



TENNESSEE BOARD OF REGENTS
Thursday, September 23, 2021
Committee Meetings

- A. Committee on Academic Policies and Programs and Student Success
 - 1. Review and Consider Proposed Revisions to TBR Policy 2.03.01.05 – Academic Retention and Readmission for Tennessee Colleges of Applied Technology (TCATs)
 - 2. TCAT Proposed Program Terminations, Modifications and New Technical Program Implementations
 - 3. Institutional Mission Profiles
 - 4. Strategic Plan Metrics Dashboard
 - 5. Review and Consider Approval of Nashville State Community College Strategic Plan
 - 6. TBR Mission Statement
 - 7. Report on Open Education Resources
 - 8. Enrollment and Graduate Report
 - 9. Review and Consider Resolution Authorizing Name, Image and Likeness Compensation for Student Athletes

- B. Committee on Finance and Business Operations
 - 1. Review and Consider Parking and Traffic Fines
 - 2. Dual Enrollment Tuition Rate
 - 3. Technology Access Fee Spending Plans
 - 4. System Budget Requests to Tennessee Higher Education Commission
 - 5. Capital Outlay Requests

- C. Committee on Workforce Development
 - 1. Update on Center for Workforce Development Projects
 - 2. Meeting Industry Needs: Women in Manufacturing

- D. Committee on Personnel and Compensation
 - 1. Review and Consider Faculty Emeritus Recommendations
 - 2. Out of Cycle Promotion Request from TCAT Shelbyville
 - 3. TCAT Shelbyville Faculty Promotion Increase
 - 4. Executive Incentive Payment

- E. Committee on External Affairs
 - 1. Government Relations Legislative Priorities
 - 2. Homeland Security Assessment Update



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
Friday, September 24, 2021
Agenda

- I. Approval of the Minutes
 - A. June 18, 2021 Regular Session Board Meeting
 - B. July 27, 2021 Special Called Session

- II. Report of Interim Action

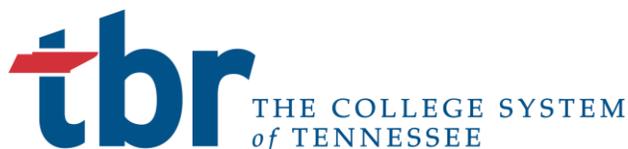
- III. Report of the Committees
 - A. Minutes of the Academic Policies and Programs Committee on September 23, 2021
 - B. Minutes of the Workforce Development Committee on September 23, 2021
 - D. Minutes of the External Affairs Committee on September 23, 2021
 - E. Minutes of the Audit Committee Meeting on August 31, 2021

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

- V. Report of the Chancellor
 - Roane State Community College 50th Anniversary
 - TBR Police Department Update

- VI. Unfinished Business

- VII. New Business
 - A. Review and Consider Criteria for the President of Tennessee College of Applied Technology at Nashville
 - B. Minutes of the Finance and Business Operations Committee on September 23, 2021 that includes Parking and Traffic Fines, Dual Enrollment Tuition Rate, Technology Access Fee Spending Plans, System Budget Requests and Capital Outlay Requests for 2022-23
 - C. Minutes of the Personnel and Compensation Committee on September 23, 2021 that includes Faculty Emeritus Appointments, Out of Cycle Promotion Request and Increase for TCAT Faculty, and Executive Incentive Pay
 - D. Approval of Proposed 2022 Meeting Dates
 - E. Proposed Revisions to TBR Policy 1.02.03.30 – Conflict of Interest Policy for Regents
 - F. Consideration of Proposed Changes to TBR Bylaws
 - G. Resolution of Appreciation for President Jerry Faulkner
 - H. Election of Board Secretary



TENNESSEE BOARD OF REGENTS

Quarterly Board Meeting
September 23 and 24, 2021

EXECUTIVE SUMMARY

THURSDAY, SEPTEMBER 23, 2021

A. COMMITTEE ON ACADEMIC POLICIES AND PROGRAMS AND STUDENT SUCCESS

1. PROPOSED REVISIONS TO TBR POLICY 2:03:01:05 – ACADEMIC RETENTION AND READMISSION FOR TENNESSEE COLLEGES OF APPLIED TECHNOLOGY (TCATS) (*Vice Chancellor Heidi Leming*)

Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

2. PROPOSED TCAT NEW PROGRAM IMPLEMENTATIONS, MODIFICATIONS, AND TERMINATIONS FOR TCATS (*Assistant Vice Chancellor Tachaka Hollins*)

Eighteen (18) 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.

