required to participate in either one of the two Federal Retirement Programs. For both systems, benefit provisions are established by federal statutes. Federal statutes are amended by the U.S. Congress. Two (2) of the university's extension employees currently participate in CSRS.

The CSRS issues a publicly available financial report that includes financial statements and required supplementary information. The report may be obtained by writing to the Office of Personnel Management, Retirement Information Office, P.O. Box 45, Boyers, Pennsylvania, 16017-0045, or by calling (202) 606-0500. Additionally the financial statements can be found at <https://www.opm.gov/news/reports-publications/publications-database/publication-listings>.

Funding Policy – Participating employees and Tennessee State University are required to contribute to the CSRS plan. Contribution requirements are established and may be amended by federal statutes. Tennessee State University was required to contribute 7% of covered payroll to the CSRS plan, and employees were required to contribute 7% of covered payroll. Contributions for the year ended June 30, 2020 were \$25,986.00, which consisted of \$12,993.00 from the university and \$12,993.00 from the employees. Contributions for the year ended June 30, 2019 were \$25,487.82, which consisted of \$12,743.91 from the university and \$12,743.91 from the employees. Contributions met the requirements for each year.

At June 30, 2020, TSU reported a payable of \$1,082.75 for the outstanding amount of legally required contributions to the pension plan required for the year ended June 30, 2020.

## Defined Contribution Plans

Plan Description – The System contributes to the Optional Retirement Plan (ORP). The ORP, administered by the Tennessee Treasury Department, is a defined contribution plan. The ORP was established by state statute in Title 8, Chapter 35, Part 4 of the TCA. This statute also sets out the plan provisions. The plan provisions are amended by the Tennessee General Assembly. The ORP was designed to provide benefits at retirement to faculty and staff who are exempt from the overtime provision of the Fair Labor Standards Act and who waive membership in the TCRS. In a defined contribution plan, benefits depend solely on amounts contributed to the plan plus investment earnings.

Funding Policy – For employees employed prior to July 1, 2014, plan members are noncontributory. The System contributes 10 percent of the employee's base salary up to the social security wage base and 11 percent above the social security wage base. For employees hired after June 30, 2014, plan members will contribute 5 percent

to the ORP and the System will contribute 9 percent of the employee's base salary. The required contributions made to the ORP were \$50,179,657.32 for the year ended June 30, 2020, and \$49,112,976.01 for the year ended June 30, 2019. Contributions met the requirements for each year.

Members are immediately 100 percent vested in the employer contributions made pursuant to the ORP. The Treasury Department has selected three investment vendors who offer a variety of investment products in which members are responsible for selecting how the contributions are invested. Each member makes the decision when to reallocate future contributions or when to transfer funds from one investment product to another. Funds are held by the investment vendor in the name of the member, not in the name of the State of Tennessee. The State of Tennessee has no discretion over these funds other than to make the initial contributions. Accordingly, the State of Tennessee is not acting in a trustee capacity nor does it have a fiduciary responsibility for the funds held by the investment vendors.

Payable to the Plan – At June 30, 2020, the System reported a payable of \$1,887,310.35 for the outstanding amount of legally required contributions to the plan required for the year then ended.

### **Deferred Compensation Plans**

Employees are offered three deferred compensation plans. The System, through the State of Tennessee, provides two plans, one established pursuant to IRC, Section 457, and the other pursuant to IRC, Section 401(k). The third plan is administered by the System and was established in accordance with IRC, Section 403(b). The plans are outsourced to third-party vendors, and the administrative costs assessed by the vendors of these plans are the responsibility of plan participants. Section 401(k), Section 403(b), and Section 457 plan assets remain the property of the contributing employees; therefore, they are not presented in the accompanying financial statements. IRC Sections 401(k), 403(b) and 457 establish participation, contribution, and withdrawal provisions for the plans. The System provides up to a \$50 monthly employer match for employees who participate in the state's 401(k) plan. Employees hired before July 1, 2014, voluntarily participate in the state's 401(k) plan. Pursuant to Public Chapter No. 259 of Public Acts of 2013, employees hired after June 30, 2014, are automatically enrolled in the state's 401(k) plan and contribute 2% of their salary, with the employer contributing an additional non-matching 5% for employees who elect to be in the TCRS pension plan. Employees may opt out of the 2% auto enrollment. Such contribution rates may only be amended by the Tennessee General Assembly. There are certain automatic cost controls and unfunded liability controls in the defined benefit plan where the employees participate that may impact the non-matching 5% employer contribution to the 401(k) plan. Employees will vest immediately to both the employee and employer contributions. During the year ended June 30, 2020, contributions totaling \$30,426,302.45 were made by employees participating in the plan, with a related match of \$17,268,477.13 made by the System. During the year ended June 30, 2019, contributions totaling \$28,422,811.19 were made by employees participating in the plan, with a related match of \$14,764,912.37 made by the System.

Payable to the Plan – At June 30, 2020 and June 30, 2019, the System reported a payable of \$1,501,529.90 and \$1,235,122.14, respectively, for the outstanding amount of legally required contributions to the plan required for the year then ended.

#### 14. Other Postemployment Benefits (OPEB)

##### **Closed State Employee Group OPEB Plan**

General information about the OPEB plan

**Plan description** - Employees of the System, who were hired prior to July 1, 2015 and choose coverage, are provided with pre-65 retiree health insurance benefits through the closed State Employee Group OPEB Plan (EGOP) administered by the Tennessee Department of Finance and Administration. This plan is considered to be single-employer defined benefit plan that is used to provide postemployment benefits other than pensions (OPEB). This plan is closed to the employees of all participating employers that were hired on or after July 1, 2015. The employers participating in this plan includes the primary government, the Tennessee Student

Assistance Corporation, the Tennessee Housing Development Agency, the University of Tennessee, and the institutions that make up the State University and Community College System. The State of Tennessee Postemployment Benefits Trust (OPEB Trust) was established to accumulate resources to pay for the retiree benefits of EGOP participants. The OPEB Trust prepares a stand-alone financial report that can be found at <https://www.tn.gov/finance/rd-doa/opeb22121.html>.

**Benefits provided** - The EGOP is offered to provide health insurance coverage to eligible retired and disabled participants and is the only postemployment benefit provided to eligible pre-65 participants. Benefits are established and amended by an insurance committee created by Tennessee Code Annotated (TCA) 8-27-201. All retirees and disabled employees of the primary government and certain component units, who are eligible and choose coverage, and who have not yet reached the age of 65 are enrolled in this plan. All members have the option of choosing between the premier preferred provider organization (PPO) plan, standard PPO plan or the wellness healthsavings consumer-driven health plan (CDHP) for healthcare benefits. Retired plan members receive the same plan benefits, as active employees, at a blended premium rate that considers the cost of active and retired employees. This creates an implicit subsidy for the retirees. The retirees' cost is then directly subsidized, by the employers, based on years of service. Therefore, retirees with 30 years of service are subsidized 80 percent; 20 but less than 30 years, 70 percent; and less than 20 years, 60 percent.

**Contributions** - Annually, an insurance committee, created in accordance with Tennessee Code Annotated (TCA) 8-27-201, establishes the required contributions to the plan by member employees through the premiums established to approximate claims cost for the year. Pre-age 65 retired members of the EGOP pay a premium based on a blended rate that considers the cost of active and retired employees as well as their individual years of service. Therefore, retirees pay either 20 percent, 30 percent, 40 percent or 100 percent of the appropriate premium rate. These payments are deposited into the OPEB Trust. Employers contribute to the OPEB Trust based on an actuarially determined contribution (ADC) rate calculated in a manner to meet the funding goals of the state. The total ADC rate for plan employers for the fiscal year ended June 30, 2020 was \$145.4 million. The System's share of the ADC was \$25,269,761.72. During the fiscal year the System contributed \$25,269,761.72 to the OPEB Trust. The state general assembly has the authority to change the contribution requirements of the employers participating in the EGOP.

OPEB Liabilities, OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

**Proportionate share** - The System's proportion and proportionate share of the collective total OPEB liability, related to the EGOP, is 15.99% and \$152,005,684.93 respectively. The proportion existing at the prior measurement date was 16.65%. This resulted in a change in proportion of -0.66% between the current and prior measurement dates. The System's proportion of the collective total OPEB liability was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected share of contributions of all participating employers, actuarially determined. The collective total OPEB liability was determined by an actuarial valuation with a valuation date of June 30, 2019 and measurement date of June 30, 2019.

**OPEB expense** - For the fiscal year ended June 30, 2019, the System recognized OPEB expense of \$7,984,560.62.

**Deferred outflows of resources and deferred inflows of resources** - For the fiscal year ended June 30, 2020, the System reported deferred outflows of resources and deferred inflows of resources related to OPEB paid by the EGOP from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience		\$ 9,678,683.28
Changes in assumptions	8,307,722.91	36,309,160.16
Net difference between actual and projected investment earnings	111,448.60	
Changes in proportion and differences between benefits paid and proportionate share of benefits pd	20,628,377.86	41,681,717.33
Contributions subsequent to the measurement date	25,269,917.72	
<b>Total</b>	<b>\$ 54,317,467.09</b>	<b>\$ 87,669,560.77</b>

The amounts shown above for "payments subsequent to the measurement date" will be recognized as a reduction to the collective total OPEB liability in the following measurement period.

Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB paid by the EGOP will be recognized in OPEB expense as follows:

For the year ended June 30:

2021	(8,555,765.00)
2022	(8,555,765.00)
2023	(8,555,765.00)
2024	(8,555,950.00)
2025	(8,579,528.00)
Thereafter	(8,847,667.00)

In the tables above, positive amounts will increase OPEB expense while negative amounts will decrease OPEB expense.

**Actuarial assumptions** - The collective total OPEB liability in the June 30, 2019 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.20%
Salary increases	Graded salary ranges from 3.44 to 8.72 percent based on age, including inflation, averaging 4 percent
Healthcare cost trend rates	6.03% for 2020, decreasing annually to an ultimate rate of 4.71%

Retiree's share of benefit-related costs

Members are required to make monthly contributions in order to maintain their coverage. For the purpose of this valuation, a weighted average has been used with weights derived from the current distribution of members among plans offered.

Unless noted otherwise, the actuarial demographic assumptions used in the June 30, 2019, valuations were the same as those employed in the July 1, 2018 Pension Actuarial Valuation of the Tennessee Consolidated Retirement System (TCRS) for Group I employees. These assumptions were developed by TCRS based on the results of an actuarial experience study for the period July 1, 2012 - June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience. Mortality tables are used to measure the probabilities of participants dying before and after retirement. The mortality rates employed in this valuation are taken from the RP-2014 Healthy Participant Mortality Table for Annuitants for non-disabled post-retirement mortality, with mortality improvement projected to all future years using Scale MP-2016. Post-retirement tables are Blue Collar and adjusted with a 2% load for males and a -3% load for females. Mortality rates for impaired lives are the same as those used by TCRS and are taken from a gender distinct table published in the IRS Ruling 96-7 for disabled lives with a 10% load.

**Long-term expected rate of return** - The long-term expected rate of return of 6 percent on OPEB Trust investments was established by consultation with the plan actuaries and TCRS investment staff. TCA 8-27-802 establishes the responsibility of the trustees to adopt written investment policies authorizing how assets in the OPEB Trust may be invested and reinvested by the State Treasurer. The treasurer may invest trust assets in any security or investment in which the Tennessee Consolidated Retirement System (TCRS) is permitted to invest, provided that investments by the OPEB Trust shall be governed by the investment policies and guidelines adopted by the trustees. Any changes to the investment policy will be the responsibility of the established trustees. The OPEB Trust investment policy target asset allocation and allocation range for each major asset class is summarized in the following table:

Asset Class	Allocation Range		
	Minimum	Maximum	Target Allocation
Equities	25%	80%	53%
Fixed income and short-term securities	20%	50%	25%
Real estate	0%	20%	10%
Private equity and strategic lending	0%	20%	7%
Cash and cash equivalents	0%	25%	5%
			100%

The best-estimates of geometric real rates of return for each major asset class included in the target asset allocation as of June 30, 2019 are summarized in the following table:

Asset Class	Long-term Expected Real Rate of Return
U.S. equity	5.69%
Private equity and strategic lending	5.79%
U.S. fixed income	2.01%
Real estate	4.32%
Short-term securities	0.00%

**Discount rate** - The discount rate used to measure the total OPEB liability was 6%. This represents an increase of 2.38% over the 3.62% used at the prior measurement date. The projection of cash flows used to determine the single discount rate assumed that employer contributions will be made at rates equal to the ADC rates pursuant to an actuarial valuation in accordance with the state’s funding goals. Inactive plan members are assumed to contribute their share of the premium rate for the coverage option in which they are enrolled. Based on those assumptions, the OPEB Trust fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB Trust investments was applied to all periods of projected benefit payments to determine the total OPEB liability. The change in discount rate used is due to the transition of the EGOP from a pay-as-you-go arrangement to a prefunding arrangement through a qualified trust.

**Changes in assumptions** - The health trend rates for fiscal year 2021 and beyond have increased between .02% and .97% from what was used in the prior valuation. Additionally, the assumed initial per capita costs and premium amounts were revised to reflect rates adopted for the 2020 plan year. These changes in assumptions increased the net OPEB liability.

**Sensitivity of proportionate share of the collective total OPEB liability to changes in the discount rate** - The following presents the System’s proportionate share of the collective total OPEB liability of the EGOP, as well as what the proportionate share of the collective total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate.

	1% Decrease (5.0%)	Discount Rate (6.0%)	1% Increase (7.0%)
Proportionate share of the collective total OPEB liability	\$164,870,389.00	\$152,005,684.93	\$140,032,443.00

**Sensitivity of proportionate share of the collective total OPEB liability to changes in the healthcare cost trend rate** - The following presents the System’s proportionate share of the collective total OPEB liability of the EGOP, as well as what the proportionate share of the collective total OPEB liability would be if it were calculated using a healthcare cost trend rate that is 1-percentage-point lower or 1-percentage-point higher than the current healthcare cost trend rate.



	1% Decrease (5.03% decreasing to 3.71%)	Healthcare Cost Trend Rates (6.03% decreasing to 4.71%)	1% Increase (7.03% decreasing to 5.71%)
Proportionate share of the collective total OPEB liability	\$135,466,178.00	\$152,005,684.93	\$171,059,364.00

**OPEB plan fiduciary net position** – Detailed information about the OPEB plan's fiduciary net position is available in the State of Tennessee Comprehensive Annual Financial Report found at <https://www.tn.gov/finance/rd-doa/fa-accfin-cafr.html>.

### Closed Tennessee Plan

General information about the OPEB plan

**Plan description** - Employees of the System, who were hired prior to July 1, 2015 and choose coverage, are provided with post-65 retiree health insurance benefits through the closed Tennessee Plan (TNP) administered by the Tennessee Department of Finance and Administration. This plan is considered to be multiple-employer defined benefit plan that is used to provide postemployment benefits other than pensions (OPEB). However, for accounting purposes, this plan will be treated as a single-employer plan. This plan is closed to the employees of all participating employers that were hired on or after July 1, 2015. The primary government as well as the Tennessee Student Assistance Corporation, the Tennessee Housing Development Agency, the University of Tennessee and the other institutions that make up the State University and Community College System also participates in this plan. This plan also serves eligible post-65 retirees of employers who participate in the state administered Teacher Group Insurance and Local Government Insurance Plans.

**Benefits provided** - The TNP is offered to help fill most of the coverage gaps created by Medicare and is the only postemployment benefit provided to eligible post-65 retired and disabled employees of participating employers. This plan does not include pharmacy. In accordance with Tennessee Code Annotated (TCA) 8-27-209, benefits are established and amended by cooperation of insurance committees created by TCA 8-27-201, 8-27-301 and 8-27-701. Retirees and disabled employees of the state, component units, local education agencies, and certain local governments who have reached the age of 65, are Medicare eligible and also receive a benefit from the Tennessee Consolidated Retirement System may participate in this plan. All plan members receive the same plan benefits at the same premium rates. Many retirees receive direct subsidies toward their premium cost, however, participating employers determine their own policy in this regard. The primary government contributes to the premiums of component unit retirees based on years of service. Therefore, retirees with 30 years of service receive \$50 per month; 20 but less than 30 years, \$37.50; and 15 but less than 20 years, \$25. The System does not provide any subsidies for retirees in the TNP. The primary government paid \$2,917,530.50 for OPEB as the benefits came due during the reporting period. This plan is funded on a pay-as-you-go basis and there are no assets accumulating in a trust that meets the criteria of paragraph 4 of GASB Statement No. 75.

In accordance with TCA 8-27-209, the state insurance committees established by TCAs 8-27-201, 8-27-301 and 8-27-701 determine the required payments to the plan by member employers and employees. Claims liabilities of the plan are periodically computed using actuarial and statistical techniques to establish premium rates. Administrative costs are allocated to plan participants. Employers contribute towards employee costs based on their own developed policies.

Total OPEB Liability and OPEB Expense

**Proportionate share** - The primary government is entirely responsible for the TNP OPEB associated with the System's employees. The primary government's proportionate share of the total OPEB liability associated with the System was \$35,261,156.00. At the June 30, 2019, measurement date, the proportion of the collective total OPEB liability associated with the System was .0387%. This represents a change of -.0129% from the prior proportion of .0516%. The System's proportion of the collective total OPEB liability was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected share of contributions of all participating employers, actuarially determined. The collective total OPEB liability was determined by an actuarial valuation with a valuation date of June 30, 2019 and measurement date of June 30, 2019.

**Actuarial assumptions** - The collective total OPEB liability in the June 30, 2019 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.20%
Salary increases	Graded salary ranges from 3.44 to 8.72 percent based on age, including inflation, averaging 4 percent
Healthcare cost trend rates	The premium subsidies provided to retirees in the Tennessee Plan are assumed to remain unchanged for the entire projection; therefore trend rates are not applicable.

Unless noted otherwise, the actuarial demographic assumptions used in the June 30, 2019, valuations were the same as those employed in the July 1, 2017 Pension Actuarial Valuation of the Tennessee Consolidated Retirement System (TCRS). These assumptions were developed by TCRS based on the results of an actuarial experience study for the period July 1, 2012 - June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience. Mortality tables are used to measure the probabilities of participants dying before and after retirement. The mortality rates employed in this valuation are taken from the RP-2014 Healthy Participant Mortality Table for Annuitants for non-disabled post-retirement mortality, with mortality improvement projected to all future years using Scale MP-2016. Post-retirement tables are Blue Collar and adjusted with a 2% load for males and a -3% load for females. Mortality rates for impaired lives are the same as those used by TCRS and are taken from a gender distinct table published in the IRS Ruling 96-7 for disabled lives with a 10% load.

**Discount rate** - The discount rate used to measure the total OPEB liability was 3.51 percent. This rate reflects the interest rate derived from yields on 20-year, tax-exempt general obligation municipal bonds, prevailing on the measurement date, with an average rating of AA as shown on the Bond Buyer GO 20-Bond Municipal Bond index.

**Sensitivity of proportionate share of the collective total OPEB liability to changes in the discount rate** - The following presents primary governments proportionate share of the System's related collective total OPEB liability, as well as what the proportionate share of the collective total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate. The System does not report a proportionate share of the OPEB liability for employees in the TNP.

	<b>1% Decrease (2.51%)</b>	<b>Discount Rate (3.51%)</b>	<b>1% Increase (4.51%)</b>
Primary government share of the collective total OPEB liability	\$39,758,125.00	\$35,261,156.00	\$31,491,242.00

**OPEB expense** - For the fiscal year ended June 30, 2020, the primary government recognized OPEB expense of \$1,561,329.50 for employees of the System participating in the TNP.

**Total OPEB Expense** - The total OPEB expense for the year ended June 30, 2020, was \$9,545,890.12, which consisted of OPEB expense of \$7,984,560.62 for the EGOP and \$1,561,329.50 paid by the primary government for the TNP.

15. Revenues

A summary of adjustments and allowances by revenue classification is presented as follows:

Revenue Source	Gross Revenue	Less Scholarship Allowances	Less Uncollectible Debts	Net Revenue
Operating revenues:				
Tuition and fees	\$ 1,218,186,353.89	\$ (534,512,269.84)	\$ (7,241,177.10)	\$ 676,432,906.95
Non-govt grants and contracts	39,526,667.99		(99,614.40)	39,427,053.59
Sales & services - ed activity	30,090,785.57		(3,400.19)	30,087,385.38
Sales & services - other activity	98,392,340.66		(96,974.58)	98,295,366.08
Residential life	76,071,517.21	(28,694,513.54)	(341,602.84)	47,035,400.83
Bookstore	11,949,620.37	(4,542,902.88)	786.17	7,407,503.66
Food services	32,345,558.23		(30,321.40)	32,315,236.83
Wellness facility	6,950,522.37	(1,446,419.94)	(1,117.79)	5,502,984.64
Other auxiliaries	21,837,058.18		(82,135.00)	21,754,923.18
Interest earned on loans	547,380.16		(3,998.09)	543,382.07
Non-operating revenues:				
Other non-operating	(1,512,301.48)		(739.34)	(1,513,040.82)
<b>Total</b>	<b>\$ 1,534,385,503.15</b>	<b>\$ (569,196,106.20)</b>	<b>\$ (7,900,294.56)</b>	<b>\$ 957,289,102.39</b>

16. Chairs of Excellence

The System had \$191,898,460.61 on deposit at June 30, 2020, with the State Treasurer for its Chairs of Excellence program. These funds are held in trust by the state and are not included in these financial statements.

17. Insurance-Related Activities

It is the policy of the state not to purchase commercial insurance for the risks associated with casualty losses for general liability, automobile liability, professional medical malpractice liability, and workers' compensation. By statute, the maximum liability for general liability, automobile liability, and medical malpractice liability is \$300,000 per person and \$1 million per occurrence. The state's management believes it is more economical to manage these risks internally and set aside assets for claim settlement in its internal service fund, the Risk Management Fund (RMF). The state purchases commercial insurance for real property, crime and fidelity coverage on the state's officials and employees, and cyber liability coverage. For property coverage, the deductible for an individual state agency is the first \$25,000 of losses. The RMF is responsible for property losses for the annual aggregate deductible of \$7.5 million for perils other than earthquake and flood. Purchased insurance coverage is responsible for losses exceeding the \$7.5 million annual aggregate deductible. For earthquake and flood, there is a deductible of \$10 million per occurrence. The maximum insurance coverage is \$750 million per year for perils other than earthquake and flood. The maximum flood insurance coverage is \$50 million per occurrence, except there is only \$25 million of coverage in flood zones A and V. The maximum earthquake insurance coverage is \$50 million per occurrence. The amounts of settlements have not exceeded insurance coverage for each of the past three fiscal years.

The System participates in the Risk Management Fund. The fund allocates the cost of providing claims servicing and claims payment by charging a premium to the System based on a percentage of the System's expected loss costs, which include both experience and exposures. This charge considers recent trends in actual claims experience of the state as a whole. An actuarial valuation is performed as of fiscal year-end to determine the fund liability and premium allocation. Information regarding the determination of the claims liabilities and the changes in the balances of the claims liabilities for the year ended June 30, 2017, is presented in the Tennessee Comprehensive Annual Financial Report. The CAFR is available on the state's website at <http://www.tn.gov/finance/fa/fa-accounting-financial/fa-accfin-cafr.html>. Since the System participates in the Risk Management Fund, it is subject to the liability limitations under the provisions of the Tennessee Claims Commission Act, Tennessee Code Annotated, Section 9-8-101 et seq. Liability for negligence of the System for bodily injury and property damage is limited to \$300,000 per person and \$1,000,000 per occurrence. The limits of liability under workers' compensation are set forth in Tennessee Code Annotated, Section 50-6-101 et seq. Claims are paid through the state's Risk Management Fund. The amount of cash and cash equivalents designated for payment of claims held by the Risk Management Fund at June 30, 2017, was not available.

At June 30, 2020, the scheduled coverage for the System was \$8,829,309,923.00 for buildings and \$2,093,156,698.00 for contents.

The state has also set aside assets in the Employee Group Insurance Fund, an internal service fund, to provide a program of health insurance coverage for the employees of the state with the risk retained by the state. The System participates in the Employee Group Insurance Fund. The fund allocates the cost of providing claims servicing and claims payment by charging a premium to the System based on estimates of the ultimate cost of claims, including the costs of claims that have been reported but not settled and of claims that have been incurred but not reported. Employees and providers have 13 months to file medical claims.

18. Commitments and Contingencies

Sick Leave - The System records the cost of sick leave when paid. Generally, since sick leave (earned one day per month with unlimited accumulation) is paid only when an employee dies or is absent because of illness, injury, or related family death, there is no liability for sick leave at June 30. The dollar amount of unused sick leave was \$444,601,206.74 at June 30, 2020.

Operating Leases - The System has entered into various operating leases for buildings and equipment. Such leases will probably continue to be required. Expenses under operating leases for real and personal property were \$7,688,563.77 and \$3,770,230.95, respectively for the year ended June 30, 2020. All operating leases are cancelable at the lessee's option.

Construction in Progress - At June 30, 2020, outstanding commitments under construction contracts totaled \$432,437,962.63 for various projects of which \$226,766,163.52 will be funded by future state capital outlay appropriations.

Litigation - The System is involved in several lawsuits, none of which are expected to have a material effect on the accompanying financial statements.

19. Funds Held in Trust by Others

Tennessee Tech University (TTU) is beneficiary under the William Jenkins Estate Account. The underlying assets are not considered assets of TTU and are not included in the System's financial statements. TTU received \$4,740.50 from these funds in fiscal year 2020.

The University of Memphis (UOM) is beneficiary under the Van Vleet, the Mike Driver, the Pope M. Farrington, Herman Bensdorf, and the C.M. Gooch trust funds. The underlying assets are not considered assets of UOM and are not included in the System's financial statements. UOM received \$202,333.82 from these funds in fiscal year 2020.

20. Natural Classifications with Functional Classifications

The System's operating expenses by functional classification for the year ended June 30, 2020, are as follows:

Functional Classification	Natural Classification					
	Salaries	Benefits	Other Operating	Scholarship	Depreciation	Total
Instruction	\$ 663,872,405.62	\$ 236,345,478.84	\$ 138,129,512.67	\$ 3,634,893.64		\$ 1,041,982,290.77
Research	62,777,130.71	23,579,958.98	24,543,113.47	501,877.50		111,402,080.66
Public service	44,832,926.93	15,900,591.38	27,600,026.10	189,218.80		88,522,763.21
Academic support	124,014,426.21	50,277,595.42	11,782,455.47	108,195.40		186,182,672.50
Student services	139,287,394.07	52,546,798.46	92,993,670.62	2,833,567.68		287,661,430.83
Institutional support	135,314,930.19	55,699,804.72	82,178,546.54	89,627.84		273,282,909.29
Maintenance & operation	69,689,984.54	32,744,124.90	145,729,634.36	6,317.40		248,170,061.20
Scholarships	362,120.16	33,786.65	4,369,225.94	290,085,171.08		294,850,303.83
Auxiliary	18,617,862.16	6,423,178.80	73,694,165.32	798,877.64		99,534,083.92
Depreciation					120,003,858.38	120,003,858.38
<b>Total</b>	<b>\$ 1,258,769,180.59</b>	<b>\$ 473,551,318.15</b>	<b>\$ 601,020,350.49</b>	<b>\$ 298,247,746.98</b>	<b>\$ 120,003,858.38</b>	<b>\$ 2,751,592,454.59</b>

Expenses initially incurred by the academic support function as a result of providing internal services to the other functional classifications were allocated to the other functional areas by reducing the academic support function's operating expenses by the total amount of salaries, benefits, and operating expenses incurred in the provision of these services, and allocating this amount to the other functional areas' operating expenses on the basis of usage. As a result of this process, expenses totaling \$67,830,873.61 were reallocated from academic support to the other functional areas.

21. Affiliated Entity Not Included

The TCAT Foundation is a private, nonprofit foundation with the individual TCATs as the sole beneficiaries. The Foundation is controlled by a board independent of the TCATs. The financial records, investments, and other financial transactions are handled external to the TCATs and these amounts are not included in the TCAT's financial report. As reported in the Foundation's most recently financial report, at June 30, 2020, the assets of the TCAT Foundation totaled \$1,312,335.49, liabilities were \$0.00, and the net position amounted to \$1,312,335.49.

The East Tennessee State University Research Foundation is a private, nonprofit foundation with the university as the sole beneficiary. The Research Foundation is controlled by a board independent of the university. The financial records, investments, and other financial transactions are handled external to the university and these amounts are not included in the university's financial report. As reported in the Research Foundation's most recently audited financial report, at June 30, 2019, the assets of the Research Foundation totaled \$620,376.00, liabilities were \$23,483.00, and the net position amounted to \$596,893.00.

The Tennessee Tech University Agricultural Foundation is a private, nonprofit foundation with the university as the sole beneficiary. The Agricultural Foundation is controlled by a board independent of the university. The financial records, investments, and other financial transactions are handled external to the university and these amounts are not included in the university's financial report. As reported in the most recently audited financial report, at June 30, 2019, the assets of the Agricultural Foundation totaled \$836,963.52, liabilities were \$0.00, and the net position amounted to \$836,963.52.

The Bryan Symphony Orchestra Association at Tennessee Technological University, Inc. (BSOA) is a nonprofit 501(c)(3) organization controlled by a board independent of the university. The mission of the BSOA is to provide an orchestra of the highest artistic standards, provide educational experiences for a diverse audience, and to serve as a leader and a continuing force in the Upper Cumberland region. BSOA provides support to the Bryan Symphony Orchestra jointly with Tennessee Technological University. The financial records and transactions are handled external to the university and are not included in the university's financial report.

The Friends of the Appalachian Center for Crafts of Tennessee (FACCT) is a nonprofit 501(c)(3) that promotes and supports educational art and craft outreach activities. FACCT is controlled by a board independent of the university. FACCT provides non-monetary support to the Tennessee Technological University Craft Center through marketing and other promotional activities. FACCT is currently inactive. The financial records and transactions are handled external to the university and are not included in the university's financial report.

22. On-Behalf Payments

During the year ended June 30, 2019, the State of Tennessee made payments of \$1,347,113.00 on behalf of the System for retirees participating in the Medicare Supplement Plan. The Medicare Supplement Plan is a postemployment benefit healthcare plan and is discussed further in Note 14. The plan is reported in the State of Tennessee Comprehensive Annual Financial Report (CAFR). The CAFR is available on the state's website at <http://www.tn.gov/finance/fa/fa-accounting-financial/fa-accfin-cafr.html>.

23. Prior Period Adjustments

Net position was increased in fiscal year 2020 by \$803,238.52. This adjustment includes an increase of \$2,179,871.46 at Tennessee Tech University due primarily to unrecorded capital outlay paid in-kind by the food service vendor as agreed in the food service contract. This was offset by adjustments of (\$1,141,691.49) and (\$118,719.69) at Southwest Tennessee Community College (STCC) and Roane State Community College (RSCC), respectively. The adjustment at STCC was due to the recognition of 10 years of accumulated depreciation for a project that had erroneously remained in projects-in-progress after having been completed in 2010. The

adjustment at RSCC was due to an understatement of accumulated depreciation for selected equipment items purchased in prior years. The remaining adjustment of (\$116,221.76) is composed of immaterial increases and decreases at various institutions.

24. Blended Component Unit

The Herff Trust was created exclusively for the benefit of the University of Memphis (UOM). The Trust invests and manages the bequest of Herbert Herff to support primarily the School of Engineering and the School of Law. Although it is legally separate from UOM, it is reported in the university’s financial statements as a blended component unit. The exclusion of the Trust from the university’s reporting entity would render the financial statements incomplete. The assets, liabilities, revenues and expenses of the Trust are included in UOM’s statement of net position and statement of revenues, expenditures and changes in net position.

Complete financial statements for the Trust can be obtained from Controller, University of Memphis, 275 Administration Building, Memphis TN 38152.

The following is a condensed statement of net position; condensed statement of revenues, expenses, and changes in net position; and condensed statement of cash flows showing assets, liabilities, revenues, and expenses that are reported as blended component unit of the University.

**Herbert Herff Trust**  
**Condensed Statement of Net Position**  
**June 30, 2020**

Assets:	
Current assets	\$ 657,247
Other assets	25,477,127
Total Assets	26,134,374
Liabilities:	
Current liabilities	193,469
Total Liabilities	193,469
Net Position:	
Restricted - expendable	25,940,905
Total Net Position	\$ 25,940,905

**Herbert Herff Trust**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**June 30, 2020**

Nonoperating revenues and expenses	\$ 121,293
Income before other revenues, expenses, gains or losses	121,293
<hr/>	
Increase in net position	121,293
<hr/>	
Net position at beginning of year	25,819,612
Net position at end of year	\$ 25,940,905
<hr/> <hr/>	

**Herbert Herff Trust**  
**Condensed Statement of Cash Flows**  
**June 30, 2020**

**CASH FLOWS FROM INVESTING ACTIVITIES**

Proceeds from sales and maturities of investments	\$ 6,194,262
Income on investments	418,280
Purchase of investments	(6,877,605)
Other investing payments	(56,457)
<hr/>	
Net cash used for capital and related financing activities	(321,520)
<hr/>	
Net decrease in cash and cash equivalents	(321,520)
<hr/>	
Cash and cash equivalents - beginning of year	859,251
Cash and cash equivalents - end of year (Note 21)	\$ 537,731
<hr/> <hr/>	

Non-cash investing transactions	
Unrealized losses on investments	(717)



25. Component Units

The foundations are legally separate, tax-exempt organizations supporting institutions within the System. The foundations act primarily as fund-raising organizations to supplement the resources that are available to the System in support of System programs. The foundation boards are self-perpetuating and consist of graduates and friends of the System. Although the System does not control the timing or amount of receipts from the foundations, the majority of resources, or income thereon, which the foundations hold and invest, is restricted to the activities of the System by the donors. Because these restricted resources held by the foundations can only be used by, or for the benefit of, the System, the foundations are considered a component unit of the System and are discretely presented in the System's financial statements.

During the year ended June 30, 2020, the foundations made distributions of \$61,441,808.49 to or on behalf of the System for both restricted and unrestricted purposes. Complete financial statements for each foundation can be obtained from the appropriate address:

APSU Foundation:  
Austin Peay State University  
Donna Johansen, Accounting Services  
PO Box 4635  
Clarksville, TN 37044

JSCC Foundation:  
Tim Dellinger  
2046 North Parkway  
Jackson, TN 38301

ETSU Foundation:  
BJ King  
ETSU Chief Financial Officer  
P. O. Box 70601  
Johnson City, TN 37614

MSCC Foundation:  
Hilda Tunstill  
Motlow College Foundation  
P.O. Box 8500  
Lynchburg, TN 37352

MEAC:  
Charles Woepfel  
Executive Director, MEAC  
P.O. Box 699  
Mountain Home, TN, 37684

NASCC Foundation:  
Mary Cross  
Nashville State Community College  
120 White Bridge Road  
Nashville, TN, 37209

MTSU Foundation:  
Joe Bales  
Vice President, University Advancement  
MTSU  
1301 East Main Street  
Murfreesboro, TN 37132

NESCC Foundation:  
Chad Bailey  
Chief Financial Officer  
Northeast State Community College  
P. O. Box 246  
Blountville, TN 37617-0246

TSU Foundation:  
Betsy Jackson Mosley  
Executive Director  
3500 John A. Merritt Blvd  
Nashville, TN 37209

TTU Foundation:  
Tennessee Technological University  
Office of the Vice President  
for Planning and Finance  
P.O. Box 5037  
Cookeville, TN 38505

UOM Foundation:  
Managing Director  
635 Normal Street  
Memphis, TN 38152-3750

ChSCC Foundation:  
Tammy Swenson  
Vice President for Business & Finance  
Chattanooga State Technical Community College  
4501 Amnicola Highway  
Chattanooga, TN 37406

CLSCC Foundation:  
Cindy Dawson  
Cleveland State Community College  
P. O. Box 3570  
Cleveland, Tennessee 37320

UOM Research Foundation  
365 Innovation Drive, Suite 303  
Memphis, TN 38152

PSCC Foundation:  
Pellissippi State Community College  
P.O. Box 22990  
Knoxville, TN 37933-0990

RSCC Foundation:  
Roane State Community College Foundation  
276 Patton Lane  
Harriman, TN 37748

STCC Foundation:  
Karen Nippert  
5983 Macon Cove  
Memphis, TN 38134

VSCC Foundation:  
Volunteer State College Foundation  
1480 Nashville Pike  
Gallatin, TN 37066

WSCC Foundation:  
Mark Hurst  
Walters State Community College Foundation  
PO Box 1508  
Morristown, TN 37816-1508

DSCC Foundation:  
Vice President, Finance and Administrative Services  
Dyersburg State Community College  
1510 Lake Road  
Dyersburg, TN 38024

The ETSU Foundation, MEAC, the TSU Foundation, the TTU Foundation, the UOM Research Foundation, the STCC Foundation, and the WSCC Foundation are nonprofit organizations that report under GASB standards. All other foundations report under FASB standards. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. With the exception of necessary presentation adjustments, no modifications have been made to the foundations' financial information in the institutions' financial report for these differences. When the disclosure requirements are different, two disclosures are presented below, one for the consolidated FASB foundations and one for the consolidated GASB foundations.

**Fair Value Measurements (FASB Foundations).** The foundations report certain assets and liabilities at fair value. Fair value has been determined using quoted prices in active markets for identical assets and liabilities that are accessible at the measurement date (Level 1), inputs other than quoted market prices included in Level 1 that are directly or indirectly observable for the asset or liability (Level 2), or significant unobservable inputs (Level 3). The following table categorizes the recurring fair value measurements for assets and liabilities at June 30, 2020:

	Total Fair Value at June 30, 2020	Quoted Prices: Level 1	Significant Other Inputs: Level 2	Significant Unobservable Inputs: Level 3	Investments Measured at the Net Asset Value
Assets:					
Cash equivalents	\$ 5,803,142.18	\$ 4,631,779.40	\$ 1,171,362.78		
Investments	327,707,664.40	196,288,692.43	31,818,650.66	41,876,833.01	57,723,488.30
Pledges receivable	9,133,812.55			9,133,812.55	
Other assets	198,063.83	18,773.18	85,188.05	94,102.60	
<b>Total assets</b>	<b>\$ 342,842,682.96</b>	<b>\$ 200,939,245.01</b>	<b>\$ 33,075,201.49</b>	<b>\$ 51,104,748.16</b>	<b>\$ 57,723,488.30</b>
Liabilities:					
Charitable gift annuities	\$ 40,067.01	\$ 8,011.05		\$ 32,055.96	
<b>Total liabilities</b>	<b>\$ 40,067.01</b>	<b>\$ 8,011.05</b>		<b>\$ 32,055.96</b>	

The following table reconciles beginning and ending balance of all assets/liabilities valued using Level 3 inputs:

	Beginning Balance	Total Gains/Losses, Realized & Unrealized	Purchases	Issuances	Settlements	Transfers In/ Out of Level 3	Ending Balance
Assets:							
Investments	\$ 40,713,071.23	\$ 1,282,369.84				\$ (118,608.06)	\$ 41,876,833.01
Pledges receivable	8,831,610.45	362,692.65	847,887.75		381,078.69	(1,289,456.99)	9,133,812.55
Other assets	96,178.39	(2,075.79)					94,102.60
<b>Total assets</b>	<b>\$ 49,640,860.07</b>	<b>\$ 1,642,986.70</b>	<b>\$ 847,887.75</b>		<b>\$ 381,078.69</b>	<b>\$ (1,408,065.05)</b>	<b>\$ 51,104,748.16</b>
Liabilities:							
Charitable gift annuities	\$ 38,463.63	\$ (812.67)			\$ (5,595.00)		32,055.96
<b>Total liabilities</b>	<b>\$ 38,463.63</b>	<b>\$ (812.67)</b>			<b>\$ (5,595.00)</b>		<b>\$ 32,055.96</b>

All gains and losses, both realized and unrealized, have been reported on the statement of revenues, expenses, and changes in net position as investment income. Of this total, \$1,695,581.88 are attributable to the change in unrealized gains or losses relating to those assets and liabilities still held at June 30, 2020.

In accordance with U.S. GAAP, certain investments that were measured at NAV per share (or its equivalent) have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the line items presented in the statements of financial position.

The valuation method for assets and liabilities measured at the net asset value per share is presented on the following table.

Assets and Liabilities Measured at the NAV	Fair Value	Unfunded Commitments	Redemption Frequency (if currently eligible)	Redemption Notice Period
Corporate bonds	\$ 36,520,477.66	\$ 4,877,187.00	Various	1 to 95 days
Mutual equity funds	14,679,277.64		Daily to Monthly	Daily to 5 days
Real estate	6,523,733.00	4,024,093.00	Upon liquidation	Not Applicable

## University of Memphis

- a) Hedged Equity This category consists of funds of funds that make long and short position equity investments. The bulk of the investment is subject to annual redemption.
- b) Private Equity This category consists of partnerships that invest primarily in U.S. or international based private companies. These investments cannot be voluntarily redeemed and are subject to third-party sale based on market demand.
- c) Real Assets The real assets allocation may include, among other things, real estate investment trusts, commingled funds, limited liability companies and limited partnerships. Underlying investments could include real estate securities, real estate (including private), oil & gas, metals & minerals, timber, MLPs, farmland, etc.
- d) U. S. Equity This category generally consists of managers that invest primarily in equity securities of U.S. corporations. U.S. equity may include multiple styles (growth, value) and market capitalizations (small, mid, large). These investments will primarily be long-only."
- e) International Equity This category will generally consist of managers that invest primarily in equity securities of corporations domiciled in foreign countries. International equity may include multiple styles (growth, value) and market capitalizations (small, mid, large). These investments will primarily be long-only.

## Columbia State Community College

The assets of the bond funds are allocated among strategies in proportions that the investment company considers beneficial for a fully diversified fixed income portion of an educational endowment. The assets of the equity funds are allocated among strategies in proportions that the investment company considers beneficial for a fully diversified public equity position of an educational endowment. There are currently no redemption restrictions on the equity and bond funds, although they could be put in place in extraordinary circumstances, such as any period during which the New York Stock Exchange is closed other than customary weekend or holiday closings, or during which trading thereon is restricted or there exists any emergency affecting the practicality of disposal of portfolio securities of the fund or the practicability of determining net asset value. It is not probable that the foundation will sell an investment for an amount different from the NAV per share.

## Northeast State Community College

Valuation of the pooled investments is the responsibility of the foundation's management. Management relies on the investment custodian and investment managers to provide valuation and pricing data for investments. The investment manager provides reports to foundation management each month and the investment committee each quarter. Investment performance results and summaries are also reported to the Board of Directors.

The funds that comprise the pooled investments use the net asset value as a practical expedient to determine fair value. The NAV per share is based on the value of the underlying assets and liabilities of funds owned by the pooled separate accounts and/or an amount in accordance with fund valuation policies, depending on the nature of the fund assets. Because of the inherent uncertainty of valuations of the pooled investments, their estimated values may differ significantly from the values that would have been used had a ready market for the investments existed, and the difference could be material.

Withdrawals may be limited or temporarily suspended in certain circumstances, such as in the event that the fund is unable to redeem sufficient proceeds from its investments or in the event that disposal of part of all the fund's assets to meet withdrawal requests would be prejudicial to participants. Purchases and redemption may be allowed at other times and subject to terms at the discretion of the investment manager.

Multi-Strategy Equity Funds – seeks to add value over long periods of time, above the return of the U.S. equity market as measured by the S&P 500 Index and, due to its strategy and manager diversification, to reduce volatility in comparison to that of investing in the index.

Core Equity Fund – to offer access to large capitalization and, to a lesser extent, mid-capitalization companies and seeks to outperform its benchmark, the S&P 500 Index, over a full market cycle.

Multi-Strategy Bond Fund – to offer broad exposure to global debt markets and seek to add value above the return of the broad U.S. bond market over a full market cycle, as measure by the Barclays Capital U.S. Aggregate Bond Index, and to reduce volatility comparison to that of investing in the index.

Pellissippi State Community College

The Multi-Strategy Equity Fund is invested principally in a diversified portfolio of marketable common stocks and other marketable equity-type investments including but not limited to, convertible bonds, convertible preferred stocks and warrants. The fund may also hold cash, short-term obligations, and U.S. government, corporate and other bonds. The objective of the fund is to offer an actively managed, multi-manager investment program that will provide broad exposure to global equity markets. Funds are valued at the close of business each month using the net asset value per unit. Unit values are typically available by the seventh business day following the end of each month.

The Multi-Strategy Bond Fund is invested principally in a diversified portfolio of marketable securities of intermediate and longer-term maturities of specified types. The fund is also permitted to hold preferred stocks and convertible preferred stocks of corporations whose senior debt securities meet certain rating criteria. The objective of the fund is to offer an actively managed, multi-manager investment program that will provide broad exposure to global debt markets. Funds are valued at the close of business each month using the net asset value per unit. Unit values are typically available by the seventh business day following the end of each month.

**Fair Value Measurements (GASB Foundations)** - The foundations categorize their fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The foundations have the following recurring fair value measurements as of June 30, 2020:

	June 30, 2020	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at the Net Asset Value (NAV)
<b>Assets by Fair Value Level</b>					
Debt Securities					
US Treasury	\$ 17,566,694.01	\$ 17,566,694.01			
US Agencies	8,433,248.38	3,431,882.00	5,001,366.38		
Corporate bonds	19,026,415.70	14,244,727.88	4,781,687.82		
Mutual bond funds	73,040,723.39	38,698,116.29	-		34,342,607.10
<b>Total debt securities</b>	<b>119,265,317.36</b>	<b>73,941,420.18</b>	<b>10,981,290.08</b>		<b>34,342,607.10</b>
Equity Securities					
Corporate stock	327,007.27	327,007.27			
Mutual equity funds	123,407,677.81	24,313,373.47			99,094,304.34
Real Estate	4,520,000.00			4,520,000.00	
Equity REITs	1,085,396.66	1,007,435.06			77,961.60
Private equities	6,529,202.00				6,529,202.00
Hedge funds	12,073,457.37				12,073,457.37
Natural resources	926,781.00				926,781.00
Other	3,152,951.41	2,841,619.41			311,332.00
<b>Total equity securities</b>	<b>152,022,473.52</b>	<b>28,489,435.21</b>		<b>4,520,000.00</b>	<b>119,013,038.31</b>
Other assets	842,495.08	248,947.08	593,548.00		
<b>Total assets</b>	<b>\$ 272,130,285.96</b>	<b>\$ 102,679,802.47</b>	<b>\$ 11,574,838.08</b>	<b>\$ 4,520,000.00</b>	<b>\$ 153,355,645.41</b>

Assets and liabilities classified in Level 1 of the fair value hierarchy are valued using prices quoted in active markets for those securities. Assets and liabilities classified in Level 2 of the fair value hierarchy are valued using the spread above risk-free yield curve (ETSU) and various benchmarks including the S&P 500 TR Index and the Barclay's Capital US Aggregate TR Index (TSU). Assets and liabilities classified in Level 3 are valued using real estate appraisal and most recent sale prices for assets not on an active market (TTU).

The valuation method for assets and liabilities measured at the net asset value per share (or its equivalent) is presented on the following table.

<b>Assets and Liabilities Measured at the NAV</b>	<b>Fair Value</b>	<b>Unfunded Commitments</b>	<b>Redemption Frequency (if currently eligible)</b>	<b>Redemption Notice Period</b>
Mutual bond funds	\$ 34,342,607.10		Daily to Monthly	5 business days
Mutual equity funds	\$ 99,094,304.34		Daily to Monthly	5 business days
Equity REITs	\$ 77,961.60		Daily	1 day
Private equities	\$ 6,529,202.00	\$ 1,213,900.00	Not applicable	Not Applicable
Hedge funds	\$ 12,073,457.37		Daily to Quarterly	1 to 91 days
Natural resources	\$ 926,781.00	\$ 1,476,775.00	Not applicable	Not Applicable
Other	\$ 311,332.00	1,434,507.00	Not applicable	Not Applicable

#### East Tennessee State University

The above assets are commingled bond/equity funds that are considered to be commingled in nature. They are valued at the net asset value of units held at the end of the period based upon the fair value of the underlying investments.

#### Tennessee State University

The Fund's investment objective is to target attractive long-term risk adjusted absolute returns with lower volatility than the broad equity markets. To achieve its objective, the Fund will (directly or indirectly) allocate its assets to, or will invest in entities managed by, a relatively concentrated portfolio of investment managers that may employ a broad range of alternative investment strategies, including, without limitation, the tactical trading sector. In addition, the Fund may allocate assets to Advisors that use investment strategies not within one of the hedge fund sectors referenced above.

#### Tennessee Technological University

The Multi-Strategy Bond Fund's investment objective is to offer an actively managed program that will provide broad exposure to global debt markets. The portfolio will be made up of marketable securities of intermediate and longer-term maturities. The High Quality Bond Fund will consist primarily of U.S. Treasury and Agency issues, corporate and mortgage bonds, and other asset-backed securities with an objective to outperform its benchmark, the Bloomberg Barclays U.S. Aggregate Bond Index. The investment objective of the Intermediate Term Fund is to generate a higher current yield than short-term money market investments. The Multi-Strategy Equity Fund ranges from international equity to domestic and hedged equities on investment strategy. The investment objective of the Core Equity Fund is to outperform the S&P 500 Index. The Strategic Solutions Equity Fund has an investment objective to focus on equities. The private equities' investment strategies vary among many equity industries, including services, manufacturing, and consumer related. The investment objective of the Real Estate Opportunity Fund is to deliver Non-Core real estate exposure primarily through external real estate managers advising portfolio funds the investment manager believes to be high-quality managers. The natural resources investment strategies include allocations among energy, mining, and utilities. The funds themselves are liquidated when all underlying assets are liquidated. There is no exact date for this liquidation and will likely be after the termination date given in the previous paragraph. It is unlikely that any investment listed above will be sold for an amount different from the NAV per share.



Walters State Community College

ValStone Opportunity Fund V, LLC, a Delaware limited liability company was formed May 18, 2010, and began operations on March 1, 2013, for the purpose of investing in distressed debt obligations and other assets, including operating companies and real estate. ValStone Opportunity Fund V invests primarily in real estate with certain desirable attributes.

**Cash and Cash Equivalents (FASB Foundations)** – Cash and cash equivalents consisted of demand deposit accounts, certificates of deposit, State of Tennessee Local Government Investment Pool account administered by the State Treasurer, mutual funds, money market funds, and other cash equivalents. Uninsured bank balances at June 30, 2020, totaled \$12,481,347.00.

**Cash and Cash Equivalents (GASB Foundations)** – In addition to demand deposits and petty cash on hand, this classification includes instruments which are readily convertible to known amounts of cash and which have original maturities of three months or less. At June 30, 2020, cash and cash equivalents consisted of \$29,122,916.60 in bank accounts, \$3,300.00 of petty cash on hand, \$24,258,804.51 in the State of Tennessee Local Government Investment Pool administered by the State Treasurer, and \$3,674,012.52 in other funds.

At June 30, 2020, \$9,408,945.18 of the Foundation’s bank balances of \$12,400,983.10 was exposed to custodial credit risk as uninsured and uncollateralized.

The Foundation also has deposits in the Local Government Investment Pool (LGIP) administered by the State Treasurer. The LGIP is part of the Pooled Investment Fund. There are no minimum or maximum limitations on withdrawals with the exception of a 24-hour notification period for withdrawals of \$5 million or more. The fund’s required risks disclosures are presented in the *State of Tennessee’s Treasurer’s Report*. That report is available on the state’s website at <http://www.treasury.state.tn.us>.

**Investments (FASB Foundations)** – Investments are recorded on the date of contribution and are stated at market value. Unrealized gains and losses are determined by the difference between market values at the beginning and end of the year. Investment securities held at year-end were as follows:

	June 30, 2020	
	Cost	Market Value
US treasury	\$ 2,778,852.14	\$ 2,882,546.70
US agencies	417,744.18	435,276.15
Certificates of deposit	1,180,778.16	1,127,474.57
Corporate stock	82,856,353.27	86,772,162.89
Corporate bonds	4,280,016.41	4,661,091.60
Mutual bond funds	27,850,622.26	30,018,928.59
Mutual equity funds	102,804,914.78	118,086,621.31
Money market funds	627,845.00	619,568.00
Life insurance		715,797.28
Annuity	180,000.00	172,676.56
Interest in limited partnership	20,280,896.00	22,634,309.00
Other	42,316,418.38	59,744,165.38
<b>Total</b>	<b>\$ 285,574,440.58</b>	<b>\$ 327,870,618.03</b>

### Investment Return

The following schedule summarizes the total investment return and its classification in the component units' statement of revenues, expenses, and changes in net position.

Dividends, interest and other sources (net of expenses of \$821,813.47)	\$ 2,030,981.23
Net realized and unrealized gains	3,461,245.20
Total return on investments	5,492,226.43
Endowment income per spending plan	(4,908,367.77)
<b>Investment return in excess of amounts designated for current operations</b>	<b>\$ 583,858.66</b>

### Operating return

The boards of trustees designate only a portion of the component units' cumulative investment return for support of current operations; the remainder is retained to support operations of future years and to offset potential market declines. The amount computed under the endowment spending policy of the investment pool is used to support current operations.

**Investments (GASB Foundations)** – The foundations are authorized to invest funds in accordance with their board of directors' policies. All investments permitted to be reported at fair value under GASB Statement 31 are reported at fair value, including those with a maturity date of one year or less at the time of purchase.

As of June 30, 2020, the foundations had the following investments and maturities:

Investment Type	Fair Value	Investment Maturities (In Years)				
		Less than 1 yr	1 to 5 yrs	6 to 10 yrs	More than 10 yrs	No Maturity Date
US treasuries	\$ 17,566,694.01	\$ 5,238,009.70	\$ 1,965,810.43	\$ 10,362,873.88		
US agencies	8,433,248.38	1,924,586.34	3,782,758.71	2,725,903.33		
Corporate bonds	19,026,415.70	550,509.32	11,902,850.04	5,683,355.35	889,700.99	
Mutual bond funds	73,040,723.39	166,188.15	3,125,981.23	9,101,229.93	\$ 1,293,946.89	\$ 59,353,377.19
<b>Total debt instruments</b>	<b>119,265,317.36</b>	<b>\$ 8,107,087.05</b>	<b>\$ 21,747,842.75</b>	<b>\$ 27,873,362.49</b>	<b>\$ 2,183,647.88</b>	<b>\$ 59,353,377.19</b>
Corporate stock	327,007.27					
Mutual equity funds	123,407,677.81					
Certificates of deposit	8,446,144.83					
Other	28,639,671.13					
<b>Total</b>	<b>\$ 280,085,818.40</b>					

**Interest Rate Risk.** Interest rate risk is the risk that changes in interest rates will adversely affect the fair values of a debt instrument. The foundations do not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value arising from increasing interest rates.

**Credit Risk.** Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The foundations have no investment policy limiting its investment choices based on ratings issued by nationally recognized statistical rating organizations. Securities are rated using Standard and Poor's, Moody's, and/or Fitch's and are presented below using the Standard and Poor's rating scale. As of June 30, 2020, the foundations' investments were rated as follows:

Investment Type	Fair Value	Credit Quality Rating								
		AAA	AA	A	BBB	BB	B	CCC	CC	Unrated
LGIP	\$ 24,258,804.51									\$ 24,258,804.51
US agencies	8,433,248.38		8,433,248.38							
Corporate bonds	19,026,415.70	1,013,721.13	2,344,479.73	7,552,341.66	8,115,873.18					
Mutual bond funds	73,040,723.39	2,022,923.76	470,499.24	880,424.82	9,178,834.10	523,853.86	78,686.84	49,744.55	1,808.89	59,833,947.33
<b>Total</b>	<b>\$ 125,957,427.86</b>	<b>\$ 3,726,238.52</b>	<b>\$ 11,248,227.35</b>	<b>\$ 8,778,273.49</b>	<b>\$ 17,457,842.52</b>	<b>\$ 523,853.86</b>	<b>\$ 78,686.84</b>	<b>\$ 49,744.55</b>	<b>\$ 1,808.89</b>	<b>\$ 84,092,751.84</b>

**Custodial Credit Risk.** For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the foundations will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The foundations do not have a deposit policy for custodial credit risk. At June 30, 2020, the foundations had \$97,554,508.68 of uninsured and unregistered investments for which the securities are held by the counterparty.

**Concentration of Credit Risk.** Concentration of credit risk is the risk of loss attributed to the magnitude of the System’s investment in a single issuer. Foundation policies place no limit on the amount they may invest in any one issuer. More than five percent (5%) of the individual foundation’s investments were invested in the following single issuers at June 30, 2020:

Foundation	Issuer	Percentage of Total Investments
MEAC	Federal Home Loan Bank	67%
	Federal National Mortgage Assoc.	33%
TSU	Ishares S&P 500 Index fund G Shares	20%
	State Street Hedged Intl Dev Equity Index	7%
	Multi-manager Intl Equity Fund	7%
	US Treasury Note	6%

**Foreign Currency Risk.** Foreign currency risk is the risk that changes in exchange rates will adversely affect the cash flows or fair value of a transaction. The foundations place no limit on the amount they may invest in foreign currency. The foundation’s exposure to foreign currency risk at June 30, 2020, is as follows:

Foundation	Investment	Currency	Maturity	Fair Value
STCC Foundation	Lord Abbett ultra Short Bond A	Various	N/A	\$172,878.39
	J.O. Hambro Capital Management	Various	N/A	\$247,636.67
	Seafarer Overseas Growth & Income	Various	N/A	\$150,597.09
	Artisan Dev World Fund	Various	N/A	\$155,013.95
WSSC Foundation	Mutual equity funds	Various	N/A	\$1,244,831.36
	Mutual bond funds	Various	N/A	\$93,284.34

**Alternative Investments (GASB and FASB foundations)** – The following foundations held alternative investments at June 30, 2020:

Foundation	Investment	Fair Value at June 30, 2020
MTSU Foundation	Offshore hedge fund-of-funds	\$27,928,050.00
TSU Foundation	Hedge funds and real estate investment trusts	\$7,478,305.33
TTU Foundation	Private equity funds, private real estate fund, real estate, alternative mutual fund, & natural resources fund	\$10,098,942.65
UOM Foundation	Limited partnership/LLC investments	\$22,634,309.00
CHSCC Foundation	Limited partnership hedge fund	\$776,623.00
COSCC Foundation	First Farmers and Merchants Corporate Stock	\$195,000.00
NESCC Foundation	Pooled investment funds	\$13,839,566.38
PSCC Foundation	Pooled investment funds	\$11,246,868.54
RSCC Foundation	Regions Southeast Timber Fund II, LLC	\$241,807.25
WSSC Foundation	Private equity funds	\$2,189,922.00

The foundations believe that the carrying amount of their alternative investments is a reasonable estimate of fair value as of June 30, 2020. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the

investments existed, and such differences could be material. These investments are made in accordance with the foundation's investment policy. These investments are designed to enhance diversification and provide reductions in overall portfolio volatility. These fair values are estimated using various valuation techniques.

The MTSU Foundation estimates fair value using various valuation techniques. Each offshore hedge fund-of-funds owned by the Foundation has an annual independent CPA firm audit. Hedge fund values are determined by using monthly reports received directly from the hedge fund-of-funds managers, as well as from the Foundation's registered investment advisors and/or investment custodian.

The TSU Foundation purchased the following hedge funds for the purpose of diversifying the investment portfolio against volatility in the market. The fund values are as of June 30, 2020.

Hedge Fund Managers (Strategic) Ltd. - \$2,975,687.34  
Radcliffe International Ultra Short Duration Select Fund - \$1,690,798.69  
Taconic Offshore - \$646,629.89  
Varadero International LTD - \$639,225.00  
NB Insurance-Linked Strategies - \$440,567.75

#### Real Estate Investment Trusts

##### InvenTrust Properties

The value of shares for the InvenTrust Properties is estimated to be \$3.14 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$754,598.00, as of June 30, 2020.

##### Highlands REIT Inc.

The value of shares for Highland REIT Inc. is estimated to be \$.33 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$77,961.60, as of June 30, 2020.

##### Xenia Hotels & Resorts

The value of shares for Xenia Hotel & Resorts is estimated to be \$21.12 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$125,015.52, as of June 30, 2020.

## Cousins Properties Incorporated

The value of shares for Highland REIT Inc. is estimated to be \$.33 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$127,821.54, as of June 30, 2020.

The TTU Foundation's alternative marketable investment fund and alternative mutual fund investments were valued using various valuation techniques. At June 30, 2020, the alternative marketable investment fund and alternative mutual fund investments were valued at the net asset values as determined by the portfolio managers. All funds are issued audited financial statements on a calendar year basis or June 30 fiscal year end depending on the fund. To determine the fair value of the private equity, natural resources, and private real estate funds, those audited fair values are used as a beginning point, valuations are adjusted for net capital activity and marketplace considerations to ascertain the reasonableness of estimated fair values provided by the portfolio managers.

The UOM Foundation estimates fair value using valuation techniques and assumptions chosen by the Foundation's investment managers. The following is a description of the valuation methodologies used for investments measured at fair value.

Money market fund:	Valued at the daily closing price as reported by the fund. Money market funds held by the Foundation are open-ended mutual funds that are registered with the Securities and Exchange Commission. These funds are required to publish their daily NAV and to transact at that price. The money market mutual funds held by the Foundation are deemed to be actively traded.
Public U.S. and global equities:	Valued at the unadjusted quoted market price within active markets.
Mutual funds:	Valued at the daily closing price reported on the active market on which securities are traded.
U.S. government securities:	Valued at quoted prices from less active markets and/or quoted prices of securities with similar characteristics.
Limited partnership:	Valued using the NAV or capital balances as a practical expedient to determine the fair value.

The CHSCC Foundation estimates the fund's fair value by using the monthly account statements prepared by the fund's third-party accounting administrator.

The COSCC Foundation estimates the fair value of the stock at June 30, 2020, based on the weighted average price paid in the second quarter of 2020 provided by First Farmers and Merchants Corporation.

The NESCC Foundation's pooled investment funds are not traded in active markets, but the securities that the pooled investment funds own are traded. The value of the underlying securities is used to accurately estimate the fair value of the pooled investment funds.

The PSCC Foundation estimates the fair value using various valuation techniques and the net asset value per unit as reported by the Foundation's Investment Managers.

The RSCC Foundation estimates the carrying value of the Foundation's position based on Regions Southeast Timber Fund II, LLC's Financial Statements as of June 30, 2020. The Fund's financial statements are presented on the market value basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). Timber and timberlands are stated at fair value, which Region's Southeast Timber Fund II, LLC's management has determined approximates the acquisition cost, adjusted for recent activity and the Fund believes its valuation methodologies are appropriate and consistent with

other market participants. Capital Account Reconciliations at market value are received from the fund each quarter which are used as the basis to adjust the Foundation's net carrying value of this investment.

The WSCC Foundation estimates the fair value for the private equity fund using various valuation techniques.

**Pledges Receivable (All Foundations)** - Pledges receivable are summarized below net of the allowance for doubtful accounts:

	June 30, 2020
Current pledges	\$ 11,389,095.20
Pledges due in one to five years	14,379,867.60
Pledges due after five years	11,069,786.86
Subtotal	36,838,749.66
Less discounts to net present value	(2,322,468.15)
Total pledges receivable, net	\$ 34,516,281.51

**Liquidity and Availability (FASB Foundations)** – Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of net position date, comprise the following:

	June 30, 2020
Cash and cash equivalents	\$ 5,993,150.05
Accounts receivable	105,020.62
Operating investments	3,928,865.40
Promises to give	214,541.16
Endowment spending-rate distributions and appropriations	3,394,000.00
Other	108,276.72
Total	\$ 13,743,853.95

The foundations' endowment funds consist of donor-restricted endowments and quasi-endowments. Income from donor-restricted endowments is restricted for specific purposes and, therefore, is not available for general expenditure. The quasi-endowments have spending rates of three to nine percent. \$4,437,018.45 from the quasi-endowment will be available within the next 12 months.

The foundations do not have liquidity management plans.

**Capital Assets (FASB Foundations)** - Capital assets at year-end were as follows:

	June 30, 2020
Land	\$ 5,803,786.38
Improvements & infrastructure	1,009,439.46
Buildings	21,833,554.21
Equipment	283,300.52
Art & historical collections	793,805.00
Total	29,723,885.57
Less accumulated depreciation:	
Improvements & infrastructure	739,333.52
Buildings	8,154,154.70
Equipment	137,361.47
Total accumulated depreciation	9,030,849.69
Capital assets, net	\$ 20,693,035.88

**Capital Assets (GASB Foundations)** - Capital asset activity for the year ended June 30, 2020, was as follows:



	Beg Balance	Additions	Transfers	Reductions	End Balance
Land	\$ 10,767,431.52	\$ 253,000.00		\$ (15,300.00)	\$ 11,005,131.52
Infrastructure	918,661.29				918,661.29
Buildings	10,895,159.09	136,000.00		(196,800.00)	10,834,359.09
Equipment	5,452,215.38	158,592.00		(157,899.00)	5,452,908.38
Intangible assets	719,543.25	132,511.00			852,054.25
Art & historical collections	6,075,942.34	35,000.00			6,110,942.34
Projects in progress	2,151.81	1,015.68			3,167.49
<b>Total</b>	<b>34,831,104.68</b>	<b>716,118.68</b>		<b>(369,999.00)</b>	<b>35,177,224.36</b>
Less accumulated depreciation:					
Infrastructure	101,739.47	49,817.88			151,557.35
Buildings	3,176,871.85	383,979.84		(5,330.00)	3,555,521.69
Equipment	4,316,676.35	316,615.54		(83,013.00)	4,550,278.89
Intangible assets	374,778.25	40,829.00		-	415,607.25
<b>Total accumulated depreciation</b>	<b>7,970,065.92</b>	<b>791,242.26</b>		<b>(88,343.00)</b>	<b>8,672,965.18</b>
<b>Capital assets, net</b>	<b>\$ 26,861,038.76</b>	<b>\$ (75,123.58)</b>		<b>\$ (281,656.00)</b>	<b>\$ 26,504,259.18</b>

**Long-term liabilities (GASB Foundations)** - Long term liability activity for the year ended June 30, 2020, was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current
Notes payable	\$ 1,369,656.72	\$ 4,896,317.00	\$ (219,484.40)	\$ 6,046,489.32	\$ 219,488.00
Loans payable		729,816.00		729,816.00	363,515.00
Compensated absences	696,839.00		(105,801.00)	591,038.00	118,208.00
<b>Total</b>	<b>\$ 2,066,495.72</b>	<b>\$ 5,626,133.00</b>	<b>\$ (325,285.40)</b>	<b>\$ 7,367,343.32</b>	<b>\$ 701,211.00</b>

#### Notes Payable

The TTU Foundation borrowed funds in fiscal year 2017 and fiscal year 2019 for the real estate building held for investment to improve space occupied by SAIC. As of June 30, 2020, the unused line of credit available to the foundation from the note was \$157,881.58. The note bears an annually adjusted interest rate of 1.25% fixed for the first five years beginning June 2017. At the end of five years, the interest rate will convert to an annual rate equal to the WSJ Prime less 2.5% but not less than 1.25% annually, adjusted monthly. Principal payments of \$125,000.00 began January 2020 and are due each January until maturity in January 2027.

The foundation's outstanding note of \$717,118.42 contains a provision that in the event of default, the lender may declare all indebtedness under the note immediately due. Outstanding amounts may be declared by the lender immediately due if the foundation is unable to make payments on time or in the amount due. The foundation's outstanding note from direct borrowings is secured with collateral of assignment of leases and rents and security interest in real estate.

The WSCC Foundation borrowed funds to purchase the Claiborne County Campus for Walters State Community College. The note bears no interest, has a minimum annual debt service of \$94,488.00, and a due date of February 28, 2025. The balance owed by the foundation was \$433,053.90 at June 30, 2020.

Debt service requirements to maturity for all notes payable at June 30, 2020, are as follows:

For the Year(s) Ending June 30	Principal	Interest	Total
2021	\$ 219,488.00	\$ 8,182.73	\$ 227,670.73
2022	5,115,805.00	104,546.23	5,220,351.23
2023	219,488.00	5,057.73	224,545.73
2024	219,488.00	3,495.23	222,983.23
2025	180,101.90	1,932.73	182,034.63
2026-2030	92,118.42	575.74	92,694.16
<b>Total</b>	<b>\$ 6,046,489.32</b>	<b>\$ 123,790.39</b>	<b>\$ 6,170,279.71</b>

#### Loans Payable

The UOM Research Foundation borrowed funds from Paragon Bank under the Small Business Administration Paycheck Protection Program to maintain staffing during the COVID 19 pandemic and avoid employee lay-offs. The loan bears a 1% interest rate, has a principal amount of \$689,700, a minimum debt service of \$38,621, and a due date of March 22, 2022. The balance owed was \$689,700 at June 30, 2020. Additionally, the Research Foundation borrowed funds from Steelcase Financial Services, Inc. to purchase operating equipment. This loan bears a 1% interest rate, has a principal amount of \$40,116, a minimum debt service of \$1,689, and a due date of June 30, 2022. The balance owed was \$40,116 at June 30, 2020.

Debt service requirements to maturity for all loans payable at June 30, 2020, are as follows:

For the Year(s) Ending June 30	Principal	Interest	Total
2021	\$ 363,515.00	\$ 7,786.00	\$ 371,301.00
2022	366,301.00	1,553.00	367,854.00
<b>Total</b>	<b>\$ 729,816.00</b>	<b>9,339.00</b>	<b>739,155.00</b>

**Long-term liabilities (FASB Foundations)** - Long term liabilities at year-end consisted of the following:

	Ending Balance	Current Portion
Other	\$40,067.01	\$8,520.00
Total	\$40,067.01	\$8,520.00

**Endowments (FASB Foundations)** - The foundations' endowments consist of approximately 2,649 individual funds established for a variety of purposes. Their endowments include both donor-restricted endowment funds and funds designated by the Boards of Trustees to function as endowments. As required by GAAP, net position associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

**Interpretation of Relevant Law.** The foundations are subject to the Uniform Prudent Management of Institutional Funds Act (the Act) as adopted by Tennessee, and thus, classify amounts in their donor-restricted endowment funds as net assets with donor restrictions because those net assets are time restricted until the foundations' Boards appropriate such amounts for expenditures. Most of those net assets also are subject to purpose restrictions that must be met before reclassifying those net assets to net assets without donor restrictions. The foundations' Boards have developed various interpretations of the Act. As a result of these interpretation, when reviewing its donor-restricted endowment funds, the foundations consider a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument. The foundations have interpreted the Act to permit spending from underwater funds in accordance with the prudent measures required under the law. Additionally, in accordance with the Act, the foundations consider the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

1. The duration and preservation of the fund
2. The purposes of the foundation and the donor-restricted endowment fund
3. General economic conditions
4. The possible effect of inflation or deflation
5. The expected total return from income and the appreciation of investments
6. Other resources of the foundation
7. The investment policies of the foundation

Composition of Endowment by Net Position Class			
As of June 30, 2020			
	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment funds	\$ 5,268,188.72	\$ 108,869,076.13	\$ 114,137,264.85
Donor-restricted endowment funds:		\$ 14,106,301.96	\$ 14,106,301.96
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor		114,719,624.78	114,719,624.78
Accumulated investment gains		32,475,112.03	32,475,112.03
Term endowment		3,539,417.51	3,539,417.51
<b>Total funds</b>	<b>\$ 5,268,188.72</b>	<b>\$ 273,709,532.41</b>	<b>\$ 278,977,721.13</b>

Changes in Endowment Net Position			
As of June 30, 2020			
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net position, beginning of year	\$ 9,639,002.40	\$ 269,105,368.65	\$ 278,744,371.05
Investment return, net	476,269.30	958,216.09	1,434,485.39
Contributions	21,826.10	6,981,859.73	7,003,685.83
Appropriation of assets for expenditure	(3,649,919.17)	(7,219,416.78)	(10,869,335.95)
Other changes:			
Transfers	(1,211,817.72)	4,501,949.75	3,290,132.03
Others	(7,172.19)	(618,445.03)	(625,617.22)
<b>Endowment net position, end of year</b>	<b>\$ 5,268,188.72</b>	<b>\$ 273,709,532.41</b>	<b>\$ 278,977,721.13</b>

Underwater Endowment Funds. From time to time, the fair value of assets associated with individual donor restricted endowment funds may fall below the level that the donor or the Act requires the foundations to retain as a fund of perpetual duration. Deficiencies of this nature exist in 183 donor-restricted endowment funds, which together have an original gift value of \$35,879,513.96, a current fair value of \$32,717,461.53, and a deficiency of \$3,162,052.43 as of June 30, 2020. These deficiencies resulted from unfavorable market fluctuations that occurred after the investment of new contributions for donor-restricted endowment funds and continued appropriation for certain programs that was deemed prudent by the foundations' Boards.

Return Objectives and Risk Parameters. The foundations have adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by their endowments while seeking to maintain the purchasing power of the endowment assets. Endowment assets include

those assets of donor-restricted funds that the organizations must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Boards of Trustees, the endowment assets are invested in a manner that is intended to meet the various return objectives. The foundations expect their endowment funds, over time, to provide an average rate of return of approximately 2.0% to 10.0% percent annually. Actual returns in any given year may vary from this amount.

**Strategies Employed for Achieving Objectives.** To satisfy their long-term rate-of-return objectives, the foundations rely on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The foundations target a diversified asset allocation that places a greater emphasis on equity-based investments to achieve their long-term return objectives within prudent risk restraints.

**Spending Policy and How the Investment Objectives Relate.** The foundations have policies of appropriating for distribution each year various amounts. In establishing these policies, the foundations considered the long-term expected return on their endowments. Accordingly, over the long-term, the foundations expect the current spending policy to allow their endowments to grow at an average of one to seven percent annually. The foundations have policies that permit spending from underwater endowment funds depending on the degree to which the funds are underwater, unless otherwise precluded by donor intent or relevant laws and regulations. The governing boards appropriated for expenditure \$336,532.00 from underwater endowment funds during the year, which represents 3% of the 12-quarter moving average, not the 4% they generally draw from endowment.

**Endowments (GASB foundations)** - If a donor has not provided specific instructions to the foundations, the foundations' policies and procedures permit the foundations to authorize for expenditure the net appreciation (realized and unrealized) of the investments of endowment funds. When administering their power to spend net appreciation, the foundations are required to consider their long-term and short-term needs, present and anticipated financial requirements, expected total return on its investments, price-level trends, and general economic conditions. Any net appreciation that is spent is required to be spent for the purposes for which the endowment was established.

While some foundations spend all investment income, others choose to spend only a portion of the investment income (including changes in the value of investments) each year. Under the various spending plans established by each foundation, different percentages and/or amounts have been authorized for expenditure. At June 30, 2020, net appreciation of \$17,176,578.63 is available to be spent, of which \$11,454,958.45 is included in restricted net position expendable for scholarships and fellowships, \$139,580.85 is included in restricted net position expendable for research, \$1,189,531.80 is included in restricted net position expendable for instructional departmental uses, \$4,217,978.91 is included in restricted net position expendable for other and \$174,528.62 is included in unrestricted net position.

**Natural Classifications with Functional Classifications (FASB foundations)**

The foundation's operating expenses by functional classification for the year ended June 30, 2020, are as follows:

Functional Classification	Natural Classification						Total
	Salaries	Benefits	Other Operating	Scholarship	Depreciation	To Institution	
Program services	\$ 552,534.90	\$ 174,404.37	\$ 3,648,262.51	\$ 6,380,623.10	\$ 411,950.19		\$ 11,167,775.07
Support activities	4,432,041.52	1,517,745.43	778,570.01		35,262.04		6,763,619.00
To Institutions						38,810,007.91	38,810,007.91
<b>Total Expenses</b>	<b>\$4,984,576.42</b>	<b>\$1,692,149.80</b>	<b>\$ 4,426,832.52</b>	<b>\$ 6,380,623.10</b>	<b>\$ 447,212.23</b>	<b>\$ 38,810,007.91</b>	<b>\$ 56,741,401.98</b>

The foundations' financial statements report certain categories of expenses that are attributed to more than one program or supporting function. These type expenses have been allocated on a reasonable basis that has been consistently applied.

**Support from University/College** – During fiscal year 2020, the System paid certain payroll costs amounting to \$6,102,784.22 for System personnel who also performed services supporting the foundation. Additionally, the System paid certain other operating costs amounting to \$1,275,618.30 supporting the foundation. These support costs paid by the System are reflected in the statement of revenues, expenses, and changes in net position as University/College Support, with a like amount included in expenses. The System provides office space and the use of certain common facilities and services to the foundation at no cost. These costs have not been recorded as University/College Support at some of the System's foundations because they are not considered to be significant to the operations of those foundations.

**Prior period adjustment – (All foundations)** – Foundation net position was increased in fiscal year 2020 by \$218,925.00. This adjustment occurred primarily at the WSCC Foundation and was due to lack of recognition of land gift in 2019.

### **Blended Component Unit – TTU Foundation**

Tech Farms, LLC was established in December 2015 in anticipation of a future real estate gift. The sole member of the limited liability company is the Tennessee Technological University Foundation. The farm, now known as Tech Farms, was donated on March 6, 2017. The purpose of the limited liability company is to own, manage, and operate agricultural resources. The farm will also be used by Tennessee Technological University for research, teaching, and outreach programs. Although it is legally separate from the foundation, it is reported in the foundation's financial statements as a blended component unit. The exclusion of the limited liability company from the foundation's reporting entity would render the foundation's financial statements incomplete. The assets, liabilities, revenues, and expenses of the limited liability company are included in the foundation's Statement of Net Position and Statement of Revenues, Expenditures, and Changes in Net Position. Upon dissolution of the limited liability company, the assets shall be distributed to the foundation.

The following is a condensed Statement of Net Position, Condensed Statement of Revenues, Expenses, and Changes in Net Position, and a Condensed Statement of Cash Flows showing assets, liabilities, revenues, and expenses that are reported as a blended component unit of the foundation.

**Tech Farms, LLC**  
**Condensed Statement of Net Position**  
**For the Year Ended June 30, 2020**

**ASSETS**

Current assets:	
Cash and cash equivalents	162,704.24
Accounts, notes, and grants receivable (net)	39,840.26
Total current assets	\$ 202,544.50
Noncurrent assets:	
Capital assets (net)	7,877,977.84
Total noncurrent assets	7,877,977.84
Total assets	\$ 8,080,522.34

**LIABILITIES**

Current liabilities:	
Accounts payable	58,625.02
Accrued liabilities	1,055.88
Total current liabilities	\$ 59,680.90
Noncurrent liabilities:	
Total liabilities	\$ 59,680.90

**NET POSITION**

Net investment in capital assets	\$ 7,877,977.84
Restricted for expendable:	
Other	142,863.60
Total net position	\$ 8,020,841.44

**Tech Farms LLC**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**For the Year Ended June 30, 2020**

Operating revenues	
Gifts and contributions	\$ 100,000.00
Governmental grants and contracts	18,965.75
Sales and services of other activities	391,040.82
Other operating revenues	60,000.00
Operating expenses	
Utilities, supplies, and other services	(347,050.71)
Salaries and Wages	(80,840.07)
Benefits	(19,360.26)
Depreciation	<u>(66,797.04)</u>
Operating income	55,958.49
Other non-operating revenues/(expenses)	<u>-</u>
Net nonoperating revenues	<u>-</u>
Income before other revenues, expenses, gains, or losses	<u>55,958.49</u>
Capital grants and gifts	<u>-</u>
Total other revenues	<u>-</u>
Increase in net position	<u>55,958.49</u>
Net position - beginning of year	<u>7,964,882.95</u>
Net position - end of year	<u><u>\$ 8,020,841.44</u></u>



**Tech Farms LLC**  
**Condensed Statement of Cash Flows**  
**for the Year Ended June 30, 2020**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Grants and contracts	\$ 18,965.75
Gifts and contributions	100,000.00
Payments to suppliers and vendors	(361,312.29)
Payments to employees	(80,840.07)
Payments for benefits	(19,360.26)
Other receipts (payments)	447,567.33
Net cash used by operating activities	<u>\$ 105,020.46</u>

**CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES**

Purchase of capital assets and construction	<u>(13,515.68)</u>
Net cash used by capital and related financing activities	<u>\$ (13,515.68)</u>

Net increase in cash and cash equivalents	91,504.78
Cash and cash equivalents - beginning of year	71,199.46
Cash and cash equivalents - end of year	<u><u>\$ 162,704.24</u></u>

**RECONCILIATION OF OPERATING LOSS TO NET CASH  
USED BY OPERATING ACTIVITIES**

Operating income	\$ 55,958.49
Adjustments to reconcile operating loss to net cash used by operating activities:	
Noncash operating expenses	66,797.04
Other adjustments	19,840.64
Change in assets, liabilities, and deferrals:	-
Accounts payable	(43,506.60)
Accrued liabilities	(2,418.37)
Receivables	8,349.26
Net cash used by operating activities	<u><u>\$ 105,020.46</u></u>

Because Tech Farms, LLC is not an operating activity of the foundation, payments to employees and payments for benefits are included in non-operating revenues and expenses in the Statement of Revenues, Expenses, and Changes in Net Position of the foundation.

**Blended Component Unit – UOM Research Foundation**

UMRF Ventures, Inc. is a wholly-owned subsidiary of the UOM Research Foundation that was incorporated in 2017 and commenced business operations on July 1, 2017. Its mission is to create viable part-time employment for students of the University that provides relevant job experience and potential pathways to future full-time employment. Although it is legally separate from the Research Foundation, it is reported in the Research Foundation’s financial statement as a blended component unit. The exclusion of the wholly-owned subsidiary from the UOM Research Foundation’s reporting entity would render its financial statements incomplete. The assets, liabilities, revenues, and expenses of UMRV Ventures, Inc. are included in the Research Foundation’s statement of net position and statement of revenues, expenditures, and changes in net position. Upon dissolution of the wholly-owned subsidiary, the assets shall be distributed to the Research Foundation.

The following is a condensed statement of net position; condensed statement of revenues, expenses, and changes in net position; and condensed statement of cash flows showing assets, liabilities, revenues, and expenses that are reported as blended component unit of the Research Foundation.

**UMRF Ventures, Inc.**  
**Condensed Statement of Net Position**  
**June 30, 2020**

Assets:	
Current assets	\$ 1,789,849
Capital assets, net	268,761
Other assets	109,548
<b>Total Assets</b>	<b>2,168,158</b>
Liabilities:	
Current liabilities	716,359
Noncurrent liabilities	932,108
<b>Total Liabilities</b>	<b>1,648,467</b>
Net Position:	
Net investment in capital assets	268,761
Unrestricted	250,930
<b>Total Net Position</b>	<b>\$ 519,691</b>

**UMRF Ventures, Inc.**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**June 30, 2020**

Operating revenues	\$ 4,866,152
Operating expenses	(4,670,291)
<hr/>	
Operating income	195,861
Income before other revenues, expenses, gains or losses	195,861
<hr/>	
Other revenues, expenses, gains or losses	113,047
<hr/>	
Increase in net position	308,908
Net position at beginning of year	210,783
<hr/>	
Net position at end of year	\$ 519,691
<hr/> <hr/>	

**UMRF Ventures, Inc.**  
**Condensed Statement of Cash Flows**  
**June 30, 2020**

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Grants and contracts	\$ 4,297,136
Payments to suppliers and vendors	(286,964)
Payments to employees	(3,899,440)
Payments to the University of Memphis	(273,357)
Other receipts (payments)	(32,755)
<u>Net cash used by operating activities</u>	<u>(195,380)</u>
 <b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>	
Proceeds from noncapital debt	689,700
Principal paid on noncapital debt	(44,235)
Other non-capital financing receipts (payments)	
<u>Net cash provided by non-capital financing activities</u>	<u>645,465</u>
 Net increase (decrease) in cash and cash equivalents	 450,085
Cash and cash equivalents - beginning of year	525,200
<u>Cash and cash equivalents - end of year</u>	<u>\$ 975,285</u>

**RECONCILIATION OF OPERATING INCOME TO NET CASH**  
**CASH USED BY OPERATING ACTIVITIES**

Operating income	\$ 195,861
Adjustments to reconcile operating income to net cash used by operating activities:	
Noncash operating expenses	103,264
Office furniture financed	40,116
Changes in assets and liabilities:	
Receivables, net	(454,854)
Prepaid/deferred items	(4,770)
Accounts payable	(13,605)
Accrued liabilities	59,064
Due to University	(6,294)
Unearned revenue	(114,162)
<u>Net cash used by operating activities</u>	<u>\$ (195,380)</u>

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of System's Proportionate Share of the Net Pension Liability**  
**Closed State and Higher Education Employee Pension Plan Within TCRS**  
Fiscal Year Ending June 30

	System's proportion of the net pension liability	System's proportionate share of the net pension liability	System's covered- employee payroll	System's proportionate share of the net pension liability as a percentage of it's covered-employee payroll	Plan fiduciary net position as a percentage of the total pension liability
2019	16.71%	\$ 236,874,310.76	\$ 378,185,338.87	62.63%	91.67%
2018	16.86%	\$ 273,353,582.23	\$ 391,776,955.13	69.77%	88.88%
2017	16.69%	\$ 299,861,748.97	\$ 401,889,132.89	74.61%	87.96%
2016	16.97%	\$ 310,602,193.88	\$ 415,310,569.74	74.79%	91.26%
2015	16.71%	\$ 236,874,310.76	\$ 378,185,338.87	62.63%	91.67%
2014	16.08%	\$ 111,722,453.00	\$ 442,579,436.27	25.24%	95.11%

- (1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.
- (2) To correspond with the measurement date, the amounts presented were determined as of June 30 of the prior fiscal year.

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**TENNESSEE BOARD OF REGENTS**  
**Supplementary Information**  
**Unaudited Statement of Cash Flows - Component Units**  
**For the Year Ended June 30, 2020**

**Cash flows from operating activities:**

Tuition and fees	\$ 849,881.67
Gifts and contributions	57,100,517.41
Grants and contracts	6,176,475.70
Sales and services of educational activities	5,495.76
Sales and services of other activities	6,858,630.25
Collection from patient charges	42,711,946.00
Payments to suppliers and vendors	(34,771,477.47)
Payments to employees	(32,215,165.28)
Payments for benefits	(2,847,946.75)
Payments for scholarships and fellowships	(13,671,213.05)
Payments to university/college/technology center	(41,040,400.91)
Loans issued to students	(16,888.32)
Collection of loans from students	17,140.25
Auxiliaries	1,996.50
Other receipts (payments)	5,451,758.57

Net cash flows provided (used) by operating activities	<u>(5,389,249.67)</u>
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**Cash flows from non-capital financing activities:**

Proceeds from noncapital debt	1,544,556.00
Private gifts for endowment purposes	11,028,029.88
Principal paid on noncapital debt	(44,235.00)
Other non-capital financing receipts (payments), includes payments from MEAC to ETSU and ETSU Foundation of \$264,038.00	3,510,313.47

Net cash flows provided (used) by non-capital financing activities	<u>16,038,664.35</u>
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**Cash flows from capital and related financing activities:**

Capital grants and gifts received	38,376.14
Proceeds from sale of capital assets	680,579.53
Purchase of capital assets and construction	(1,433,102.55)
Principal paid on capital debt and lease	(229,576.40)
Other capital and related financing receipts (payments)	(160,279.45)

Net cash flows provided (used) by capital and related financing activities	<u>(1,104,002.73)</u>
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**TENNESSEE BOARD OF REGENTS**  
**Supplementary Information**  
**Unaudited Statement of Cash Flows - Component Units**  
**For the Year Ended June 30, 2020**

**Cash flows from investing activities:**

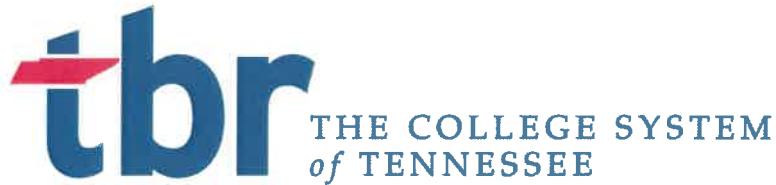
Proceeds from sales and maturities of investments	354,566,859.80
Income on investments	16,148,236.74
Purchase of investments	(364,759,162.11)
Other investing receipts (payments)	51,619.92
	<hr/>
Net cash provided (used) by investing activities	6,007,554.35
	<hr/>
Net increase (decrease) in cash and cash equivalents	15,552,966.30
Cash and cash equivalents - beginning of year	89,257,256.43
Cash and cash equivalents - end of year (Note 25)	<u><u>\$ 104,810,222.73</u></u>

**Reconciliation of operating loss to net cash provided (used) by operating activities:**

Operating loss	\$ (14,970,898.36)
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:	
Noncash operating expenses	8,685,402.13
Endowment income per spending plan	(4,908,367.77)
Other adjustments	283,491.84
Change in assets, liabilities, and deferrals:	
Receivables, net	4,672,173.59
Due from component unit/primary government	4,574.98
Inventories	(1,842.66)
Prepaid items	(429,468.13)
Other assets	(874.07)
Accounts payable	3,739,025.54
Accrued liabilities	240,277.00
Due to component unit/primary government	(3,359,811.84)
Unearned revenues	780,817.07
Deposits	415,319.00
Compensated absences	(105,801.00)
Loans to students	251.93
Other	(433,518.92)
Net cash provided (used) by operating activities	<u><u>\$ (5,389,249.67)</u></u>

**Non-cash investing, capital, or financing transactions**

Gifts in-kind - capital	(839,450.33)
Unrealized gains/(losses) on investments	(3,050,865.04)
Gain/(loss) on disposal of capital assets	(147,457.80)
Transfer of capital asset to institution	(911,708.73)
Change in Split Interest Agreement	(1,263.12)
Purchase and construction of capital assets	336,875.10



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BOARD TRANSMITTAL

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MEETING:	December 2020 Quarterly Board Meeting
SUBJECT:	Alumni and Employer Survey Report for the Tennessee Colleges of Applied Technology
DATE:	December 10, 2020
PRESENTER:	Vice Chancellor Heidi Leming on Behalf of Vice Chancellor Lana Hamilton
PRESENTATION REQUIREMENT:	3 minutes with discussion
ACTION REQUIRED:	No Action Required
STAFF'S RECOMMENDATION:	Informational Purposes Only

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On an annual basis, the Tennessee Colleges of Applied Technology survey students and employers to assess the effectiveness and relevance of each technical program. These “satisfaction surveys” provide valuable data useful in the evaluation of program content and curriculum, delivery of instruction, development of appropriate technical skills and worker characteristics essential for success in today’s workplace.

The review of external perceptions or survey results, coupled with advisory board conversations, enable the Tennessee Colleges of Applied Technology to continuously improve the occupational programs and student services that significantly impact the economies served by our institutions.

For the 2018-19 survey cohort, alumni rated program preparation for employment “Satisfactory” or above in 97% of the weighted responses. Employers rated student performance “Satisfactory” or above in 97% of the weighted responses.

There were approximately 6,929 graduates during the 2018-19 academic year available for job placement. A total of 6,143 graduates were placed in employment for an overall placement rate of 89%, which is the same as the previous year. The results of the alumni and employer surveys follow:

# TCAT Statewide Results of Employer Survey

## Job-Related Technical Knowledge and Theory

	2017-18	2018-19
Excellent	43%	44%
Good	38%	40%
Satisfactory	15%	14%
Poor	4%	2%
Total Responses	1508	1282

## Technical Skills

	2017-18	2018-19
Excellent	43%	43%
Good	37%	39%
Satisfactory	16%	16%
Poor	4%	2%
Total Responses	1489	1284

## Work Quality

	2017-18	2018-19
Excellent	48%	49%
Good	33%	34%
Satisfactory	14%	13%
Poor	5%	4%
Total Responses	1498	1303

## Work Attitude

	2017-18	2018-19
Excellent	55%	55%
Good	26%	27%
Satisfactory	13%	13%
Poor	6%	5%
Total Responses	1508	1297

## Overall Preparation for the Job

	2017-18	2018-19
Excellent	43%	44%
Good	37%	40%
Satisfactory	15%	13%
Poor	5%	3%
Total Responses	1497	1270

## Composite Responses

	2017-18	2018-19
Excellent	46%	47%
Good	34%	36%
Satisfactory	15%	14%
Poor	5%	3%
Total Responses	7500	6436

## **Overall Results of Placement**

### **Total Number of Graduates Available for Placement**

<b>2017-18</b>	<b>2018-19</b>
<b>6,968</b>	<b>6,929</b>

### **Total Number of Graduates Placed in Employment**

<b>2017-18</b>	<b>2018-19</b>
<b>6,206</b>	<b>6,143</b>
<b>89%</b>	<b>89%</b>



## TCAT Statewide Results of Alumni Survey

**Were instructional tools and equipment in the training program adequate?**

	2017-18	2018-19
Excellent	54%	55%
Good	33%	32%
Satisfactory	10%	10%
Poor	3%	3%
<b>Total Responses</b>	<b>5404</b>	<b>4202</b>

**How well did the hands-on projects, clinical or practical experiences received in your training program prepare you for your job?**

	2017-18	2018-19
Excellent	62%	65%
Good	28%	27%
Satisfactory	8%	6%
Poor	2%	2%
<b>Total Responses</b>	<b>5379</b>	<b>4170</b>

**How well did your training program prepare you in terms of technical theory and knowledge needed to perform your job?**

	2017-18	2018-19
Excellent	74%	76%
Good	20%	19%
Satisfactory	5%	4%
Poor	1%	2%
<b>Total Responses</b>	<b>5476</b>	<b>4307</b>

**Additional information was gathered relative to the following additional categories.**

**The composite satisfaction score included:**

	2017-18	2018-19
School Administrator	98%	98%
Financial Aid Services	98%	99%
Counseling Services	97%	98%
Job Placement Services	98%	98%
Student Life Activities	95%	96%
Physical Condition of Facility	95%	96%

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**BOARD TRANSMITTAL**

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<b>MEETING:</b>	December 2020 Quarterly Board Meeting
<b>SUBJECT:</b>	Legislative Priorities for 2021
<b>DATE:</b>	December 10, 2020
<b>PRESENTER:</b>	Vice Chancellor Kim McCormick
<b>PRESENTATION REQUIREMENTS:</b>	5 minutes with discussion
<b>ACTION REQUIRED:</b>	Informational Purposes
<b>STAFF RECOMMENDATION:</b>	Not Applicable

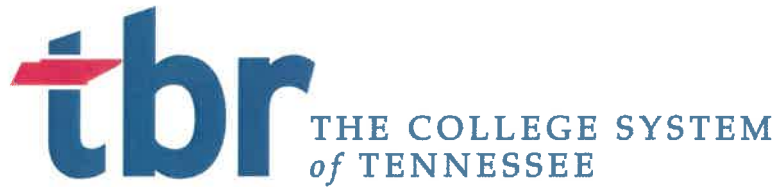
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Vice Chancellor McCormick will present an overview of the 2021 Legislative Priorities, which are applicable for the upcoming legislative session. These priorities were provided by TBR System Leadership and TBR Presidents. The 112<sup>th</sup> Tennessee General Assembly Legislative session will begin on January 12, 2021. The Department of Government Relations in the Office of External Affairs will advocate on behalf of TBR to the members of the Tennessee General Assembly Members.