Twenty-seven (27) 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 the need was provided.

3. INSTITUTIONAL MISSION PROFILES (*Executive Vice Chancellor Russ Deaton*)

Per the Complete College Act of 2010 and reiterated in the FOCUS Act of 2016, the Tennessee Higher Education Commission (THEC) reviews and approves Institution Mission Profiles annually for all community colleges and universities. These profiles, which are distinct from institutional mission statements used for institutional accreditation, are used primarily to communicate the institution's distinct mission to stakeholders, and as a guide for THEC in the development of the outcomes-based funding formula. Institutions submit the proposed profile to its respective governing board for review and approval before submission to THEC for action. If approved, TBR will submit these profiles to THEC for review and action at its November 2021 quarterly meeting.

4. STRATEGIC PLAN METRICS DASHBOARD (*Executive Vice Chancellor Russ Deaton*)

At the June 2021 Quarterly Meeting, the Tennessee Board of Regents approved mid-cycle revisions to the 2015-2025 Strategic Plan. These revisions included the development of a series of metrics that are designed to measure how well TBR fulfills the pillars of the revised 2015-2025 Strategic Plan.

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The Committee will receive a report about a public-facing, interactive dashboard that allows Board members, colleges, and members of the public to track the TBR Strategic Plan metrics. The dashboard will be available on the TBR website and will be updated as new data becomes available.

5. REVIEW AND CONSIDER APPROVAL OF NASHVILLE STATE COMMUNITY COLLEGE STRATEGIC PLAN (*Executive Vice Chancellor Russ Deaton*)

To meet TBR and SACSCOC expectations, each community college periodically brings its Strategic Plan and mission statement to the Board for review and approval. Now that the Board has approved the TBR Strategic Plan at the June 2021 meeting, it is in effect and functions as a guide and a foundational document for individual college strategic plans. No college is required to emulate its precise structure or the specific pillars and themes, though each college plan should establish clear linkages with relevant elements of the TBR Strategic Plan. Further, it is expected that college strategic plans should extend the ideas set forth in the TBR Strategic Plan to be more specific and actionable as colleges see fit in the course of pursuing their local and regional mission. Colleges can identify additional ideas and pursuits as foundational to its mission, as long as they are philosophically consistent with the TBR Strategic Plan.

Nashville State Community College has engaged campus and community constituencies to develop its strategic plan titled “Vision 2030: A Student Ready College.” President Shanna Jackson presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Nashville State Community College also brings forth a revised mission statement that can be found in the supporting documents.

Therefore, staff recommend that the Board approve the Nashville State Community College Strategic Plan, as well as its Mission Statement.

6. TBR MISSION STATEMENT (*Executive Vice Chancellor Russ Deaton*)

Chancellor Tydings and other TBR leadership often utilize the phrase “*Student Success and Workforce Development*” as an informal mission statement. It is succinct, precise and appropriate for an open access technical and community college system. Furthermore, it resonates with policymakers and external partners. The recently approved revisions to the 2015-25 Strategic Plan also includes the phrase. Therefore, staff recommend that the Board officially adopt the phrase as the TBR Mission Statement and to continue to use it in communications and within the TBR Strategic Plan.