The Legislative Priorities are:

- (1) Pursue critical and equitable formula, capital outlay, and equipment and program funding requests;
- (2) Support efforts to expand college access and affordability to all Tennesseans;
- (3) Further enhance the safety and campus security of the System's faculty, staff, and 110,000+ students;
- (4) Advocate for and pursue resources and technological advancements that improve our ability to deliver curriculum wherever and however necessary;
- (5) Ensure that system institutions are afforded the flexibility and resources to be nimble in response to the continually evolving academic and personal needs required for student success;
- (6.) Encourage systems of faculty recruitment and retention to see our students instructed by and exposed to individuals with intense professional understanding and real-world knowledge.

Vice Chancellor McCormick will provide an overview of the TBR institution's legislative events held virtually during the 2020 academic year and upcoming legislative events.



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BOARD TRANSMITTAL

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MEETING:	December 2020 Quarterly Board Meeting
SUBJECT:	Advancement Report
DATE:	December 10, 2020
PRESENTER:	Vice Chancellor Kim McCormick
PRESENTATION REQUIREMENTS:	5 minutes with discussion
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

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Dr. McCormick will call upon Assistant Vice Chancellor Cris Perkins to discuss the information provided in the report including the Voluntary Support for Education Report submitted to the Council for Advancement and Support of Education by our 13 community college foundations as well as the annual Foundation for the College System of Tennessee report. The purpose of the report is to provide the Board with information on the depth to which fundraising, and grants are supporting our colleges and system.

A photograph of two male students in a laboratory setting. They are wearing safety glasses and dark polo shirts. They are looking at a blue robotic arm that is positioned over a white work surface. The arm is holding a black component labeled "SCI300EF B/W". The background is a blurred industrial or educational environment.

**2020**  
**FUNDRAISING &  
GRANTS REPORT**

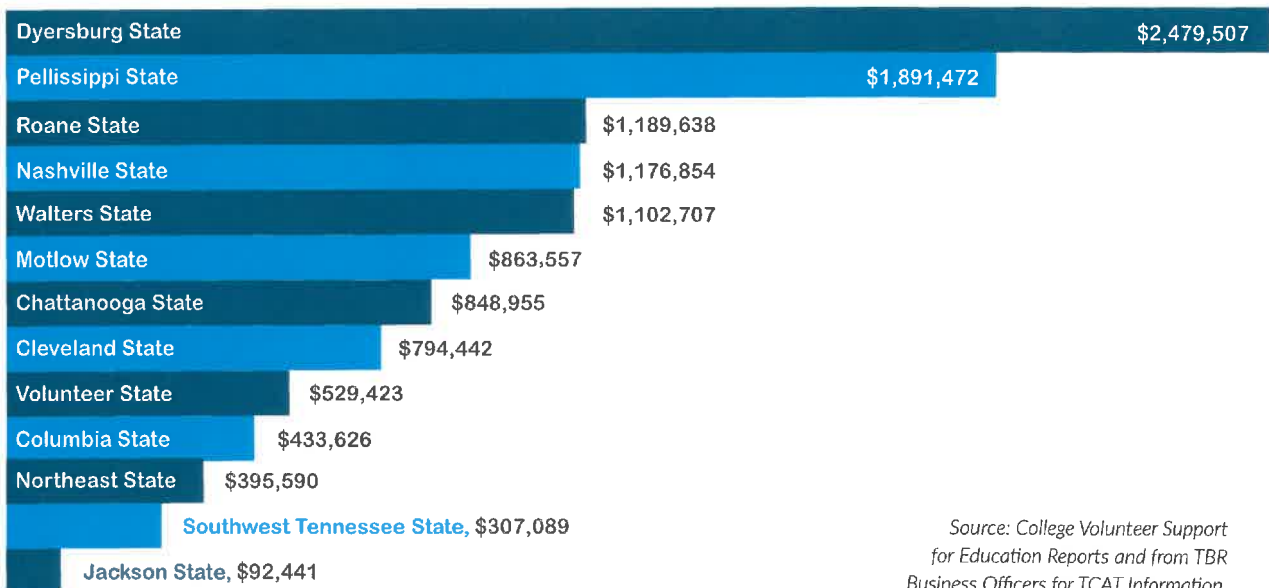
# 2020 FUNDRAISING & GRANTS REPORT

Each fall, the Tennessee Board of Regents' community colleges complete the Voluntary Support for Education report to the Council for Aid to Education. The report describes fundraising results for the previous year from individuals, corporations, foundations and alumni for operations and capital projects. The information in this report pulls from these reports for community colleges and also provides insight into the Foundation for the College System of Tennessee (formerly the TCAT Foundation). The TCAT foundations did not complete the VSE report, but data from their FY18 is included in this report.

## FUNDS RAISED IN FY20

In FY20, community colleges and the Foundation for the College System of Tennessee raised \$12,389,837, which was a decrease of \$2,965,545 from last year's total of \$15,355,382. Dyersburg State raised the largest amount at \$2,964,093, up nearly \$800,000 from the previous year. A total of five colleges raised at least \$1 million, which is two less colleges in the \$1 million category than FY19 (**Chart 1**). Four additional colleges raised their total giving from the previous year. The Foundation showed a decrease in private support from FY19 as well, going from \$333,872 to \$284,536. FY21 has gotten off to a promising start, as \$310,931 has been raised through the Foundation as of November 9, 2020.

**CHART 1: FY20 Fundraising – Total Over \$12.1 Million**



Source: College Volunteer Support for Education Reports and from TBR Business Officers for TCAT Information.



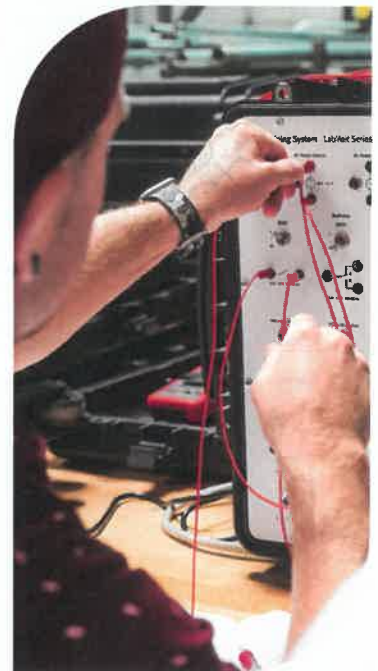
## FY20 VALUE OF FOUNDATION ENDOWMENTS

The FY20 value of colleges' foundation endowments total \$97,277,355, an increase of more than \$1 million from FY19. Individual college endowments vary greatly and continue to be led by Walters State's \$16,802,726 (**Chart 2**).

**CHART 2: Value of Foundation Endowments**

Walters State	\$16,802,726
Northeast State	\$12,456,818
Pellissippi State	\$11,875,267
Dyersburg State	\$9,096,181
Motlow State	\$8,923,539
Columbia State	\$8,544,115
Roane State	\$8,355,662
Volunteer State	\$5,655,609
Cleveland State	\$5,074,287
Southwest Tennessee State	\$4,663,042
Chattanooga State	\$3,082,654
Jackson State	\$1,963,712
Nashville State	\$783,743

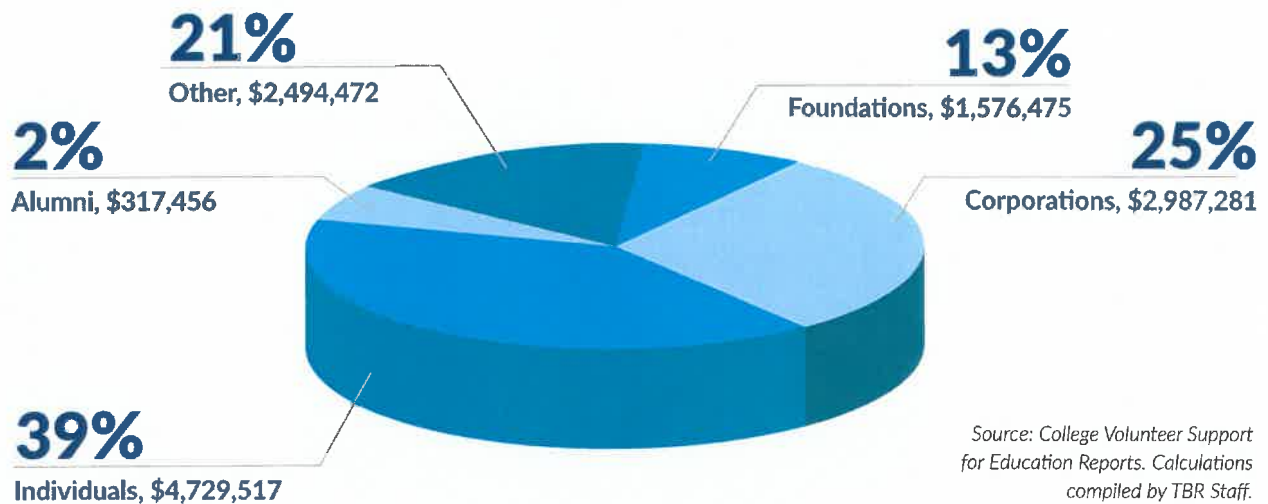
Source: College  
Volunteer Support for  
Education Reports



## WHO INVESTS IN OUR COLLEGES AND STUDENTS?

Community colleges receive most of their donations from non-alumni individuals, corporations, foundations and other organizations. Below is a breakdown of the percent of donations in FY20 from types of donor groups (**Chart 3**) and a list of our top gifts through the Foundation (**Chart 4**).

**CHART 3:**  
Community College Donations  
by Donor Group FY20



**CHART 4:**  
Largest Gifts to  
System Foundation in FY20



Source: Foundation of the College System of Tennessee 2019-20 Report.



The Foundation for the College System of Tennessee is the primary charitable organization for the system of 13 community colleges and 27 colleges of applied technology. The Foundation was established to support the System through advocacy, marketing and, most importantly, fundraising to benefit our colleges, their students and the programs and faculty serving them. The mission of the Foundation is to encourage, support and promote the advancement and awareness of the System and its member institutions as it serves as a vital workforce development resource. The Foundation will assist in fundraising and capital campaigns and create opportunities for the System not provided by state funding.

**Ryan Ball**  
Johnson Controls

**Shelia Boyington**  
Thinking Media

**Dan Caldwell**  
United Way of Rutherford  
and Cannon Counties

**Erik Clinite**  
Orcutt-Winslow Architects

**Dr. Tracy Hall**  
Southwest Tennessee  
Community College

**Alphonso Harvey**  
Music City Med, Inc.

**Ryan Lucas**  
Snap-On

**Wendell Moore**  
MNA Government Relations

**Scott Ogden**  
FedEx Express

**Susan Rhodes (Chair)**  
The Ayers Foundation

**Dr. Arrita Summers**  
TCAT Dickson

**Wes Stowers**  
Stowers Machinery Corp.

**Kristi Turner**  
Cricket (AT&T)

**Richard Ugarte**  
FedEx Express International

**Regent Danni Varlan**  
East Tennessee Children's  
Hospital

**Greg A. Vital**  
Morning Pointe Senior Living

**Ex-Officio Members**

**Dr. Flora W. Tydings**

**Dr. Kim McCormick**

**Cris Perkins**



## FOUNDATION TOTALS

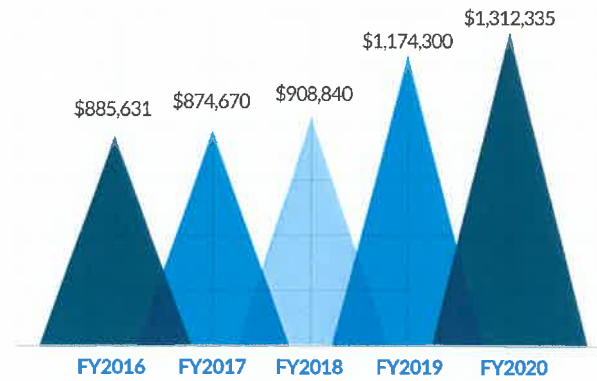
The total amount held in the Foundation for the College System of Tennessee has grown from \$885,631.30 in FY16 to a cash balance of \$1,312,335.49 in FY20 (**Chart 5**).

Overall fundraising at our community colleges in the System has grown over the past five years from a grand total of \$8,888,364 in FY16, to a record high \$15,355,382 in FY19, to the current total for FY20 of \$12,105,301 (**Chart 6**).

The community colleges' endowment market values grew from \$64,861,607 in FY16 to \$97,277,355 in FY20 (**Chart 7**).

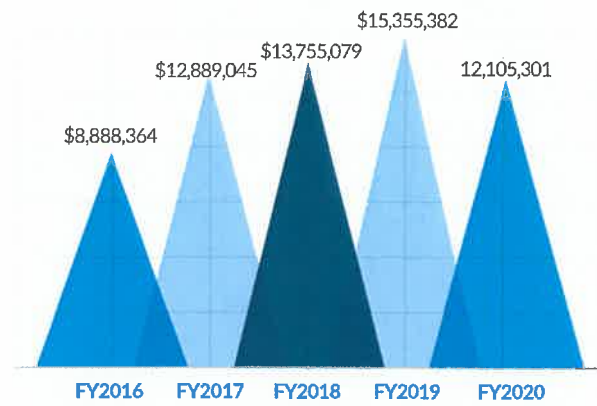


**CHART 5:**  
Foundation of the College System  
of Tennessee Total



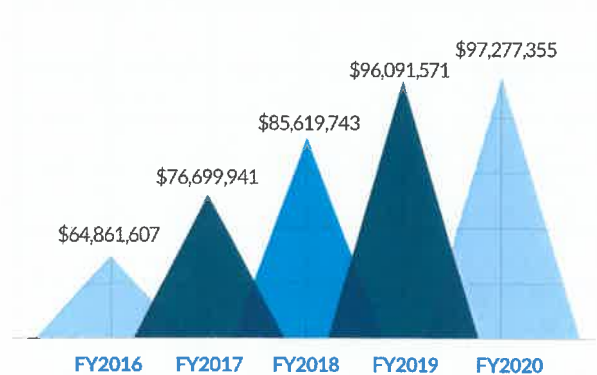
Source: Calculations compiled by TBR Staff

**CHART 6:**  
Community College Fundraising  
Grand Total FY16-FY20



Source: College Volunteer Support for Education Reports  
Calculations compiled by TBR Staff

**CHART 7:**  
Community College Endowment  
Market Value FY16-FY20



Source: College Volunteer Support for Education Reports  
Calculations compiled by TBR Staff

## SCHOLARSHIPS & AWARDS THROUGH THE FOUNDATION FOR THE COLLEGE SYSTEM OF TENNESSEE AWARDED IN FY20

The Foundation for the College System of Tennessee was able to award a record dollar amount in scholarships for FY20 in the amount of \$132,566. This total includes a \$65,000 gift from AT&T that provided \$5,000 to each of the 13 Community College Foundations for Emergency Scholarships.

TCAT students were once again assisted with college costs through the James Berdet Brown Scholarship, as well as many others listed below. The Foundation will see that number grow in FY21 through its management of the Sam H. Odom Scholarship for Community College Nursing Program students. Already in the Fall of 2020, 10 students were awarded \$1,000 each. A total of \$35,000 will be available each year to assist nursing students nationwide through the generosity of the Sam H. Odom Estate Award.

SCHOLARSHIP	AMOUNT	GIVEN TO
AT&T Emergency Scholarship Fund	\$65,000	All 13 Community Colleges & TBR
James Berdet Brown Scholarship	\$7,800	TCAT's Chattanooga, Jacksboro, Memphis, Nashville, Newbern, Ripley, Elizabethton, Jackson, Covington, Dickson & Knoxville
Brian Collins Make A Difference Scholarship	\$858	TCAT Newbern, Ripley
CMT Empowering Education Scholarship	\$1,000	Pellissippi State & TCAT Shelbyville
Cumberland Dialysis Dickson Scholarship	\$1,567	TCAT Dickson
FedEx Purple Runway Aviation Scholarship	\$9,900	TCAT Memphis
Doris & Harry Gienger Scholarship	\$1850	TCAT Athens, Murfreesboro, Newbern
Gene Haas	\$9,226	TCAT Newbern, Ripley
Mission of Hope Scholarship	\$750	TCAT Elizabethton
Morristown Workforce Development Promise	\$4,364	TCAT Morristown
RD Solutions	\$4,250	TCAT Covington, Dickson, Murfreesboro
SOAR	\$20,000	Student, Staff & Faculty of the Year recipients
Sumner County Medical Society LPN Scholarship	\$6,000	TCAT Nashville

Total Amount of Scholarships Awarded in FY20:

**\$132,565**



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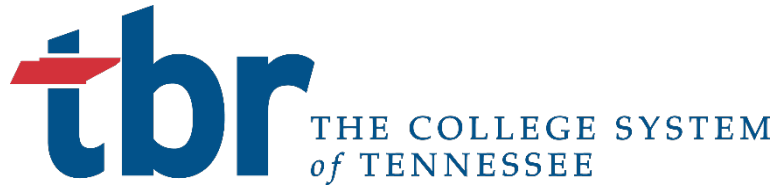
**1 Bridgestone Park  
Nashville TN 37214**

Phone: 615-366-4400 • [FOUNDATION@TBR.EDU](mailto:FOUNDATION@TBR.EDU)

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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Tennessee Board of Regents Strategic Plan

DATE: December 10, 2020

PRESENTER: Executive Vice Chancellor Russ Deaton

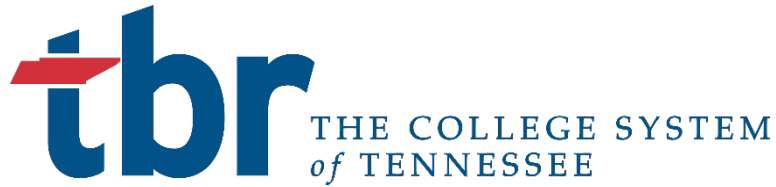
PRESENTATION REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: None

STAFF'S RECOMMENDATION:

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The Tennessee Board of Regents (TBR) began initial work on potential revisions to the 2015-2025 Strategic Plan in December 2019, though work was paused at the outbreak of the COVID19 pandemic. In October, TBR restarted its work with a Steering Committee meeting and subsequent conversations with key partners and constituencies around the state. As part of an effort to keep the Board updated at each TBR meeting, as well as to gather feedback on the ideas and themes that have emerged thus far, staff will present a Strategic Plan update. This will include a review of recent Steering Committee meetings and conversations, as well as potential themes that have arisen thus far that might comprise any revisions to the Strategic Plan.



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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Student Access and Success Data

DATE: December 10, 2020

PRESENTER: Executive Vice Chancellor Russ Deaton

PRESENTATION REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: None

STAFF'S RECOMMENDATION:

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The Tennessee Board of Regents (TBR) staff have been closely tracking the impacts of COVID19 on student access and success. Similar to the June and September Board meetings, staff will present recent data and observations related to enrollment, course success, and other relevant information.



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BOARD TRANSMITTAL

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MEETING:	December 2020 Quarterly Board Meeting
SUBJECT:	Board Assessment Report for 2020
DATE:	December 10, 2020
PRESENTER:	Board Secretary Sonja Mason
PRESENTATION REQUIREMENTS:	1-5 minutes
ACTION REQUIRED: STAFF'S	Informational Purposes Only
RECOMMENDATION:	N/A

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Members of the board will receive the 2020 Board Assessment Report as required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). SACSCOC a requirement for governing boards to “define and regularly evaluate its responsibilities and expectations.”

The Bylaws were changed in 2018 to reflect the SACSCOC requirement of a board self-assessment every two years. The first assessment was conducted, completed and reviewed at the December board meeting in 2018.

The 2020 Board Assessment forms were sent to all members with a completion due date of Friday, October 21, 2020 for a full report to be presented at its December 2020 quarterly meeting. All members participated in the assessment with the exception of one ex-officio member.

The Board Assessment report was produced by the Vice Chair and Board Secretary with the assistance of Dr. Amy Moreland, Assistant Vice Chancellor of Policy and Strategy. The assessment included general questions about the board, questions about board meetings, committee structure, strengths of the board, areas for improvement, orientation/onboarding, and an area for general comment.

A copy of the full report is attached. The Chancellor will apprise the board from time to time on actions taken and processes implemented as a result of the board survey. The next assessment will be in 2022.



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## Tennessee Board of Regents *Board Assessment, 2020*

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires the governing board for member institutions to “define and regularly evaluate its responsibilities and expectations.” As part of the SACSCOC accreditation process, community colleges in the College System of Tennessee must provide evidence that the Tennessee Board of Regents conducts a periodic self-assessment.

In October 2020, members of the Tennessee Board of Regents completed a biennial self-assessment. The assessment included a series of general questions about the Board’s work as well as three sets of questions about Board meetings, the Board’s committee structure, and the orientation process.

Additionally, the self-assessment included questions about virtual meetings of the Tennessee Board of Regents that were held during 2020. In March 2020, the Coronavirus Disease 2019 (COVID-19) pandemic caused the System Office and our governing body to act in emergency situations to comply with executive orders issued by the Governor. Governing bodies were authorized to meet electronically regarding essential business in light of the COVID-19 pandemic, as long as we could provide electronic access to the public and meet the safeguards established in those orders to ensure the openness and transparency of the proceedings. Since April, the board has conducted all of its meetings electronically.

Eighteen members completed the Board self-assessment. All members participated in the assessment except for one ex-officio member. Responses from the Board indicated high levels of agreement about the Board’s role, responsibilities, and processes. Across the 29 questions included in the self-assessment, Board members answered “Yes” unanimously on seven of the questions. In total, 86% of the question responses were “Yes,” 11% were “Neutral,” 2% did not receive an answer or were marked “Don’t Know,” and 1% of the responses were “No.”

Several themes emerged from the assessment. These themes reflected the Board’s interest in:

- 1) Continuing to enhance communication with the Board,
- 2) Placing more emphasis on strategic planning and priorities,
- 3) Improving Board education on risk assessments and vulnerabilities, and
- 4) Continuing Board development and education.

Board members also expressed an appreciation for the opportunity to serve and be part of higher education in Tennessee.

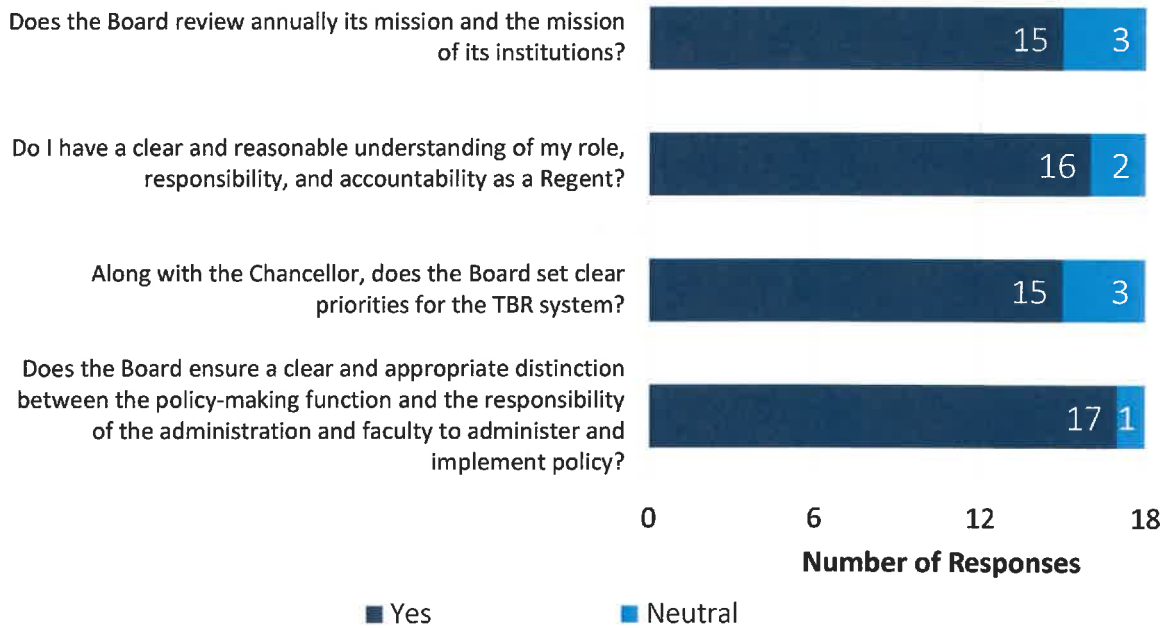
The figures and tables below summarize the responses to the 2020 self-assessment. The concluding table (on pages 13-14) provides an overall summary of the responses.

## General Questions about the Board

The Tennessee Board of Regents self-assessment asked 12 general questions about the Board. This section included four questions about the Board’s mission and role, four questions about communication and information sharing, and four questions about Board policies and procedures.

### Mission and Role

#### General Questions about the Board: *Mission and Role*



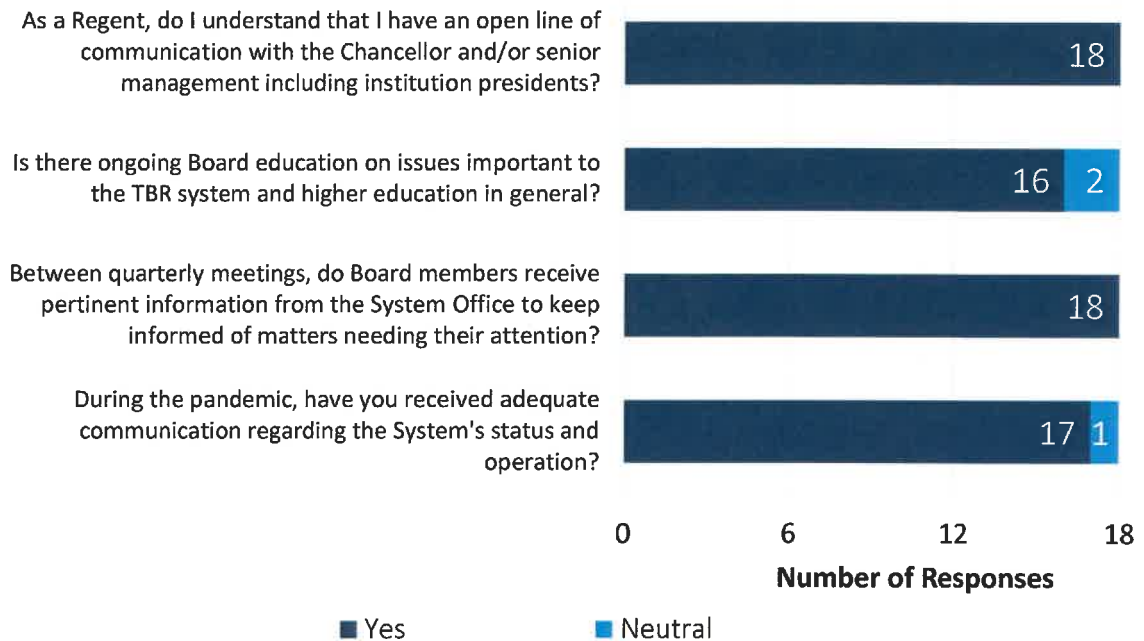
When asked general questions about the Board’s mission and role, most members answered affirmatively that the Board conducts regular mission reviews and sets clear priorities for the System. The Board also generally agreed that the members understand their roles and relationships with the colleges. Zero members answered “No” to the questions about the Board’s mission and role, and the “Neutral” responses were mostly from new members who indicated that they had not yet experienced these dimensions of the Board’s responsibilities.

In the open comment section for these questions, a theme began to emerge as members mentioned their interest in placing more emphasis on strategic planning and priorities. When asked whether the Board reviews its mission and the mission of the institutions annually, one member noted that it “might be helpful to do this more explicitly.” Similarly, when asked whether the Board helps set clear priorities for the System, one member wrote “We should do this in an official way.”



## Communication and Information

### General Questions about the Board: *Communication and Information*



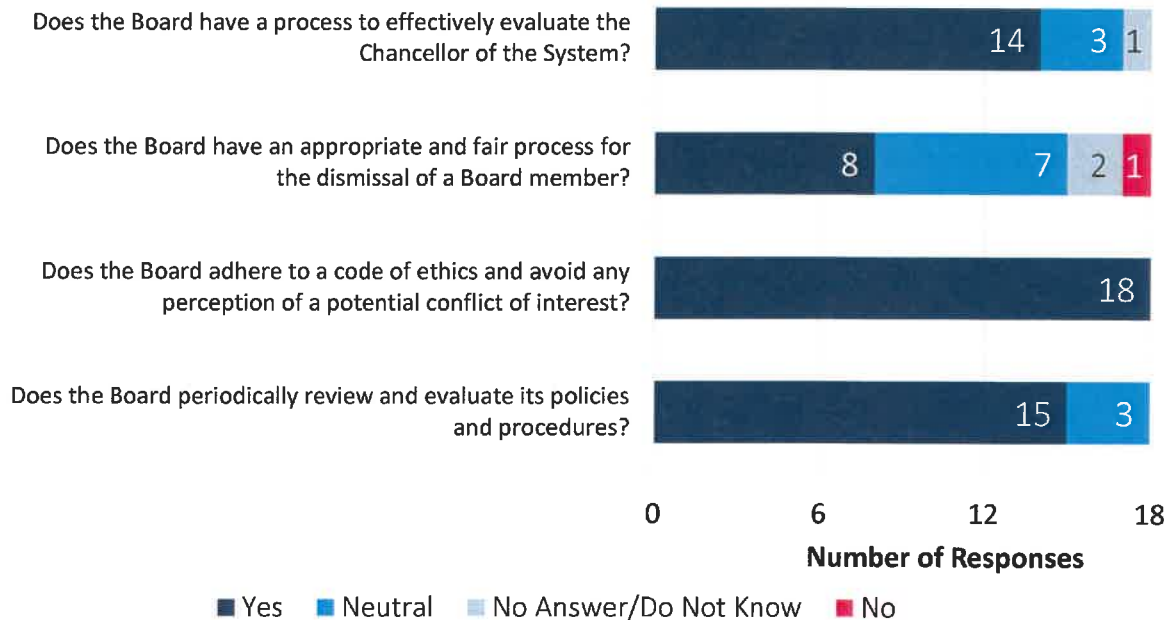
Most members agreed that they have sufficient information from the System Office and open lines of communication with the Chancellor, institution presidents, and System Office staff. As one member wrote, “The TBR team has always been available when I’ve needed something.”

Most members also agreed that the Board understands its role and relationship with the colleges. Zero members answered “No” to the questions about the Board’s mission and role, and the “Neutral” responses were mostly from new members who indicated that they had not yet experienced these dimensions of Board responsibilities.

In this section, another key theme of the self-assessment emerged, as members praised the open lines of communication and expressed their interest in enhancing communication and information sharing. In the comment section of the self-assessment, several members mentioned the open and effective communication with the Board during the COVID-19 pandemic. One member wrote, “The System administration has done an excellent job communicating with the Board during the pandemic.” A second member agreed, writing, “The Chancellor and her team have done an incredible job!” Another member agreed that the Board has received adequate communication regarding the System’s status and operation but added that information “independent of updates from the Chancellor’s meetings with Presidents would be helpful.”

## Policies and Procedures

### General Questions about the Board: *Policies and Procedures*



Members also shared similar views on Board policies and procedures, although the responses here were slightly more varied than the responses in other sections of the self-assessment.

When asked whether the Board has a process to effectively evaluate the Chancellor, 14 Board members said yes, three were neutral, and one person did not know. The neutral and unknown responses were contributed by new members who had not yet experienced this process.

Similarly, when asked whether the Board periodically reviews and evaluates its policies and procedures, most members answered yes. Three members provided a neutral response; most neutral responses were again provided by new members.

However, members shared more divergent answers about specific policies and procedures. While members unanimously agreed that the Board adhered to a code of ethics and avoided any perception of potential conflicts of interest, there was less understanding about how the Board would handle the dismissal of a Board member.

When asked whether the Board has an appropriate, fair process for the dismissal of a member, eight members answered “Yes,” seven members provided a “Neutral” response, two members did not provide a response, and one member answered “No.” In the comment section of the self-assessment, one member wrote, “I’m unsure of this process but have never thought of invoking it.”

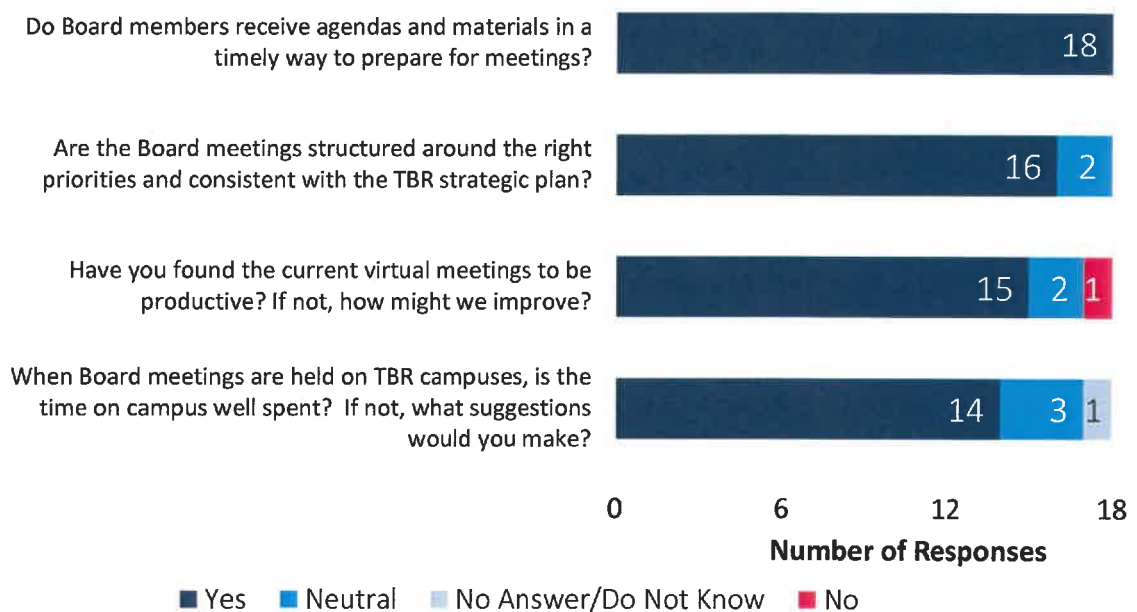
(At the Board committee chairs meeting on November 17, all members present were briefed by TBR’s General Counsel on the policy and procedure for the dismissal of a Board member).

## Board Meetings

Next, the self-assessment asked nine questions about Board meeting preparation, structure, and activities. This section included four questions about the Board meeting structure, two questions about the Board’s ability to deliberate and engage in discussion, and three questions about how the Board executes its role and responsibilities during Board meetings.

### Meeting Structure

#### Board Meetings: Meeting Structure



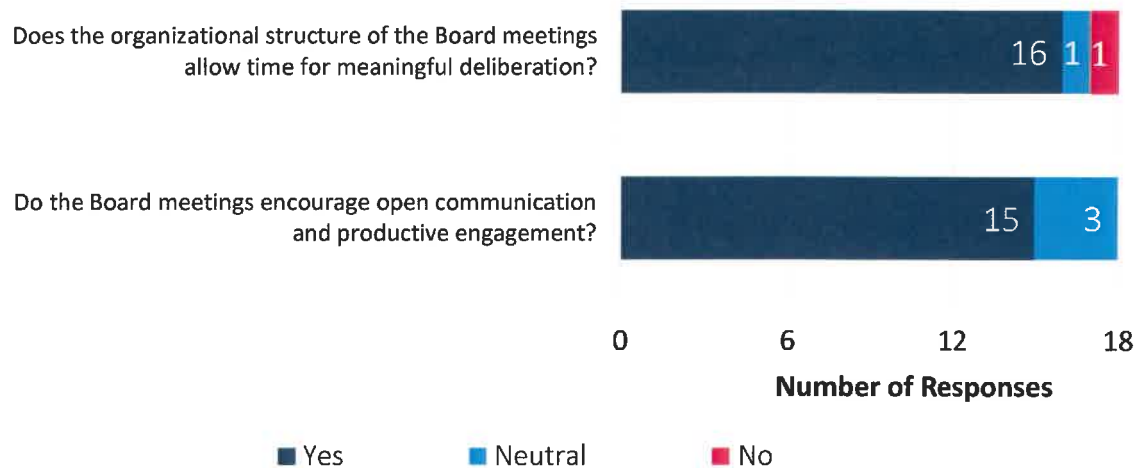
Members unanimously agreed that they received agendas and materials in a timely manner to prepare for meetings. Additionally, 16 members answered positively when asked if the meetings are structured around the right priorities. Only two members answered neutrally.

Members also reflected positively about Board meetings that are held on campuses. Fourteen members said they found these meetings to be time well spent. The remaining responses were from new members who have not yet experienced on-campus Board meetings.

Additionally, while most members have found virtual meetings in 2020 to be productive, two members answered neutrally, and one member answered “No.” Several comments were also referenced members’ desire to return to in-person meetings on campuses whenever feasible. One member wrote, “I think it is time to provide at least some in-person hearings in a socially distanced manner.” In lieu of in-person meetings on campuses, one member said, “I would suggest having a session with a group of students to gain their perspective.”

## Deliberation and Engagement

### Board Meetings: *Deliberation and Engagement*

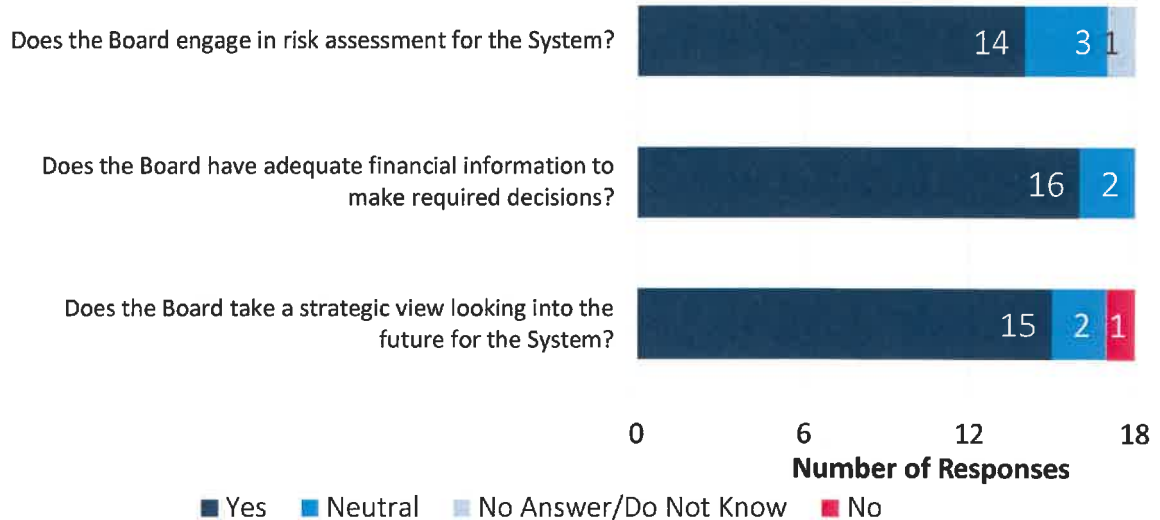


Most members agreed that their meetings allow for meaningful deliberation and engagement. However, the answers to this section demonstrated less consensus than they did in other sections of the self-assessment. When asked whether the organizational structure of the meetings allows time for meaningful deliberation, 16 members answered “Yes,” one member provided a “Neutral” response, and one member answered “No.” In the comment section of the self-assessment, one member wrote that the committee meetings allow time for meaningful deliberation but the full Board meetings “can feel rushed under established time constraints...do not have time to get into robust discussions.” Another member wrote, “Occasionally, time scheduled for discussions does not meet the actual time needed; however, time is allocated to continue the discussions.”

Similarly, when asked whether Board meetings encourage open communication and productive engagement, 15 members answered positively, and three provided a neutral response.

## Roles and Responsibilities

### Board Meetings: *Roles and Responsibilities*



The final set of questions in this section asked about specific roles and responsibilities that members execute during Board meetings. Just as in previous sections, the members mostly agreed and answered positively. However, some members suggested ways to improve Board education and development. This emerged as a central theme of the self-assessment, as members expressed interest in continuing and enhancing Board education.

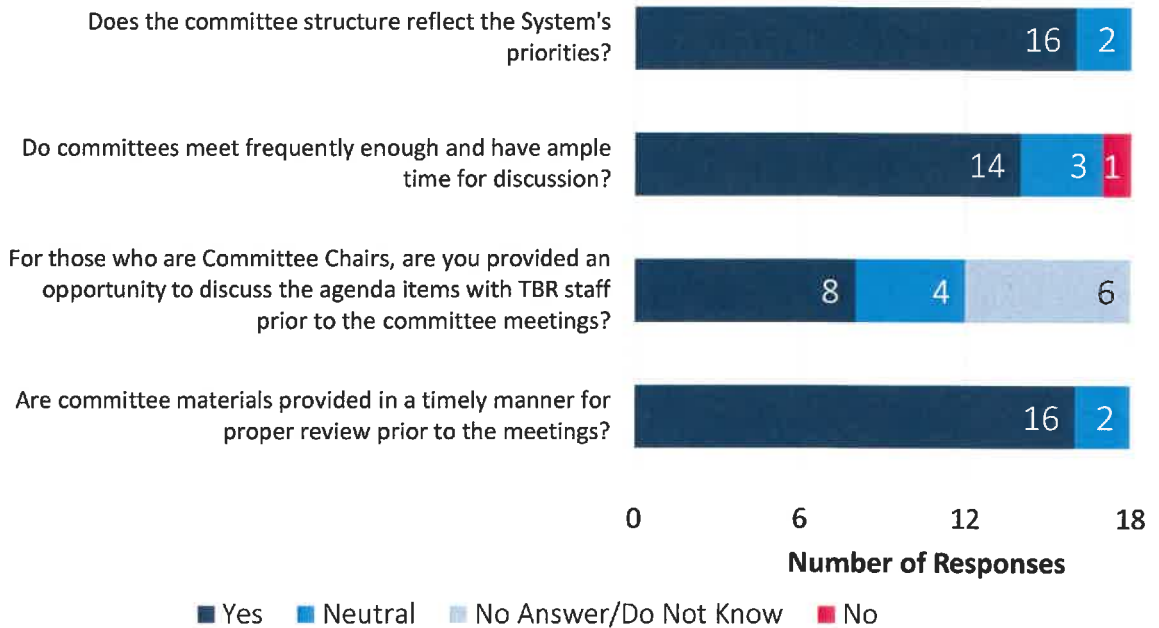
When asked whether the Board engages in risk assessment for the System, only 14 members answered affirmatively, while four members answered neutrally or were uncertain about the Board's role in risk assessment. Similarly, when asked if the Board has adequate financial information to make decisions, 16 members answered "Yes," but two members answered neutrally.

Finally, when asked whether the Board takes a strategic view looking into the future for the System, most members answered positively. Fifteen members agreed that the Board does take a strategic view, but two answered neutrally, and one answered "No." One member who answered neutrally wrote, "The Board seems focused on incremental change in an era where radical change is needed. But strategy is considered." In reference to this aspect of Board responsibilities, another member wrote, "The meetings should be an opportunity for Board members to talk about the vision of TBR." Lastly, one member wrote, "We can always do more here, and I hope the Board can have a work session on our new strategic plan."

## Committee Structure

The third section of the self-assessment included four questions about the structure and work of the Board’s committees.

### Committee Structure



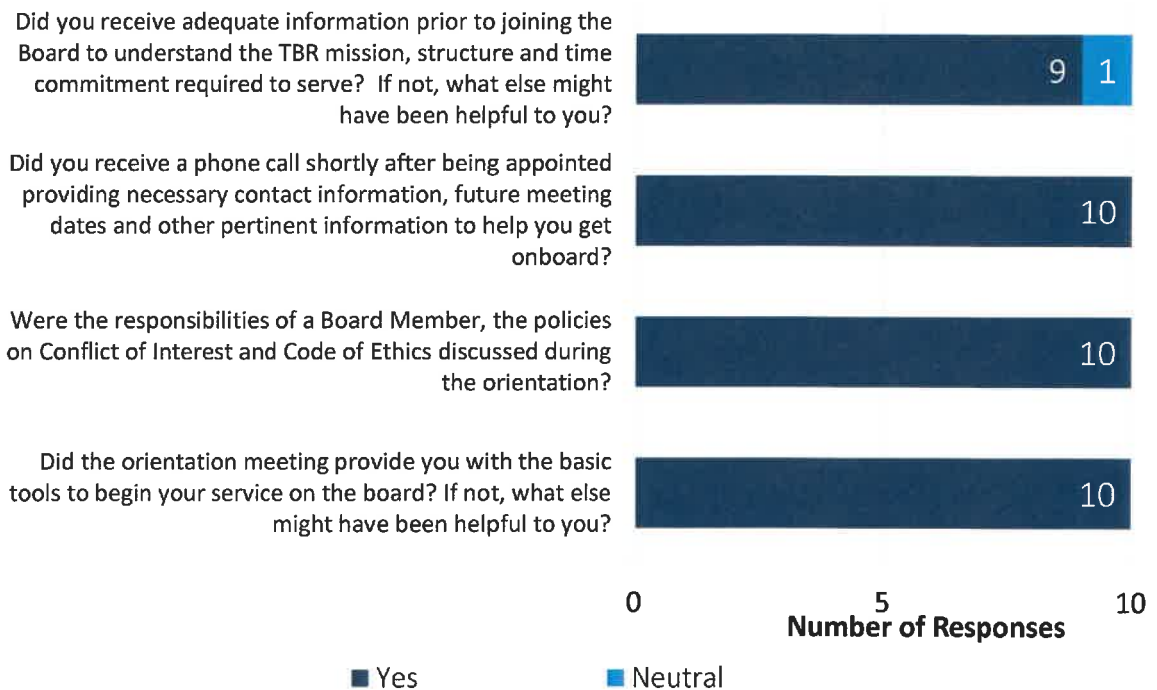
Just as in previous sections, members demonstrated widespread agreement about the structure and work of Board committees. Sixteen members agreed that committees are provided material in a timely manner, and 16 agreed that the committee structure reflects the System’s priorities. Additionally, most members agreed that committee chairs are provided opportunities to discuss the agenda items with TBR staff prior to meetings. (Most of the neutral responses to this question were provided by members who do not serve as committee chairs.) In the comment section of the self-assessment, one committee chair expressed in interest in holding more frequent committee meetings.

However, when asked whether committees meet frequently enough and have ample time for discussion, the Board exhibited slightly less consensus. Although 14 members answered affirmatively, three members answered neutrally, and one member answered “No.” In the comment section, one member wrote, “More meetings are needed; more conversations on issues and strategy are needed.”

## Orientation/Onboarding

The next section of the self-assessment included four questions about the orientation and onboarding process for new members. The instructions suggested that only members appointed after 2018 respond to these questions, but some other members also provided responses or comments about their orientation and onboarding experiences.

### Orientation/Onboarding



In this section, the Board expressed almost unanimous agreement about the effectiveness of the orientation and onboarding of new members. Members agreed that they received adequate information to help their onboarding, received guidelines about the Conflict of Interest and Code of Ethics policies, and were given the tools to begin their service.

In the comment section of the self-assessment, members reiterated their perception of the effectiveness of the onboarding process.

## *Open-Ended Questions*

The closing section of the survey allowed members to reflect on the Board's strengths and areas for improvement. This section included four open-ended questions.

### **1. Are there topics that you think are important that are currently not covered in Board and/or committee meetings?**

Seven members provided responses to this question. These responses reflected several key themes of the assessment, including an interest in improving Board education on risk assessments and vulnerabilities as well as a general interest in continuing Board development and education.

Specifically:

- Two members responded that relevant topics are well covered in Board meetings.
- Another member said that the COVID-19 pandemic has taken center stage in meetings during 2020 but noted that the Board was right to focus on this topic.
- Several members requested that other, specific topics be covered: one member suggested a discussion of risk assessment, one member asked that the Board be apprised of any discussions about structural change, and one member raised the idea of regional representation, whereby members would sharpen their focus on the TBR institutions within their geographical region of the state.
- One member suggested that the Board consider community colleges efforts nationally and observe what TBR can learn from other states.

### **2. Is there any information that you currently do not receive but would like to see incorporated in materials to Board members?**

Seven members provided responses to this question. Again, members' responses reflected a recurring theme of interest in continued education for the Board. Four members agreed that they have all the information that they need. Three members, however, requested additional information about several topics:

- The Chancellor's agenda and priorities for the academic year.
- Information about how colleges are recruiting in the wake of COVID-19.
- Information about how college foundation boards are assisting with fundraising and assisting colleges.
- More detailed financial information about colleges.
- More information on higher education in general, beyond TBR institutions.

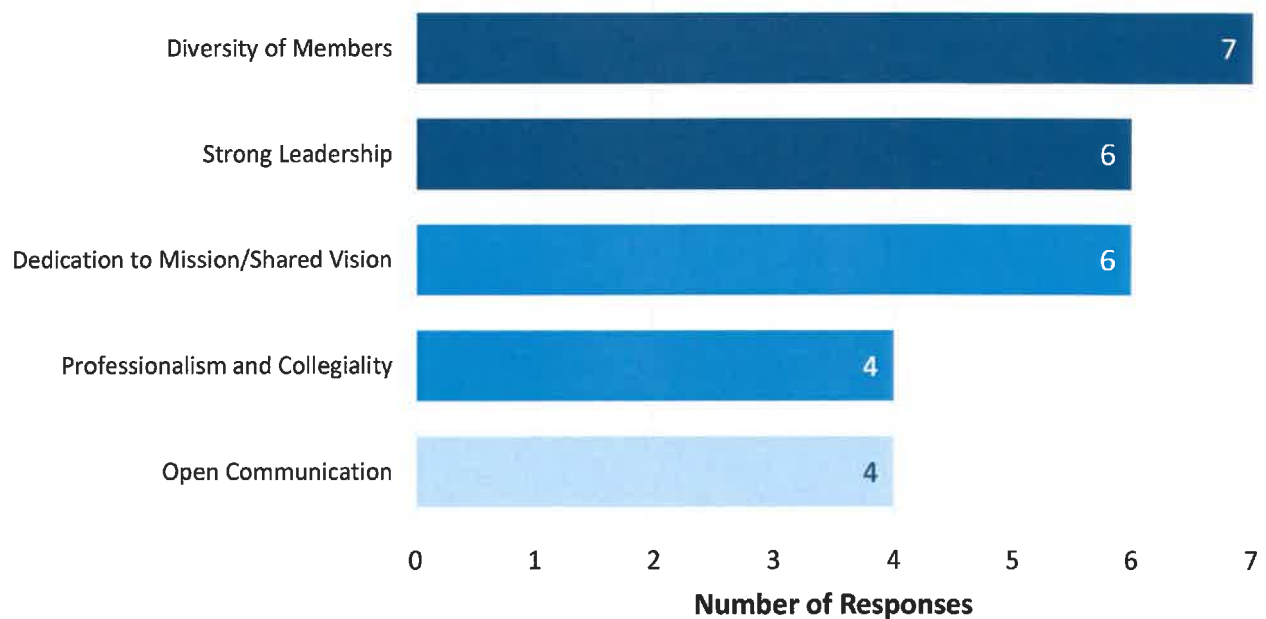


### 3. What are the strengths of the Board?

Fourteen members provided responses to this question. The figure below summarizes the members' responses to this open-ended question:

- Seven members mentioned the diversity of the Board members, both in their background and in their in their perspectives. For example, one member said, "The diverse background is appreciated by all, as well as multifaceted thinkers who have a lot to contribute."
- Six members noted the members' shared vision and dedication to student success.
- Six members also referenced the effective, strong leadership of the Board.
- Four members said that the Board's professionalism, collegiality, or positive tone were among its strengths. For example, one member said, the "atmosphere is positive; members truly like and respect each other. The Chancellor sets a strong, positive tone."
- Four members also noted the open communication among Board members.

**Strengths of the Board**  
*Summary of Open-Ended Responses*



#### 4. What are the areas for improvement and how can these be addressed?

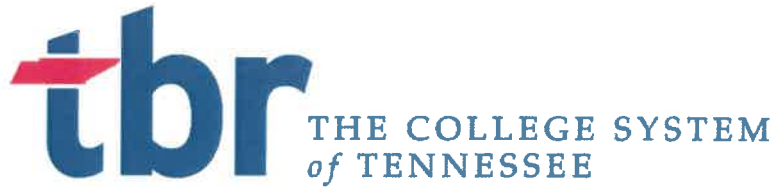
When asked about areas for improvement, eight members provided responses. Two key areas for improvement emerged from these responses:

- Three members discussed the need for *continued innovation*, especially considering the COVID-19 pandemic.
  - One member wrote, “Given the COVID environment, all colleges will be expected to pivot and continue to provide innovative ideas to capture students and keep students.”
  - Another member wrote, “TBR should constantly be re-evaluating shifting paradigms in higher education and workforce development. We should do a better job of understanding the circumstances of our students. We should be more engaged in what disciplines TBR is moving towards and which ones we are moving away from.”
  - One member also wrote, “Let’s make sure we are looking at national trends and innovation that may be helpful to us going forward.”
- Two members some members expressed their interest in having *more time to deliberate* on topics or discuss issues.
  - Two members suggested additional retreats/work sessions each year or more on-campus meetings.
  - Another regent wrote, “Perhaps we should plan for and set aside time for some open discussion during committee chairs that isn’t scripted. Members could be invited to submit questions ahead of time for discussion about that they want to know more about.”

## Summary of Responses

	No Answer/ Do Not Know	No	Neutral	Yes
<b>General Questions about the Board</b>				
Does the Board review annually its mission and the mission of its institutions?			3	15
Do I have a clear and reasonable understanding of my role, responsibility, and accountability as a Regent?			2	16
Along with the Chancellor, does the Board set clear priorities for the TBR System?			3	15
Does the Board ensure a clear and appropriate distinction between the policy-making function and the responsibility of the administration and faculty to administer and implement policy?			1	17
As a Regent, do I understand that I have an open line of communication with the Chancellor and/or senior management including institution presidents?				18
Is there ongoing Board education on issues important to the TBR System and higher education in general?			2	16
Does the Board have a process to effectively evaluate the Chancellor of the System?	1		3	14
Does the Board have an appropriate and fair process for the dismissal of a Board member?	2	1	7	8
Does the Board adhere to a code of ethics and avoid any perception of a potential conflict of interest?				18
Does the Board periodically review and evaluate its policies and procedures?			3	15
Between quarterly meetings, do Board members receive pertinent information from the System Office to keep informed of matters needing their attention?				18
During the pandemic, have you received adequate communication regarding the System's status and operation?			1	17
<b>Board Meetings</b>				
Do Board members receive agendas and materials in a timely way to prepare for meetings?				18
Are the Board meetings structured around the right priorities and consistent with the TBR strategic plan?			2	16
Does the organizational structure of the Board meetings allow time for meaningful deliberation?		1	1	16
Do the Board meetings encourage open communication and productive engagement?			3	15

<i>Summary of Responses</i>	No Answer/ Do Not Know	No	Neutral	Yes
Have you found the current virtual meetings to be productive? If not, how might we improve?		1	2	15
When Board meetings are held on TBR campuses, is the time on campus well spent? If not, what suggestions would you make?	1		3	14
Does the Board engage in risk assessment for the System?	1		3	14
Does the Board have adequate financial information to make required decisions?			2	16
Does the Board take a strategic view looking into the future for the System?		1	2	15
<b>Committee Structure</b>				
Does the committee structure reflect the System's priorities?			2	16
Do committees meet frequently enough and have ample time for discussion?		1	1	16
For those who are Committee Chairs, are you provided an opportunity to discuss the agenda items with TBR staff prior to the committee meetings?	6		4	8
Are committee materials provided in a timely manner for proper review prior to the meetings?			2	16
<b>Orientation/Onboarding (For Board members who have joined since 2018)</b>				
Did you receive adequate information prior to joining the Board to understand the TBR mission, structure and time commitment required to serve? If not, what else might have been helpful to you?			1	9
Did you receive a phone call shortly after being appointed providing necessary contact information, future meeting dates and other pertinent information to help you get onboard?				10
Were the responsibilities of a Board Member, the policies on Conflict of Interest and Code of Ethics discussed during the orientation?				10
Did the orientation meeting provide you with the basic tools to begin your service on the Board? If not, what else might have been helpful to you?				10



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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Notice of Proposed Changes to the Bylaws

DATE: December 10, 2020

PRESENTER: General Counsel Brian Lapps

PRESENTATION REQUIREMENTS: 1 - 5 minutes

ACTION REQUIRED: Informational Purposes Only

STAFF'S RECOMMENDATION: N/A

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In accordance with Article VII of the Board's Bylaws, notice of proposed changes to the Bylaws is being provided so that the Board may vote on the proposed changes at its quarterly meeting in March 2021.

The proposed changes are

- (1) to change the name of the Economic and Community Development Committee to Workforce Development Committee; and
- (2) to refer to the newly revised 12<sup>th</sup> Edition of Robert's Rules of Order instead of the previous version.

A copy of the proposed changes to the Bylaws is attached and will be provided prior to the March 2021 quarterly Board meeting.

# TBR Bylaws: 2

## **Policy/Guideline Area**

Resource Documents

## **Applicable Divisions**

TCATs, Community Colleges, System Office, Board Members

## **Policy/Guideline**

### **Article I: Purpose**

The purpose of the Tennessee Board of Regents is to govern, manage and control the state community colleges and state colleges of applied technology established by the General Assembly of the State of Tennessee in T. C. A. § 49-8-101(a), exercising the powers and fulfilling the duties vested in it by the General Assembly.

### **Article II: The Board**

#### **Section 1. Powers**

A. The Board of Regents is vested by law with all the powers and authority to govern effectively and set policy for the state community colleges and colleges of applied technology in accordance with the laws of Tennessee and the policies of the Tennessee Higher Education Commission.

B. With respect to the locally governed universities in the System, the Board of Regents has the authority to review and give final approval to the operating budget of each university for the purpose of ensuring the ability to satisfy obligations to the Tennessee State School Bond Authority and its bondholders.

#### **Section 2. Members**

The composition of the membership of the Board, the terms of office, and the conditions of membership are as provided in T.C.A. § 49-8-201, including all future amendments thereto.

#### **Section 3. Rights of Members**

A. Except as provided otherwise by law, individual members of the Board enjoy these rights equally with all other members:

1. the right to vote,
2. the right to participate fully in all considerations before the Board,
3. the right to enter motions and to submit recommendations, and
4. all rights and privileges afforded the Board by law and regulation when sitting in deliberative session.

B. When not participating in meetings of the Board or any of its duly constituted committees, members, as individuals, enjoy the same rights and privileges of any citizen of the State of Tennessee as pertains to the governance, control, and management of institutions under the Board.

C. As individuals, members shall not speak for the Board unless specifically authorized to do so by the Board.

#### **Section 4. Responsibilities of Members**

A. When participating in meetings of the Board or its duly constituted committees, members are responsible for the entire System, without regard for any congressional district or area of the State or for any individual institution within the State.

B. Members are enjoined from espousing the cause of any one institution over the interests of others or the System.

#### **Section 5. Expenses of Members**

Board business-related and travel expenses, including lodging and meals encountered about meetings of the Board or duly constituted committees thereof shall be reimbursable at rates established by Board policy in accordance with Tennessee State Regulations for Travel.

#### **Section 6. Minority Views**

Upon announcement of any vote of a meeting of the Board or one of its duly constituted committees, a member holding a minority view may request his or her view be made a matter of record. Such minority view shall be submitted in writing to the Secretary.

#### **Section 7. Meetings of the Board**

##### **A. Regular Meetings**

The Board shall hold at least one (1) stated meeting annually on a day or days determined by the board from year to year and at called meetings that may be necessary, to be called by the secretary, giving at least five (5) days' notice to the board members, but the board may adjourn the stated or called meetings to any date that it may set for adjournment.

##### **B. Special Meetings**

1. Special meetings of the Board of Regents may be called for any purpose by the Chair by request in writing to the Secretary, or by the Secretary upon written request from four other members of the Board.

2. The requests shall state the purpose of the proposed meeting.

3. Business transacted at all special meetings shall be confined to the subjects stated in the call.

### **C. Location**

Each year, following the Fall quarterly meeting, the Secretary shall issue a calendar of the regular meetings for the upcoming calendar year including their locations. The board shall strive to meet on the campus of a system institution at least twice a year, rotating those meetings throughout the system, as practicable.

### **D. Notice of Meetings**

1. The Secretary shall give each member of the Board at least five days' written notice of a regular or of special meetings of the Board. Emergency meetings may be called by telephone or electronic notification with the understanding that similar notices are provided all members.

2. The Secretary, upon advice from the Chancellor and Board, shall prepare an annotated agenda to accompany each notice of a regular or special meeting of the Board.

3. Public notice of all meetings shall be issued in accordance with T.C.A. § 8-44-103.

### **E. Quorum**

1. At all meetings of the Board of Regents, nine voting members shall constitute a quorum for the transaction of business. In the absence of a quorum, the Board may convene for the purpose of receiving information. If the Board convenes in the absence of a quorum and a quorum is later established, the Board may then transact business.

2. The action of a simple majority of the voting members of the Board present at any meeting shall be the action of the Board, except as may be otherwise provided by these Bylaws.

3. Members shall be allowed to participate in a meeting by electronic or other means in accordance with T.C.A. § 8-44-108.

### **F. Order of Business**

The order of business at each regular meeting of the Board shall be determined by the Vice-Chair.

### **G. Procedures**

1. Any ex-officio member of the Board may be represented at a meeting of the Board, but cannot under any conditions register a vote by proxy.



2. When a member identifies a conflict of interest about a vote on a matter before the Board, the member shall withhold his or her vote.

3. A record vote of the Board shall be required on all motions providing for approval of a budget; approval of an increase in fees or tuition; approval of capital expenditures or the extension of the credit of the system or any of its institutions; any revision of the Bylaws, the adoption of a new Bylaw or the repeal of an existing Bylaw; and the documentation of any transaction as may be required by law or deemed desirable in the judgment of the Chair; upon demand of any member present a record vote may be called for on any matter before announcement of a vote previously taken.

4. A motion to reconsider may only be made by a member who voted on the prevailing side and must be made at the same meeting.

#### **H. Adjourned Meetings**

1. The Board may adjourn any regular or special meeting to any date it may set.

2. If a quorum is not present, any regular or special meeting may be adjourned by the members attending until a quorum shall be present.

#### **I. Joint Meetings**

1. From time to time, the Board may find it appropriate to meet jointly with some other board or body.

2. In such meetings, the Board shall retain its constituted integrity as established under law and in accordance with these Bylaws.

#### **J. Executive Sessions**

1. In accordance with T.C.A. § 4-35-108, the board may hold confidential executive sessions to discuss:

a. Items deemed not subject to public inspection under T.C.A. §§ 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under the Tennessee Code;

b. Litigation;

c. Audits or investigations;

d. Information protected by federal law; and

e. Matters involving information under T.C.A. § 4-35-107(a), where the informant has requested anonymity.

2. No business, other than that described under subsection 1 a-e, above, shall be considered during a confidential, non-public executive session.

3. Attendance at executive sessions shall be limited to board members. Other individuals may be invited to attend all or portions of an executive session as deemed necessary by the board vice-chair.

#### **K. Minutes**

1. Minutes shall be taken at each meeting of the Board and shall provide a permanent record of such meeting.

2. Minutes need not be a verbatim record of a meeting but should provide adequate basis upon which implementing actions may be taken or permanent policies be extracted therefrom.

3. Each meeting shall also be electronically recorded in its entirety. In the event of a dispute regarding the transactions at a meeting, the electronic recording shall be determinative of the Board's action.

4. Minutes of each regular meeting and of subsequent special meetings shall be circulated for consideration of the members prior to the next regular meeting at which time they shall be approved as attested to by the Vice Chair and the Secretary of the Board.

#### **Article III. Committees of the Board**

A. The Board of Regents as a whole shall be responsible for the operation of the State University and Community College System.

B. The Board may organize standing and special committees as necessary to carry out its governance, control, and management functions.

C. The Committees of the Board shall make studies of the fields assigned to them and advise the Board as to what, if any, changes of policy should be made.

D. Each of the standing committees shall keep informed with respect to the manner in which the policies of the Board are being administered in its field. Committees may be authorized to act on behalf of the Board.

E. All Board members may participate in committee deliberations; however, each standing committee shall consist of not less than three and not more than seven Board members.

F. A majority of the members of a committee shall constitute a quorum for the transaction of business. In the absence of a quorum, a committee may convene for the purpose of receiving information. If a committee convenes in the absence of a quorum and a quorum is later established, the committee may then transact business.

G. The Board of Regents may authorize special committees with whatever membership is desired by the Board.

H. Each standing or special committee shall report to the Board periodically or at the request of the Chair of the Board.

I. The Chair of the Board shall be an ex officio member of all committees with the authority to vote. In the absence of the Chair, the Vice-Chair shall be an ex officio member of all committees with the authority to vote.

J. The Chancellor and Secretary shall be ex officio members of all committees without the authority to vote.

K. The Executive Director of the Tennessee Higher Education Commission may serve as a member of any committee without the authority to vote.

L. Standing Committees

### **1. Committee on Finance and Business Operations**

a. The Committee on Finance and Business Operations shall make recommendations to the Board regarding the fiscal policies to be followed in the conduct of the System.

b. The Committee shall receive and review the recommendations of the Chancellor concerning appropriation requests, allocations, budgets and budget revisions for each of the institutions in the State University and Community College System and for the office of the Board, and shall make its recommendations to the Board.

c. The report of the Committee to the Board shall include in written form the itemized deletions, additions, or other changes in the submitted budget requests of each institution.

d. The Committee shall also make recommendations to the Board as to needs for additional buildings and land for the campuses, repair and renovation of buildings, maintenance of campuses, and adequate insurance coverage of buildings and contents.

e. It shall coordinate the preparation of the capital outlay budget and capital outlay appropriations.

f. It shall study and submit recommendations affecting investments or reinvestments of trust funds and shall advise the Board regarding such funds.

g. The Committee shall submit recommendations on System-wide policies and procedures on procurement and purchasing.

h. This committee shall have such other duties as may be authorized by the Board.

i. The Treasurer shall serve as a member of this committee only without the authority to vote.

### **2. Committee on Academic Policies and Programs and Student Life**

a. The Committee shall review and make recommendations to the Board concerning all proposals for new academic programs and degrees, revisions or discontinuations of existing programs, the adoption of our changes in admission and retention standards, and the establishment, reorganization or elimination of academic departments, divisions, branch operations and extension services, and other academic units.

b. The Committee shall be responsible for reviewing the level of productivity of existing programs, and when appropriate to recommend the discontinuance of non-productive programs.

c. The Committee shall make appropriate recommendations concerning studies and policies relating to academic matters.

d. The Committee shall also make recommendations to the Board regarding campus life of the institutions.

e. It shall receive and review the Chancellor's reports of proposed policies and regulations concerning student affairs including, but not limited to, the conduct of students, discipline, student housing, parking, safety and special activities of students of the institutions under control of the Board.

d. The Committee shall facilitate the development and implementation of K-12 partnership efforts, middle college, dual credit/dual enrollment programming, and opportunities for alignment of K-12 and college curricula.

### **3. Committee on Personnel and Compensation**

a. The Committee on Personnel shall make recommendations to the Board regarding retirement, tenure, promotion, evaluation and other personnel matters regarding personnel involved in the various institutions governed by the Board.

b. The Committee shall make appropriate recommendations concerning policy and procedures relating to personnel matters and review the recommendations from the Chancellor relative to the annual review of personnel requests from the institutions.

c. The committee shall also review compensation matters of the institutions and System Office personnel that require Board approval and make recommendations to the Board regarding these matters.

d. The Committee shall have the power to act for the full Board in compensation matters when waiting for the next scheduled Board meeting is not desirable.

### **4. Committee on Workforce Economic and Community Development**

a. The Committee on Workforce Economic and Community Development is responsible for the oversight of the workforce initiatives at the colleges, ensuring our institutions are meeting the workforce training needs of Tennessee.

b. The committee will:

(1) Provide oversight and make recommendations to the Tennessee Board of Regents relative to programmatic decisions including the approval of new programs of instruction, program credentials, modifications or terminations of academic workforce offerings.

(2) Ensure that workforce programs align with the needs of business and industry.

(3) Ensure that workforce programs enrich, strengthen, and support Tennessee citizens, the State of Tennessee's Drive to 55, and economic development goals.

(4) Review productivity and performance of workforce programs annually and provide a report to the Tennessee Board of Regents.

(5) Provide recommendations to the Tennessee Board of Regents for creation of or revisions to policies and guidelines related to workforce entities within the TBR system's institutions.

(6) Encourage and recognize excellence in workforce partnerships and student's successes.

## **5. Committee on External Affairs**

a. The Committee on External Affairs is responsible for the oversight of the Board's relationship to organizations and constituent groups external to the system, ensuring that these relationships promote the mission and goals of the Tennessee Board of Regents system.

b. Toward the furtherance of this purpose, the Committee on External Affairs shall:

(1) Provide oversight for government relations activities and initiatives and make recommendations to the Board on legislative priorities for the system.

(2) Make recommendations regarding the Board's role in building relationships and collaborations with foundations, external funders, businesses, industry groups, organizations, and community leaders.

(3) Make recommendations regarding the Board's role in advocating the priorities of the System to media and local, state, and national leaders.

(4) Provide oversight for public relations efforts, promote effective communications with constituents and review the marketing, digital and branding strategies developed that promote the system, its initiatives and the individual colleges. Promote effective communication between the System and its institutions, public officials, and leaders at the local, state, and national levels.

(5) Provide oversight of fundraising and system grant efforts, recognize excellence in philanthropy and review reports on philanthropic and collaborative grant activities within the system.

## **6. Audit Committee**

a. The Audit Committee shall provide appropriate oversight and accountability on fiscal matters within the Tennessee Board of Regents.

b. In addition to the Regents appointed to the Committee, the Board may select one or more certified public accountants or other qualified citizens who are not members of the Board to serve on the Audit Committee.

c. The Audit Committee shall employ a person qualified by training and experience to serve as an internal auditor and to report directly to the Audit Committee and the Board.

d. The internal auditor shall be removable only for cause by a majority vote of the Board.

e. The internal auditor shall perform the duties required by the Higher Education Accountability Act of 2004 (T.C.A. § 49-14-101 et seq.) including reports to the Committee and development of a process to report and investigate illegal, improper, fraudulent or wasteful activity.

## **Article IV. Officers and their Duties**

### **A. Officers**

1. The officers of the Board of Regents shall be the Chair, Vice Chair, Chancellor, Treasurer, and Secretary. The sitting Governor of the State of Tennessee shall serve as Chair of the Board.

2. The Board may from time to time establish such other offices and positions as may be necessary to carry out the functions of the Board.

### **B. Election and Term of Office**

1. The term of office of each officer, except the Chancellor, shall be one year commencing on July 1st and continuing until a successor is chosen and installed.

2. Officers other than the Chair and Chancellor shall be elected each year by the Board at the last regular meeting of each fiscal year.

3. The Vice Chancellor for Business and Finance shall serve as Treasurer unless the Board chooses to fill the office by election from the staff of the Chancellor.

4. The Board shall elect the Secretary from the staff of the Chancellor.

5. No one person shall hold more than one of these offices.

### **C. Removal of Officers**

Officers may be removed at any time by the Board by the affirmative vote of a majority of the Board, not merely of the quorum.

### **D. Vacancies**

Vacancies shall be filled by the Board as soon as practicable.

### **E. Chair**

1. The Chair shall be a member of the Board, shall preside at the meetings of the Board, if present, with the authority to vote, and may work with the Vice Chair to appoint the Chairs and members of all committees.
2. The Chair shall be an ex officio member of all committees with the authority to vote.

### **F. Vice Chair**

The Vice Chair shall be a member of the Board and shall perform the duties and have the powers of the Chair during the absence or disability of the Chair.

### **G. Chancellor**

1. The Board of Regents shall elect the Chancellor who shall hold office at the pleasure of the Board.
2. The Chancellor shall not be a member of the Board.
3. In case of any vacancy in the Chancellorship, the Board shall name an Acting Chancellor who shall serve until the office of the Chancellor shall be filled.
4. The Chancellor shall be the chief executive officer of the State University and Community College System.
5. The Chancellor shall perform all those duties that are prescribed by the Board.
6. The Chancellor shall be responsible to the Board of Regents for the prompt and effective execution of all resolutions, policies and rules and regulations adopted by the Board for the ordering and the operation of the entire System and for the government of any and all of its branches.
7. The Chancellor's discretionary powers shall be broad enough to enable him or her to discharge these responsibilities.
8. The Chancellor shall attend and participate in, without the privilege of voting, all of the meetings of the Board of Regents and of its committees.

9. The Chancellor shall be an ex officio member of all committees, without the authority to vote.

10. The Chancellor shall review recommendations from the presidents regarding annual appointments, promotions, and salaries of employees of the several institutions of the System, and shall be responsible for compliance by the presidents with Board policies and procedures on personnel matters.

11. The Chancellor shall make recommendations regarding the establishment or discontinuance of staff positions in the Office of the Board of Regents.

12. The Chancellor shall recommend the appointment of administrative officers and other employees of the Office of the Board of Regents.

13. The Chancellor shall be empowered to act for the Board in the interims when the Board is not in session.

14. The Chancellor shall speak for the Board and shall represent it at meetings and before the public consistent with established policies of the Board.

15. The Chancellor shall be the channel of communication with the presidents of the institutions and shall present recommendations concerning System policy to the Board.

16. The Chancellor shall be authorized upon the authority of the Board and in its name to execute all notes, bonds, deeds, contracts, and other documents of an official nature.

17. The Chancellor shall submit, on behalf of the Board and with its approval the annual report at the end of each fiscal year, which report shall go to the Governor and the legislature.

#### **H. Treasurer**

1. The Treasurer shall be sworn and bonded to discharge faithfully the duties as Treasurer.

2. The Treasurer shall serve without vote as a member of the Committee on Finance and Business Operations.

3. The Treasurer shall perform such other duties as the Board may authorize or as may be assigned by the Chancellor.

#### **I. Secretary**

1. The Secretary shall be sworn to discharge faithfully the duties as Secretary.

2. The Secretary shall be present at all meetings of the Board and of the committees.

3. The Secretary shall keep an accurate record of proceedings of the meetings of the Board and of the committees.



4. In the absence of the Secretary from a meeting, a secretary shall be chosen for the meeting and shall record the proceedings.
5. The Secretary shall be the custodian of all minutes, official documents, and archives of the System.
6. The Secretary shall perform such other duties and have such other powers as the Board may authorize or as may be assigned by the Chancellor.

#### **J. Delegation of Duties of Officers**

In case of the absence of any officer of the Board of Regents, or for any other reason that the Board may deem sufficient, the Board of Regents may delegate the powers or duties of such officers, provided a majority of the full Board concurs therein.

### **Article V. Presidents**

#### **Section 1. Duties of the President**

- A. The president of each college in the System shall be the chief executive of the institution and of all its departments, and shall exercise such supervision and direction as will promote the efficient operation of the institution.
- B. The president shall be responsible to the Board through the Chancellor for the operation and management of the institution and for the execution of all directives of the Board and of the Chancellor.
- C. The president shall be the official medium of communication between the faculty and the Chancellor, and between the council, senate, assembly, or any such body, either of the faculty or of the students, and the Chancellor.
- D. The president shall recommend annually to the Board of Regents, through the Chancellor, the creation or continuance of positions of faculty and other employees of the institution.
- E. The president shall have the authority to recommend or make appointments of personnel and, within budgetary limitations, to fix their salaries, and to recommend or approve promotions, transfers, leaves of absence, and removal of personnel, pursuant to the requirements of policies and procedures established by the Board, and subject to such prior approval or confirmation of the Board or the Chancellor as may be required by the Board.
- F. The president shall make an annual report to the Board, through the Chancellor, of the work and condition of the institution under his or her control.

#### **Section 2. Term of Appointment**

The presidents of the colleges shall serve at the pleasure of the Board.

### **Section 3. Resignation and Removal of Presidents**

A. The president of an institution may resign at any time upon written notification to the Board through the Chancellor.

B. The Board may terminate the employment of the president of an institution at any time.

C. In the event of a resignation or termination, the Board, at its discretion, may authorize a payment equal to up to three months of the president's salary.

### **Section 4. Presidents Council**

A. The president of each college shall be a member of the Presidents Council.

B. The council shall have the opportunity to present reports and recommendations to the Board of Regents.

C. The Chancellor shall be an ex officio member of the council and shall be invited to attend each meeting of the council.

### **Article VI. Employees of the Colleges**

A. Administrative personnel, faculty members and other personnel shall be recommended or appointed by the president of the college, subject to such requirements, approvals or confirmations by the Board or the Chancellor as may be specified by the Board.

B. A member of the Board shall not be a party to procuring the appointment of any relative at any of the units of the System.

### **Article VII. Amendment of Bylaws**

A. These Bylaws may be amended or repealed at any regular meeting by an affirmative vote of not less than nine members of the Board, provided however, that any proposed change in these Bylaws shall be submitted to the Secretary in writing at any regular meeting or special meeting and shall be voted on at the next regular meeting of the Board.

B. Amendments or additions to the Bylaws shall be presented in such form as suitable for direct incorporation into the Bylaws.

C. Any Bylaw may be suspended at any regular or special meeting for that meeting only by the unanimous consent of all present.

D. The Secretary shall maintain a Bylaws book in which shall be recorded all Bylaws and any changes, additions, or deletions thereto.

### **Article VIII. Parliamentary Authority**

The rules contained in *Robert's Rules of Order, Newly Revised 12<sup>th</sup>* Edition, or the most recent subsequent edition, shall govern the Board in all cases in which they are not inconsistent with these Bylaws or any special rules of order of this Board.

#### Article IX. Board Self-Assessment

A. In order to regularly evaluate its responsibilities and expectations, the Board shall conduct a self-assessment every other year, beginning in 2018.

B. In the years that self-assessments are conducted, assessment forms will be provided to the Regents to be completed and returned to the Board Secretary after the September Quarterly Meeting.

C. The Board Secretary will share the completed forms with the Vice Chairman.

D. A Board Assessment Report will be produced by the Vice Chairman and Board Secretary and shared with other members of the Board at its December Quarterly Meeting.

#### **Sources Authority**

T.C.A. §§ 49-8-101 et seq.; 49-8-201; 49-11-401 et seq.; 49-14-101 et seq.; 8-44-103; 8-44-108; 4-35-107-108; 10-7-503-504

#### **History**

As Amended December 16, 1983; Board Meeting December 7, 2001; Board Meeting September 24, 2004; Board Meeting December 3, 2004; Board Meeting June 26, 2008; Board Meeting September 24, 2010; Revisions and renumbering approved at Board Meeting, September 26, 2014; Board Meeting December 10, 2015, Board Meeting June 23, 2017; Board Meeting September 21, 2017. Revision and reformat approved at Dec. 14, 2017 Board Meeting; Ministerial revisions 2-21-2018; Revisions approved June 22, 2018; [Revisions Approved](#), 2021.

# TBR Bylaws: 2

## **Policy/Guideline Area**

Resource Documents

## **Applicable Divisions**

TCATs, Community Colleges, System Office, Board Members

## **Policy/Guideline**

### **Article I: Purpose**

The purpose of the Tennessee Board of Regents is to govern, manage and control the state community colleges and state colleges of applied technology established by the General Assembly of the State of Tennessee in T. C. A. § 49-8-101(a), exercising the powers and fulfilling the duties vested in it by the General Assembly.

### **Article II: The Board**

#### **Section 1. Powers**

A. The Board of Regents is vested by law with all the powers and authority to govern effectively and set policy for the state community colleges and colleges of applied technology in accordance with the laws of Tennessee and the policies of the Tennessee Higher Education Commission.

B. With respect to the locally governed universities in the System, the Board of Regents has the authority to review and give final approval to the operating budget of each university for the purpose of ensuring the ability to satisfy obligations to the Tennessee State School Bond Authority and its bondholders.

#### **Section 2. Members**

The composition of the membership of the Board, the terms of office, and the conditions of membership are as provided in T.C.A. § 49-8-201, including all future amendments thereto.

#### **Section 3. Rights of Members**

A. Except as provided otherwise by law, individual members of the Board enjoy these rights equally with all other members:

1. the right to vote,
2. the right to participate fully in all considerations before the Board,
3. the right to enter motions and to submit recommendations, and
4. all rights and privileges afforded the Board by law and regulation when sitting in deliberative session.

B. When not participating in meetings of the Board or any of its duly constituted committees, members, as individuals, enjoy the same rights and privileges of any citizen of the State of Tennessee as pertains to the governance, control, and management of institutions under the Board.

C. As individuals, members shall not speak for the Board unless specifically authorized to do so by the Board.

#### **Section 4. Responsibilities of Members**

A. When participating in meetings of the Board or its duly constituted committees, members are responsible for the entire System, without regard for any congressional district or area of the State or for any individual institution within the State.

B. Members are enjoined from espousing the cause of any one institution over the interests of others or the System.

#### **Section 5. Expenses of Members**

Board business-related and travel expenses, including lodging and meals encountered about meetings of the Board or duly constituted committees thereof shall be reimbursable at rates established by Board policy in accordance with Tennessee State Regulations for Travel.

#### **Section 6. Minority Views**

Upon announcement of any vote of a meeting of the Board or one of its duly constituted committees, a member holding a minority view may request his or her view be made a matter of record. Such minority view shall be submitted in writing to the Secretary.

#### **Section 7. Meetings of the Board**

##### **A. Regular Meetings**

The Board shall hold at least one (1) stated meeting annually on a day or days determined by the board from year to year and at called meetings that may be necessary, to be called by the secretary, giving at least five (5) days' notice to the board members, but the board may adjourn the stated or called meetings to any date that it may set for adjournment.

##### **B. Special Meetings**

1. Special meetings of the Board of Regents may be called for any purpose by the Chair by request in writing to the Secretary, or by the Secretary upon written request from four other members of the Board.

2. The requests shall state the purpose of the proposed meeting.

3. Business transacted at all special meetings shall be confined to the subjects stated in the call.

### **C. Location**

Each year, following the Fall quarterly meeting, the Secretary shall issue a calendar of the regular meetings for the upcoming calendar year including their locations. The board shall strive to meet on the campus of a system institution at least twice a year, rotating those meetings throughout the system, as practicable.

### **D. Notice of Meetings**

1. The Secretary shall give each member of the Board at least five days' written notice of a regular or of special meetings of the Board. Emergency meetings may be called by telephone or electronic notification with the understanding that similar notices are provided all members.

2. The Secretary, upon advice from the Chancellor and Board, shall prepare an annotated agenda to accompany each notice of a regular or special meeting of the Board.

3. Public notice of all meetings shall be issued in accordance with T.C.A. § 8-44-103.

### **E. Quorum**

1. At all meetings of the Board of Regents, nine voting members shall constitute a quorum for the transaction of business. In the absence of a quorum, the Board may convene for the purpose of receiving information. If the Board convenes in the absence of a quorum and a quorum is later established, the Board may then transact business.

2. The action of a simple majority of the voting members of the Board present at any meeting shall be the action of the Board, except as may be otherwise provided by these Bylaws.

3. Members shall be allowed to participate in a meeting by electronic or other means in accordance with T.C.A. § 8-44-108.

### **F. Order of Business**

The order of business at each regular meeting of the Board shall be determined by the Vice-Chair.

### **G. Procedures**

1. Any ex-officio member of the Board may be represented at a meeting of the Board, but cannot under any conditions register a vote by proxy.

2. When a member identifies a conflict of interest about a vote on a matter before the Board, the member shall withhold his or her vote.

3. A record vote of the Board shall be required on all motions providing for approval of a budget; approval of an increase in fees or tuition; approval of capital expenditures or the extension of the credit of the system or any of its institutions; any revision of the Bylaws, the adoption of a new Bylaw or the repeal of an existing Bylaw; and the documentation of any transaction as may be required by law or deemed desirable in the judgment of the Chair; upon demand of any member present a record vote may be called for on any matter before announcement of a vote previously taken.

4. A motion to reconsider may only be made by a member who voted on the prevailing side and must be made at the same meeting.

#### **H. Adjourned Meetings**

1. The Board may adjourn any regular or special meeting to any date it may set.

2. If a quorum is not present, any regular or special meeting may be adjourned by the members attending until a quorum shall be present.

#### **I. Joint Meetings**

1. From time to time, the Board may find it appropriate to meet jointly with some other board or body.

2. In such meetings, the Board shall retain its constituted integrity as established under law and in accordance with these Bylaws.

#### **J. Executive Sessions**

1. In accordance with T.C.A. § 4-35-108, the board may hold confidential executive sessions to discuss:

a. Items deemed not subject to public inspection under T.C.A. §§ 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under the Tennessee Code;

b. Litigation;

c. Audits or investigations;

d. Information protected by federal law; and

e. Matters involving information under T.C.A. § 4-35-107(a), where the informant has requested anonymity.

2. No business, other than that described under subsection 1 a-e, above, shall be considered during a confidential, non-public executive session.

3. Attendance at executive sessions shall be limited to board members. Other individuals may be invited to attend all or portions of an executive session as deemed necessary by the board vice-chair.

#### **K. Minutes**

1. Minutes shall be taken at each meeting of the Board and shall provide a permanent record of such meeting.

2. Minutes need not be a verbatim record of a meeting but should provide adequate basis upon which implementing actions may be taken or permanent policies be extracted therefrom.

3. Each meeting shall also be electronically recorded in its entirety. In the event of a dispute regarding the transactions at a meeting, the electronic recording shall be determinative of the Board's action.

4. Minutes of each regular meeting and of subsequent special meetings shall be circulated for consideration of the members prior to the next regular meeting at which time they shall be approved as attested to by the Vice Chair and the Secretary of the Board.

#### **Article III. Committees of the Board**

A. The Board of Regents as a whole shall be responsible for the operation of the State University and Community College System.

B. The Board may organize standing and special committees as necessary to carry out its governance, control, and management functions.

C. The Committees of the Board shall make studies of the fields assigned to them and advise the Board as to what, if any, changes of policy should be made.

D. Each of the standing committees shall keep informed with respect to the manner in which the policies of the Board are being administered in its field. Committees may be authorized to act on behalf of the Board.

E. All Board members may participate in committee deliberations; however, each standing committee shall consist of not less than three and not more than seven Board members.

F. A majority of the members of a committee shall constitute a quorum for the transaction of business. In the absence of a quorum, a committee may convene for the purpose of receiving information. If a committee convenes in the absence of a quorum and a quorum is later established, the committee may then transact business.

G. The Board of Regents may authorize special committees with whatever membership is desired by the Board.



H. Each standing or special committee shall report to the Board periodically or at the request of the Chair of the Board.

I. The Chair of the Board shall be an ex officio member of all committees with the authority to vote. In the absence of the Chair, the Vice-Chair shall be an ex officio member of all committees with the authority to vote.

J. The Chancellor and Secretary shall be ex officio members of all committees without the authority to vote.

K. The Executive Director of the Tennessee Higher Education Commission may serve as a member of any committee without the authority to vote.

L. Standing Committees

### **1. Committee on Finance and Business Operations**

a. The Committee on Finance and Business Operations shall make recommendations to the Board regarding the fiscal policies to be followed in the conduct of the System.

b. The Committee shall receive and review the recommendations of the Chancellor concerning appropriation requests, allocations, budgets and budget revisions for each of the institutions in the State University and Community College System and for the office of the Board, and shall make its recommendations to the Board.

c. The report of the Committee to the Board shall include in written form the itemized deletions, additions, or other changes in the submitted budget requests of each institution.

d. The Committee shall also make recommendations to the Board as to needs for additional buildings and land for the campuses, repair and renovation of buildings, maintenance of campuses, and adequate insurance coverage of buildings and contents.

e. It shall coordinate the preparation of the capital outlay budget and capital outlay appropriations.

f. It shall study and submit recommendations affecting investments or reinvestments of trust funds and shall advise the Board regarding such funds.

g. The Committee shall submit recommendations on System-wide policies and procedures on procurement and purchasing.

h. This committee shall have such other duties as may be authorized by the Board.

i. The Treasurer shall serve as a member of this committee only without the authority to vote.

### **2. Committee on Academic Policies and Programs and Student Life**

a. The Committee shall review and make recommendations to the Board concerning all proposals for new academic programs and degrees, revisions or discontinuations of existing programs, the adoption of our changes in admission and retention standards, and the establishment, reorganization or elimination of academic departments, divisions, branch operations and extension services, and other academic units.

b. The Committee shall be responsible for reviewing the level of productivity of existing programs, and when appropriate to recommend the discontinuance of non-productive programs.

c. The Committee shall make appropriate recommendations concerning studies and policies relating to academic matters.

d. The Committee shall also make recommendations to the Board regarding campus life of the institutions.

e. It shall receive and review the Chancellor's reports of proposed policies and regulations concerning student affairs including, but not limited to, the conduct of students, discipline, student housing, parking, safety and special activities of students of the institutions under control of the Board.

d. The Committee shall facilitate the development and implementation of K-12 partnership efforts, middle college, dual credit/dual enrollment programming, and opportunities for alignment of K-12 and college curricula.

### **3. Committee on Personnel and Compensation**

a. The Committee on Personnel shall make recommendations to the Board regarding retirement, tenure, promotion, evaluation and other personnel matters regarding personnel involved in the various institutions governed by the Board.

b. The Committee shall make appropriate recommendations concerning policy and procedures relating to personnel matters and review the recommendations from the Chancellor relative to the annual review of personnel requests from the institutions.

c. The committee shall also review compensation matters of the institutions and System Office personnel that require Board approval and make recommendations to the Board regarding these matters.

d. The Committee shall have the power to act for the full Board in compensation matters when waiting for the next scheduled Board meeting is not desirable.

### **4. Committee on Workforce Development**

a. The Committee on Workforce Development is responsible for the oversight of the workforce initiatives at the colleges, ensuring our institutions are meeting the workforce training needs of Tennessee.

b. The committee will:

(1) Provide oversight and make recommendations to the Tennessee Board of Regents relative to programmatic decisions including the approval of new programs of instruction, program credentials, modifications or terminations of academic workforce offerings.

(2) Ensure that workforce programs align with the needs of business and industry.

(3) Ensure that workforce programs enrich, strengthen, and support Tennessee citizens, the State of Tennessee's Drive to 55, and economic development goals.

(4) Review productivity and performance of workforce programs annually and provide a report to the Tennessee Board of Regents.

(5) Provide recommendations to the Tennessee Board of Regents for creation of or revisions to policies and guidelines related to workforce entities within the TBR system's institutions.

(6) Encourage and recognize excellence in workforce partnerships and student's successes.

## **5. Committee on External Affairs**

a. The Committee on External Affairs is responsible for the oversight of the Board's relationship to organizations and constituent groups external to the system, ensuring that these relationships promote the mission and goals of the Tennessee Board of Regents system.

b. Toward the furtherance of this purpose, the Committee on External Affairs shall:

(1) Provide oversight for government relations activities and initiatives and make recommendations to the Board on legislative priorities for the system.

(2) Make recommendations regarding the Board's role in building relationships and collaborations with foundations, external funders, businesses, industry groups, organizations, and community leaders.

(3) Make recommendations regarding the Board's role in advocating the priorities of the System to media and local, state, and national leaders.

(4) Provide oversight for public relations efforts, promote effective communications with constituents and review the marketing, digital and branding strategies developed that promote the system, its initiatives and the individual colleges. Promote effective communication between the System and its institutions, public officials, and leaders at the local, state, and national levels.

(5) Provide oversight of fundraising and system grant efforts, recognize excellence in philanthropy and review reports on philanthropic and collaborative grant activities within the system.