7. REPORT ON OPEN EDUCATION RESOURCES (*Associate Vice Chancellor Robert Denn*)

The College System of Tennessee has provided significant, state-level thought leadership and innovation in the area of Open Education Resources (OER), which is firmly rooted in our [strategic plan](#). The Regents will learn about the [Tennessee Open Education](#) enterprise, its component parts, and progress on related programmatic activities, including:

[TN Open Education Hub](#)

[OER Grant Program \(Access & Diversity\)](#)

OER Designator Pilot

THEC Summer Study (5-year strategic plan)

[AAC&U IOER](#)

OER Advocacy Teams

ATD/SRI/Hewlett Open Pedagogy Study

8. ENROLLMENT AND GRADUATE REPORT (*Executive Vice Chancellor Russ Deaton*)

Executive Vice Chancellor Russ Deaton will provide information on student success during the 2020-2021 academic year as well as fall 2021 enrollment.

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The Committee will receive a report about degree production at community colleges and TCATs as well as graduation rates at community colleges. The report will also include preliminary data on enrollment at colleges in fall 2021 and an early analysis of fall-to-fall retention. The discussion of data will also include demographic trends in enrollment, as well as trends in dual enrollment, adult enrollment, and the enrollment of recent high school graduates.

9. REVIEW AND CONSIDER RESOLUTION AUTHORIZING NAME, IMAGE AND LIKENESS COMPENSATION FOR STUDENT ATHLETES (*General Counsel Brian Lapps*)

As discussed at the meeting of the Committee Chairs on August 31, 2021, the Presidents Athletic Council supports the creation of a process for student-athletes to receive compensation for use of their name, image, and likeness. Consistent with the discussion at the Committee Chairs meeting, a resolution authorizing creation of such procedures is attached for the Board's consideration.

B. COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

1. REVIEW AND CONSIDER PARKING AND TRAFFIC FINES

In accordance with TBR Policy and the pending rule related to Traffic and Parking fines, Chancellor Tydings has reviewed the amounts of proposed fines and the rationale therefor. Chancellor Tydings recommends approval of the proposed traffic and parking fines as set forth below for the articulated reasons.

The community colleges seek approval for traffic and parking fines below the levels set by state and/or local law for the same traffic offenses. Other than TCAT Chattanooga, which is part of Chattanooga State, no TCATs seek to implement traffic and parking fines. The rationale for the requested amounts is that institutional fines should be educational in nature, and not punitive. Institutions have informed the System Office that the fines are lower than the amounts for comparable municipal locations. Campus police have the authority to issue local citations to be enforced through the courts, which is an option to address serious or flagrant offenses, as well as repeat violations.

Article VI, Section 14 of the Tennessee constitution prohibits imposition of a fine greater than \$50 unless assessed by a jury. Because TBR institutions have no power to empanel a jury, where a statute (e.g., fines for disability parking violations) or ordinance sets an amount greater than \$50, campus police officers will either issue a city or county citation or a \$50 campus citation. In all other cases, the requested amounts are set below:

Chattanooga State and TCAT Chattanooga

\$20 for all campus traffic and parking violations, including both moving and non-moving violations.

Cleveland State

\$50 for obstructing a fire hydrant;

\$30 for obstruction of traffic; and

\$25 for all other campus traffic and parking violations, including both moving and non-moving violations.

Columbia State

Warning for first offense; and

\$10 for subsequent violations of campus traffic and parking violations, including both moving and non-moving violations.

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Dyersburg State

\$10 for initial violation of all campus traffic and parking requirements, including both moving and non-moving violations; and
\$20 for all subsequent offenses.

Jackson State

\$50 for parking within fifteen feet of a fire hydrant;
\$50 for reckless driving/speeding; and
\$25 for all other campus traffic and parking violations, including both moving and non-moving violations.

Motlow State

\$10 for first and second violations of all campus traffic and parking violations, including both moving and non-moving violations; and
\$20 for all subsequent violations.

Nashville State

\$25 for all campus traffic and parking violations, including both moving and non-moving violations; and
\$50 fine for littering.

Northeast State

\$10 for all moving and non-moving violations not set forth below;
\$25 for fire lane violations; and
\$35 for handicap violations.

Pellissippi State

\$15 for all campus traffic and parking violations, including both moving and non-moving violations.

Roane State

\$20 for all campus traffic and parking violations, including both moving and non-moving violations.

Southwest State

\$50 for parking/blocking disabled access, van access/loading area, and for safety hazards (e.g., blocking sidewalk, traffic lane, fire hydrant, fire lane); and
\$15 for all other campus traffic and parking violations, including both moving and non-moving violations.