## **6. Audit Committee**

a. The Audit Committee shall provide appropriate oversight and accountability on fiscal matters within the Tennessee Board of Regents.

b. In addition to the Regents appointed to the Committee, the Board may select one or more certified public accountants or other qualified citizens who are not members of the Board to serve on the Audit Committee.

c. The Audit Committee shall employ a person qualified by training and experience to serve as an internal auditor and to report directly to the Audit Committee and the Board.

d. The internal auditor shall be removable only for cause by a majority vote of the Board.

e. The internal auditor shall perform the duties required by the Higher Education Accountability Act of 2004 (T.C.A. § 49-14-101 et seq.) including reports to the Committee and development of a process to report and investigate illegal, improper, fraudulent or wasteful activity.

## **Article IV. Officers and their Duties**

### **A. Officers**

1. The officers of the Board of Regents shall be the Chair, Vice Chair, Chancellor, Treasurer, and Secretary. The sitting Governor of the State of Tennessee shall serve as Chair of the Board.

2. The Board may from time to time establish such other offices and positions as may be necessary to carry out the functions of the Board.

### **B. Election and Term of Office**

1. The term of office of each officer, except the Chancellor, shall be one year commencing on July 1st and continuing until a successor is chosen and installed.

2. Officers other than the Chair and Chancellor shall be elected each year by the Board at the last regular meeting of each fiscal year.

3. The Vice Chancellor for Business and Finance shall serve as Treasurer unless the Board chooses to fill the office by election from the staff of the Chancellor.

4. The Board shall elect the Secretary from the staff of the Chancellor.

5. No one person shall hold more than one of these offices.

### **C. Removal of Officers**

Officers may be removed at any time by the Board by the affirmative vote of a majority of the Board, not merely of the quorum.

### **D. Vacancies**

Vacancies shall be filled by the Board as soon as practicable.

### **E. Chair**

1. The Chair shall be a member of the Board, shall preside at the meetings of the Board, if present, with the authority to vote, and may work with the Vice Chair to appoint the Chairs and members of all committees.
2. The Chair shall be an ex officio member of all committees with the authority to vote.

### **F. Vice Chair**

The Vice Chair shall be a member of the Board and shall perform the duties and have the powers of the Chair during the absence or disability of the Chair.

### **G. Chancellor**

1. The Board of Regents shall elect the Chancellor who shall hold office at the pleasure of the Board.
2. The Chancellor shall not be a member of the Board.
3. In case of any vacancy in the Chancellorship, the Board shall name an Acting Chancellor who shall serve until the office of the Chancellor shall be filled.
4. The Chancellor shall be the chief executive officer of the State University and Community College System.
5. The Chancellor shall perform all those duties that are prescribed by the Board.
6. The Chancellor shall be responsible to the Board of Regents for the prompt and effective execution of all resolutions, policies and rules and regulations adopted by the Board for the ordering and the operation of the entire System and for the government of any and all of its branches.
7. The Chancellor's discretionary powers shall be broad enough to enable him or her to discharge these responsibilities.
8. The Chancellor shall attend and participate in, without the privilege of voting, all of the meetings of the Board of Regents and of its committees.

9. The Chancellor shall be an ex officio member of all committees, without the authority to vote.
10. The Chancellor shall review recommendations from the presidents regarding annual appointments, promotions, and salaries of employees of the several institutions of the System, and shall be responsible for compliance by the presidents with Board policies and procedures on personnel matters.
11. The Chancellor shall make recommendations regarding the establishment or discontinuance of staff positions in the Office of the Board of Regents.
12. The Chancellor shall recommend the appointment of administrative officers and other employees of the Office of the Board of Regents.
13. The Chancellor shall be empowered to act for the Board in the interims when the Board is not in session.
14. The Chancellor shall speak for the Board and shall represent it at meetings and before the public consistent with established policies of the Board.
15. The Chancellor shall be the channel of communication with the presidents of the institutions and shall present recommendations concerning System policy to the Board.
16. The Chancellor shall be authorized upon the authority of the Board and in its name to execute all notes, bonds, deeds, contracts, and other documents of an official nature.
17. The Chancellor shall submit, on behalf of the Board and with its approval the annual report at the end of each fiscal year, which report shall go to the Governor and the legislature.

#### **H. Treasurer**

1. The Treasurer shall be sworn and bonded to discharge faithfully the duties as Treasurer.
2. The Treasurer shall serve without vote as a member of the Committee on Finance and Business Operations.
3. The Treasurer shall perform such other duties as the Board may authorize or as may be assigned by the Chancellor.

#### **I. Secretary**

1. The Secretary shall be sworn to discharge faithfully the duties as Secretary.
2. The Secretary shall be present at all meetings of the Board and of the committees.
3. The Secretary shall keep an accurate record of proceedings of the meetings of the Board and of the committees.

4. In the absence of the Secretary from a meeting, a secretary shall be chosen for the meeting and shall record the proceedings.
5. The Secretary shall be the custodian of all minutes, official documents, and archives of the System.
6. The Secretary shall perform such other duties and have such other powers as the Board may authorize or as may be assigned by the Chancellor.

#### **J. Delegation of Duties of Officers**

In case of the absence of any officer of the Board of Regents, or for any other reason that the Board may deem sufficient, the Board of Regents may delegate the powers or duties of such officers, provided a majority of the full Board concurs therein.

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- C. The president shall be the official medium of communication between the faculty and the Chancellor, and between the council, senate, assembly, or any such body, either of the faculty or of the students, and the Chancellor.
- D. The president shall recommend annually to the Board of Regents, through the Chancellor, the creation or continuance of positions of faculty and other employees of the institution.
- E. The president shall have the authority to recommend or make appointments of personnel and, within budgetary limitations, to fix their salaries, and to recommend or approve promotions, transfers, leaves of absence, and removal of personnel, pursuant to the requirements of policies and procedures established by the Board, and subject to such prior approval or confirmation of the Board or the Chancellor as may be required by the Board.
- F. The president shall make an annual report to the Board, through the Chancellor, of the work and condition of the institution under his or her control.

#### **Section 2. Term of Appointment**

The presidents of the colleges shall serve at the pleasure of the Board.

### **Section 3. Resignation and Removal of Presidents**

A. The president of an institution may resign at any time upon written notification to the Board through the Chancellor.

B. The Board may terminate the employment of the president of an institution at any time.

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A. The president of each college shall be a member of the Presidents Council.

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B. Amendments or additions to the Bylaws shall be presented in such form as suitable for direct incorporation into the Bylaws.

C. Any Bylaw may be suspended at any regular or special meeting for that meeting only by the unanimous consent of all present.

D. The Secretary shall maintain a Bylaws book in which shall be recorded all Bylaws and any changes, additions, or deletions thereto.

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C. The Board Secretary will share the completed forms with the Vice Chairman.

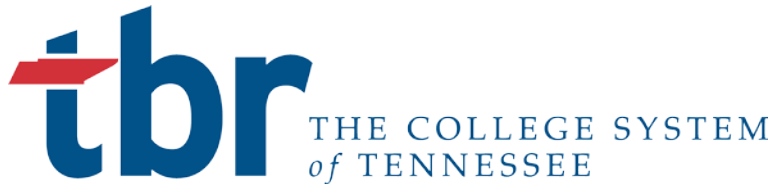
D. A Board Assessment Report will be produced by the Vice Chairman and Board Secretary and shared with other members of the Board at its December Quarterly Meeting.

#### **Sources Authority**

T.C.A. §§ 49-8-101 et seq.; 49-8-201; 49-11-401 et seq.; 49-14-101 et seq.; 8-44-103; 8-44-108; 4-35-107-108; 10-7-503-504

#### **History**

As Amended December 16, 1983; Board Meeting December 7, 2001; Board Meeting September 24, 2004; Board Meeting December 3, 2004; Board Meeting June 26, 2008; Board Meeting September 24, 2010; Revisions and renumbering approved at Board Meeting, September 26, 2014; Board Meeting December 10, 2015, Board Meeting June 23, 2017; Board Meeting September 21, 2017. Revision and reformat approved at Dec. 14, 2017 Board Meeting; Ministerial revisions 2-21-2018; Revisions approved June 22, 2018; Revisions Approved \_\_\_\_, 2021.



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BOARD TRANSMITTAL

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MEETING: December 2020 Quarterly Board Meeting

SUBJECT: Approval of Fiscal Year 2020-21 October Revised Budget

DATE: December 10, 2020

PRESENTER: Danny Gibbs

PRESENTATION REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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The Board will consider the October 31, 2020 revisions to the FY 2020-21 budgets for the institutions governed by the Board and the Board of Regents System Office.

The original budgets for FY 2020-21 were developed by institutions in the Spring of 2020 and were submitted to the Board office in May 2020. As such, these budgets included a variety of estimates. These institutional budget submissions were the basis for the Board's June 2020 approval of the initial FY 2020-21 operating budgets (the "Proposed Budget"). The October Revised Budget is based on more recent information, including recognition of the impact of fall enrollment, and includes the effect of revisions from the approved Proposed Budget.

Attached you will find the background documentation supporting this agenda item.

Tennessee Board of Regents  
Summary of Unrestricted and Restricted Current Funds

Institutions	Beginning Fund Balance	Unrestricted Revenues	Unrestricted Expenditures and Transfers	Ending Fund Balance	Restricted Revenues	Restricted Expenditures and Transfers	Total Revenues	Total Expenditures and Transfers
CHSCC	\$ 14,380,100	\$ 64,433,300	\$ 63,800,100	\$ 15,013,300	\$ 32,641,000	\$ 32,641,000	\$ 97,074,300	\$ 96,441,100
CLSCC	3,546,400	24,263,800	24,263,800	3,546,400	12,086,900	12,086,900	36,350,700	36,350,700
COSCC	13,888,600	39,338,200	46,604,900	6,621,900	24,193,800	24,171,300	63,532,000	70,776,200
DSCC	2,189,400	20,671,200	20,614,600	2,246,000	15,111,600	15,090,200	35,782,800	35,704,800
JSCC	3,392,500	30,623,100	30,100,400	3,915,200	18,751,900	19,538,500	49,375,000	49,638,900
MSCC	14,180,900	41,661,300	44,989,400	10,852,800	24,710,200	24,710,200	66,371,500	69,699,600
NASCC	28,596,900	48,003,000	59,034,600	17,565,300	25,608,700	25,561,000	73,611,700	84,595,600
NESCC	13,238,400	41,645,200	39,338,800	15,544,800	28,993,500	28,993,600	70,638,700	68,332,400
PSCC	17,310,400	73,295,900	74,584,700	16,021,600	37,685,600	37,685,600	110,981,500	112,270,300
RSCC	13,401,400	44,154,800	50,750,100	6,806,100	26,474,100	26,384,000	70,628,900	77,134,100
STCC	13,597,700	56,968,200	59,449,100	11,116,800	34,408,400	34,350,000	91,376,600	93,799,100
VSCC	13,558,700	60,621,600	58,454,200	15,726,100	31,200,700	31,169,800	91,822,300	89,624,000
WSCC	15,127,100	47,786,300	50,091,200	12,822,200	22,001,100	22,486,500	69,787,400	72,577,700
Total Colleges	166,408,500	593,465,900	622,075,900	137,798,500	333,867,500	334,868,600	927,333,400	956,944,500
Athens	934,000	2,893,100	3,140,100	687,000	2,615,500	2,615,500	5,508,600	5,755,600
Chattanooga	1,519,600	7,303,100	7,282,900	1,539,800	615,900	615,900	7,919,000	7,898,800
Covington	1,329,600	2,377,400	3,229,800	477,200	2,471,000	2,471,000	4,848,400	5,700,800
Crossville	2,440,800	4,224,100	4,128,900	2,536,000	2,431,800	2,323,300	6,655,900	6,452,200
Crump	1,606,000	3,158,800	4,562,900	201,900	3,722,700	2,225,900	6,881,500	6,788,800
Dickson	1,962,100	6,440,500	7,190,500	1,212,100	3,473,000	3,320,000	9,913,500	10,510,500
Elizabethton	4,631,900	4,942,200	5,059,300	4,514,800	3,027,000	3,012,500	7,969,200	8,071,800
Harriman	756,500	2,858,900	3,025,200	590,200	1,470,500	2,089,000	4,329,400	5,114,200
Hartsville	679,900	4,147,000	4,110,700	716,200	2,321,000	2,321,000	6,468,000	6,431,700
Hohenwald	1,817,800	3,703,000	5,315,100	205,700	2,749,000	2,410,000	6,452,000	7,725,100
Jacksboro	722,900	2,418,000	2,518,500	622,400	2,102,000	1,920,000	4,520,000	4,438,500
Jackson	2,493,400	5,905,500	7,005,600	1,393,300	3,300,000	3,300,000	9,205,500	10,305,600
Knoxville	2,084,200	7,607,900	7,710,500	1,981,600	5,504,000	4,929,000	13,111,900	12,639,500
Livingston	2,651,400	4,721,900	5,396,200	1,977,100	4,353,000	2,631,800	9,074,900	8,028,000
McKenzie	542,400	2,072,100	2,162,600	451,900	1,580,000	1,580,000	3,652,100	3,742,600
McMinnville	859,500	2,544,000	2,545,100	858,400	881,700	662,000	3,425,700	3,207,100
Memphis	6,502,400	8,905,000	14,770,600	636,800	6,900,000	6,900,000	15,805,000	21,670,600
Morristown	2,269,100	6,859,100	8,431,600	696,600	4,600,000	4,533,500	11,459,100	12,965,100
Murfreesboro	3,452,100	7,013,600	7,535,900	2,929,800	2,745,000	2,745,000	9,758,600	10,280,900
Nashville	2,274,700	8,430,300	8,588,100	2,116,900	4,155,000	4,125,000	12,585,300	12,713,100
Newbern	2,341,800	3,372,400	5,459,700	254,500	3,070,400	3,070,500	6,442,800	8,530,200

Tennessee Board of Regents  
Summary of Unrestricted and Restricted Current Funds

Institutions	Beginning Fund Balance	Unrestricted Revenues	Unrestricted Expenditures and Transfers	Ending Fund Balance	Restricted Revenues	Restricted Expenditures and Transfers	Total Revenues	Total Expenditures and Transfers
Oneida	543,400	2,492,200	2,467,600	568,000	1,006,000	1,200,000	3,498,200	3,667,600
Paris	811,500	3,081,400	3,281,500	611,400	1,392,000	1,345,000	4,473,400	4,626,500
Pulaski	2,241,500	3,994,000	5,011,500	1,224,000	2,160,000	1,575,000	6,154,000	6,586,500
Ripley	1,798,700	2,010,500	3,189,100	620,100	1,623,000	1,380,100	3,633,500	4,569,200
Shelbyville	1,552,400	4,783,000	4,906,300	1,429,100	2,509,600	2,509,600	7,292,600	7,415,900
Whiteville	1,644,600	2,342,400	2,079,800	1,907,200	1,860,000	1,860,000	4,202,400	3,939,800
Total TCATs	52,464,200	120,601,400	140,105,600	32,960,000	74,639,100	69,670,600	195,240,500	209,776,200
Tennessee Board of Regents	16,315,700	36,944,500	46,766,900	6,493,300	15,509,300	15,509,300	52,453,800	62,276,200
Total System	\$ 235,188,400	\$ 751,011,800	\$ 808,948,400	\$ 177,251,800	\$ 424,015,900	\$ 420,048,500	\$ 1,175,027,700	\$ 1,228,996,900

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
<b>Unrestricted Current Fund Balances</b>							
<b>at Beginning of Period:</b>							
Allocation for Encumbrances	152,500	23,000	862,900	89,700	4,400	226,200	962,400
Allocation for Working Capital	756,900	537,600	655,000	642,400	558,200	540,200	1,327,900
Special Allocations	9,066,800	2,555,200	6,921,500	1,457,300	3,809,400	8,775,000	20,359,700
Unallocated Balances	4,403,900	430,600	5,449,200	-	(979,500)	4,639,500	5,946,900
<b>Total Balances</b>	<b>14,380,100</b>	<b>3,546,400</b>	<b>13,888,600</b>	<b>2,189,400</b>	<b>3,392,500</b>	<b>14,180,900</b>	<b>28,596,900</b>
<b>Revenue:</b>							
<b>A. Education and General</b>							
Tuition and Fees	29,502,600	11,323,300	21,499,000	9,586,500	14,389,700	21,412,600	23,814,300
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	33,084,400	11,937,900	17,543,100	10,717,100	14,879,600	19,334,000	22,732,000
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	95,000	17,700	23,400	129,900	83,600	35,000	14,000
State Grants and Contracts	20,300	26,000	7,000	18,000	14,300	4,000	-
Local Grants and Contracts	-	-	-	-	205,300	-	-
Private Contracts	-	400,000	-	2,000	-	-	145,000
Private Gifts	-	225,000	200	-	-	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	200,000	24,000	18,400	4,300	740,300	107,900	3,500
Sales & Services of Other Act.	245,000	55,100	36,500	76,000	69,100	2,000	109,200
Other Sources	71,000	122,500	57,800	77,400	96,200	604,800	865,000
<b>Total Educational &amp; General</b>	<b>63,218,300</b>	<b>24,131,500</b>	<b>39,185,400</b>	<b>20,611,200</b>	<b>30,478,100</b>	<b>41,500,300</b>	<b>47,683,000</b>
<b>B. Sales &amp; Services of Aux. Enter:</b>							
Students	1,215,000	132,300	152,800	60,000	145,000	161,000	320,000
Intercollegiate Athletics	-	-	-	-	-	-	-
<b>Total Sales &amp; Serv of Aux Ent</b>	<b>1,215,000</b>	<b>132,300</b>	<b>152,800</b>	<b>60,000</b>	<b>145,000</b>	<b>161,000</b>	<b>320,000</b>
<b>Total Revenues</b>	<b>64,433,300</b>	<b>24,263,800</b>	<b>39,338,200</b>	<b>20,671,200</b>	<b>30,623,100</b>	<b>41,661,300</b>	<b>48,003,000</b>
<b>Expenditure and Transfers:</b>							
<b>A. Education and General</b>							
Instruction	33,993,200	11,626,100	17,351,000	10,071,600	13,354,000	19,632,500	22,370,800
Research	-	-	-	-	-	-	-
Public Service	50,000	74,500	95,000	24,600	60,300	738,900	-
Academic Support	5,682,400	1,251,700	1,618,600	697,500	3,875,300	3,937,500	6,069,600
Student Services	6,784,700	3,575,900	4,269,800	3,001,300	2,704,800	4,317,000	6,386,900
Institutional Support	7,938,700	4,340,100	5,012,500	3,420,200	5,910,700	6,615,000	6,827,200
Operation & Maintenance of Plant	5,577,900	2,530,800	4,058,500	2,462,500	3,046,300	4,754,900	6,388,600
Scholarships and Fellowships	1,861,900	783,200	937,700	731,900	1,149,000	1,483,400	900,000
<b>Educational &amp; General Expend.</b>	<b>61,888,800</b>	<b>24,182,300</b>	<b>33,343,100</b>	<b>20,409,600</b>	<b>30,100,400</b>	<b>41,479,200</b>	<b>48,943,100</b>

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Mandatory Transfers for:							
Principal and Interest	275,600	41,000	380,000	-	-	-	68,700
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	275,600	41,000	380,000	-	-	-	68,700
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	5,873,300	205,000	-	1,500,000	10,000,000
Transfers to Renewal & Replacem.	-	-	2,686,500	-	-	2,000,000	-
Transfers to Other Funds	50,000	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	(60,000)	(145,000)	-	-
Total Non-Mandatory Transfers	50,000	-	8,559,800	145,000	(145,000)	3,500,000	10,000,000
Total Educational & General	62,214,400	24,223,300	42,282,900	20,554,600	29,955,400	44,979,200	59,011,800
B. Auxiliary Enterprise Expenditures:							
Students	1,566,900	33,900	71,000	-	-	10,200	6,800
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	1,566,900	33,900	71,000	-	-	10,200	6,800
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	18,800	6,600	4,251,000	-	-	-	16,000
Transfers to Other Funds	-	-	-	60,000	145,000	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	18,800	6,600	4,251,000	60,000	145,000	-	16,000
Total Auxiliary Enterprises	1,585,700	40,500	4,322,000	60,000	145,000	10,200	22,800
Total Expenditures & Transfers	63,800,100	24,263,800	46,604,900	20,614,600	30,100,400	44,989,400	59,034,600
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	100,000	31,400	452,100	89,700	4,400	226,200	962,400
Allocations for Working Capital	756,900	529,200	655,000	627,700	558,200	540,200	1,327,900
Special Allocations	14,156,400	2,985,800	5,514,800	1,528,600	3,352,600	10,086,400	15,275,000
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	15,013,300	3,546,400	6,621,900	2,246,000	3,915,200	10,852,800	17,565,300

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
<b>Unrestricted Current Fund Balances</b>							
<b>at Beginning of Period:</b>							
Allocation for Encumbrances	57,000	755,500	201,000	115,600	580,800	321,600	4,352,600
Allocation for Working Capital	114,700	626,400	543,800	4,445,800	1,023,100	3,618,300	15,390,300
Special Allocations	7,775,500	337,600	6,061,300	9,036,300	10,156,000	7,837,500	94,149,100
Unallocated Balances	5,291,200	15,590,900	6,595,300	-	1,798,800	3,349,700	52,516,500
<b>Total Balances</b>	<b>13,238,400</b>	<b>17,310,400</b>	<b>13,401,400</b>	<b>13,597,700</b>	<b>13,558,700</b>	<b>15,127,100</b>	<b>166,408,500</b>
<b>Revenue:</b>							
<b>A. Education and General</b>							
Tuition and Fees	18,105,200	34,809,000	19,439,600	26,241,800	31,808,700	21,727,600	283,659,900
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	23,013,900	35,442,700	23,966,500	29,938,100	27,806,100	25,474,600	295,870,000
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	57,700	290,000	12,000	65,000	57,700	15,000	896,000
State Grants and Contracts	50,000	-	12,700	67,000	-	35,900	255,200
Local Grants and Contracts	-	-	46,000	-	-	-	251,300
Private Contracts	-	414,000	11,000	10,000	-	45,000	1,027,000
Private Gifts	-	20,000	-	10,000	-	4,400	259,600
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	13,000	45,000	21,400	67,400	133,700	82,200	1,461,100
Sales & Services of Other Act.	120,900	1,490,000	158,400	189,400	129,800	188,700	2,870,100
Other Sources	77,000	385,200	287,200	250,500	428,600	86,900	3,410,100
<b>Total Educational &amp; General</b>	<b>41,437,700</b>	<b>72,895,900</b>	<b>43,954,800</b>	<b>56,839,200</b>	<b>60,364,600</b>	<b>47,660,300</b>	<b>589,960,300</b>
<b>B. Sales &amp; Services of Aux. Enter:</b>							
Students	207,500	400,000	200,000	129,000	257,000	126,000	3,505,600
Intercollegiate Athletics	-	-	-	-	-	-	-
<b>Total Sales &amp; Serv of Aux Ent</b>	<b>207,500</b>	<b>400,000</b>	<b>200,000</b>	<b>129,000</b>	<b>257,000</b>	<b>126,000</b>	<b>3,505,600</b>
<b>Total Revenues</b>	<b>41,645,200</b>	<b>73,295,900</b>	<b>44,154,800</b>	<b>56,968,200</b>	<b>60,621,600</b>	<b>47,786,300</b>	<b>593,465,900</b>
<b>Expenditure and Transfers:</b>							
<b>A. Education and General</b>							
Instruction	18,561,600	38,649,000	23,947,800	24,616,600	33,374,700	26,017,500	293,566,400
Research	-	-	-	-	-	-	-
Public Service	188,500	753,100	839,000	57,000	454,000	394,600	3,729,500
Academic Support	4,202,700	7,326,800	2,380,100	6,142,700	3,366,600	2,392,500	48,944,000
Student Services	5,151,100	8,970,100	6,833,400	8,067,700	5,775,600	6,386,000	72,224,300
Institutional Support	5,071,500	9,072,900	6,369,700	10,535,500	7,934,200	5,463,700	84,511,900
Operation & Maintenance of Plant	5,946,800	7,603,100	5,908,100	7,233,300	5,932,600	6,769,900	68,213,300
Scholarships and Fellowships	151,000	1,689,700	922,700	2,374,200	1,391,100	1,352,100	15,727,900
<b>Educational &amp; General Expend.</b>	<b>39,273,200</b>	<b>74,064,700</b>	<b>47,200,800</b>	<b>59,027,000</b>	<b>58,228,800</b>	<b>48,776,300</b>	<b>586,917,300</b>

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Mandatory Transfers for:							
Principal and Interest	30,200	-	-	209,000	-	547,300	1,551,800
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	30,200	-	-	209,000	-	547,300	1,551,800
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	270,000	3,500,000	-	-	500,000	21,848,300
Transfers to Renewal & Replacem.	25,000	-	-	-	-	-	4,711,500
Transfers to Other Funds	-	130,000	-	-	-	250,000	430,000
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	(500,000)	(160,000)	-	-	(108,400)	(973,400)
Total Non-Mandatory Transfers	25,000	(100,000)	3,340,000	-	-	641,600	26,016,400
Total Educational & General	39,328,400	73,964,700	50,540,800	59,236,000	58,228,800	49,965,200	614,485,500
B. Auxiliary Enterprise Expenditures:							
Students	-	100,000	39,300	207,400	25,000	11,200	2,071,700
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	-	100,000	39,300	207,400	25,000	11,200	2,071,700
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	10,400	20,000	10,000	5,700	200,400	6,400	4,545,300
Transfers to Other Funds	-	500,000	160,000	-	-	108,400	973,400
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	10,400	520,000	170,000	5,700	200,400	114,800	5,518,700
Total Auxiliary Enterprises	10,400	620,000	209,300	213,100	225,400	126,000	7,590,400
Total Expenditures & Transfers	39,338,800	74,584,700	50,750,100	59,449,100	58,454,200	50,091,200	622,075,900
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	100,000	755,500	201,000	300,000	375,000	321,600	3,919,300
Allocations for Working Capital	175,000	626,400	543,800	4,800,000	900,000	3,618,500	15,658,800
Special Allocations	15,269,800	14,639,700	6,061,300	6,016,800	14,451,100	8,882,100	118,220,400
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	15,544,800	16,021,600	6,806,100	11,116,800	15,726,100	12,822,200	137,798,500



Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
Unrestricted Current Fund Balances at Beginning of Period:							
Allocation for Encumbrances	1,100	1,000	5,900	52,800	14,800	3,200	5,400
Allocation for Working Capital	183,800	121,400	367,700	70,200	95,700	90,600	287,200
Special Allocations	526,000	782,000	308,800	462,200	129,000	1,437,000	663,100
Unallocated Balances	223,100	615,200	647,200	1,855,600	1,366,500	431,300	3,676,200
Total Balances	934,000	1,519,600	1,329,600	2,440,800	1,606,000	1,962,100	4,631,900
Revenue:							
A. Education and General							
Tuition and Fees	862,700	2,513,000	772,300	1,497,700	1,183,700	2,470,000	1,514,800
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	1,730,600	4,713,100	1,350,200	2,417,900	1,677,500	3,669,700	2,807,200
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	2,000	-	-	-	5,500	2,500	2,500
State Grants and Contracts	-	-	-	-	-	15,000	-
Local Grants and Contracts	5,600	-	-	-	178,400	-	-
Private Contracts	115,000	60,000	-	-	20,000	80,000	100,000
Private Gifts	3,000	-	-	-	-	5,000	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	4,200	3,000	-	12,500	30,200	27,200	12,100
Sales & Services of Other Act.	-	9,000	-	65,000	1,500	5,600	15,600
Other Sources	20,000	5,000	179,900	31,000	27,000	15,500	25,000
Total Educational & General	2,743,100	7,303,100	2,302,400	4,024,100	3,123,800	6,290,500	4,477,200
B. Sales & Services of Aux. Enter:							
Students	150,000	-	75,000	200,000	35,000	150,000	465,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	150,000	-	75,000	200,000	35,000	150,000	465,000
Total Revenues	2,893,100	7,303,100	2,377,400	4,224,100	3,158,800	6,440,500	4,942,200
Expenditure and Transfers:							
A. Education and General							
Instruction	1,636,000	5,188,300	999,700	2,278,700	1,751,800	3,419,500	2,575,000
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	-	10,000	-	-	10,000	326,800	-
Student Services	229,900	759,700	279,400	416,100	439,900	776,900	514,700
Institutional Support	610,200	455,400	580,500	779,800	572,000	1,067,600	916,200
Operation & Maintenance of Plant	280,300	699,500	249,600	418,600	239,100	668,700	431,800
Scholarships and Fellowships	2,000	20,000	4,900	60,500	110,900	31,000	15,100
Educational & General Expend.	2,758,400	7,132,900	2,114,100	3,953,700	3,123,700	6,290,500	4,452,800

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	150,000	-	-	-	-	-
Transfers to Renewal & Replacem.	241,700	-	1,040,700	23,900	1,404,200	500,000	154,500
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	241,700	150,000	1,040,700	23,900	1,404,200	500,000	154,500
Total Educational & General	3,000,100	7,282,900	3,154,800	3,977,600	4,527,900	6,790,500	4,607,300
B. Auxiliary Enterprise Expenditures:							
Students	140,000	-	75,000	151,300	35,000	100,000	450,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	140,000	-	75,000	151,300	35,000	100,000	450,000
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	-	300,000	2,000
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	-	300,000	2,000
Total Auxiliary Enterprises	140,000	-	75,000	151,300	35,000	400,000	452,000
Total Expenditures & Transfers	3,140,100	7,282,900	3,229,800	4,128,900	4,562,900	7,190,500	5,059,300
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	1,000	1,000	6,000	52,800	14,000	5,000	5,000
Allocations for Working Capital	184,000	121,400	309,100	267,400	95,000	100,000	4,042,500
Special Allocations	502,000	1,417,400	162,100	2,215,800	92,900	1,107,100	467,300
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	687,000	1,539,800	477,200	2,536,000	201,900	1,212,100	4,514,800

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
Unrestricted Current Fund Balances at Beginning of Period:							
Allocation for Encumbrances	306,800	19,700	34,500	-	11,100	3,300	54,500
Allocation for Working Capital	137,300	67,600	41,400	(50,800)	247,100	408,100	913,900
Special Allocations	292,100	592,600	215,200	161,700	1,173,100	451,000	789,700
Unallocated Balances	20,300	-	1,526,700	612,000	1,062,100	1,221,800	893,300
Total Balances	756,500	679,900	1,817,800	722,900	2,493,400	2,084,200	2,651,400
Revenue:							
A. Education and General							
Tuition and Fees	899,200	1,215,500	1,254,200	814,100	1,765,400	2,958,000	1,379,100
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	1,744,200	2,254,600	2,112,900	1,463,900	3,539,900	4,130,400	2,849,800
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	-	1,800	1,500	1,000	4,600	60,000	3,500
State Grants and Contracts	-	-	2,500	-	-	-	-
Local Grants and Contracts	-	521,800	44,000	-	160,000	-	-
Private Contracts	-	20,000	3,000	-	-	-	300,000
Private Gifts	-	-	30,000	500	-	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	6,500	4,500	17,000	8,000	102,000	130,500	28,000
Sales & Services of Other Act.	-	32,500	1,900	-	-	36,000	5,000
Other Sources	19,000	26,300	46,000	5,500	33,600	13,000	56,500
Total Educational & General	2,668,900	4,077,000	3,513,000	2,293,000	5,605,500	7,327,900	4,621,900
B. Sales & Services of Aux. Enter:							
Students	190,000	70,000	190,000	125,000	300,000	280,000	100,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	190,000	70,000	190,000	125,000	300,000	280,000	100,000
Total Revenues	2,858,900	4,147,000	3,703,000	2,418,000	5,905,500	7,607,900	4,721,900
Expenditure and Transfers:							
A. Education and General							
Instruction	1,572,700	2,284,600	2,197,000	1,505,900	2,861,500	3,977,700	3,356,900
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	-	107,200	-	-	102,200	-	-
Student Services	249,500	205,200	401,100	255,300	732,200	986,000	492,300
Institutional Support	501,900	897,100	611,000	351,700	890,300	1,210,800	988,200
Operation & Maintenance of Plant	309,200	544,300	287,300	290,600	703,000	859,300	406,800
Scholarships and Fellowships	26,900	23,800	70,000	12,000	111,400	39,000	52,000
Educational & General Expend.	2,660,200	4,062,200	3,566,400	2,415,500	5,400,600	7,072,800	5,296,200

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	570,700	-	-	-	-
Transfers to Renewal & Replacem.	200,000	-	1,000,000	-	1,320,000	444,600	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	200,000	-	1,570,700	-	1,320,000	444,600	-
Total Educational & General	2,860,200	4,062,200	5,137,100	2,415,500	6,720,600	7,517,400	5,296,200
B. Auxiliary Enterprise Expenditures:							
Students	165,000	48,500	178,000	103,000	285,000	187,600	100,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	165,000	48,500	178,000	103,000	285,000	187,600	100,000
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	-	5,500	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	-	5,500	-
Total Auxiliary Enterprises	165,000	48,500	178,000	103,000	285,000	193,100	100,000
Total Expenditures & Transfers	3,025,200	4,110,700	5,315,100	2,518,500	7,005,600	7,710,500	5,396,200
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	126,800	-	30,000	-	-	3,300	-
Allocations for Working Capital	137,300	85,500	41,400	529,500	242,300	1,729,300	1,327,000
Special Allocations	326,100	630,700	134,300	92,900	1,151,000	249,000	650,100
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	590,200	716,200	205,700	622,400	1,393,300	1,981,600	1,977,100

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Newbern
Unrestricted Current Fund Balances at Beginning of Period:							
Allocation for Encumbrances	-	-	2,800	3,300	1,900	36,900	11,600
Allocation for Working Capital	71,400	159,400	125,100	47,500	98,200	576,500	97,300
Special Allocations	337,200	286,700	482,800	397,600	2,602,600	1,068,300	380,500
Unallocated Balances	133,800	413,400	5,891,700	1,820,700	749,400	593,000	1,852,400
Total Balances	542,400	859,500	6,502,400	2,269,100	3,452,100	2,274,700	2,341,800
Revenue:							
A. Education and General							
Tuition and Fees	455,500	922,100	3,470,800	2,363,900	1,860,200	2,851,500	1,253,700
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	1,492,500	1,589,500	5,187,200	4,114,200	3,774,000	4,797,200	1,928,300
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	1,800	500	7,000	-	1,700	-	-
State Grants and Contracts	-	5,000	-	-	-	450,000	-
Local Grants and Contracts	-	-	15,000	-	-	-	-
Private Contracts	-	5,000	-	-	954,000	131,000	29,000
Private Gifts	-	-	-	-	-	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	200	4,000	54,000	10,000	14,600	32,500	5,000
Sales & Services of Other Act.	1,100	800	-	-	-	5,400	600
Other Sources	21,000	17,100	120,000	71,000	299,100	97,700	5,800
Total Educational & General	1,972,100	2,544,000	8,854,000	6,559,100	6,903,600	8,365,300	3,222,400
B. Sales & Services of Aux. Enter:							
Students	100,000	-	51,000	300,000	110,000	65,000	150,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	100,000	-	51,000	300,000	110,000	65,000	150,000
Total Revenues	2,072,100	2,544,000	8,905,000	6,859,100	7,013,600	8,430,300	3,372,400
Expenditure and Transfers:							
A. Education and General							
Instruction	865,100	1,493,100	5,115,200	4,551,600	4,903,200	5,341,100	1,757,000
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	123,300	-	-	-	-	-	-
Student Services	368,100	228,900	948,200	712,700	490,100	611,800	372,100
Institutional Support	367,300	571,900	1,546,200	953,300	591,500	1,331,800	516,500
Operation & Maintenance of Plant	221,800	236,500	929,000	714,600	900,900	1,098,400	423,500
Scholarships and Fellowships	24,000	14,700	96,000	91,500	35,200	45,000	26,300
Educational & General Expend.	1,969,600	2,545,100	8,634,600	7,023,700	6,920,900	8,428,100	3,095,400

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Newbern
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	1,183,600	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	1,183,600	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	275,000	-	-
Transfers to Renewal & Replacem.	100,000	-	6,136,000	-	240,000	150,000	2,244,300
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	100,000	-	6,136,000	-	515,000	150,000	2,244,300
Total Educational & General	2,069,600	2,545,100	14,770,600	8,207,300	7,435,900	8,578,100	5,339,700
B. Auxiliary Enterprise Expenditures:							
Students	93,000	-	-	224,300	100,000	10,000	120,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	93,000	-	-	224,300	100,000	10,000	120,000
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	-	-	-
Total Auxiliary Enterprises	93,000	-	-	224,300	100,000	10,000	120,000
Total Expenditures & Transfers	2,162,600	2,545,100	14,770,600	8,431,600	7,535,900	8,588,100	5,459,700
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	-	-	3,000	3,300	82,600	36,900	-
Allocations for Working Capital	78,700	698,400	111,000	225,800	358,300	576,500	25,000
Special Allocations	373,200	160,000	522,800	467,500	2,488,900	1,503,500	229,500
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	451,900	858,400	636,800	696,600	2,929,800	2,116,900	254,500

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Whiteville	Total TCATs
<b>Unrestricted Current Fund Balances</b>							
<b>at Beginning of Period:</b>							
Allocation for Encumbrances	13,400	2,000	1,900	28,300	600	-	616,800
Allocation for Working Capital	117,900	133,700	108,300	482,600	159,700	80,000	5,238,800
Special Allocations	420,400	551,400	989,800	224,200	220,500	399,500	16,345,000
Unallocated Balances	(8,300)	124,400	1,141,500	1,063,600	1,171,600	1,165,100	30,263,600
<b>Total Balances</b>	<b>543,400</b>	<b>811,500</b>	<b>2,241,500</b>	<b>1,798,700</b>	<b>1,552,400</b>	<b>1,644,600</b>	<b>52,464,200</b>
<b>Revenue:</b>							
<b>A. Education and General</b>							
Tuition and Fees	621,600	827,000	1,151,500	613,500	1,563,900	625,700	39,680,600
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	1,623,100	2,026,000	2,515,000	1,211,200	2,978,800	1,440,500	71,139,400
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	4,200	3,200	500	-	4,000	3,600	111,400
State Grants and Contracts	-	-	-	-	-	-	472,500
Local Grants and Contracts	-	-	-	-	-	105,000	1,029,800
Private Contracts	-	-	3,500	-	-	-	1,820,500
Private Gifts	-	1,000	-	-	-	-	39,500
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	3,200	14,000	50,000	-	90,300	25,100	688,600
Sales & Services of Other Act.	30,800	-	2,500	-	5,100	-	218,400
Other Sources	9,300	20,200	36,000	130,800	36,200	17,500	1,385,000
<b>Total Educational &amp; General</b>	<b>2,292,200</b>	<b>2,891,400</b>	<b>3,759,000</b>	<b>1,955,500</b>	<b>4,678,300</b>	<b>2,217,400</b>	<b>116,585,700</b>
<b>B. Sales &amp; Services of Aux. Enter:</b>							
Students	200,000	190,000	235,000	55,000	104,700	125,000	4,015,700
Intercollegiate Athletics	-	-	-	-	-	-	-
<b>Total Sales &amp; Serv of Aux Ent</b>	<b>200,000</b>	<b>190,000</b>	<b>235,000</b>	<b>55,000</b>	<b>104,700</b>	<b>125,000</b>	<b>4,015,700</b>
<b>Total Revenues</b>	<b>2,492,200</b>	<b>3,081,400</b>	<b>3,994,000</b>	<b>2,010,500</b>	<b>4,783,000</b>	<b>2,342,400</b>	<b>120,601,400</b>
<b>Expenditure and Transfers:</b>							
<b>A. Education and General</b>							
Instruction	1,163,400	1,562,500	1,934,200	888,600	2,586,500	1,094,600	68,861,400
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	-	117,500	58,000	-	80,300	-	935,300
Student Services	270,300	265,400	756,600	285,600	685,400	202,500	12,935,900
Institutional Support	546,400	516,400	589,700	471,500	787,000	317,600	19,539,800
Operation & Maintenance of Plant	303,000	379,000	397,300	255,400	622,500	295,800	13,165,800
Scholarships and Fellowships	13,500	58,700	85,700	3,000	44,600	48,300	1,166,000
<b>Educational &amp; General Expend.</b>	<b>2,296,600</b>	<b>2,899,500</b>	<b>3,821,500</b>	<b>1,904,100</b>	<b>4,806,300</b>	<b>1,958,800</b>	<b>116,604,200</b>

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Whiteville	Total TCATs
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	1,183,600
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	1,183,600
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	500,000	-	-	-	1,495,700
Transfers to Renewal & Replacem.	-	200,000	500,000	1,230,000	-	-	17,129,900
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	200,000	1,000,000	1,230,000	-	-	18,625,600
Total Educational & General	2,296,600	3,099,500	4,821,500	3,134,100	4,806,300	1,958,800	136,413,400
B. Auxiliary Enterprise Expenditures:							
Students	171,000	182,000	190,000	55,000	100,000	121,000	3,384,700
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	171,000	182,000	190,000	55,000	100,000	121,000	3,384,700
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Non-Mandatory Transfers for:							
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	-	-	307,500
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	-	-	307,500
Total Auxiliary Enterprises	171,000	182,000	190,000	55,000	100,000	121,000	3,692,200
Total Expenditures & Transfers	2,467,600	3,281,500	5,011,500	3,189,100	4,906,300	2,079,800	140,105,600
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances at End of Period:							
Allocations for Encumbrances	1,400	5,000	2,000	-	-	-	379,100
Allocations for Working Capital	77,200	130,000	110,000	500,000	979,200	98,000	13,179,800
Special Allocations	489,400	476,400	1,112,000	120,100	449,900	1,809,200	19,401,100
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	568,000	611,400	1,224,000	620,100	1,429,100	1,907,200	32,960,000



Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	TBR	Total System
Unrestricted Current Fund Balances at Beginning of Period:		
Allocation for Encumbrances	23,000	4,992,400
Allocation for Working Capital	826,000	21,455,100
Special Allocations	5,644,300	116,138,400
Unallocated Balances	9,822,400	92,602,500
Total Balances	16,315,700	235,188,400
Revenue:		
A. Education and General		
Tuition and Fees	-	323,340,500
Federal Appropriations	-	-
State Appropriations	19,214,300	386,223,700
Local Appropriations	-	-
Federal Grants and Contracts	-	1,007,400
State Grants and Contracts	178,000	905,700
Local Grants and Contracts	-	1,281,100
Private Contracts	-	2,847,500
Private Gifts	-	299,100
Endowment Income	-	-
Sales & Services of Ed. Act.	-	2,149,700
Sales & Services of Other Act.	17,065,200	20,153,700
Other Sources	487,000	5,282,100
Total Educational & General	36,944,500	743,490,500
B. Sales & Services of Aux. Enter:		
Students	-	7,521,300
Intercollegiate Athletics	-	-
Total Sales & Serv of Aux Ent	-	7,521,300
Total Revenues	36,944,500	751,011,800
Expenditure and Transfers:		
A. Education and General		
Instruction	-	362,427,800
Research	-	-
Public Service	-	3,729,500
Academic Support	-	49,879,300
Student Services	-	85,160,200
Institutional Support	34,673,000	138,724,700
Operation & Maintenance of Plant	-	81,379,100
Scholarships and Fellowships	5,000	16,898,900
Educational & General Expend.	34,678,000	738,199,500

Tennessee Board of Regents  
Summary of Revenues and Expenditures Budget

	TBR	Total System
Mandatory Transfers for:		
Principal and Interest	-	1,551,800
Renewals and Replacement	-	1,183,600
Loan Fund Matching Grant	-	-
Other Mandatory Transfers	-	-
Total Mandatory Transfers	-	2,735,400
Non-Mandatory Transfers for:		
Transfers to Unexpend.Plant Fund	-	23,344,000
Transfers to Renewal & Replacem.	13,088,900	34,930,300
Transfers to Other Funds	-	430,000
Transfers from Unexpended Plant	-	-
Trans. from Renewal & Replacem.	(1,000,000)	(1,000,000)
Transfers from Other Funds	-	(973,400)
Total Non-Mandatory Transfers	12,088,900	56,730,900
Total Educational & General	46,766,900	797,665,800
B. Auxiliary Enterprise Expenditures:		
Students	-	5,456,400
Intercollegiate Athletics	-	-
Total Aux. Enterprises Expend	-	5,456,400
Mandatory Transfers for:		
Principal and Interest	-	-
Renewals and Replacement	-	-
Other Mandatory Transfers	-	-
Total Mandatory Transfers	-	-
Non-Mandatory Transfers for:		
Transfers to Unexpend.Plant Fund	-	-
Transfers to Renewal & Replacem.	-	4,852,800
Transfers to Other Funds	-	973,400
Transfers from Unexpended Plant	-	-
Trans. from Renewal & Replacem.	-	-
Transfers from Other Funds	-	-
Total Non-Mandatory Transfers	-	5,826,200
Total Auxiliary Enterprises	-	11,282,600
Total Expenditures & Transfers	46,766,900	808,948,400
Other Additions/Deductions	-	-
Unrestricted Current Fund Balances at End of Period:		
Allocations for Encumbrances	23,000	4,321,400
Allocations for Working Capital	826,000	29,664,600
Special Allocations	5,644,300	143,265,800
Unallocated Balances	-	-
Total Balances	6,493,300	177,251,800

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

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
<b>Tuition &amp; Fees</b>							
Dollar	29,502,600	11,323,300	21,499,000	9,586,500	14,389,700	21,412,600	23,814,300
Percent	46.67%	46.92%	54.86%	46.51%	47.21%	51.60%	49.94%
<b>State Appropriation</b>							
Dollar	33,084,400	11,937,900	17,543,100	10,717,100	14,879,600	19,334,000	22,732,000
Percent	52.33%	49.47%	44.77%	52.00%	48.82%	46.59%	47.67%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	200,000	24,000	18,400	4,300	740,300	107,900	3,500
Percent	0.32%	0.10%	0.05%	0.02%	2.43%	0.26%	0.01%
<b>Other Sources</b>							
Dollar	431,300	846,300	124,900	303,300	468,500	645,800	1,133,200
Percent	0.68%	3.51%	0.32%	1.47%	1.54%	1.56%	2.38%
<b>Total Education &amp; General</b>							
Dollar	63,218,300	24,131,500	39,185,400	20,611,200	30,478,100	41,500,300	47,683,000
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	1,215,000	132,300	152,800	60,000	145,000	161,000	320,000
<b>Total Unrestricted</b>							
Dollar	64,433,300	24,263,800	39,338,200	20,671,200	30,623,100	41,661,300	48,003,000

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

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
<b>Tuition &amp; Fees</b>							
Dollar	18,105,200	34,809,000	19,439,600	26,241,800	31,808,700	21,727,600	283,659,900
Percent	43.69%	47.75%	44.23%	46.17%	52.69%	45.59%	48.08%
<b>State Appropriation</b>							
Dollar	23,013,900	35,442,700	23,966,500	29,938,100	27,806,100	25,474,600	295,870,000
Percent	55.54%	48.62%	54.53%	52.67%	46.06%	53.45%	50.15%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	13,000	45,000	21,400	67,400	133,700	82,200	1,461,100
Percent	0.03%	0.06%	0.05%	0.12%	0.22%	0.17%	0.25%
<b>Other Sources</b>							
Dollar	305,600	2,599,200	527,300	591,900	616,100	375,900	8,969,300
Percent	0.74%	3.57%	1.20%	1.04%	1.02%	0.79%	1.52%
<b>Total Education &amp; General</b>							
Dollar	41,437,700	72,895,900	43,954,800	56,839,200	60,364,600	47,660,300	589,960,300
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	207,500	400,000	200,000	129,000	257,000	126,000	3,505,600
<b>Total Unrestricted</b>							
Dollar	41,645,200	73,295,900	44,154,800	56,968,200	60,621,600	47,786,300	593,465,900

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

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
<b>Tuition &amp; Fees</b>							
Dollar	862,700	2,513,000	772,300	1,497,700	1,183,700	2,470,000	1,514,800
Percent	31.45%	34.41%	33.54%	37.22%	37.89%	39.27%	33.83%
<b>State Appropriation</b>							
Dollar	1,730,600	4,713,100	1,350,200	2,417,900	1,677,500	3,669,700	2,807,200
Percent	63.09%	64.54%	58.64%	60.09%	53.70%	58.34%	62.70%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	4,200	3,000	-	12,500	30,200	27,200	12,100
Percent	0.15%	0.04%	0.00%	0.31%	0.97%	0.43%	0.27%
<b>Other Sources</b>							
Dollar	145,600	74,000	179,900	96,000	232,400	123,600	143,100
Percent	5.31%	1.01%	7.81%	2.39%	7.44%	1.96%	3.20%
<b>Total Education &amp; General</b>							
Dollar	2,743,100	7,303,100	2,302,400	4,024,100	3,123,800	6,290,500	4,477,200
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	150,000	-	75,000	200,000	35,000	150,000	465,000
<b>Total Unrestricted</b>							
Dollar	2,893,100	7,303,100	2,377,400	4,224,100	3,158,800	6,440,500	4,942,200

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

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
<b>Tuition &amp; Fees</b>							
Dollar	899,200	1,215,500	1,254,200	814,100	1,765,400	2,958,000	1,379,100
Percent	33.69%	29.81%	35.70%	35.50%	31.49%	40.37%	29.84%
<b>State Appropriation</b>							
Dollar	1,744,200	2,254,600	2,112,900	1,463,900	3,539,900	4,130,400	2,849,800
Percent	65.35%	55.30%	60.15%	63.84%	63.15%	56.37%	61.66%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	6,500	4,500	17,000	8,000	102,000	130,500	28,000
Percent	0.24%	0.11%	0.48%	0.35%	1.82%	1.78%	0.61%
<b>Other Sources</b>							
Dollar	19,000	602,400	128,900	7,000	198,200	109,000	365,000
Percent	0.71%	14.78%	3.67%	0.31%	3.54%	1.49%	7.90%
<b>Total Education &amp; General</b>							
Dollar	2,668,900	4,077,000	3,513,000	2,293,000	5,605,500	7,327,900	4,621,900
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	190,000	70,000	190,000	125,000	300,000	280,000	100,000
<b>Total Unrestricted</b>							
Dollar	2,858,900	4,147,000	3,703,000	2,418,000	5,905,500	7,607,900	4,721,900

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

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Newbern
<b>Tuition &amp; Fees</b>							
Dollar	455,500	922,100	3,470,800	2,363,900	1,860,200	2,851,500	1,253,700
Percent	23.10%	36.25%	39.20%	36.04%	26.95%	34.09%	38.91%
<b>State Appropriation</b>							
Dollar	1,492,500	1,589,500	5,187,200	4,114,200	3,774,000	4,797,200	1,928,300
Percent	75.68%	62.48%	58.59%	62.73%	54.67%	57.35%	59.84%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	200	4,000	54,000	10,000	14,600	32,500	5,000
Percent	0.01%	0.16%	0.61%	0.15%	0.21%	0.39%	0.16%
<b>Other Sources</b>							
Dollar	23,900	28,400	142,000	71,000	1,254,800	684,100	35,400
Percent	1.21%	1.12%	1.60%	1.08%	18.18%	8.18%	1.10%
<b>Total Education &amp; General</b>							
Dollar	1,972,100	2,544,000	8,854,000	6,559,100	6,903,600	8,365,300	3,222,400
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	100,000	-	51,000	300,000	110,000	65,000	150,000
<b>Total Unrestricted</b>							
Dollar	2,072,100	2,544,000	8,905,000	6,859,100	7,013,600	8,430,300	3,372,400

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

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Whiteville	Total TCATs
<b>Tuition &amp; Fees</b>							
Dollar	621,600	827,000	1,151,500	613,500	1,563,900	625,700	39,680,600
Percent	27.12%	28.60%	30.63%	31.37%	33.43%	28.22%	34.04%
<b>State Appropriation</b>							
Dollar	1,623,100	2,026,000	2,515,000	1,211,200	2,978,800	1,440,500	71,139,400
Percent	70.81%	70.07%	66.91%	61.94%	63.67%	64.96%	61.02%
<b>Sales &amp; Service of Educational Activities</b>							
Dollar	3,200	14,000	50,000	-	90,300	25,100	688,600
Percent	0.14%	0.48%	1.33%	0.00%	1.93%	1.13%	0.59%
<b>Other Sources</b>							
Dollar	44,300	24,400	42,500	130,800	45,300	126,100	5,077,100
Percent	1.93%	0.84%	1.13%	6.69%	0.97%	5.69%	4.35%
<b>Total Education &amp; General</b>							
Dollar	2,292,200	2,891,400	3,759,000	1,955,500	4,678,300	2,217,400	116,585,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Auxiliaries</b>							
Dollar	200,000	190,000	235,000	55,000	104,700	125,000	4,015,700
<b>Total Unrestricted</b>							
Dollar	2,492,200	3,081,400	3,994,000	2,010,500	4,783,000	2,342,400	120,601,400



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

	TBR	Total System
Tuition & Fees		
Dollar	-	323,340,500
Percent	0.00%	43.49%
State Appropriation		
Dollar	19,214,300	386,223,700
Percent	52.01%	51.95%
Sales & Service of Educational Activities		
Dollar	-	2,149,700
Percent	0.00%	0.29%
Other Sources		
Dollar	17,730,200	31,776,600
Percent	47.99%	4.27%
Total Education & General		
Dollar	36,944,500	743,490,500
Percent	100.00%	100.00%
Auxiliaries		
Dollar	-	7,521,300
Total Unrestricted		
Dollar	36,944,500	751,011,800

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

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
CHSCC												
June 30, 2020	31,104,074	47.05%	33,685,000	50.95%	312,530	0.47%	1,013,752	1.53%	66,115,356	100.00%	1,686,528	67,801,884
July 1, 2020	30,490,300	46.17%	34,570,400	52.35%	307,300	0.47%	674,900	1.02%	66,042,900	100.00%	1,865,000	67,907,900
October 31, 2020	29,502,600	46.67%	33,084,400	52.33%	200,000	0.32%	431,300	0.68%	63,218,300	100.00%	1,215,000	64,433,300
CLSCC												
June 30, 2020	11,859,425	47.85%	12,310,100	49.67%	27,671	0.11%	586,995	2.37%	24,784,191	100.00%	129,091	24,913,282
July 1, 2020	11,932,800	47.23%	12,464,700	49.33%	24,000	0.09%	846,300	3.35%	25,267,800	100.00%	132,300	25,400,100
October 31, 2020	11,323,300	46.92%	11,937,900	49.47%	24,000	0.10%	846,300	3.51%	24,131,500	100.00%	132,300	24,263,800
COSCC												
June 30, 2020	23,613,408	58.05%	16,710,725	41.08%	27,735	0.07%	323,192	0.79%	40,675,060	100.00%	243,512	40,918,572
July 1, 2020	22,057,600	54.25%	18,311,700	45.04%	32,300	0.08%	256,000	0.63%	40,657,600	100.00%	157,600	40,815,200
October 31, 2020	21,499,000	54.86%	17,543,100	44.77%	18,400	0.05%	124,900	0.32%	39,185,400	100.00%	152,800	39,338,200
DSCC												
June 30, 2020	10,198,231	48.43%	10,542,875	50.07%	4,887	0.02%	310,722	1.48%	21,056,715	100.00%	54,899	21,111,614
July 1, 2020	9,812,800	46.07%	11,174,700	52.46%	6,100	0.03%	306,200	1.44%	21,299,800	100.00%	60,000	21,359,800
October 31, 2020	9,586,500	46.51%	10,717,100	52.00%	4,300	0.02%	303,300	1.47%	20,611,200	100.00%	60,000	20,671,200
JSCC												
June 30, 2020	16,857,638	49.95%	15,035,363	44.55%	968,861	2.87%	887,766	2.63%	33,749,628	100.00%	105,627	33,855,255
July 1, 2020	16,209,000	49.06%	15,524,800	46.98%	776,500	2.35%	532,000	1.61%	33,042,300	100.00%	145,000	33,187,300
October 31, 2020	14,389,700	47.21%	14,879,600	48.82%	740,300	2.43%	468,500	1.54%	30,478,100	100.00%	145,000	30,623,100
MSCC												
June 30, 2020	24,581,837	57.40%	17,576,300	41.04%	66,715	0.16%	600,955	1.40%	42,825,807	100.00%	204,519	43,030,326
July 1, 2020	24,009,500	53.40%	20,182,100	44.88%	73,800	0.16%	699,200	1.56%	44,964,600	100.00%	182,500	45,147,100
October 31, 2020	21,412,600	51.60%	19,334,000	46.59%	107,900	0.26%	645,800	1.56%	41,500,300	100.00%	161,000	41,661,300
NASCC												
June 30, 2020	26,788,678	51.76%	23,420,650	45.25%	7,307	0.01%	1,539,627	2.97%	51,756,262	100.00%	339,961	52,096,223
July 1, 2020	23,706,800	48.76%	23,780,000	48.91%	3,500	0.01%	1,133,200	2.33%	48,623,500	100.00%	320,000	48,943,500
October 31, 2020	23,814,300	49.94%	22,732,000	47.67%	3,500	0.01%	1,133,200	2.38%	47,683,000	100.00%	320,000	48,003,000
NESCC												
June 30, 2020	20,723,569	48.65%	21,288,950	49.97%	12,424	0.03%	574,483	1.35%	42,599,426	100.00%	119,563	42,718,989
July 1, 2020	19,979,200	45.13%	23,971,800	54.15%	13,000	0.03%	305,100	0.69%	44,269,100	100.00%	207,500	44,476,600
October 31, 2020	18,105,200	43.69%	23,013,900	55.54%	13,000	0.03%	305,600	0.74%	41,437,700	100.00%	207,500	41,645,200
PSCC												
June 30, 2020	38,386,172	50.43%	34,951,300	45.92%	40,787	0.05%	2,734,820	3.59%	76,113,079	100.00%	427,479	76,540,558
July 1, 2020	37,949,000	48.78%	37,050,200	47.63%	45,000	0.06%	2,745,800	3.53%	77,790,000	100.00%	415,000	78,205,000
October 31, 2020	34,809,000	47.75%	35,442,700	48.62%	45,000	0.06%	2,599,200	3.57%	72,895,900	100.00%	400,000	73,295,900

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

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
RSCC												
June 30, 2020	22,199,202	47.16%	24,009,763	51.01%	27,623	0.06%	830,687	1.76%	47,067,275	100.00%	209,633	47,276,908
July 1, 2020	20,853,600	44.68%	25,009,700	53.58%	29,400	0.06%	780,300	1.67%	46,673,000	100.00%	212,000	46,885,000
October 31, 2020	19,439,600	44.23%	23,966,500	54.53%	21,400	0.05%	527,300	1.20%	43,954,800	100.00%	200,000	44,154,800
STCC												
June 30, 2020	33,344,553	49.89%	30,340,888	45.40%	150,491	0.23%	2,998,285	4.49%	66,834,217	100.00%	526,187	67,360,404
July 1, 2020	28,624,300	46.54%	31,313,900	50.91%	106,300	0.17%	1,459,400	2.37%	61,503,900	100.00%	410,000	61,913,900
October 31, 2020	26,241,800	46.17%	29,938,100	52.67%	67,400	0.12%	591,900	1.04%	56,839,200	100.00%	129,000	56,968,200
VSCC												
June 30, 2020	33,959,582	55.68%	26,385,325	43.26%	29,836	0.05%	612,279	1.00%	60,987,022	100.00%	299,686	61,286,708
July 1, 2020	32,821,000	52.38%	29,069,600	46.39%	133,500	0.21%	636,100	1.02%	62,660,200	100.00%	325,000	62,985,200
October 31, 2020	31,808,700	52.69%	27,806,100	46.06%	133,700	0.22%	616,100	1.02%	60,364,600	100.00%	257,000	60,621,600
WSCC												
June 30, 2020	23,976,859	47.36%	25,594,900	50.55%	76,447	0.15%	981,493	1.94%	50,629,699	100.00%	141,515	50,771,214
July 1, 2020	23,740,400	46.30%	26,566,500	51.81%	98,300	0.19%	872,800	1.70%	51,278,000	100.00%	141,200	51,419,200
October 31, 2020	21,727,600	45.59%	25,474,600	53.45%	82,200	0.17%	375,900	0.79%	47,660,300	100.00%	126,000	47,786,300
Total Colleges												
June 30, 2020	317,593,228	50.80%	291,852,139	46.68%	1,753,314	0.28%	13,995,056	2.24%	625,193,737	100.00%	4,488,200	629,681,937
July 1, 2020	302,186,300	48.42%	308,990,100	49.51%	1,649,000	0.26%	11,247,300	1.80%	624,072,700	100.00%	4,573,100	628,645,800
October 31, 2020	283,659,900	48.08%	295,870,000	50.15%	1,461,100	0.25%	8,969,300	1.52%	589,960,300	100.00%	3,505,600	593,465,900

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

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Athens												
June 30, 2020	900,897	32.24%	1,731,200	61.95%	6,130	0.22%	156,063	5.59%	2,794,290	100.00%	183,739	2,978,029
July 1, 2020	892,700	31.45%	1,825,600	64.32%	4,200	0.15%	115,600	4.07%	2,838,100	100.00%	150,000	2,988,100
October 31, 2020	862,700	31.45%	1,730,600	63.09%	4,200	0.15%	145,600	5.31%	2,743,100	100.00%	150,000	2,893,100
Chattanooga												
June 30, 2020	2,544,094	34.29%	4,722,100	63.65%	22,714	0.31%	129,626	1.75%	7,418,534	100.00%	-	7,418,534
July 1, 2020	2,675,000	35.22%	4,816,100	63.41%	24,000	0.32%	80,000	1.05%	7,595,100	100.00%	-	7,595,100
October 31, 2020	2,513,000	34.41%	4,713,100	64.54%	3,000	0.04%	74,000	1.01%	7,303,100	100.00%	-	7,303,100
Covington												
June 30, 2020	773,163	35.67%	1,350,700	62.31%	6,840	0.32%	37,026	1.71%	2,167,729	100.00%	181,428	2,349,157
July 1, 2020	997,500	37.92%	1,459,500	55.48%	-	0.00%	173,800	6.61%	2,630,800	100.00%	150,000	2,780,800
October 31, 2020	772,300	33.54%	1,350,200	58.64%	-	0.00%	179,900	7.81%	2,302,400	100.00%	75,000	2,377,400
Crossville												
June 30, 2020	1,253,796	33.51%	2,236,550	59.78%	4,119	0.11%	247,018	6.60%	3,741,483	100.00%	233,731	3,975,214
July 1, 2020	1,410,000	35.12%	2,496,500	62.18%	12,500	0.31%	96,000	2.39%	4,015,000	100.00%	200,000	4,215,000
October 31, 2020	1,497,700	37.22%	2,417,900	60.09%	12,500	0.31%	96,000	2.39%	4,024,100	100.00%	200,000	4,224,100
Crump												
June 30, 2020	1,206,531	39.54%	1,678,300	55.00%	30,972	1.01%	135,816	4.45%	3,051,619	100.00%	95,531	3,147,150
July 1, 2020	1,243,600	39.08%	1,731,700	54.41%	30,200	0.95%	177,000	5.56%	3,182,500	100.00%	6,500	3,189,000
October 31, 2020	1,183,700	37.89%	1,677,500	53.70%	30,200	0.97%	232,400	7.44%	3,123,800	100.00%	35,000	3,158,800
Dickson												
June 30, 2020	2,374,472	37.84%	3,672,600	58.52%	42,551	0.68%	185,647	2.96%	6,275,270	100.00%	363,982	6,639,252
July 1, 2020	2,369,500	36.32%	3,984,400	61.08%	43,200	0.66%	126,000	1.93%	6,523,100	100.00%	150,000	6,673,100
October 31, 2020	2,470,000	39.27%	3,669,700	58.34%	27,200	0.43%	123,600	1.96%	6,290,500	100.00%	150,000	6,440,500
Elizabethton												
June 30, 2020	1,657,393	35.73%	2,809,800	60.58%	17,314	0.37%	154,006	3.32%	4,638,513	100.00%	538,431	5,176,944
July 1, 2020	1,494,800	32.24%	2,985,900	64.41%	12,100	0.26%	143,100	3.09%	4,635,900	100.00%	450,000	5,085,900
October 31, 2020	1,514,800	33.83%	2,807,200	62.70%	12,100	0.27%	143,100	3.20%	4,477,200	100.00%	465,000	4,942,200
Harriman												
June 30, 2020	870,732	32.88%	1,744,900	65.88%	6,056	0.23%	26,777	1.01%	2,648,465	100.00%	228,535	2,877,000
July 1, 2020	932,700	33.19%	1,851,600	65.90%	6,500	0.23%	19,000	0.68%	2,809,800	100.00%	190,000	2,999,800
October 31, 2020	899,200	33.69%	1,744,200	65.35%	6,500	0.24%	19,000	0.71%	2,668,900	100.00%	190,000	2,858,900
Hartsville												
June 30, 2020	1,065,121	27.98%	2,258,200	59.32%	670	0.02%	482,546	12.68%	3,806,537	100.00%	178,887	3,985,424
July 1, 2020	1,225,000	28.76%	2,361,200	55.43%	4,500	0.11%	669,400	15.71%	4,260,100	100.00%	70,000	4,330,100
October 31, 2020	1,215,500	29.81%	2,254,600	55.30%	4,500	0.11%	602,400	14.78%	4,077,000	100.00%	70,000	4,147,000

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

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Hohenwald												
June 30, 2020	1,216,907	35.84%	1,784,725	52.56%	15,794	0.47%	378,156	11.14%	3,395,582	100.00%	206,280	3,601,862
July 1, 2020	1,279,200	34.18%	2,317,300	61.91%	21,000	0.56%	125,500	3.35%	3,743,000	100.00%	195,000	3,938,000
October 31, 2020	1,254,200	35.70%	2,112,900	60.15%	17,000	0.48%	128,900	3.67%	3,513,000	100.00%	190,000	3,703,000
Jacksboro												
June 30, 2020	837,649	35.86%	1,466,200	62.77%	6,051	0.26%	25,984	1.11%	2,335,884	100.00%	112,488	2,448,372
July 1, 2020	726,100	32.19%	1,510,800	66.97%	8,000	0.35%	11,000	0.49%	2,255,900	100.00%	125,000	2,380,900
October 31, 2020	814,100	35.50%	1,463,900	63.84%	8,000	0.35%	7,000	0.31%	2,293,000	100.00%	125,000	2,418,000
Jackson												
June 30, 2020	1,388,534	25.90%	3,542,300	66.07%	104,829	1.96%	325,653	6.07%	5,361,316	100.00%	274,487	5,635,803
July 1, 2020	1,789,800	30.90%	3,646,600	62.95%	102,000	1.76%	254,100	4.39%	5,792,500	100.00%	300,000	6,092,500
October 31, 2020	1,765,400	31.49%	3,539,900	63.15%	102,000	1.82%	198,200	3.54%	5,605,500	100.00%	300,000	5,905,500
Knoxville												
June 30, 2020	2,621,418	37.64%	4,134,600	59.36%	130,598	1.88%	78,473	1.13%	6,965,089	100.00%	311,634	7,276,723
July 1, 2020	2,781,000	37.63%	4,389,500	59.39%	115,800	1.57%	104,300	1.41%	7,390,600	100.00%	350,000	7,740,600
October 31, 2020	2,958,000	40.37%	4,130,400	56.37%	130,500	1.78%	109,000	1.49%	7,327,900	100.00%	280,000	7,607,900
Livingston												
June 30, 2020	1,849,690	34.90%	2,851,550	53.80%	63,248	1.19%	536,092	10.11%	5,300,580	100.00%	117,920	5,418,500
July 1, 2020	1,379,100	28.15%	3,126,200	63.82%	28,000	0.57%	365,000	7.45%	4,898,300	100.00%	100,000	4,998,300
October 31, 2020	1,379,100	29.84%	2,849,800	61.66%	28,000	0.61%	365,000	7.90%	4,621,900	100.00%	100,000	4,721,900
McKenzie												
June 30, 2020	465,838	23.32%	1,494,100	74.79%	130	0.01%	37,643	1.88%	1,997,711	100.00%	124,386	2,122,097
July 1, 2020	523,900	25.18%	1,532,400	73.66%	200	0.01%	23,900	1.15%	2,080,400	100.00%	125,000	2,205,400
October 31, 2020	455,500	23.10%	1,492,500	75.68%	200	0.01%	23,900	1.21%	1,972,100	100.00%	100,000	2,072,100
McMinnville												
June 30, 2020	880,916	34.43%	1,592,400	62.23%	3,293	0.13%	82,129	3.21%	2,558,738	100.00%	41,771	2,600,509
July 1, 2020	879,700	34.10%	1,637,100	63.46%	3,100	0.12%	59,800	2.32%	2,579,700	100.00%	-	2,579,700
October 31, 2020	922,100	36.25%	1,589,500	62.48%	4,000	0.16%	28,400	1.12%	2,544,000	100.00%	-	2,544,000
Memphis												
June 30, 2020	3,213,001	37.10%	5,214,600	60.20%	46,722	0.54%	187,133	2.16%	8,661,456	100.00%	125,450	8,786,906
July 1, 2020	3,470,800	38.68%	5,306,200	59.14%	54,000	0.60%	142,000	1.58%	8,973,000	100.00%	51,000	9,024,000
October 31, 2020	3,470,800	39.20%	5,187,200	58.59%	54,000	0.61%	142,000	1.60%	8,854,000	100.00%	51,000	8,905,000
Morristown												
June 30, 2020	2,204,861	33.77%	4,128,738	63.25%	65,351	1.00%	129,183	1.98%	6,528,133	100.00%	241,021	6,769,154
July 1, 2020	2,403,900	35.69%	4,251,500	63.11%	10,000	0.15%	71,000	1.05%	6,736,400	100.00%	375,000	7,111,400
October 31, 2020	2,363,900	36.04%	4,114,200	62.73%	10,000	0.15%	71,000	1.08%	6,559,100	100.00%	300,000	6,859,100

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

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Murfreesboro												
June 30, 2020	1,787,456	25.98%	3,781,000	54.95%	25,048	0.36%	1,287,249	18.71%	6,880,753	100.00%	228,089	7,108,842
July 1, 2020	1,720,800	23.88%	4,272,200	59.28%	18,200	0.25%	1,195,800	16.59%	7,207,000	100.00%	-	7,207,000
October 31, 2020	1,860,200	26.95%	3,774,000	54.67%	14,600	0.21%	1,254,800	18.18%	6,903,600	100.00%	110,000	7,013,600
Nashville												
June 30, 2020	2,446,355	32.15%	4,802,500	63.11%	39,011	0.51%	321,711	4.23%	7,609,577	100.00%	177,436	7,787,013
July 1, 2020	2,796,500	34.00%	5,021,100	61.05%	47,500	0.58%	359,100	4.37%	8,224,200	100.00%	30,000	8,254,200
October 31, 2020	2,851,500	34.09%	4,797,200	57.35%	32,500	0.39%	684,100	8.18%	8,365,300	100.00%	65,000	8,430,300
Newbern												
June 30, 2020	1,269,895	38.28%	1,932,300	58.25%	44,183	1.33%	70,887	2.14%	3,317,265	100.00%	299,928	3,617,193
July 1, 2020	1,258,400	36.80%	2,060,800	60.26%	44,000	1.29%	56,400	1.65%	3,419,600	100.00%	250,000	3,669,600
October 31, 2020	1,253,700	38.91%	1,928,300	59.84%	5,000	0.16%	35,400	1.10%	3,222,400	100.00%	150,000	3,372,400
Oneida												
June 30, 2020	748,049	30.82%	1,624,600	66.94%	4,494	0.19%	49,854	2.05%	2,426,997	100.00%	197,725	2,624,722
July 1, 2020	620,900	26.51%	1,673,600	71.46%	3,200	0.14%	44,300	1.89%	2,342,000	100.00%	200,000	2,542,000
October 31, 2020	621,600	27.12%	1,623,100	70.81%	3,200	0.14%	44,300	1.93%	2,292,200	100.00%	200,000	2,492,200
Paris												
June 30, 2020	865,034	29.31%	2,027,000	68.68%	28,436	0.96%	31,091	1.05%	2,951,561	100.00%	227,291	3,178,852
July 1, 2020	828,000	27.89%	2,085,200	70.24%	24,000	0.81%	31,300	1.05%	2,968,500	100.00%	190,000	3,158,500
October 31, 2020	827,000	28.60%	2,026,000	70.07%	14,000	0.48%	24,400	0.84%	2,891,400	100.00%	190,000	3,081,400
Pulaski												
June 30, 2020	1,222,375	31.85%	2,518,000	65.61%	62,371	1.63%	35,331	0.92%	3,838,077	100.00%	189,450	4,027,527
July 1, 2020	1,182,000	30.56%	2,593,400	67.05%	50,000	1.29%	42,500	1.10%	3,867,900	100.00%	225,000	4,092,900
October 31, 2020	1,151,500	30.63%	2,515,000	66.91%	50,000	1.33%	42,500	1.13%	3,759,000	100.00%	235,000	3,994,000
Ripley												
June 30, 2020	505,117	28.77%	1,213,200	69.11%	13,465	0.77%	23,770	1.35%	1,755,552	100.00%	201,989	1,957,541
July 1, 2020	795,500	37.31%	1,248,500	58.55%	-	0.00%	88,300	4.14%	2,132,300	100.00%	95,000	2,227,300
October 31, 2020	613,500	31.37%	1,211,200	61.94%	-	0.00%	130,800	6.69%	1,955,500	100.00%	55,000	2,010,500
Shelbyville												
June 30, 2020	1,595,631	33.99%	2,987,775	63.64%	49,255	1.05%	62,149	1.32%	4,694,810	100.00%	52,318	4,747,128
July 1, 2020	1,728,600	35.41%	3,067,000	62.83%	41,400	0.85%	44,100	0.90%	4,881,100	100.00%	47,600	4,928,700
October 31, 2020	1,563,900	33.43%	2,978,800	63.67%	90,300	1.93%	45,300	0.97%	4,678,300	100.00%	104,700	4,783,000
Whiteville												
June 30, 2020	547,679	25.70%	1,442,200	67.66%	23,524	1.10%	118,036	5.54%	2,131,439	100.00%	113,202	2,244,641
July 1, 2020	701,000	30.05%	1,482,900	63.56%	28,100	1.20%	121,100	5.19%	2,333,100	100.00%	145,000	2,478,100
October 31, 2020	625,700	28.22%	1,440,500	64.96%	25,100	1.13%	126,100	5.69%	2,217,400	100.00%	125,000	2,342,400

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Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
<b>Total TCATs</b>												
June 30, 2020	38,312,604	33.24%	70,742,138	61.38%	863,169	0.75%	5,335,049	4.63%	115,252,960	100.00%	5,247,129	120,500,089
July 1, 2020	40,106,000	33.33%	74,734,800	62.12%	735,700	0.61%	4,739,400	3.94%	120,315,900	100.00%	4,170,100	124,486,000
October 31, 2020	39,680,600	34.04%	71,139,400	61.02%	688,600	0.59%	5,077,100	4.35%	116,585,700	100.00%	4,015,700	120,601,400
<b>TBR</b>												
June 30, 2020	-	0.00%	16,442,100	45.61%	-	0.00%	19,608,720	54.39%	36,050,820	100.00%	-	36,050,820
July 1, 2020	-	0.00%	19,625,700	51.37%	-	0.00%	18,578,100	48.63%	38,203,800	100.00%	-	38,203,800
October 31, 2020	-	0.00%	19,214,300	52.01%	-	0.00%	17,730,200	47.99%	36,944,500	100.00%	-	36,944,500
<b>Total System</b>												
June 30, 2020	355,905,832	45.83%	379,036,377	48.81%	2,616,483	0.34%	38,938,825	5.01%	776,497,517	100.00%	9,735,329	786,232,846
July 1, 2020	342,292,300	43.74%	403,350,600	51.54%	2,384,700	0.30%	34,564,800	4.42%	782,592,400	100.00%	8,743,200	791,335,600
October 31, 2020	323,340,500	43.49%	386,223,700	51.95%	2,149,700	0.29%	31,776,600	4.27%	743,490,500	100.00%	7,521,300	751,011,800

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
<b>Instruction</b>							
Dollar	33,993,200	11,626,100	17,351,000	10,071,600	13,354,000	19,632,500	22,370,800
Percent	54.93	48.08	52.04	49.35	44.36	47.33	45.71
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	50,000	74,500	95,000	24,600	60,300	738,900	-
Percent	0.08	0.31	0.28	0.12	0.20	1.78	-
<b>Academic Support</b>							
Dollar	5,682,400	1,251,700	1,618,600	697,500	3,875,300	3,937,500	6,069,600
Percent	9.18	5.18	4.85	3.42	12.87	9.49	12.40
<b>Sub-Total</b>							
Dollar	39,725,600	12,952,300	19,064,600	10,793,700	17,289,600	24,308,900	28,440,400
Percent	64.19	53.56	57.18	52.89	57.44	58.61	58.11
<b>Student Services</b>							
Dollar	6,784,700	3,575,900	4,269,800	3,001,300	2,704,800	4,317,000	6,386,900
Percent	10.96	14.79	12.81	14.71	8.99	10.41	13.05
<b>Institutional Support</b>							
Dollar	7,938,700	4,340,100	5,012,500	3,420,200	5,910,700	6,615,000	6,827,200
Percent	12.83	17.95	15.03	16.76	19.64	15.95	13.95
<b>Operation &amp; Maintenance</b>							
Dollar	5,577,900	2,530,800	4,058,500	2,462,500	3,046,300	4,754,900	6,388,600
Percent	9.01	10.47	12.17	12.07	10.12	11.46	13.05
<b>Scholarships &amp; Fellowships</b>							
Dollar	1,861,900	783,200	937,700	731,900	1,149,000	1,483,400	900,000
Percent	3.01	3.24	2.81	3.59	3.82	3.58	1.84
<b>Total Educational &amp; General</b>							
Dollar	61,888,800	24,182,300	33,343,100	20,409,600	30,100,400	41,479,200	48,943,100
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	344,400	47,600	13,190,800	205,000	-	3,500,000	10,084,700
<b>Auxiliaries</b>							
Dollar	1,566,900	33,900	71,000	-	-	10,200	6,800
<b>Total Unrestricted</b>							
Dollar	63,800,100	24,263,800	46,604,900	20,614,600	30,100,400	44,989,400	59,034,600



Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
<b>Instruction</b>							
Dollar	18,561,600	38,649,000	23,947,800	24,616,600	33,374,700	26,017,500	293,566,400
Percent	47.26	52.18	50.74	41.70	57.32	53.34	50.02
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	188,500	753,100	839,000	57,000	454,000	394,600	3,729,500
Percent	0.48	1.02	1.78	0.10	0.78	0.81	0.64
<b>Academic Support</b>							
Dollar	4,202,700	7,326,800	2,380,100	6,142,700	3,366,600	2,392,500	48,944,000
Percent	10.70	9.89	5.04	10.41	5.78	4.91	8.34
<b>Sub-Total</b>							
Dollar	22,952,800	46,728,900	27,166,900	30,816,300	37,195,300	28,804,600	346,239,900
Percent	58.44	63.09	57.56	52.21	63.88	59.05	58.99
<b>Student Services</b>							
Dollar	5,151,100	8,970,100	6,833,400	8,067,700	5,775,600	6,386,000	72,224,300
Percent	13.12	12.11	14.48	13.67	9.92	13.09	12.31
<b>Institutional Support</b>							
Dollar	5,071,500	9,072,900	6,369,700	10,535,500	7,934,200	5,463,700	84,511,900
Percent	12.91	12.25	13.49	17.85	13.63	11.20	14.40
<b>Operation &amp; Maintenance</b>							
Dollar	5,946,800	7,603,100	5,908,100	7,233,300	5,932,600	6,769,900	68,213,300
Percent	15.14	10.27	12.52	12.25	10.19	13.88	11.62
<b>Scholarships &amp; Fellowships</b>							
Dollar	151,000	1,689,700	922,700	2,374,200	1,391,100	1,352,100	15,727,900
Percent	0.38	2.28	1.95	4.02	2.39	2.77	2.68
<b>Total Educational &amp; General</b>							
Dollar	39,273,200	74,064,700	47,200,800	59,027,000	58,228,800	48,776,300	586,917,300
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	65,600	420,000	3,510,000	214,700	200,400	1,303,700	33,086,900
<b>Auxiliaries</b>							
Dollar	-	100,000	39,300	207,400	25,000	11,200	2,071,700
<b>Total Unrestricted</b>							
Dollar	39,338,800	74,584,700	50,750,100	59,449,100	58,454,200	50,091,200	622,075,900

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
<b>Instruction</b>							
Dollar	1,636,000	5,188,300	999,700	2,278,700	1,751,800	3,419,500	2,575,000
Percent	59.31	72.74	47.29	57.63	56.08	54.36	57.83
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Academic Support</b>							
Dollar	-	10,000	-	-	10,000	326,800	-
Percent	-	0.14	-	-	0.32	5.20	-
<b>Sub-Total</b>							
Dollar	1,636,000	5,198,300	999,700	2,278,700	1,761,800	3,746,300	2,575,000
Percent	59.31	72.88	47.29	57.63	56.40	59.55	57.83
<b>Student Services</b>							
Dollar	229,900	759,700	279,400	416,100	439,900	776,900	514,700
Percent	8.33	10.65	13.22	10.52	14.08	12.35	11.56
<b>Institutional Support</b>							
Dollar	610,200	455,400	580,500	779,800	572,000	1,067,600	916,200
Percent	22.12	6.38	27.46	19.72	18.31	16.97	20.58
<b>Operation &amp; Maintenance</b>							
Dollar	280,300	699,500	249,600	418,600	239,100	668,700	431,800
Percent	10.16	9.81	11.81	10.59	7.65	10.63	9.70
<b>Scholarships &amp; Fellowships</b>							
Dollar	2,000	20,000	4,900	60,500	110,900	31,000	15,100
Percent	0.07	0.28	0.23	1.53	3.55	0.49	0.34
<b>Total Educational &amp; General</b>							
Dollar	2,758,400	7,132,900	2,114,100	3,953,700	3,123,700	6,290,500	4,452,800
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	241,700	150,000	1,040,700	23,900	1,404,200	800,000	156,500
<b>Auxiliaries</b>							
Dollar	140,000	-	75,000	151,300	35,000	100,000	450,000
<b>Total Unrestricted</b>							
Dollar	3,140,100	7,282,900	3,229,800	4,128,900	4,562,900	7,190,500	5,059,300

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
<b>Instruction</b>							
Dollar	1,572,700	2,284,600	2,197,000	1,505,900	2,861,500	3,977,700	3,356,900
Percent	59.12	56.24	61.60	62.34	52.98	56.24	63.38
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Academic Support</b>							
Dollar	-	107,200	-	-	102,200	-	-
Percent	-	2.64	-	-	1.89	-	-
<b>Sub-Total</b>							
Dollar	1,572,700	2,391,800	2,197,000	1,505,900	2,963,700	3,977,700	3,356,900
Percent	59.12	58.88	61.60	62.34	54.88	56.24	63.38
<b>Student Services</b>							
Dollar	249,500	205,200	401,100	255,300	732,200	986,000	492,300
Percent	9.38	5.05	11.25	10.57	13.56	13.94	9.30
<b>Institutional Support</b>							
Dollar	501,900	897,100	611,000	351,700	890,300	1,210,800	988,200
Percent	18.87	22.08	17.13	14.56	16.49	17.12	18.66
<b>Operation &amp; Maintenance</b>							
Dollar	309,200	544,300	287,300	290,600	703,000	859,300	406,800
Percent	11.62	13.40	8.06	12.03	13.02	12.15	7.68
<b>Scholarships &amp; Fellowships</b>							
Dollar	26,900	23,800	70,000	12,000	111,400	39,000	52,000
Percent	1.01	0.59	1.96	0.50	2.06	0.55	0.98
<b>Total Educational &amp; General</b>							
Dollar	2,660,200	4,062,200	3,566,400	2,415,500	5,400,600	7,072,800	5,296,200
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	200,000	-	1,570,700	-	1,320,000	450,100	-
<b>Auxiliaries</b>							
Dollar	165,000	48,500	178,000	103,000	285,000	187,600	100,000
<b>Total Unrestricted</b>							
Dollar	3,025,200	4,110,700	5,315,100	2,518,500	7,005,600	7,710,500	5,396,200

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Newbern
<b>Instruction</b>							
Dollar	865,100	1,493,100	5,115,200	4,551,600	4,903,200	5,341,100	1,757,000
Percent	43.92	58.67	59.24	64.80	70.85	63.37	56.76
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Academic Support</b>							
Dollar	123,300	-	-	-	-	-	-
Percent	6.26	-	-	-	-	-	-
<b>Sub-Total</b>							
Dollar	988,400	1,493,100	5,115,200	4,551,600	4,903,200	5,341,100	1,757,000
Percent	50.18	58.67	59.24	64.80	70.85	63.37	56.76
<b>Student Services</b>							
Dollar	368,100	228,900	948,200	712,700	490,100	611,800	372,100
Percent	18.69	8.99	10.98	10.15	7.08	7.26	12.02
<b>Institutional Support</b>							
Dollar	367,300	571,900	1,546,200	953,300	591,500	1,331,800	516,500
Percent	18.65	22.47	17.91	13.57	8.55	15.80	16.69
<b>Operation &amp; Maintenance</b>							
Dollar	221,800	236,500	929,000	714,600	900,900	1,098,400	423,500
Percent	11.26	9.29	10.76	10.17	13.02	13.03	13.68
<b>Scholarships &amp; Fellowships</b>							
Dollar	24,000	14,700	96,000	91,500	35,200	45,000	26,300
Percent	1.22	0.58	1.11	1.30	0.51	0.53	0.85
<b>Total Educational &amp; General</b>							
Dollar	1,969,600	2,545,100	8,634,600	7,023,700	6,920,900	8,428,100	3,095,400
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	100,000	-	6,136,000	1,183,600	515,000	150,000	2,244,300
<b>Auxiliaries</b>							
Dollar	93,000	-	-	224,300	100,000	10,000	120,000
<b>Total Unrestricted</b>							
Dollar	2,162,600	2,545,100	14,770,600	8,431,600	7,535,900	8,588,100	5,459,700

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Whiteville	Total Techno Ctr
<b>Instruction</b>							
Dollar	1,163,400	1,562,500	1,934,200	888,600	2,586,500	1,094,600	68,861,400
Percent	50.66	53.89	50.61	46.67	53.81	55.88	59.06
<b>Research</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Public Service</b>							
Dollar	-	-	-	-	-	-	-
Percent	-	-	-	-	-	-	-
<b>Academic Support</b>							
Dollar	-	117,500	58,000	-	80,300	-	935,300
Percent	-	4.05	1.52	-	1.67	-	0.80
<b>Sub-Total</b>							
Dollar	1,163,400	1,680,000	1,992,200	888,600	2,666,800	1,094,600	69,796,700
Percent	50.66	57.94	52.13	46.67	55.49	55.88	59.86
<b>Student Services</b>							
Dollar	270,300	265,400	756,600	285,600	685,400	202,500	12,935,900
Percent	11.77	9.15	19.80	15.00	14.26	10.34	11.09
<b>Institutional Support</b>							
Dollar	546,400	516,400	589,700	471,500	787,000	317,600	19,539,800
Percent	23.79	17.81	15.43	24.76	16.37	16.21	16.76
<b>Operation &amp; Maintenance</b>							
Dollar	303,000	379,000	397,300	255,400	622,500	295,800	13,165,800
Percent	13.19	13.07	10.40	13.41	12.95	15.10	11.29
<b>Scholarships &amp; Fellowships</b>							
Dollar	13,500	58,700	85,700	3,000	44,600	48,300	1,166,000
Percent	0.59	2.02	2.24	0.16	0.93	2.47	1.00
<b>Total Educational &amp; General</b>							
Dollar	2,296,600	2,899,500	3,821,500	1,904,100	4,806,300	1,958,800	116,604,200
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Transfers</b>							
Dollar	-	200,000	1,000,000	1,230,000	-	-	20,116,700
<b>Auxiliaries</b>							
Dollar	171,000	182,000	190,000	55,000	100,000	121,000	3,384,700
<b>Total Unrestricted</b>							
Dollar	2,467,600	3,281,500	5,011,500	3,189,100	4,906,300	2,079,800	140,105,600

Tennessee Board of Regents  
Summary of Educational and General Expenditures by Function

	TBR	Total System
Instruction		
Dollar	-	362,427,800
Percent	-	47.42
Research		
Dollar	-	-
Percent	-	3.48
Public Service		
Dollar	-	3,729,500
Percent	-	1.26
Academic Support		
Dollar	-	49,879,300
Percent	-	8.50
Sub-Total		
Dollar	-	416,036,600
Percent	-	60.67
Student Services		
Dollar	-	85,160,200
Percent	-	11.95
Institutional Support		
Dollar	34,673,000	138,724,700
Percent	99.99	11.49
Operation & Maintenance		
Dollar	-	81,379,100
Percent	-	9.42
Scholarships & Fellowships		
Dollar	5,000	16,898,900
Percent	0.01	6.48
Total Educational & General		
Dollar	34,678,000	738,199,500
Percent	100.00	100.00
Transfers		
Dollar	12,088,900	65,292,500
Auxiliaries		
Dollar	-	5,456,400
Total Unrestricted		
Dollar	46,766,900	808,948,400



Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Function by Institution

Table with 15 columns: Function, Institution, NESCC, Pct, PSCC, Pct, RSCC, Pct, STCC, Pct, VSCC, Pct, WSCC, Pct, Total Colleges, Pct. Rows include Instruction, Research, Public Service, Academic Support, Sub-Total, Student Services, Institutional Support, Operation & Maintenance, Scholarships & Fellowship, Total E & G Expenditures, Transfers, Auxiliaries, and Total E & G Unrestricted.