Volunteer State

\$25 for all campus traffic and parking violations, including both moving and non-moving violations.

Walters State

\$15 for all campus traffic and parking violations, including both moving and non-moving violations.

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2. DUAL ENROLLMENT TUITION RATE

At the December 11, 2014 Board meeting the Board acted to approve a recommendation to establish a special maintenance fee rate for dual enrollment courses. At that time, \$1,200 total was available for dual enrollment grants for each qualifying community college or TCAT student. For the community colleges students, the grant was to be awarded at the rate of \$500 for course one, \$500 for course two, and \$200 for course three. Therefore, a special maintenance fee rate was set for dual enrollment courses at the community colleges to approximately equal the dual enrollment grant amounts. The rate was \$166 an hour. So, a three-hour dual enrollment course would cost \$498, approximately equal to the dual enrollment grant available. A similar rate and process was established for the TCATS.

During this most recent legislative session a bill was passed that provided that the dual enrollment grant for the first four dual enrollment courses would now be equal to the cost of in-state tuition and mandatory fees established annually for community colleges and TCATs. Thus, eliminating the need for a special dual enrollment course rate.

Staff recommends that the special maintenance fee rate established in 2014 for dual enrollment courses be eliminated effective Spring 2022 semester/trimester. Going forward the maintenance fees, mandatory, and nonmandatory fees for dual enrollment courses will be the same as regular courses for the community colleges and TCATS.

3. TECHNOLOGY ACCESS FEE SPENDING PLANS

The Technology Access Fee was levied for the purpose of providing student access to computing and similar technologies. Board Guideline B-060, Section VIII provides that TAF funds be used to benefit students directly, for items such as new and improved high technology laboratories and classrooms, appropriate network and software, computer and other equipment, and technological improvements that enhance instruction. For compliance purposes, Section B.4 of this guideline requires that the Chancellor annually review TAF proposed spending plans from 25% of TBR institutions and provide a report to the Board.

For fiscal year 2021-22, TAF spending plans from Cleveland State Community College, Columbia State Community College, Motlow State Community College and Walters State Community College, as well as Tennessee Colleges of Applied Technology at Chattanooga, Dickson, Elizabethton, Knoxville, Paris, Pulaski, and Whiteville were reviewed for compliance with TAF use guidelines.

Some minor template problems and mathematical problems were discovered and corrected. Once this occurred, all plans reviewed were found to be in compliance with TAF use guidelines.

4. SYSTEM BUDGET REQUESTS TO TENNESSEE HIGHER EDUCATION COMMISSION

On an annual basis, Board staff develops a list of System funding needs that are not recognized through the higher education funding formula. Items identified are intended to have broad benefit across the System and to align with TBR and the State's strategic goals. Review of these items by the Board is the first step in this process. Items will be then submitted to the Tennessee Higher Education Commission for its consideration. TBR items endorsed by the Commission are then forwarded to the Governor for his consideration in developing his FY 2022-2023 budget recommendations to the General Assembly. The legislature then

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ultimately determines which items recommended are funded. There are three items listed on the next two pages, totaling approximately \$13.54 million (\$9.4 million recurring and \$4.14 million non-recurring).

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

Draft for Review Purposes

1) Safety and Security (\$5.2 million recurring; \$4.14 million non-recurring)

These funds would continue the investments that Tennessee has made in campus safety and security by adding police personnel at each TCAT. Given the state’s recent investments in the TCAT Capacity Initiative and the expectation of growth to serve even more TCAT students, it is imperative that investment be made in the safety and security of the TCAT student body, faculty, and staff in much the same manner as occurs at our community colleges and public universities.