Tennessee Board of Regents  
 Summary of Percent Unrestricted Educational and General Expenditures by Function by Institution

	TBR	Pct	Total System	Pct
<b>Instruction</b>				
June 30, 2020	-	0.00%	348,508,296	50.22%
July 1, 2020	-	0.00%	376,436,200	49.53%
October 31, 2020	-	0.00%	362,427,800	49.04%
<b>Research</b>				
June 30, 2020	-	0.00%	-	0.00%
July 1, 2020	-	0.00%	-	0.00%
October 31, 2020	-	0.00%	-	0.00%
<b>Public Service</b>				
June 30, 2020	-	0.00%	2,832,702	0.41%
July 1, 2020	-	0.00%	4,102,700	0.54%
October 31, 2020	-	0.00%	3,729,500	0.50%
<b>Academic Support</b>				
June 30, 2020	-	0.00%	174,918,668	25.21%
July 1, 2020	-	0.00%	191,405,900	25.19%
October 31, 2020	-	0.00%	200,615,200	27.14%
<b>Sub-Total</b>				
June 30, 2020	-	0.00%	397,832,775	57.33%
July 1, 2020	-	0.00%	429,540,500	56.52%
October 31, 2020	-	0.00%	417,122,800	56.44%
<b>Student Services</b>				
June 30, 2020	-	0.00%	77,923,232	11.23%
July 1, 2020	-	0.00%	85,649,000	11.27%
October 31, 2020	-	0.00%	85,313,200	11.54%
<b>Institutional Support</b>				
June 30, 2020	31,340,992	100.00%	128,642,418	18.54%
July 1, 2020	37,435,600	99.97%	145,212,900	19.11%
October 31, 2020	34,673,000	99.99%	138,380,200	18.72%
<b>Operation &amp; Maintenance</b>				
June 30, 2020	-	0.00%	75,540,651	10.89%
July 1, 2020	-	0.00%	82,345,200	10.84%
October 31, 2020	-	0.00%	81,448,500	11.02%
<b>Scholarships &amp; Fellowship</b>				
June 30, 2020	(595)	0.00%	13,978,421	2.01%
July 1, 2020	10,000	0.03%	17,243,200	2.27%
October 31, 2020	5,000	0.01%	16,798,900	2.27%
<b>Total E &amp; G Expenditures</b>				
June 30, 2020	31,340,397	100.00%	693,917,497	100.00%
July 1, 2020	37,445,600	100.00%	759,990,800	100.00%
October 31, 2020	34,678,000	100.00%	739,063,600	100.00%
<b>Transfers</b>				
June 30, 2020	2,154,932		49,823,361	
July 1, 2020	693,600		22,149,000	
October 31, 2020	12,088,900		65,292,500	
<b>Auxiliaries</b>				
June 30, 2020	-		7,287,256	
July 1, 2020	-		6,888,200	
October 31, 2020	-		5,456,400	
<b>Total E &amp; G Unrestricted</b>				
June 30, 2020	33,495,329		751,028,114	
July 1, 2020	38,139,200		797,973,700	
October 31, 2020	46,766,900		808,948,400	

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

	Salaries	Employee Benefits	Travel	Operating Expenses	Capital Outlay	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
CHSCC									
Dollar	36,191,200	13,620,000	460,600	10,905,000	712,000	61,888,800	344,400	1,566,900	63,800,100
Percent	58.48%	22.01%	0.74%	17.62%	1.15%	100.00%			
CLSCC									
Dollar	12,639,200	4,646,200	184,800	6,711,900	200	24,182,300	47,600	33,900	24,263,800
Percent	52.27%	19.21%	0.76%	27.76%	0.00%	100.00%			
COSCC									
Dollar	17,170,600	6,731,500	258,700	9,083,800	98,500	33,343,100	13,190,800	71,000	46,604,900
Percent	51.50%	20.19%	0.78%	27.24%	0.30%	100.00%			
DSCC									
Dollar	10,771,100	4,619,000	294,600	4,600,900	124,000	20,409,600	205,000	-	20,614,600
Percent	52.77%	22.63%	1.44%	22.54%	0.61%	100.00%			
JSCC									
Dollar	14,691,800	7,650,400	255,400	7,488,400	14,400	30,100,400	-	-	30,100,400
Percent	48.81%	25.42%	0.85%	24.88%	0.05%	100.00%			
MSCC									
Dollar	21,915,600	8,462,500	588,800	10,482,200	30,100	41,479,200	3,500,000	10,200	44,989,400
Percent	52.84%	20.40%	1.42%	25.27%	0.07%	100.00%			
NASCC									
Dollar	27,020,900	9,476,000	106,400	12,115,800	224,000	48,943,100	10,084,700	6,800	59,034,600
Percent	55.21%	19.36%	0.22%	24.75%	0.46%	100.00%			
NESCC									
Dollar	20,841,300	8,725,100	492,900	8,886,300	327,600	39,273,200	65,600	-	39,338,800
Percent	53.07%	22.22%	1.26%	22.63%	0.83%	100.00%			
PSCC									
Dollar	41,343,700	15,368,900	293,900	16,848,400	209,800	74,064,700	420,000	100,000	74,584,700
Percent	55.82%	20.75%	0.40%	22.75%	0.28%	100.00%			
RSCC									
Dollar	25,087,700	8,752,800	648,900	12,364,700	346,700	47,200,800	3,510,000	39,300	50,750,100
Percent	53.15%	18.54%	1.37%	26.20%	0.73%	100.00%			
STCC									
Dollar	34,628,500	11,445,600	41,200	12,333,800	577,900	59,027,000	214,700	207,400	59,449,100
Percent	58.67%	19.39%	0.07%	20.90%	0.98%	100.00%			
VSCC									
Dollar	32,150,200	12,330,100	349,600	13,271,600	127,300	58,228,800	200,400	25,000	58,454,200
Percent	55.21%	21.18%	0.60%	22.79%	0.22%	100.00%			
WSCC									
Dollar	25,982,700	11,885,100	431,800	10,364,100	112,600	48,776,300	1,303,700	11,200	50,091,200
Percent	53.27%	24.37%	0.89%	21.25%	0.23%	100.00%			
Total Colleges									
Dollar	320,434,500	123,713,200	4,407,600	135,456,900	2,905,100	586,917,300	33,086,900	2,071,700	622,075,900
Percent	54.60%	21.08%	0.75%	23.08%	0.49%	100.00%			

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

	Salaries	Employee Benefits	Travel	Operating Expenses	Capital Outlay	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
Athens									
Dollar	1,498,700	591,600	2,300	665,800	-	2,758,400	241,700	140,000	3,140,100
Percent	54.33%	21.45%	0.08%	24.14%	0.00%	100.00%			
Chattanooga									
Dollar	3,627,100	1,394,800	71,300	1,907,200	132,500	7,132,900	150,000	-	7,282,900
Percent	50.85%	19.55%	1.00%	26.74%	1.86%	100.00%			
Covington									
Dollar	1,107,900	527,300	11,000	467,900	-	2,114,100	1,040,700	75,000	3,229,800
Percent	52.41%	24.94%	0.52%	22.13%	0.00%	100.00%			
Crossville									
Dollar	1,769,200	1,004,300	40,000	1,140,200	-	3,953,700	23,900	151,300	4,128,900
Percent	44.75%	25.40%	1.01%	28.84%	0.00%	100.00%			
Crump									
Dollar	1,710,300	654,300	22,400	736,700	-	3,123,700	1,404,200	35,000	4,562,900
Percent	54.75%	20.95%	0.72%	23.58%	0.00%	100.00%			
Dickson									
Dollar	3,523,100	1,503,300	9,300	1,254,800	-	6,290,500	800,000	100,000	7,190,500
Percent	56.01%	23.90%	0.15%	19.95%	0.00%	100.00%			
Elizabethhton									
Dollar	2,386,200	984,900	34,000	1,033,900	13,800	4,452,800	156,500	450,000	5,059,300
Percent	53.59%	22.12%	0.76%	23.22%	0.31%	100.00%			
Harriman									
Dollar	1,487,300	594,000	10,500	568,400	-	2,660,200	200,000	165,000	3,025,200
Percent	55.91%	22.33%	0.39%	21.37%	0.00%	100.00%			
Hartsville									
Dollar	2,053,800	869,100	25,000	1,114,300	-	4,062,200	-	48,500	4,110,700
Percent	50.56%	21.39%	0.62%	27.43%	0.00%	100.00%			
Hohenwald									
Dollar	1,821,700	948,400	23,600	760,700	12,000	3,566,400	1,570,700	178,000	5,315,100
Percent	51.08%	26.59%	0.66%	21.33%	0.34%	100.00%			
Jacksboro									
Dollar	1,439,700	532,600	7,000	436,200	-	2,415,500	-	103,000	2,518,500
Percent	59.60%	22.05%	0.29%	18.06%	0.00%	100.00%			
Jackson									
Dollar	2,730,700	1,217,600	35,700	1,416,600	-	5,400,600	1,320,000	285,000	7,005,600
Percent	50.56%	22.55%	0.66%	26.23%	0.00%	100.00%			
Knoxville									
Dollar	3,591,700	1,287,800	78,300	2,115,000	-	7,072,800	450,100	187,600	7,710,500
Percent	50.78%	18.21%	1.11%	29.90%	0.00%	100.00%			
Livingston									
Dollar	2,443,900	1,308,000	36,500	1,067,800	440,000	5,296,200	-	100,000	5,396,200
Percent	46.14%	24.70%	0.69%	20.16%	8.31%	100.00%			
McKenzie									
Dollar	819,200	448,500	17,000	684,900	-	1,969,600	100,000	93,000	2,162,600
Percent	41.59%	22.77%	0.86%	34.77%	0.00%	100.00%			
McMinnville									
Dollar	1,309,600	520,500	10,500	704,500	-	2,545,100	-	-	2,545,100
Percent	51.46%	20.45%	0.41%	27.68%	0.00%	100.00%			

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

	Salaries	Employee Benefits	Travel	Operating Expenses	Capital Outlay	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
Memphis									
Dollar	4,999,000	1,720,700	83,400	1,746,300	85,200	8,634,600	6,136,000	-	14,770,600
Percent	57.89%	19.93%	0.97%	20.22%	0.99%	100.00%			
Morristown									
Dollar	3,647,400	1,694,300	18,900	1,663,100	-	7,023,700	1,183,600	224,300	8,431,600
Percent	51.93%	24.12%	0.27%	23.68%	0.00%	100.00%			
Murfreesboro									
Dollar	3,545,200	1,388,600	141,500	1,510,600	335,000	6,920,900	515,000	100,000	7,535,900
Percent	51.22%	20.06%	2.04%	21.83%	4.84%	100.00%			
Nashville									
Dollar	4,264,200	1,660,500	84,500	2,312,900	106,000	8,428,100	150,000	10,000	8,588,100
Percent	50.60%	19.70%	1.00%	27.44%	1.26%	100.00%			
Newbern									
Dollar	1,523,600	726,500	12,000	833,300	-	3,095,400	2,244,300	120,000	5,459,700
Percent	49.22%	23.47%	0.39%	26.92%	0.00%	100.00%			
Oneida									
Dollar	1,179,000	620,900	16,400	480,300	-	2,296,600	-	171,000	2,467,600
Percent	51.34%	27.04%	0.71%	20.91%	0.00%	100.00%			
Paris									
Dollar	1,453,000	698,000	8,500	710,000	30,000	2,899,500	200,000	182,000	3,281,500
Percent	50.11%	24.07%	0.29%	24.49%	1.03%	100.00%			
Pulaski									
Dollar	1,925,300	918,000	62,000	909,200	7,000	3,821,500	1,000,000	190,000	5,011,500
Percent	50.38%	24.02%	1.62%	23.79%	0.18%	100.00%			
Ripley									
Dollar	983,300	452,000	11,000	457,800	-	1,904,100	1,230,000	55,000	3,189,100
Percent	51.64%	23.74%	0.58%	24.04%	0.00%	100.00%			
Shelbyville									
Dollar	2,491,100	1,139,300	6,400	1,169,500	-	4,806,300	-	100,000	4,906,300
Percent	51.83%	23.70%	0.13%	24.33%	0.00%	100.00%			
Whiteville									
Dollar	959,100	438,000	7,500	554,200	-	1,958,800	-	121,000	2,079,800
Percent	48.96%	22.36%	0.38%	28.29%	0.00%	100.00%			
Total TCATs									
Dollar	60,290,300	25,843,800	886,500	28,422,100	1,161,500	116,604,200	20,116,700	3,384,700	140,105,600
Percent	51.71%	22.16%	0.76%	24.37%	1.00%	100.00%			
TBR									
Dollar	13,052,900	4,720,300	338,400	16,566,400	-	34,678,000	12,088,900	-	46,766,900
Percent	37.64%	13.61%	0.98%	47.77%	0.00%	100.00%			
Total System									
Dollar	393,777,700	154,277,300	5,632,500	180,445,400	4,066,600	738,199,500	65,292,500	5,456,400	808,948,400
Percent	53.34%	20.90%	0.76%	24.44%	0.55%	100.00%			



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

	ChSCC	Pct	CISCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
<b>Salaries</b>														
June 30, 2020	35,572,122	58.90%	12,642,221	51.37%	17,686,753	57.17%	10,326,753	53.05%	15,371,832	46.48%	19,888,872	54.78%	24,551,868	56.58%
July 1, 2020	38,049,000	57.82%	12,844,700	51.55%	19,004,900	53.88%	11,101,300	52.02%	16,598,400	50.76%	22,160,400	49.43%	28,686,800	55.52%
October 31, 2020	36,191,200	58.48%	12,639,200	52.27%	17,170,600	51.50%	10,771,100	52.77%	14,691,800	48.81%	21,915,600	52.84%	27,020,900	55.21%
<b>Employee Benefits</b>														
June 30, 2020	12,978,062	21.49%	5,099,241	20.72%	5,268,486	17.03%	4,939,800	25.38%	11,084,115	33.52%	6,809,283	18.76%	8,484,756	19.55%
July 1, 2020	14,489,700	22.02%	4,934,100	19.80%	7,447,900	21.12%	4,808,400	22.53%	7,163,400	21.91%	8,463,400	18.88%	10,376,500	20.08%
October 31, 2020	13,620,000	22.01%	4,646,200	19.21%	6,731,500	20.19%	4,619,000	22.63%	7,650,400	25.42%	8,462,500	20.40%	9,476,000	19.36%
<b>Travel</b>														
June 30, 2020	417,738	0.69%	189,577	0.77%	219,271	0.71%	156,978	0.81%	200,730	0.61%	367,982	1.01%	96,876	0.22%
July 1, 2020	935,700	1.42%	331,700	1.33%	408,700	1.16%	327,600	1.54%	499,600	1.53%	748,600	1.67%	149,600	0.29%
October 31, 2020	460,600	0.74%	184,800	0.76%	258,700	0.78%	294,600	1.44%	255,400	0.85%	588,800	1.42%	106,400	0.22%
<b>Operating Expenses</b>														
June 30, 2020	10,815,960	17.91%	6,657,292	27.05%	7,641,688	24.70%	3,915,671	20.11%	6,377,360	19.28%	8,938,322	24.62%	10,220,216	23.55%
July 1, 2020	11,582,300	17.60%	6,782,200	27.22%	8,347,000	23.67%	4,979,700	23.33%	8,420,900	25.75%	13,405,500	29.90%	12,204,400	23.62%
October 31, 2020	10,905,000	17.62%	6,711,900	27.76%	9,083,800	27.24%	4,600,900	22.54%	7,488,400	24.88%	10,482,200	25.27%	12,115,800	24.75%
<b>Equipment</b>														
June 30, 2020	608,432	1.01%	22,095	0.09%	120,858	0.39%	127,717	0.66%	36,709	0.11%	299,904	0.83%	37,206	0.09%
July 1, 2020	745,000	1.13%	25,800	0.10%	62,500	0.18%	124,000	0.58%	14,400	0.04%	52,800	0.12%	250,000	0.48%
October 31, 2020	712,000	1.15%	200	0.00%	98,500	0.30%	124,000	0.61%	14,400	0.05%	30,100	0.07%	224,000	0.46%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	60,392,314	100.00%	24,610,426	100.00%	30,937,056	100.00%	19,466,919	100.00%	33,070,746	100.00%	36,304,363	100.00%	43,390,922	100.00%
July 1, 2020	65,801,700	100.00%	24,918,500	100.00%	35,271,000	100.00%	21,341,000	100.00%	32,696,700	100.00%	44,830,700	100.00%	51,667,300	100.00%
October 31, 2020	61,888,800	100.00%	24,182,300	100.00%	33,343,100	100.00%	20,409,600	100.00%	30,100,400	100.00%	41,479,200	100.00%	48,943,100	100.00%

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

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
<b>Salaries</b>														
June 30, 2020	20,284,523	57.07%	39,254,544	58.57%	24,121,954	58.06%	36,672,346	53.76%	31,266,786	58.63%	25,429,631	55.60%	313,070,205	55.95%
July 1, 2020	21,313,700	51.11%	43,041,300	55.64%	25,786,700	55.06%	37,139,700	60.72%	33,705,500	55.07%	26,385,000	53.28%	318,733,500	53.64%
October 31, 2020	20,841,300	53.07%	41,343,700	55.82%	25,087,700	53.15%	34,628,500	58.67%	32,150,200	55.21%	25,982,700	53.27%	320,434,500	54.60%
<b>Employee Benefits</b>														
June 30, 2020	8,579,012	24.14%	14,130,766	21.08%	8,090,499	19.47%	13,371,830	19.60%	11,808,527	22.14%	11,078,359	24.22%	121,722,736	21.75%
July 1, 2020	9,004,600	21.59%	16,462,100	21.28%	9,030,000	19.28%	10,955,100	17.91%	12,970,800	21.19%	11,943,200	24.12%	124,573,100	20.82%
October 31, 2020	8,725,100	22.22%	15,368,900	20.75%	8,752,800	18.54%	11,445,600	19.39%	12,330,100	21.18%	11,885,100	24.37%	123,713,200	21.08%
<b>Travel</b>														
June 30, 2020	179,397	0.50%	389,068	0.58%	373,049	0.90%	608,962	0.89%	315,176	0.59%	384,404	0.84%	3,899,208	0.70%
July 1, 2020	480,700	1.15%	1,009,300	1.30%	654,600	1.40%	99,500	0.16%	595,700	0.97%	742,400	1.50%	6,805,600	1.15%
October 31, 2020	492,900	1.26%	293,900	0.40%	648,900	1.37%	41,200	0.07%	349,600	0.60%	431,800	0.89%	4,407,600	0.75%
<b>Operating Expenses</b>														
June 30, 2020	6,267,888	17.63%	12,709,875	18.96%	8,750,633	21.06%	15,840,424	23.22%	9,903,350	18.57%	8,661,389	18.94%	116,700,068	20.86%
July 1, 2020	10,624,900	25.48%	16,553,500	21.40%	11,123,900	23.75%	12,396,400	20.27%	13,806,600	22.56%	10,433,500	21.07%	140,575,100	23.66%
October 31, 2020	8,886,300	22.63%	16,848,400	22.75%	12,364,700	26.20%	12,333,800	20.90%	13,271,600	22.79%	10,364,100	21.25%	135,456,900	23.08%
<b>Equipment</b>														
June 30, 2020	233,168	0.66%	538,472	0.80%	210,852	0.51%	1,724,475	2.53%	39,664	0.07%	186,546	0.41%	4,186,098	0.75%
July 1, 2020	280,600	0.67%	286,100	0.37%	239,900	0.51%	577,900	0.94%	127,300	0.21%	15,700	0.03%	3,488,900	0.59%
October 31, 2020	327,600	0.83%	209,800	0.28%	346,700	0.73%	577,900	0.98%	127,300	0.22%	112,600	0.23%	2,905,100	0.49%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	35,543,988	100.00%	67,022,725	100.00%	41,546,987	100.00%	68,218,037	100.00%	53,333,503	100.00%	45,740,329	100.00%	559,578,315	100.00%
July 1, 2020	41,704,500	100.00%	77,352,300	100.00%	46,835,100	100.00%	61,168,600	100.00%	61,205,900	100.00%	49,519,800	100.00%	594,176,200	100.00%
October 31, 2020	39,273,200	100.00%	74,064,700	100.00%	47,200,800	100.00%	59,027,000	100.00%	58,228,800	100.00%	48,776,300	100.00%	586,917,300	100.00%

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

	Athens	Pct	Chattanooga	Pct	Covington	Pct	Crossville	Pct	Crump	Pct	Dickson	Pct	Elizabethton	Pct
<b>Salaries</b>														
June 30, 2020	1,271,368	52.95%	3,429,128	50.66%	988,525	53.52%	1,794,034	50.79%	1,440,833	52.76%	3,429,467	58.42%	2,323,900	56.71%
July 1, 2020	1,489,400	52.86%	3,784,000	49.82%	1,126,600	50.59%	1,854,300	46.33%	1,686,800	55.82%	3,533,800	57.15%	2,535,500	55.94%
October 31, 2020	1,498,700	54.33%	3,627,100	50.85%	1,107,900	52.41%	1,769,200	44.75%	1,710,300	54.75%	3,523,100	56.01%	2,386,200	53.59%
<b>Employee Benefits</b>														
June 30, 2020	562,528	23.43%	1,345,476	19.88%	467,117	25.29%	768,393	21.75%	574,130	21.02%	1,367,589	23.30%	937,160	22.87%
July 1, 2020	604,300	21.45%	1,567,800	20.64%	488,100	21.92%	965,600	24.12%	633,800	20.98%	1,457,400	23.57%	1,001,000	22.09%
October 31, 2020	591,600	21.45%	1,394,800	19.55%	527,300	24.94%	1,004,300	25.40%	654,300	20.95%	1,503,300	23.90%	984,900	22.12%
<b>Travel</b>														
June 30, 2020	7,143	0.30%	48,738	0.72%	7,231	0.39%	13,234	0.37%	15,997	0.59%	17,156	0.29%	31,908	0.78%
July 1, 2020	8,900	0.32%	134,400	1.77%	23,000	1.03%	51,000	1.27%	26,100	0.86%	20,300	0.33%	71,500	1.58%
October 31, 2020	2,300	0.08%	71,300	1.00%	11,000	0.52%	40,000	1.01%	22,400	0.72%	9,300	0.15%	34,000	0.76%
<b>Operating Expenses</b>														
June 30, 2020	560,157	23.33%	1,904,540	28.14%	384,143	20.80%	951,216	26.93%	700,178	25.64%	1,047,925	17.85%	782,650	19.10%
July 1, 2020	715,000	25.38%	1,851,800	24.38%	589,400	26.46%	1,131,800	28.28%	674,900	22.34%	1,307,500	0.00%	924,300	20.39%
October 31, 2020	665,800	24.14%	1,907,200	26.74%	467,900	22.13%	1,140,200	28.84%	736,700	23.58%	1,254,800	19.95%	1,033,900	23.22%
<b>Equipment</b>														
June 30, 2020	-	0.00%	40,407	0.60%	-	0.00%	5,694	0.16%	-	0.00%	8,395	0.14%	22,005	0.54%
July 1, 2020	-	0.00%	257,100	3.39%	-	0.00%	-	0.00%	-	0.00%	5,000	0.08%	-	0.00%
October 31, 2020	-	0.00%	132,500	1.86%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	13,800	0.31%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	2,401,196	100.00%	6,768,289	100.00%	1,847,016	100.00%	3,532,571	100.00%	2,731,138	100.00%	5,870,532	100.00%	4,097,623	100.00%
July 1, 2020	2,817,600	100.00%	7,595,100	100.00%	2,227,100	100.00%	4,002,700	100.00%	3,021,600	100.00%	6,183,000	100.00%	4,532,300	100.00%
October 31, 2020	2,758,400	100.00%	7,132,900	100.00%	2,114,100	100.00%	3,953,700	100.00%	3,123,700	100.00%	6,290,500	100.00%	4,452,800	100.00%

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

	Harriman	Pct	Hartsville	Pct	Hohenwald	Pct	Jacksboro	Pct	Jackson	Pct	Knoxville	Pct	Livingston	Pct
<b>Salaries</b>														
June 30, 2020	1,420,813	56.90%	1,923,280	55.84%	1,637,390	53.72%	1,230,166	57.87%	2,742,256	52.82%	3,383,189	55.17%	2,256,285	55.37%
July 1, 2020	1,553,700	55.42%	1,943,400	48.22%	1,954,800	54.54%	1,360,500	59.79%	2,866,700	51.27%	3,487,300	48.53%	2,666,000	53.73%
October 31, 2020	1,487,300	55.91%	2,053,800	50.56%	1,821,700	51.08%	1,439,700	59.60%	2,730,700	50.56%	3,591,700	50.78%	2,443,900	46.14%
<b>Employee Benefits</b>														
June 30, 2020	542,910	21.74%	848,802	24.64%	752,065	24.68%	484,798	22.81%	1,298,420	25.01%	1,273,091	20.76%	983,590	24.14%
July 1, 2020	626,400	22.35%	917,000	22.75%	970,500	27.08%	482,100	21.19%	1,203,700	21.53%	1,460,600	20.33%	1,308,000	26.36%
October 31, 2020	594,000	22.33%	869,100	21.39%	948,400	26.59%	532,600	22.05%	1,217,600	22.55%	1,287,800	18.21%	1,308,000	24.70%
<b>Travel</b>														
June 30, 2020	11,806	0.47%	12,164	0.35%	11,343	0.37%	9,089	0.43%	29,504	0.57%	31,671	0.52%	9,415	0.23%
July 1, 2020	20,500	0.73%	58,000	1.44%	25,000	0.70%	10,300	0.45%	43,100	0.77%	83,300	1.16%	36,500	0.74%
October 31, 2020	10,500	0.39%	25,000	0.62%	23,600	0.66%	7,000	0.29%	35,700	0.66%	78,300	1.11%	36,500	0.69%
<b>Operating Expenses</b>														
June 30, 2020	521,517	20.89%	660,197	19.17%	638,077	20.94%	401,679	18.90%	1,121,754	21.61%	1,443,337	23.54%	816,544	20.04%
July 1, 2020	602,700	21.50%	1,111,600	27.58%	624,000	17.41%	422,700	18.58%	1,393,000	24.91%	2,154,700	29.99%	951,800	19.18%
October 31, 2020	568,400	21.37%	1,114,300	27.43%	760,700	21.33%	436,200	18.06%	1,416,600	26.23%	2,115,000	29.90%	1,067,800	20.16%
<b>Equipment</b>														
June 30, 2020	-	0.00%	-	0.00%	8,940	0.29%	-	0.00%	-	0.00%	750	0.01%	9,087	0.22%
July 1, 2020	-	0.00%	-	0.00%	10,000	0.28%	-	0.00%	85,000	1.52%	-	0.00%	-	0.00%
October 31, 2020	-	0.00%	-	0.00%	12,000	0.34%	-	0.00%	-	0.00%	-	0.00%	440,000	8.31%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	2,497,046	100.00%	3,444,443	100.00%	3,047,815	100.00%	2,125,732	100.00%	5,191,934	100.00%	6,132,038	100.00%	4,074,921	100.00%
July 1, 2020	2,803,300	100.00%	4,030,000	100.00%	3,584,300	100.00%	2,275,600	100.00%	5,591,500	100.00%	7,185,900	100.00%	4,962,300	100.00%
October 31, 2020	2,660,200	100.00%	4,062,200	100.00%	3,566,400	100.00%	2,415,500	100.00%	5,400,600	100.00%	7,072,800	100.00%	5,296,200	100.00%

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

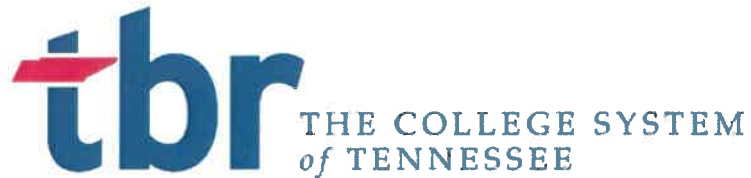
	McKenzie	Pct	McMinnville	Pct	Memphis	Pct	Morristown	Pct	Murfreesboro	Pct	Nashville	Pct	Newbern	Pct
<b>Salaries</b>														
June 30, 2020	779,536	42.59%	1,341,649	58.49%	3,537,635	53.15%	3,479,409	55.11%	3,399,403	55.72%	4,348,881	57.89%	1,372,198	53.94%
July 1, 2020	866,900	41.77%	1,479,800	59.35%	4,731,400	58.43%	3,701,400	53.02%	3,307,100	47.56%	4,567,900	53.98%	1,476,100	49.63%
October 31, 2020	819,200	41.59%	1,309,600	51.46%	4,999,000	57.89%	3,647,400	51.93%	3,545,200	51.22%	4,264,200	50.60%	1,523,600	49.22%
<b>Employee Benefits</b>														
June 30, 2020	401,572	21.94%	457,375	19.94%	1,298,532	19.51%	1,363,988	21.61%	1,239,702	20.32%	1,578,113	21.01%	548,840	21.57%
July 1, 2020	460,900	22.21%	485,300	19.46%	1,661,500	20.52%	1,664,800	23.85%	1,395,300	20.07%	1,685,500	19.92%	742,400	24.96%
October 31, 2020	448,500	22.77%	520,500	20.45%	1,720,700	19.93%	1,694,300	24.12%	1,388,600	20.06%	1,660,500	19.70%	726,500	23.47%
<b>Travel</b>														
June 30, 2020	4,387	0.24%	7,093	0.31%	17,235	0.26%	39,987	0.63%	80,300	1.32%	17,350	0.23%	2,904	0.11%
July 1, 2020	25,000	1.20%	16,000	0.64%	89,900	1.11%	19,900	0.29%	149,800	2.15%	89,500	1.06%	12,000	0.40%
October 31, 2020	17,000	0.86%	10,500	0.41%	83,400	0.97%	18,900	0.27%	141,500	2.04%	84,500	1.00%	12,000	0.39%
<b>Operating Expenses</b>														
June 30, 2020	517,603	28.28%	487,691	21.26%	1,792,167	26.93%	1,409,053	22.32%	1,304,192	21.38%	1,567,789	20.87%	614,505	24.16%
July 1, 2020	722,500	34.81%	512,200	20.54%	1,539,700	19.01%	1,594,900	22.85%	1,817,600	26.14%	2,112,800	24.97%	743,600	25.00%
October 31, 2020	684,900	34.77%	704,500	27.68%	1,746,300	20.22%	1,663,100	23.68%	1,510,600	21.83%	2,312,900	27.44%	833,300	26.92%
<b>Equipment</b>														
June 30, 2020	127,276	6.95%	-	0.00%	10,223	0.15%	20,846	0.33%	77,140	1.26%	-	0.00%	5,500	0.22%
July 1, 2020	-	0.00%	-	0.00%	75,000	0.93%	-	0.00%	283,500	4.08%	6,000	0.07%	-	0.00%
October 31, 2020	-	0.00%	-	0.00%	85,200	0.99%	-	0.00%	335,000	4.84%	106,000	1.26%	-	0.00%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	1,830,374	100.00%	2,293,808	100.00%	6,655,792	100.00%	6,313,283	100.00%	6,100,737	100.00%	7,512,133	100.00%	2,543,947	100.00%
July 1, 2020	2,075,300	100.00%	2,493,300	100.00%	8,097,500	100.00%	6,981,000	100.00%	6,953,300	100.00%	8,461,700	100.00%	2,974,100	100.00%
October 31, 2020	1,969,600	100.00%	2,545,100	100.00%	8,634,600	100.00%	7,023,700	100.00%	6,920,900	100.00%	8,428,100	100.00%	3,095,400	100.00%

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

	Oneida	Pct	Paris	Pct	Pulaski	Pct	Ripley	Pct	Shelbyville	Pct	Whiteville	Pct	Total TCATS	Pct
<b>Salaries</b>														
June 30, 2020	1,266,201	54.95%	1,489,986	52.77%	1,750,297	52.75%	873,326	53.54%	2,318,603	57.00%	983,492	53.42%	56,211,250	54.57%
July 1, 2020	1,212,600	51.89%	1,464,200	50.72%	1,883,400	49.69%	987,000	51.30%	2,688,200	53.32%	993,000	49.56%	61,264,300	52.59%
October 31, 2020	1,179,000	51.34%	1,453,000	50.11%	1,925,300	50.38%	983,300	51.64%	2,491,100	51.83%	959,100	48.96%	60,290,300	51.71%
<b>Employee Benefits</b>														
June 30, 2020	599,111	26.00%	676,597	23.96%	719,617	21.69%	375,819	23.04%	996,206	24.49%	432,086	23.47%	22,893,627	22.23%
July 1, 2020	619,400	26.51%	683,900	23.69%	898,100	23.69%	429,700	22.33%	1,085,800	21.54%	435,300	21.72%	25,919,200	22.25%
October 31, 2020	620,900	27.04%	698,000	24.07%	918,000	24.02%	452,000	23.74%	1,139,300	23.70%	438,000	22.36%	25,843,800	22.16%
<b>Travel</b>														
June 30, 2020	8,935	0.39%	8,399	0.30%	23,006	0.69%	4,649	0.29%	1,512	0.04%	1,145	0.06%	473,301	0.46%
July 1, 2020	16,400	0.70%	26,400	0.91%	107,000	2.82%	16,000	0.83%	36,400	0.72%	13,500	0.67%	926,100	0.79%
October 31, 2020	16,400	0.71%	8,500	0.29%	62,000	1.62%	11,000	0.58%	6,400	0.13%	7,500	0.38%	886,500	0.76%
<b>Operating Expenses</b>														
June 30, 2020	430,226	18.67%	535,125	18.95%	786,084	23.69%	377,248	23.13%	751,532	18.47%	424,230	23.04%	22,931,359	22.26%
July 1, 2020	488,300	20.90%	682,500	23.64%	902,000	23.80%	491,200	25.53%	1,231,400	24.42%	562,000	28.05%	27,431,400	23.55%
October 31, 2020	480,300	20.91%	710,000	24.49%	909,200	23.79%	457,800	24.04%	1,169,500	24.33%	554,200	28.29%	28,422,100	24.37%
<b>Equipment</b>														
June 30, 2020	-	0.00%	113,696	4.03%	39,146	1.18%	143	0.01%	-	0.00%	-	0.00%	489,248	0.48%
July 1, 2020	-	0.00%	30,000	1.04%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	959,300	0.82%
October 31, 2020	-	0.00%	30,000	1.03%	7,000	0.18%	-	0.00%	-	0.00%	-	0.00%	1,161,500	1.00%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2020	2,304,473	100.00%	2,823,803	100.00%	3,318,150	100.00%	1,631,185	100.00%	4,067,853	100.00%	1,840,953	100.00%	102,998,785	100.00%
July 1, 2020	2,336,700	100.00%	2,887,000	100.00%	3,790,500	100.00%	1,923,900	100.00%	5,041,800	100.00%	2,003,800	100.00%	116,500,300	100.00%
October 31, 2020	2,296,600	100.00%	2,899,500	100.00%	3,821,500	100.00%	1,904,100	100.00%	4,806,300	100.00%	1,958,800	100.00%	116,604,200	100.00%

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

	TBR	Pct	Total System	Pct
<b>Salaries</b>				
June 30, 2020	12,978,356	41.41%	382,259,811	55.09%
July 1, 2020	13,867,000	37.03%	393,864,800	52.65%
October 31, 2020	13,052,900	37.64%	393,777,700	53.34%
<b>Employee Benefits</b>				
June 30, 2020	4,900,689	15.64%	149,517,052	21.55%
July 1, 2020	5,226,200	13.96%	155,718,500	20.81%
October 31, 2020	4,720,300	13.61%	154,277,300	20.90%
<b>Travel</b>				
June 30, 2020	254,387	0.81%	4,626,896	0.67%
July 1, 2020	506,900	1.35%	8,238,600	1.10%
October 31, 2020	338,400	0.98%	5,632,500	0.76%
<b>Operating Expenses</b>				
June 30, 2020	13,035,913	41.59%	152,667,340	22.00%
July 1, 2020	17,845,500	47.66%	185,852,000	24.84%
October 31, 2020	16,566,400	47.77%	180,445,400	24.44%
<b>Equipment</b>				
June 30, 2020	171,052	0.55%	4,846,398	0.70%
July 1, 2020	-	0.00%	4,448,200	0.59%
October 31, 2020	-	0.00%	4,066,600	0.55%
<b>Total E &amp; G Unrestricted</b>				
June 30, 2020	31,340,397	100.00%	693,917,497	100.00%
July 1, 2020	37,445,600	100.00%	748,122,100	100.00%
October 31, 2020	34,678,000	100.00%	738,199,500	100.00%



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BOARD TRANSMITTAL

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MEETING: December Board Meeting

SUBJECT: Selection and Retention of Presidents

DATE: December 10, 2020

PRESENTER: General Counsel Brian Lapps

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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The recommended changes to the Selection and Retention of Presidents policy include:

- Removing specific advertising venues, and adding language that the position of president will be advertised in a manner designed to obtain a diverse, qualified applicant pool.

attachment



# Selection and Retention of Presidents: 1.03.03.00

## Policy Area

Governance, Organization, and General Policies

## Applicable Divisions

TCATs, Community Colleges, System Office, Board Members

## Purpose

The Tennessee Board of Regents is responsible for the selection and employment of the chief executive officers of the system's community and technical colleges. In an effort to recruit and retain the most qualified college administrators as presidents, the following policy of the Board is established.

## Policy

### I. Selection of Presidents

- A. **Criteria for Position.** The Board shall establish qualification criteria for the selection of a president at each of the various institutions upon the vacancy or notice of vacancy of the office. The criteria may vary from institution to institution based upon the Board's appraisal of the unique characteristics and complexity of the president's responsibility at each institution.
- B. **Search Committee.** A Search Committee will be appointed to assist the Chancellor in seeking out persons that meet the criteria established by the Board. Searches will be conducted as expeditiously as possible with an appropriate schedule developed for each search. The Search Committee will assist the Chancellor in reviewing the applicant pool, interviewing the candidates and participating in campus meetings with the candidates. The committee will consult with the Chancellor regarding the candidate to be recommended to the Board for appointment.
- C. **Composition of the Search Committee.** The Chancellor, after consultation with the Chairman and Vice-Chairman of the Board, will appoint three to six members of the Board of Regents; two members of the faculty, one being the chairman of the faculty governing body or their designee; two representatives of the student body, one being the president of the student government or their designee; one representative from

the Alumni; one support employee; one administrator; one representative from the institution's local business community; and, at least one member from the community at large. Other members may be added as deemed appropriate. In appointing members to the committee, the Chancellor shall strive for racial and gender diversity.

- D. **Identification of Candidates.** ~~At a minimum, t~~The position will be advertised through multiple sites and means designed to obtain a qualified, diverse applicant pool. ~~The Chronicle of Higher Education and Diverse Issues in Higher Education and through notification to appropriate national associations.~~ Committee members and others may recommend and nominate candidates. Effort shall be made to obtain gender and racial diversity in the pool of candidates. A search firm may be utilized to assist in this process. The application process shall remain open until the position is filled.
- E. **Confidentiality of Applications.** Confidentiality of the applications and related materials submitted shall be maintained in accordance with T.C.A. § 49-7-154.
- F. **Screening Process.** The Chancellor, in consultation with the search firm if a search firm is used, shall conduct a preliminary review of all applications, eliminating those that do not meet the minimum criteria. Resumes of all qualified applicants will be shared with the Search Committee. The Chancellor and the Search Committee will determine which of those applicants should move forward for reference checking and interviews.
- G. **Selection of Finalists.** The Chancellor, in consultation with the Search Committee, will recommend up to three (3) applicants as finalists for the position. The applications and related materials submitted by, or on behalf of, the finalists shall then be open for public inspection in accordance with T.C.A. §49-7-154.
- H. **Finalist Interviews and Public Forums.** As deemed appropriate by the Chancellor and the Search Committee, each finalist will participate in interviews and forums with stakeholders on the campus. Each finalist will ~~each~~ participate in at least one public forum scheduled in accordance with T.C.A. § 49-7-154.
- I. **Recommendation and Appointment.** After completion of the interviews and public forums, the Chancellor, in consultation with the Search Committee, will recommend

a candidate to the Board of Regents. In accordance with T.C.A. § 49-8-203(a)(1)(A), the Board of Regents will vote on the recommendation.

J. **Interim Presidents.** The Board delegates to the Chancellor the authority to appoint interim presidents in cases of illness, death, untimely resignation, or termination of incumbents. The Chancellor shall consult with the Chairman and Vice Chairman of the Board prior to making an interim appointment.

K. **Background Investigations.** It is the policy of the Board of Regents to conduct background investigations on all candidates recommended for interview for the position of president. The investigations are conducted based on guidelines developed by the system office.

L. **Search Committee Members' Eligibility for Employment or Promotion.** No person acting on a search committee for the selection of a president shall be eligible for initial employment or for promotion by that institution for a period of twelve (12) months after the effective date of the president's appointment. This prohibition shall not apply to any person who is a full-time student at the time of service on the committee.

## II. **Appointment and Retention of Presidents**

A. A president serves at the pleasure of the Board. However, the Board anticipates upon appointment that, assuming satisfactory performance, a president will serve an institution for a number of years.

B. After initial employment, a president's annual salary shall be established by the Board at the beginning of each fiscal year.

C. A president may resign at any time upon written notification to the Board, given through the Chancellor.

D. The Board may terminate the employment of a president at any time, with or without cause.

E. In the event of termination of a president, up to three (3) months' severance compensation may be authorized by the Board.

## III. **Evaluation of Presidents**

- A. Each president shall be evaluated based upon an evaluation process developed and conducted by the Chancellor.
- B. Generally, the evaluation shall be conducted annually and as a minimum, the Chancellor shall consider:
  - 1. The president's accomplishment of annual objectives at the institution.
  - 2. The demonstrated ability of the president to serve as the leader of a campus community, including such factors as the ability to organize, to make decisions, to motivate others, to communicate, to maintain strong external relationships, and to develop other leaders.
  - 3. The commitment of the president to the institution and the System, and to the implementation of the Board policies.
- C. The evaluations made by the Chancellor should be utilized to improve the administration of a president, to determine compensation adjustment, and to determine future employment status.

## **Sources**

### **Authority**

T.C.A. § 49-8-203

### **History**

TBR Meeting, September 30, 1977; December 4, 2008; Revised at TBR Board Meeting September 19 & 20, 2019.

- C. The evaluations made by the Chancellor should be utilized to improve the administration of a president, to determine compensation adjustment, and to determine future employment status.

## **Sources**

### **Authority**

T.C.A. §§ 49-8-203, 49-7-154

### **History**

TBR Meeting, September 30, 1977; December 4, 2008; Revised at TBR Board Meeting September 19 & 20, 2019; Revised at TBR Board Meeting December 10, 2020.

# Selection and Retention of Presidents: 1.03.03.00

## Policy Area

Governance, Organization, and General Policies

## Applicable Divisions

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## Purpose

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- C. **Composition of the Search Committee.** The Chancellor, after consultation with the Chairman and Vice-Chairman of the Board, will appoint three to six members of the Board of Regents; two members of the faculty, one being the chairman of the faculty governing body or their designee; two representatives of the student body, one being the president of the student government or their designee; one representative from

the Alumni; one support employee; one administrator; one representative from the institution's local business community; and, at least one member from the community at large. Other members may be added as deemed appropriate. In appointing members to the committee, the Chancellor shall strive for racial and gender diversity.

- D. **Identification of Candidates.** The position will be advertised through multiple sites and means designed to obtain a qualified, diverse applicant pool. Committee members and others may recommend and nominate candidates. Effort shall be made to obtain gender and racial diversity in the pool of candidates. A search firm may be utilized to assist in this process. The application process shall remain open until the position is filled.
- E. **Confidentiality of Applications.** Confidentiality of the applications and related materials submitted shall be maintained in accordance with T.C.A. § 49-7-154.
- F. **Screening Process.** The Chancellor, in consultation with the search firm if a search firm is used, shall conduct a preliminary review of all applications, eliminating those that do not meet the minimum criteria. Resumes of all qualified applicants will be shared with the Search Committee. The Chancellor and the Search Committee will determine which of those applicants should move forward for reference checking and interviews.
- G. **Selection of Finalists.** The Chancellor, in consultation with the Search Committee, will recommend up to three (3) applicants as finalists for the position. The applications and related materials submitted by, or on behalf of, the finalists shall then be open for public inspection in accordance with T.C.A. §49-7-154.
- H. **Finalist Interviews and Public Forums.** As deemed appropriate by the Chancellor and the Search Committee, each finalist will participate in interviews and forums with stakeholders on the campus. Each finalist will participate in at least one public forum scheduled in accordance with T.C.A. § 49-7-154.
- I. **Recommendation and Appointment.** After completion of the interviews and public forums, the Chancellor, in consultation with the Search Committee, will recommend a candidate to the Board of Regents. In accordance with T.C.A. § 49-8-203(a)(1)(A), the Board of Regents will vote on the recommendation.

- J. **Interim Presidents.** The Board delegates to the Chancellor the authority to appoint interim presidents in cases of illness, death, untimely resignation, or termination of incumbents. The Chancellor shall consult with the Chairman and Vice Chairman of the Board prior to making an interim appointment.
- K. **Background Investigations.** It is the policy of the Board of Regents to conduct background investigations on all candidates recommended for interview for the position of president. The investigations are conducted based on guidelines developed by the system office.
- L. **Search Committee Members' Eligibility for Employment or Promotion.** No person acting on a search committee for the selection of a president shall be eligible for initial employment or for promotion by that institution for a period of twelve (12) months after the effective date of the president's appointment. This prohibition shall not apply to any person who is a full-time student at the time of service on the committee.

## II. **Appointment and Retention of Presidents**

- A. A president serves at the pleasure of the Board. However, the Board anticipates upon appointment that, assuming satisfactory performance, a president will serve an institution for a number of years.
- B. After initial employment, a president's annual salary shall be established by the Board at the beginning of each fiscal year.
- C. A president may resign at any time upon written notification to the Board, given through the Chancellor.
- D. The Board may terminate the employment of a president at any time, with or without cause.
- E. In the event of termination of a president, up to three (3) months' severance compensation may be authorized by the Board.

## III. **Evaluation of Presidents**

- A. Each president shall be evaluated based upon an evaluation process developed and conducted by the Chancellor.



- B. Generally, the evaluation shall be conducted annually and as a minimum, the Chancellor shall consider:
1. The president's accomplishment of annual objectives at the institution.
  2. The demonstrated ability of the president to serve as the leader of a campus community, including such factors as the ability to organize, to make decisions, to motivate others, to communicate, to maintain strong external relationships, and to develop other leaders.
  3. The commitment of the president to the institution and the System, and to the implementation of the Board policies.
- C. The evaluations made by the Chancellor should be utilized to improve the administration of a president, to determine compensation adjustment, and to determine future employment status.

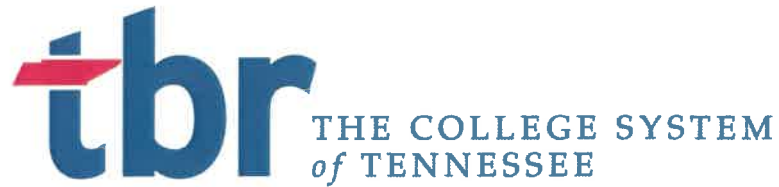
## **Sources**

### **Authority**

T.C.A. § 49-8-203

### **History**

TBR Meeting, September 30, 1977; December 4, 2008; Revised at TBR Board Meeting September 19 & 20, 2019.



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BOARD TRANSMITTAL

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MEETING: Board Meeting

SUBJECT: Criteria for President of TCATs McKenzie & Paris

DATE: December 10, 2020

PRESENTER: Chancellor Tydings

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S  
RECOMMENDATION: Approve

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Due to the retirement of Brad White as president of TCATs McKenzie & Paris effective March 31, 2021, search criteria is attached for your approval to recruit for a new president. Upon approval, the position will be posted, with the search committee scheduled to meet after the first of the year to review potential candidates.

## **President**

### **Tennessee Colleges of Applied Technology – Paris and McKenzie**

The Tennessee Board of Regents invites applications and nominations for the position of President of the Tennessee Colleges of Applied Technology (TCAT)– Paris and McKenzie. The Tennessee Colleges of Applied Technology – Paris and McKenzie are two of the 27 Tennessee’s post-secondary technical colleges and institutions of the College System of Tennessee, governed by the Tennessee Board of Regents. They are two distinct colleges, operating as separate entities. The colleges are less than 20 miles from each other. The President is the chief executive officer of both of the Colleges and reports to the Tennessee Board of Regents through the Chancellor.

The President exercises broad delegated authority with responsibility for all aspects of campus administration. The successful candidate will be a dynamic, innovative and energetic leader with the experience, vision, skills and integrity required to guide this quality college to higher levels of achievement.

TCATs-Paris and McKenzie served over 750 students in FY 2018-19 (approx. 453 FTE) combined. Additionally there were approximately 120 dual enrolled students between the two colleges. TCATs-Paris and McKenzie have 16 distinct program offerings, (20 total programs), which include Administrative Office Technology, Automotive Technology, Collision Repair, Cosmetology, Health Information Management Technology, Heating, Air Conditioning and Refrigeration, Industrial Maintenance/Integration Automation Technology, Information Technology Systems Management, Machine Tool Technology, Major Appliance Repair, Motorcycle/ATV Repair, Outdoor Power Equipment, Practical Nursing, Residential Building Maintenance, and Welding Technology.

TCAT Paris employs 29 full-time employees and has an annual operating budget of approximately \$3.2 million. TCAT McKenzie employs 16 full-time employees and has an annual operating budget of approximately \$2.2 million. TCATs Paris and McKenzie are both accredited by the Council on Occupational Education. Additional information about the colleges can be found at <https://tcatparis.edu/> and <https://tcatmckenzie.edu/>.

Required criteria for selection include the following:

- A master’s degree from an accredited institution.

Preferred criteria for selection include, but are not limited to, the following:

- A distinguished record of teaching experience in public higher education or technical education program planning experience.
- A minimum of five years of successful leadership and management experience at the executive level with significant decision-making responsibility for supervision/management, budgets, personnel, and/or programs in a post-secondary and/or technical educational environment.
- A distinguished record of extensive senior level administrative experience in a complex business, industry, or government enterprise.
- Experience in the planning, facilitating, opening and operating new higher education sites.

Expected criteria for selection to include:

- A demonstrated commitment to serving students, faculty and staff of a post-secondary technical college;
- A demonstration of experience with engaging various constituencies and building partnerships;
- Capable of establishing strong community college and K-12 partnerships and relationships;

- A commitment to attracting traditional and non-traditional students into workforce programs (certificates /diplomas) and promoting approaches to enhance their opportunity for success;
- An understanding of and commitment to enhancing student success through focused efforts on retention, persistence and completion;
- A demonstrated commitment to diversity and inclusion as core values that enhance the educational process;
- A demonstrated commitment to affirmative action and equal opportunity;
- A demonstrated strength in human relations and communication, planning, financial management, budgeting and organizational skills to lead and inspire internal and external constituencies of the college;
- A demonstrated background and understanding of and commitment to private fundraising;
- Demonstrated ability to lead an institution that is comprised of multiple campuses that meet specific needs in the communities served;
- A demonstrated understanding of institutional accreditation processes;
- An understanding of regional workforce education and training needs and how to strategically position TCAT-Paris and McKenzie in a highly competitive post-secondary education marketplace; and
- An understanding of and commitment to the role of TCATs-Paris and McKenzie as part of a higher education system.

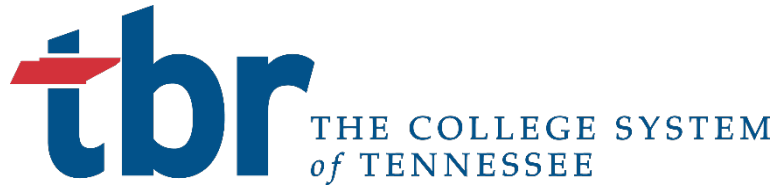
The Tennessee Board of Regents is committed to building and sustaining an inclusive and diverse educational environment and encourages applications from interested candidates who can contribute to promote, and enhance this effort.

The College System of Tennessee is an Equal Opportunity/Affirmative Action employer. Under state law, applicants may request that their application and related materials be confidential and not open for public inspection until such time the candidate is selected as a finalist for the position. The Tennessee Open Meetings Act requires meetings of the Board of Regents to be open to the public.

Please submit application materials by January 10, 2021 and limit application materials to 20 pages. It is anticipated that the President will be selected prior to March 1, 2021.

Resume/vita and cover letter should be submitted through the TBR Applicant Tracking System at [tbr.edu/tcat](http://tbr.edu/tcat). The cover letter should include at a minimum the following:

- Largest budget you have managed;
- Largest number of full-time and part-time direct report employees;
- Largest donation that you personally cultivated, solicited, and made “the ask”; and
- Description of three major accomplishments of which you are most proud.



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BOARD TRANSMITTAL

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MEETING:	December 2020 Quarterly Board Meeting
SUBJECT:	Proposed Program Terminations, Modifications, and New Technical Program Implementations
DATE:	December 10, 2020
PRESENTER:	Assistant Vice Chancellor Tachaka Hollins
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approve

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**Program Proposals requiring Board approval from TCAT Committee:**

Sixty (60) program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. Please note that several schools are proposing permanent changes to their existing program inventory to address delivery modality in a post-pandemic world. In essence, several schools are proposing permanently changing programs from traditional in person delivery to a hybrid model. Listed below are corresponding implementation proposals for each program. The proposals are as follows:

1. Implementation of a hybrid Automotive Technology program at TCAT Chattanooga
2. Implementation of a hybrid Barbering program at TCAT Chattanooga
3. Implementation of a Building Construction Technology program at TCAT Chattanooga-Howard High School (A8)
4. Implementation of a hybrid Computer Numeric Control program at TCAT Chattanooga

5. Implementation of a hybrid Collision Repair Technology program at TCAT Chattanooga
6. Implementation of a hybrid Cosmetology program at TCAT Chattanooga
7. Implementation of a hybrid Cosmetology Instructor Training program at TCAT Chattanooga
8. Implementation of a hybrid Machine Tool Technology program at TCAT Chattanooga
9. Implementation of a hybrid Medical Assisting program at TCAT Chattanooga
10. Implementation of a hybrid Administrative Office Professional program at TCAT Chattanooga
11. Implementation of a hybrid Diesel Equipment Technology program at TCAT Chattanooga
12. Implementation of a hybrid Road Building Equipment Service Technician program at TCAT Chattanooga
13. Implementation of a hybrid Barbering Instructor Training program at TCAT Chattanooga
14. Implementation of a hybrid Massage Therapy program at TCAT Chattanooga
15. Implementation of a hybrid Mental Health Technician program at TCAT Chattanooga
16. Implementation of a hybrid Advanced Aesthetics program at TCAT Chattanooga
17. Implementation of a hybrid HVACR Technician program at TCAT Chattanooga
18. Implementation of a hybrid Drone Technology- Unmanned Aerial Vehicles program at TCAT Chattanooga
19. Implementation of a hybrid Practical Nursing program at TCAT Chattanooga
20. Implementation of a hybrid Surgical Technology program at TCAT Chattanooga
21. Implementation of a hybrid Welding Technology program at TCAT Chattanooga
22. Implementation of a hybrid Administrative Office Technology program at TCAT Dickson
23. Implementation of a hybrid Computer Information Technology program at TCAT Dickson
24. Implementation of a hybrid Digital Graphic Design program at TCAT Dickson
25. Implementation of a hybrid Administrative Office Technology- Medical Coding program at TCAT Dickson

26. Implementation of a hybrid Administrative Office Technology program at TCAT Harriman
27. Implementation of an Industrial Maintenance Repair program at TCAT Harriman
28. Implementation of a hybrid Administrative Office Technology program at TCAT Jackson
29. Implementation of a hybrid Automotive Technology program at TCAT Jackson
30. Implementation of a hybrid Collision Repair Technology program at TCAT Jackson
31. Implementation of a hybrid Computer Aided Design Technology program at TCAT Jackson
32. Implementation of a hybrid Computer Information Systems program at TCAT Jackson
33. Implementation of a hybrid Computer Information Technology program at TCAT Jackson
34. Implementation of a hybrid Electrician Apprenticeship Training program at TCAT Jackson
35. Implementation of a hybrid Health Information Technology program at TCAT Jackson
36. Implementation of a hybrid Heating, Ventilation, Air Conditioning, and Refrigeration program at TCAT Jackson
37. Implementation of a hybrid Industrial Electricity program at TCAT Jackson
38. Implementation of a hybrid Industrial Maintenance Integrated Automation program at TCAT Jackson
39. Implementation of a hybrid Machine Tool Technology program at TCAT Jackson
40. Implementation of a hybrid Practical Nursing program at TCAT Jackson
41. Implementation of a hybrid Retail, Hospitality, and Tourism Technology program at TCAT Jackson
42. Implementation of a hybrid Surgical Technology program at TCAT Jackson
43. Implementation of a hybrid Tool and Die Machining program at TCAT Jackson
44. Implementation of a hybrid Truck Driving program at TCAT Jackson
45. Implementation of a hybrid Welding Technology program at TCAT Jackson
46. Duplicate an existing Emergency Medical Technology program at TCAT Livingston-Jackson Instructional Service Center (2D)

47. Relocation of the existing Heating, Ventilation, Air Conditioning, and Refrigeration program from TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
48. Relocation of the existing Cosmetology program from TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
49. Relocation of the existing Practical Nursing program from the TCAT Morristown- Sevierville Instructional Service Center (2B) to the Ben W. Hooper Career & Technical Education Center (pending THEC site code approval)
50. Relocation of the existing Industrial Electricity program TCAT Morristown- Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval)
51. Implementation of a hybrid Administrative Office Technology program at TCAT Oneida
52. Implementation of a hybrid Computer Information Technology program at TCAT Oneida
53. Implementation of an Aviation Maintenance Technology program at the TCAT Shelbyville- Winchester Municipal Airport Instructional Service Center (pending THEC site code approval)
54. Implementation of a hybrid Computer Information Technology program at TCAT Whiteville
55. Implementation of a hybrid Health Information Management Technology program at TCAT Whiteville
56. Implementation of a hybrid Automotive Technology program at TCAT Whiteville
57. Implementation of a hybrid Heating, Ventilation, Air Conditioning, and Refrigeration (HVA) program at TCAT Whiteville
58. Implementation of a hybrid Patient Care Technology/ Medical Assisting program at TCAT Whiteville
59. Implementation of a hybrid Practical Nursing program at TCAT Whiteville
60. Implementation of a hybrid Welding Technology program at TCAT Whiteville



**Academic Actions for December 2020 Requiring Only Notification to Vice Chancellor:**

Five (5) academic actions were submitted by a TCAT institution to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

<b>College</b>	<b>Summary of Proposal</b>	<b>New Costs/Funding Source</b>	<b>Approval/Implementation Date</b>
Chattanooga	TCAT Chattanooga is proposing to establish three exit points to the existing Industrial Maintenance/Mechatronics curriculum. These three exit points are Maintenance/Electrician Helper, Maintenance/Electrician Trainee, and Industrial Maintenance/Mechatronic. No additional personnel, equipment, space, nor fiscal resources are required for this proposed modification.	None	Fall 2021
Chattanooga	TCAT Chattanooga is proposing to add two exit points - Administrative Assistant (432 hours) and Office Software Specialists (864 hours) to the curriculum to the Administrative Office Professional (AOP) curriculum. No additional personnel, equipment, space, nor fiscal resources are required for this proposed modification.	None	Fall 2021
Chattanooga	TCAT Chattanooga is proposing the inactivation of the Tool and Die program due to low enrollment and student interest.	None	Summer 2021
Chattanooga	TCAT Chattanooga is proposing to modify the Advanced Aesthetics program from a three-semester, diploma program (1,125 hours) to a two-semester, Technical Certificate (900 hours), and change the name of the program to Aesthetics. Instruction will change from on-ground delivery modality to a hybrid delivery model.	None	Fall 2021
Harriman	TCAT Harriman is proposing the termination of the Industrial Maintenance IMS program. TCAT Harriman has limited fall enrollment in the IMS program in preparation of this curriculum change and all continuing IMS students would be entitled to a teach out of the IMS curriculum.	None	Spring 2021

## **PROGRAM IMPLEMENTATION PROPOSAL – 1**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Automotive Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Automotive Technology program from an on-ground delivery modality to a hybrid delivery model. The program length is 1290 clock hours and awards an Automotive Technician diploma upon completion.

**PROGRAM ACCREDITATOR:** Automotive Service Excellence (ASE)  
Accreditation

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Automotive Technology program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective

**NEED:** This proposal does not duplicate programs or services within TCAT or at other institutions in the primary service area. Jobs4TN.com projects that there are at least 254 automotive related positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	60	50
	2	60	50
	3	60	50

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0

2nd Year: \$0  
3rd Year: \$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$17,500
	2nd Year:	1	\$17,500
	3rd Year:	1	\$17,500

FISCAL RESOURCES: All programmatic costs are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be needed to implement this proposed change

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL –2

INSTITUTION: Tennessee College of Applied Technology  
Chattanooga

PROPOSED PROGRAM TITLE: Barbering

PROPOSAL: TCAT Chattanooga is seeking permission to convert the Barbering program from an on-ground delivery modality to a hybrid delivery model. The length of this program is 1500 clock hours and awards a diploma.

PROGRAM ACCREDITATOR: Tennessee Board of Cosmetology

EFFECTIVE DATE: Fall 2021

OBJECTIVES: TCAT Chattanooga is seeking permission to convert the Barbering program from an on-ground delivery modality to a hybrid delivery model.

NEED: There is no threat of program duplication within the college service area. Jobs4TN shows at least 5 positions in barbering related employment opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	36	28
	2	36	28
	3	36	28

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	1	\$46,000
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in the institution's annual budget.

FACILITIES: No additional facilities will be required to implement this proposed change.

ACTION REQUIRED: Staff recommends approval

### PROGRAM IMPLEMENTATION PROPOSAL –3

INSTITUTION: Tennessee College of Applied Technology  
Chattanooga

PROPOSED PROGRAM TITLE: Building Construction Technology

PROPOSAL: TCAT Chattanooga is proposing to add dual enrollment Building Construction Technology program at the Howard School (A8) site. The length of this program is 1290 clock hours and award a diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES: The objective of the AOP program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

NEED: There is no threat of duplication within the college services area. Jobs4TN.com shows at least 254 building construction related employment opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	60	20
	2	60	20
	3	60	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All programmatic costs will be allocated in TCAT Chattanooga's annual budget.

FACILITIES: The program will utilize the three high schools mentioned above.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL –4

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Computer Numeric Control

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Computer Numeric Control program from an on-ground delivery modality to a hybrid delivery model. This program is 450 clock hours in length and awards a certificate.

**PROGRAM ACCREDITATOR:** The National Institute for Metalworking Skills

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Computer Numeric Control program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of programs within the college service area. Jobs4TN.com shows at least 35 CNC related employment opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of the proposed change.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$
	2nd Year:	0	\$
	3rd Year:	0	\$

FISCAL RESOURCES: All program costs and instructor's salary are allocated in the TCAT Chattanooga's annual budget

FACILITIES: No additional facilities will be required to implement this proposed change.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 5**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Collision Repair Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Collision Repair program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** Automotive Service Excellence (ASE)  
Accreditation

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Collision Repair program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of programs within this area. Jobs4TN.com shows that there are at least 254 automotive repair related employment opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	30	25
	2	30	25
	3	30	25

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities are needed to implement this proposed change.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 6**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Cosmetology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Cosmetology program from an on-ground delivery modality to a hybrid delivery model. This program will be 1500 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** Tennessee Board of Cosmetology and Barber Examiners

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Cosmetology program is to offer relevant training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of services within this area. Jobs4TN.com shows that there are at least 30 positions available within a 25-mile radius of Chattanooga. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	80	45
	2	80	45
	3	80	45

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities are needed to implement these proposed changes.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL -7**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Cosmetology Instructor Training

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Cosmetology Instructor Training program from an on-ground delivery modality to a hybrid delivery model. This program is 300 clock hours in length and awards a certificate.

**PROGRAM ACCREDITATOR:** Tennessee Board of Cosmetology and Barbers  
Examiners

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Cosmetology Instructor Training program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows 3 automotive related employment opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of the proposed changes.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	2	2
	2	2	2
	3	2	2

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 8**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Machine Tool Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Machine Tool Technology program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** The National Institute for Metalworking Skills

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Machine tool Technology program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of programs within the college service area. Jobs4TN.com shows that there are 19 machinist related employment opportunities within 25 miles of Chattanooga. TCAT Presidents were notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	40	30
	2	40	30
	3	40	30

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 9**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Medical Assisting

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Medical Assisting program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** Commission on Accreditation of Allied Health Education Programs

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Medical Assisting program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of programs within the college service area. Jobs4TN.com shows at least 19 medical assisting positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	45	37
	2	45	37
	3	45	37

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 10

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Administrative Office Professional

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Administrative Office Professional program from an on-ground delivery modality to a hybrid delivery model and adding two exit points - Administrative Assistant (432 hours) and Office Software Specialists (864 hours) to the curriculum. The program length is 1290 clock hours and awards a diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the AOP program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat of duplication of services within this area. Jobs4TN.com shows at least 118 positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	18	15
	2	18	15
	3	18	15

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	NA	\$0
	2nd Year:	NA	\$0
	3rd Year:	NA	\$0

FISCAL RESOURCES: Program costs and instructor salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be needed for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 11

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Diesel Equipment Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Diesel Equipment Technology program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** Automotive Service Excellence (ASE)  
Accreditation

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Diesel Equipment Technology program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to program duplication within the college's service area. Jobs4TN.com shows at least 35 diesel related opportunities within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	40	30
	2	40	30
	3	40	30

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 12

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Road Building Equipment Service Technician

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Road Building Equipment Service Technician program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the R-BEST program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 5 road building equipment service positions available within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	6	5
	2	6	5
	3	6	5

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL –13**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Barbering Instructor Training

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Barbering Instructor Training program from an on-ground delivery modality to a hybrid delivery model. This program is 300 clock hours in length and awards a certificate.

**PROGRAM ACCREDITATOR:** Tennessee Department of Cosmetology and Barber Examiners

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Barbering Instructor Training program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 1 cosmetology instructor position within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	2	2
	2	2	2
	3	2	2

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 14**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Massage Therapy

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Massage Therapy program from an on-ground delivery modality to a hybrid delivery model. This program is 750 clock hours in length and awards a certificate.

**PROGRAM ACCREDITATOR:** Tennessee Board of Massage Licensure

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Massage Therapy program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	40	32
	2	40	32
	3	40	32

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

<b>NEW FACULTY NEEDED:</b>	<b>YEAR</b>	<b>NUMBER</b>	<b>COST</b>
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1st Year:	0	\$0
2nd Year:	0	\$0
3rd Year:	0	\$0

**FISCAL RESOURCES:** All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

**FACILITIES:** No additional facilities will be required for this proposed change.

**ACTION REQUIRED:** Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 15

INSTITUTION: Tennessee College of Applied Technology  
Chattanooga

PROPOSED PROGRAM TITLE: Mental Health Technician

PROPOSAL: TCAT Chattanooga is seeking permission to convert the Mental Health Technician program from an on-ground delivery modality to a hybrid delivery model. This program is 135 clock hours in length and awards a certificate.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES: The objective of the Mental Health Technician program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

NEED: There is no threat to duplication of programs within the college service area. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	12	10
	3	16	14

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 16

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Advanced Aesthetics

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Advanced Aesthetics program from an on-ground delivery modality to a hybrid delivery model. This program is 1125 clock hours and awards a diploma.

**PROGRAM ACCREDITATOR:** Tennessee Board of Cosmetology and Barber Examiners

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Advanced Aesthetics program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of the program within the college's service area. Jobs4TN.com shows at least 15 aesthetic related positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	40	32
	2	40	32
	3	40	32

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL -17**

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** HVACR Technician

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the HVACR Technician program from an on-ground delivery modality to a hybrid delivery model. This program is 1290 clock hours in length and awards a diploma.

**PROGRAM ACCREDITATOR:** HVAC Excellence

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the HVAC/R program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 82 HVAC/R positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	40	32
	2	40	32
	3	40	32

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

<b>NEW FACULTY NEEDED:</b>	<b>YEAR</b>	<b>NUMBER</b>	<b>COST</b>
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1st Year:	0	\$0
2nd Year:	0	\$0
3rd Year:	0	\$0

**FISCAL RESOURCES:** All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

**FACILITIES:** No additional facilities will be required for this proposed change.

**ACTION REQUIRED:** Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 18

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Drone Technology- Unmanned Aerial Vehicles

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the one-semester Drone Technology- Unmanned Aerial Vehicles program from an on-ground delivery modality to a hybrid delivery model. This program is 450 clock hours in length and awards a certificate.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Drone Technology program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 2 drone related positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	8	7
	2	8	7
	3	8	7

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$8,000
	2nd Year:	\$10,000
	3rd Year:	\$12,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$12,000
	2nd Year:	1	\$12,000
	3rd Year:	1	\$12,000

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 19

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Practical Nursing

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Practical Nursing program from an on-ground delivery modality to a hybrid delivery model. This program is 1357 clock hours and awards a diploma.

**PROGRAM ACCREDITATOR:** Tennessee Board of Nursing

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Practical Nursing program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication within the college service area. Jobs4TN.com shows at least 200 practical nursing jobs within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	60	18
	2	60	18
	3	60	18

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 20

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Surgical Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Surgical Technology program from an on-ground delivery modality to a hybrid delivery model. This program is 1357 clock hours and awards a diploma.

**PROGRAM ACCREDITATOR:** ARC/STSA

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Surgical Technology program is to offer relevant industry training to meet the demands of the local healthcare workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 199 surgical technologist jobs within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	24	22
	2	24	22
	3	24	22

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 21

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Welding Technology

**PROPOSAL:** TCAT Chattanooga is seeking permission to convert the Welding Technology program from an on-ground delivery modality to a hybrid delivery model. The length of this program is 1290 clock hours and awards a diploma.

**PROGRAM ACCREDITATOR:** NCCER

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The objective of the Welding Technology program is to offer relevant industry training to meet the demands of the local workforce in the greater Chattanooga area and the college's service area. The curriculum contains the requisite knowledge, skills and abilities needed to meet the objective.

**NEED:** There is no threat to duplication of programs within the college service area. Jobs4TN.com shows at least 99 welding related positions within 25 miles of Chattanooga. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	88	50
	2	88	60
	3	88	70

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: All program costs and instructor's salary are allocated in TCAT Chattanooga's annual budget.

FACILITIES: No additional facilities will be required for this proposed change.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 22

INSTITUTION: Tennessee College of Applied Technology Dickson

PROPOSED PROGRAM TITLE: Administrative Office Technology

PROPOSAL: The TCAT Dickson is proposing to offer the Administrative Office Technology program in a hybrid format. The course is currently offered on-ground. This program is 1296 clock hours in length and awards a Medical Coding Specialist diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES: The Administrative Office Technology program is designed to develop the essential workplace skills and knowledge necessary for success in today's modern, digital, computerized office setting.

NEED: The program is currently offered on-ground. The method of delivery is being proposed to change to a hybrid format. No duplication of programs in the service area will occur.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	16
	3	20	16

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$80,000
	2nd Year:	\$83,000
	3rd Year:	\$85,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES:

This proposed change will not require any changes to the current budget.

FACILITIES:

No new facilities will be required.

ACTION REQUIRED:

Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 23

INSTITUTION: Tennessee College of Applied Technology Dickson

PROPOSED PROGRAM TITLE: Computer Information Technology

PROPOSAL: The TCAT Dickson is proposing to offer the Computer Information Technology program in a hybrid format. The course is currently offered on-ground. This program is 2160 clock hours in length and awards an Information Technology Systems Coordinator diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES: The Computer Information Technology program is designed to provide students with first-hand knowledge of commonly used software, hardware, and operations of personal computers, servers, networking, and security operations used in today's highly technical business and industry.

NEED: The program is currently offered on-ground. The method of delivery is being proposed to change to a hybrid format. No duplication of programs in the service area will occur.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	16
	3	20	16

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$80,000
	2nd Year:	\$83,000
	3rd Year:	\$85,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change will not require any changes to the current budget.

FACILITIES: No new facilities will be required

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 24

INSTITUTION: Tennessee College of Applied Technology Dickson

PROPOSED PROGRAM TITLE: Digital Graphic Design

PROPOSAL: The TCAT Dickson is proposing to offer the Digital Graphic Design program in a hybrid format. The course is currently offered on-ground. This program length is 1296 clock hours and awards a Multimedia Design diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: The Digital Graphic Design program is designed to meet the growing need for layout professionals who excel in typography, color theory, print and webpage layout, digital illustration, photography and image editing.

NEED: The program is currently offered on-ground. The method of delivery is being proposed to change to a hybrid format. No duplication of programs in the service area will occur.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	16
	3	20	16

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$80,000
	2nd Year:	\$83,000
	3rd Year:	\$85,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0



FISCAL RESOURCES:

This proposed change will not require any changes to the current budget.

FACILITIES:

No new facilities will be required

ACTION REQUIRED:

Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 25

INSTITUTION: Tennessee College of Applied Technology Dickson

PROPOSED PROGRAM TITLE: Administrative Office Technology - Medical Coding

PROPOSAL: The TCAT Dickson is proposing to offer the Administrative Office Technology - Medical Coding program in a hybrid format. The course is currently offered on-ground.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES: This program provides essential training in business office procedures, customer service skills, business communications, keyboarding and document processing, proofreading and editing, business etiquette, problem solving, business writing, records and file management, and business computer skills.

NEED: A search of medical coding employment opportunities within 50 miles of the TCAT Dickson campus resulted in 44 jobs. The advisory committee feels that job opportunities will continue to grow in the middle Tennessee area.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	16
	3	20	16

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$80,000
	2nd Year:	\$83,000
	3rd Year:	\$85,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change will not require any changes to the current budget.

FACILITIES: No new facilities will be required

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 26

**INSTITUTION:** Tennessee College of Applied Technology  
Harriman

**PROPOSED PROGRAM TITLE:** Administrative Office Technology

**PROPOSAL:** TCAT-Harriman would like the opportunity to deliver a hybrid Administrative Office Assistant Program. This program is 1296 clock hours in length and awards a Medical Coding Specialist diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** TCAT-Harriman would like the opportunity to deliver a hybrid Administrative Office Assistant Program. The Program would follow the same curriculum as the statewide AOT curriculum and utilize the existing AOT program area for the on-ground portion of the class.

**NEED:** The new delivery option would allow students the ability and the flexibility to complete a portion of the curriculum online.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: There would be no additional cost to the facility for the implementation of a hybrid delivery for AOT.

FACILITIES: The same space that already exists will be utilized for the on-ground portion of AOT hybrid, so no new space will be needed.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL –27

INSTITUTION: Tennessee College of Applied Technology  
Harriman

PROPOSED PROGRAM TITLE: Industrial Maintenance Repair

PROPOSAL: TCAT Harriman would like to adopt the Industrial Maintenance Repair curriculum to replace the Industrial Maintenance IMS curriculum. The program is 1728 clock hours in length and awards a Machine Tool Industrial Maintenance Technician diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Spring 2021

OBJECTIVES: The curricula are very similar and utilize much of the same equipment. TCAT-Harriman has local industry that is willing to donate some HVAC equipment for training purposes. TCAT Harriman is also planning to allocate funds within this year's budget to purchase of a new HVAC trainer and utilize the most up to date refrigerant for the curriculum.

NEED: Due to increasing industry demand as documented in recent advisory committee meetings, TCAT-Harriman has been asked to bring HVAC training back into the Industrial Maintenance Program. After looking at the already established statewide curricula at the last advisory committee meeting it was determined that the Industrial Maintenance Repair Program was the closest match to what local industry was looking for in entry level maintenance positions.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$
	2nd Year:	0	\$
	3rd Year:	0	\$

**FISCAL RESOURCES:** The program will be housed in the same location using much of the same equipment, therefore no additional cost in operation expenses will be needed.

**FACILITIES:** The existing space for the IMS program will be used to deliver the new Industrial Maintenance Repair Program so no additional space will be needed.

**ACTION REQUIRED:** Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 28

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Administrative Office Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Administrative Office Technology program to a hybrid delivery mode. The program would award diplomas in Medical Administrative Assistant, Accounting Assistant, and Administrative Assistant. This program is 1296 clock hours in length.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	25
	2	40	34
	3	42	37

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 29

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Automotive Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Automotive Technology program to a hybrid delivery mode. The program length is 2160 hours and awards an Automotive Technician diploma.

PROGRAM ACCREDITATOR: Automotive Service Excellence

EFFECTIVE DATE: Summer 2021

OBJECTIVES: The objectives for this program are consistent with the existing program.

NEED: There is no threat to duplication of programs within this area because the on-ground program is already approved. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	24	20
	2	24	20
	3	24	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES:

This proposed change does not require additional facilities.

ACTION REQUIRED:

Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 30

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Collision Repair Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Collision Repair Technology program to a hybrid delivery mode. The program length is 1728 hours and awards a Collision Repair and Refinishing Technician diploma.

PROGRAM ACCREDITATOR: Automotive Service Excellence

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	26
	2	30	26
	3	30	26

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 31

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Computer Aided Design Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Computer Aided Design Technology program to a hybrid delivery mode. The program length is 1728 hours and awards a Structural Drafter diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	26
	2	30	26
	3	30	26

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL –32

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Computer Information Systems

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Computer Information Systems Technology program to a hybrid delivery mode. The program length is 1728 hours and awards a Computer Information Systems diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	26
	2	30	26
	3	30	26

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 33

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Computer Information Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Computer Information Technology program to a hybrid delivery mode. The program length is 2160 hours and awards an Information Technology Systems Coordinator diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	48	44
	2	48	44
	3	48	44

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 34**

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Electrician Apprenticeship

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Electrician Apprenticeship program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 5184 hours and awards an Electrician Apprenticeship Level 4 diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	25	8
	2	30	25
	3	30	25

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 35

**INSTITUTION:** Tennessee College of Applied Technology Jackson

**PROPOSED PROGRAM TITLE:** Health Information Management Technology

**PROPOSAL:** The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Health Information Management program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Health Information Specialist diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

**NEED:** This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	24
	2	30	25
	3	30	25

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 36

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Heating, Ventilation, Air Conditioning, and Refrigeration

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Heating, Ventilation, Air Conditioning, and Refrigeration program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1728 hours and awards a HVAC Major Appliance Technician diploma.

PROGRAM ACCREDITATOR: HVAC Excellence

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	35	28
	2	35	32
	3	35	32

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 37

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Industrial Electricity

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Industrial Electricity program so a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 2160 hours and awards an Industrial Electronics diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	26
	2	30	26
	3	30	26

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 38

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Industrial Maintenance Integrated Automation

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Industrial Maintenance Integrated Automation program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1728 hours and awards an Industrial Maintenance Automation diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	32	27
	2	40	35
	3	40	35

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 39

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Machine Tool Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Machine Tool Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1728 hours and awards a Die Specialist diploma

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	35	30
	2	38	35
	3	40	37

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 40

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Practical Nursing program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Practical Nursing diploma.

PROGRAM ACCREDITATOR: State Board of Nursing

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	100	85
	2	100	85
	3	100	85

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## **PROGRAM IMPLEMENTATION PROPOSAL –41**

**INSTITUTION:** Tennessee College of Applied Technology Jackson

**PROPOSED PROGRAM TITLE:** Retail, Hospitality & Tourism Technology

**PROPOSAL:** The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Retail, Hospitality, and Tourism Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Retail, Hospitality, and Tourism Professional diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

**NEED:** This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	15	12
	2	20	17
	3	24	20

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 42

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Surgical Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Surgical Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours

PROGRAM ACCREDITATOR: CAAHEP

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	18
	3	20	18

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 43

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Tool and Die Machining

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Tool and Die Machining program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 3024 hours and awards a Tool and Die Maker diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity to gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	26
	2	30	26
	3	30	26

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL –44

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Truck Driving

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Truck Driving program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 222 hours and awards a Truck Driving certificate.

PROGRAM ACCREDITATOR: Tennessee Department of Safety

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	48	44
	2	48	44
	3	48	44

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 45

INSTITUTION: Tennessee College of Applied Technology Jackson

PROPOSED PROGRAM TITLE: Welding Technology

PROPOSAL: The Tennessee College of Applied Technology Jackson proposes to convert an existing on-ground Welding Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Combination Welder diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES: To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

NEED: This program is already being taught by TCAT Jackson. Hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	75	70
	2	75	70
	3	75	70

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0

3rd Year: \$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 46

INSTITUTION:	Tennessee College of Applied Technology Livingston
PROPOSED PROGRAM TITLE:	Emergency Medical Technology
PROPOSAL:	TCAT Livingston proposes to duplicate an existing Emergency Medical Technology program at Jackson Instructional Service Center (2D). The program will be delivered as an evening offering. This program is 744 clock hours in length and awards an Advanced Emergency Medical Technician certificate.
PROGRAM ACCREDITATOR:	State Board of EMS
EFFECTIVE DATE:	Spring 2021
OBJECTIVES:	EMT-Basics provide a service in an environment requiring special skills and knowledge in such areas as communications, transportation, and keeping records. They also serve as liaisons with other emergency services. This course provides an introduction to these concepts. Individual orientation to the specific systems and services with which the EMT-Basic will be affiliated is necessary to achieve a full level of competency.
NEED:	<p>Employment of emergency medical technicians and paramedics is project to grow 15 percent from 2016 - 2026, much faster than the average for all occupations. Emergencies, such as car crashes, natural disasters, and acts of violence, will continue to require the skills of EMTs and paramedics. The need for volunteer EMTs and paramedics in rural areas and smaller metropolitan areas will also continue.</p> <p>Job opportunities should be good because the growing population will require more emergency services generally. There will also be a need to replace workers who leave the occupation due to the</p>

high stress nature of the job or to seek job opportunities in other healthcare occupations.

Source: U.S. Department of Labor Bureau of Labor Statistics

According to Jobs4TN on November 5, 2020, the number of job openings in Tennessee for EMT and Paramedics was 213 with only 55 available candidates. The long term projected annual openings for EMTs and Paramedics in Tennessee from 2018 to 2028 are 547 annual openings. The national outlook for this occupation is bright according to the Jobs4TN site.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$60,000
	2nd Year:	\$40,000
	3rd Year:	\$40,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$25,000
	2nd Year:	1	\$25,000
	3rd Year:	1	\$24,000

FISCAL RESOURCES: Tuition and fees will fund the salary for this position.

Equipment and supplies will be provided by the TCAT Livingston and Jackson County Emergency Management. TCAT Livingston will fund the initial start up cost of the program with E and G funds and R & R funds.

FACILITIES:

**ACTION REQUIRED:**

Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 47

**INSTITUTION:** Tennessee College of Applied Technology  
Morristown

**PROPOSED PROGRAM TITLE:** Heating, Ventilation, Air Conditioning, and  
Refrigeration

**PROPOSAL:** TCAT Morrystown proposes to relocate the existing  
Heating, Ventilation, Air Conditioning, and  
Refrigeration program from TCAT Morrystown-  
Greene Technology Center (2A) to the Thomas  
Howard McNeese Education Center (pending  
THEC site code approval). This program is 1728  
clock hours in length and HVAC Major Appliance  
Technician diploma.

**PROGRAM ACCREDITATOR:** HVAC Excellence

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** The Heating, Ventilation, Air-Conditioning, and  
Refrigeration Technology program is designed to  
provide training in troubleshooting, repairing, and  
installing heat pumps, gas, and electric heating  
equipment, and refrigeration equipment, both  
residential and commercial. The program provides  
the student with the opportunity to learn silver  
soldering with an oxyacetylene torch; install and  
adjust electrical controls, work with electrical  
meters and pressure gauges; and diagnose,  
disassemble, and reassemble refrigeration and  
heating systems. Students will interpret technical  
manuals and schematics as well as electrical  
troubleshooting.

**NEED:** TCAT Morrystown currently offers HVAC-  
R programs strategically placed within the service  
delivery area to adequately serve the citizens of the  
region. However, currently there are no other  
HVAC-R programs offered in  
Greeneville Tennessee. The Thomas Howard  
McNeese Education Center will be an ideal location

to serve students in this area. GTC at the Thomas Howard McNeese Education Center in order to provide full-time day program offerings. Jobs4TN.com shows approximately 30 openings for HVAC-R technicians in this service area. TCAT Presidents have received notification of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	0
	2	18	15
	3	20	18

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$185,000
	2nd Year:	\$110,000
	3rd Year:	\$110,00

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$45,000
	2nd Year:	1	\$45,000
	3rd Year:	1	\$45,000

**FISCAL RESOURCES:** There will be equipment costs as TCAT Morristown will need to secure adequate training equipment for the program. Student enrollments and all required paperwork will be processed through the main campus and there will not be any supplementary administrative nor support personnel hired. There will be the addition of a full-time day faculty member which will be paid by TCAT Morristown. To offset costs until state appropriations come through around year three, renewal and replacement funds will be utilized; however, we are unsure as to the amount that will be appropriated.

**FACILITIES:** The Greene County School System does not intend to charge a lease fee for use of the facility. Routine cleaning, maintenance, and utility expenses for the space will be paid by TCAT Morristown.



**ACTION REQUIRED:**

**Staff recommends approval**

**PROGRAM IMPLEMENTATION PROPOSAL – 48**

INSTITUTION: Tennessee College of Applied Technology  
Morristown

PROPOSED PROGRAM TITLE: Cosmetology

PROPOSAL: TCAT Morrystown proposes to relocate the existing  
Cosmetology program from TCAT Morrystown-  
Greene Technology Center (2A) to the Thomas  
Howard McNeese Education Center (pending  
THEC site code approval). This program is 1500  
clock hours in length and awards a Cosmetologist  
diploma

PROGRAM ACCREDITATOR: Tennessee State Board of Cosmetology

EFFECTIVE DATE: Fall 2021

OBJECTIVES:

NEED: TCAT Morrystown currently offers a cosmetology  
program at the Greene Technology Center  
(GTC). The program is strategically placed within  
the service delivery area to adequately serve the  
citizens of the region. Currently there are no other  
cosmetology programs offered in  
Greeneville, Tennessee and the relocation to the  
Thomas Howard McNeese Education Center will  
not cause program duplication. Jobs4TN.com shows  
an increase in demand for hair coloring and other  
specialized hair services. TCAT Presidents have  
received notification of this proposed change, and  
letters of support have been submitted from  
community members.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	

2	20
3	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$166,000
	2nd Year:	\$91,000
	3rd Year:	\$91,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$45,000
	2nd Year:	1	\$45,000
	3rd Year:	1	\$45,000

**FISCAL RESOURCES:** As this action is a relocation of an existing program, the initial new program implementation costs were previously proposed and realized at the Greene Technology Center (GTC) location. There will be some equipment costs involved, estimated at \$75,000, in order to adequately equip the new lab and classroom space. Additionally, TCAT Morristown will also utilize any equipment that was formerly purchased and used at the previous GTC location. Student enrollments and all required paperwork will be processed through the main campus and there will not be any supplementary administrative nor support personnel hired. The existing full-time faculty member will be utilized which will alleviate the need to hire new personnel. To offset costs until state appropriations come through around year three, renewal and replacement funds will be utilized; however, we are unsure as to the amount that will be appropriated.

**FACILITIES:** The Greene County School System does not intend to charge a lease fee for use of the facility. Routine cleaning, maintenance, and utility expenses for the space at the Thomas Howard McNeese Education Center will be paid by TCAT Morristown.

**ACTION REQUIRED:** Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL –49**

INSTITUTION: Tennessee College of Applied Technology  
Morristown

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Morrystown proposes to relocate the existing Practical Nursing program from the TCAT Morrystown- Sevierville Instructional Service Center (2B) to the Ben W. Hooper Career & Technical Education Center (pending THEC site code approval). This program is 1296 clock hours in length and awards a Practical Nursing diploma.

PROGRAM ACCREDITATOR: State Board of Nursing

EFFECTIVE DATE: Fall 2020

OBJECTIVES:

NEED: TCAT Morrystown has other practical nursing programs strategically placed within the service delivery area to adequately serve the citizens of the region. However, currently there are no other practical nursing programs offered in Newport Tennessee. The proximity of Newport and the former location of Sevierville is close, and the locality of the Ben W. Hooper Career & Technical Education Center will be ideal to serve students in this area. Jobs4TN.com shows a 12% growth in employment opportunities for LPNs between 2016 and 2026. Letters of support have been provided and notification of this proposed change was sent to TCAT Presidents.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$88,959
	2nd Year:	\$88,959
	3rd Year:	\$88,959

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$62,459
	2nd Year:	1	\$62,459
	3rd Year:	1	\$62,459

**FISCAL RESOURCES:** As this action is a relocation of an existing program, the initial new program implementation costs were previously proposed and realized at the Sevierville location. Existing faculty will be utilized therefore the addition of new faculty will not be needed. There will be minimal, if any, equipment costs as TCAT Morristown will utilize equipment that was previously purchased and used at the previous Sevierville location. Additionally, student enrollments and all required paperwork will be processed through the main campus and there will not be any supplementary administrative nor support personnel hired. To offset costs until state appropriations come through around year three, renewal and replacement funds will be utilized; however, we are unsure as to the amount that will be appropriated.

**FACILITIES:** A facility use form was initiated by the Cocke County School System that outlines responsibility for costs. As this action is a relocation of an existing program, the initial new program implementation costs were previously proposed and realized at the Sevierville location. Classroom and lab space is being leased from the Cocke County School System at a very reasonable rate. Routine cleaning and maintenance for the leased space will be paid by TCAT Morristown and it is anticipated that utility expenses will be paid by the Cocke County School System.

**ACTION REQUIRED:** Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 50**

INSTITUTION: Tennessee College of Applied Technology  
Morristown

PROPOSED PROGRAM TITLE: Industrial Electricity

PROPOSAL: TCAT Morrystown proposes to relocate the existing Industrial Electricity program TCAT Morrystown-Greene Technology Center (2A) to the Thomas Howard McNeese Education Center (pending THEC site code approval). This program is 1728 clock hours in length and awards an Industrial Electronics diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Fall 2021

OBJECTIVES:

NEED: TCAT Morrystown has other Industrial Electricity programs strategically placed within the service delivery area to adequately serve the citizens of the region. However, currently there are no other industrial electricity programs offered in Greeneville Tennessee. The proximity of the Thomas Howard McNeese Education Center and the former location of Greene Technology Center (GTC) is right next door. According to the JOBS4TN.gov website, overall employment of electrical and electronic installers/repairers projected to grow 7% from 2018 to 2028. Letters of support have been provided, and TCAT Presidents have been notified of this proposed change.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$65,000
	2nd Year:	\$65,000
	3rd Year:	\$65,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$45,000
	2nd Year:	1	\$45,000
	3rd Year:	1	\$45,000

**FISCAL RESOURCES:** As this action is a relocation of an existing program, the initial new program implementation costs were previously proposed and realized at the Greene Technology Center (GTC) location. There will be minimal, if any, equipment costs as TCAT Morristown will utilize equipment that was previously purchased and used at the previous GTC location. Additionally, student enrollments and all required paperwork will be processed through the main campus and there will not be any supplementary administrative nor support personnel hired. There will be the addition of a full-time day faculty member which will be paid by TCAT Morristown. To offset costs until state appropriations come through around year three, renewal and replacement funds will be utilized; however, we are unsure as to the amount that will be appropriated.

**FACILITIES:** The Greene County School System does not intend to charge a lease fee for use of the facility. As this action is a relocation of an existing program, the initial new program implementation costs were previously proposed and realized at the Greene Technology Center (GTC) location. Routine cleaning, maintenance, and utility expenses for the space will be paid by TCAT Morristown.

**ACTION REQUIRED:** Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 51

INSTITUTION: Tennessee College of Applied Technology Oneida

PROPOSED PROGRAM TITLE: Administrative Office Technology

PROPOSAL: TCAT Oneida is seeking to change the delivery of the Administrative Office Technology program from on the ground to a hybrid model. This program is 1296 clock hours and awards a Medical Coding Specialist diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES:

NEED: This is an established program. We are requesting that it be moved from an on-ground program to a hybrid program.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change will not require any changes to the current budget.

FACILITIES: No new facilities will be required



ACTION REQUIRED:

Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 52

INSTITUTION: Tennessee College of Applied Technology Oneida

PROPOSED PROGRAM TITLE: Computer Information Technology

PROPOSAL: TCAT Oneida is seeking to change the delivery of the Computer Information Technology program from on the ground to a hybrid model. This program is 2160 clock hours and awards an Information Technology Systems Coordinator diploma.

PROGRAM ACCREDITATOR:

EFFECTIVE DATE: Summer 2021

OBJECTIVES:

NEED: This is an established program. We are requesting that it be moved from an on-ground program to a hybrid program.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change will not require any changes to the current budget.

FACILITIES:

No new facilities will be required

ACTION REQUIRED:

Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 53**

**INSTITUTION:** Tennessee College of Applied Technology  
Shelbyville

**PROPOSED PROGRAM TITLE:** Aviation Maintenance Technology

**PROPOSAL:** TCAT Shelbyville is seeking to implement an Aviation Maintenance Technology program at the TCAT Shelbyville- Winchester Municipal Airport Instructional Service Center (pending THEC site code approval). The program will be 1944 clock hours in length and award an Airframe Diploma and a Power Plant Diploma.

**PROGRAM ACCREDITATOR:** Federal Aviation Administration

**EFFECTIVE DATE:** Fall 2021

**OBJECTIVES:** Prepare students for a career as an Airframe and/or Powerplant Mechanic.

**NEED:** There is no TCAT or Community College in the service area preparing students for a career in this field. Per the 2020 TN LEAP Report, Aircraft Mechanic was identified on the list of TN Occupations with High Employer Demand. A notice of intent was sent to all TCAT and Community College Presidents, and a letter of support was provided by Franklin County’s Mayor.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	15	0
	2	20	15
	3	20	20

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$150,000
	2nd Year:	\$75,000
	3rd Year:	\$75,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$60,000
	2nd Year:	1	\$60,000
	3rd Year:	1	\$60,000

FISCAL RESOURCES: Instructor salary will be paid through state appropriations. Other program cost will be paid through equipment grants, donations, and fees.

FACILITIES: TCAT Shelbyville will contract with Winchester Municipal Airport to occupy a new building, currently under construction for the purpose of aviation training. The building is designed to provide ample space for lecture and lab experience

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 54

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Computer Information Technology

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Computer Information Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 2160 hours and awards a Information Technology Systems Coordinator diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	25
	2	30	25
	3	30	25

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 55**

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Health Information Management Technology

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Health Information Management program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Health Information Specialist diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills.

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	20	18
	2	20	18
	3	20	18

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 56

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Automotive Technology

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Automotive Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 2160 hours and awards an Automotive Technician diploma.

**PROGRAM ACCREDITATOR:** Automotive Service Excellence

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	22
	2	30	25
	3	30	25

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities.

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 57**

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Heating, Ventilation, Air Conditioning, and  
Refrigeration (HVA)

**PROPOSAL:** The Tennessee College of Applied Technology  
Whiteville proposes to convert an existing on-  
ground HVAC Technology program to where  
a hybrid delivery mode is available in the future due  
to pandemic concerns. The program length is 1728  
hours and awards a HVAC Major Appliance  
Technician diploma.

**PROGRAM ACCREDITATOR:** HVAC Excellence

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the  
local economy to post-secondary students in our  
service area. This program will allow students the  
opportunity the gain the knowledge needed to obtain  
salable skills

**NEED:** This program is already being taught by TCAT  
Whiteville. The hybrid option is only being pursued  
due to potential COVID restrictions to on-ground  
learning. TCAT Presidents have been notified of this  
proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	30	22
	2	35	28
	3	35	32

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL – 58**

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Patient Care Technology/ Medical Assisting

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Patient Care Technology/Medical Assisting program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Medical Assistant diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	30	25
	2	30	25
	3	30	25

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities

ACTION REQUIRED: Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 59

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Practical Nursing

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Practical Nursing program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Practical Nursing diploma.

**PROGRAM ACCREDITATOR:** State Board of Nursing

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	50	40
	2	50	40
	3	50	40

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0



NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities

ACTION REQUIRED: Staff recommends approval

**PROGRAM IMPLEMENTATION PROPOSAL –60**

**INSTITUTION:** Tennessee College of Applied Technology  
Whiteville

**PROPOSED PROGRAM TITLE:** Welding Technology

**PROPOSAL:** The Tennessee College of Applied Technology Whiteville proposes to convert an existing on-ground Welding Technology program to where a hybrid delivery mode is available in the future due to pandemic concerns. The program length is 1296 hours and awards a Combination Welder diploma.

**PROGRAM ACCREDITATOR:**

**EFFECTIVE DATE:** Summer 2021

**OBJECTIVES:** To offer industry training to meet the demand of the local economy to post-secondary students in our service area. This program will allow students the opportunity the gain the knowledge needed to obtain salable skills

**NEED:** This program is already being taught by TCAT Whiteville. The hybrid option is only being pursued due to potential COVID restrictions to on-ground learning. TCAT Presidents have been notified of this proposed change.

<b>PROJECTED ENROLLMENT:</b>	<b>YEAR</b>	<b>ENROLLMENT</b>	<b>COMPLETERS</b>
	1	24	20
	2	24	20
	3	24	20

<b>PROJECTED COSTS:</b>	<b>YEAR</b>	<b>COST</b>
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: This proposed change does not require additional funding.

FACILITIES: This proposed change does not require additional facilities

ACTION REQUIRED: Staff recommends approval