The Tennessee Board of Regents is establishing a campus policing agency as specified in Tenn. Code Ann. 49-7-118. This agency will provide first-line law enforcement response, patrol, crime prevention, safety education, and emergency management for the 27 Tennessee Colleges of Applied Technology. Currently, no law enforcement agency is directly responsible solely for the protection of life and property at those institutions. The TBRPD will provide those services with increased institutional knowledge of individual TCAT facilities, students, staff, and needs as opposed to relying on local law enforcement agencies that are responsible for an entire community. Additionally, the chief of the TBRPD will serve as a liaison to the 13 community college police and/or security departments. The TBRPD will also be available to mutually aid any of the 13 community colleges with manpower, investigative assistance, training, and emergency management services should the need arise.

The TBRPD will provide coverage to each TCAT location with one officer who will patrol the main campus and satellite locations throughout the day and an evening shift of officers tasked with patrolling all TCAT locations within their assigned area. While not providing coverage at all locations at all times when students and staff are present, the plan will provide for patrol coverage within each individual institution’s footprint. This is a significant improvement and provides the ability for TBR personnel to respond to each institution as necessary for emergencies and calls for service. Our officers, who will only be patrolling TCAT locations, will be able to develop relationships with staff and students and will be a resource for them in a manner similar to school resource officers in K-12 institutions. Crime prevention programming education, such as women’s self-defense courses, will be provided to our students and staff at TCAT locations.

TBRPD with its proposed staffing and structure will also assume roles in coordinating and assessing campus safety to build upon the recently completed Tennessee Department of Safety and Homeland Security facility surveys coordinated by THEC. Officers assigned to patrol duties will conduct continual safety and security surveys to address issues as they arise. Officers will also coordinate emergency management on TBR property and at TCAT institutions, assisting in the updating of emergency plans and procedures.

The request would fund 56 fulltime officers to serve 27 TCATS.

Estimated Costs

Personnel Costs (Recurring)	\$3,990,000
Operation Costs (Recurring)	<u>1,210,000</u>

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Total Recurring \$5,200,000

Startup Costs (Non-recurring) \$4,140,000

2) **TCAT Student Success Support (\$2.7 million recurring)**

Over the last few years, TCATs have undergone significant operational and strategic changes that build off their successful foundation and expand into new areas of student access and success. The current strategic policy environment requires TCATs to have greater capacity to serve student and workforce needs. For instance, over the last two years, all TCATs have begun the in-depth process of focusing their efforts on strategic recruitment of new populations, as well as building student supports and expertise to better serve students through graduation and into the workforce via their participation in Achieving the Dream. Furthermore, they have deployed new technologies that modernize systems of financial aid, admissions, and business operations. These strategic and operational efforts are labor intensive and new to the TCAT sector and investment in the capacity of these institutions would provide them the ability to meet these demands. Across the 27 TCATs, one FTE per campus would have tremendous marginal effect on their workforce.

Estimated Costs

Personnel Costs (Recurring) \$2,700,000

3) **Enhancing Student Success and Workforce Development (\$1.5 million recurring)**

A) Center for Innovation in Teaching and Learning (\$750,000 recurring)

As an open access system, many TBR students come to college with academic preparation issues. It is therefore acutely important to student success that TBR faculty be well trained not just in their content area of expertise, but in the science of teaching and student learning. This area has evolved over the last decade or so, beyond just online pedagogy, to include an array of approaches for enhancing student learning. For instance, the science of learning now includes known techniques such as Academic Mindset and High Impact Practices which improve student success. Many colleges have Centers for Teaching and Learning which help train faculty in these approaches, but the scope and resources are limited. Furthermore, the science of teaching and learning and the potential to use technology to enhance it has improved dramatically.

TBR has yet to tap into this innovation and therefore we propose an enhanced system level Center for Innovation in Teaching and Learning ('Center'). The Center would tap into the emerging science and technological resources available to address student learning by providing at-scale resources for TBR's 6,000 faculty. The Center would train and assist faculty with instructional design, video and interactive instruction, virtual reality learning, student engagement, accessibility, the science of how students learn, software development, and other technologies that help faculty become experts in pedagogy. Establishing a true system level Center would build on the existing work at TBR where we have leveraged external grant funding and some internal resources to stand up an existing Center. This would request would allow the Center to add its first personnel and to expand its scope, while leveraging TBR's ability to continue to apply for external grants to enhance its mission.

The Center would rely in part on a baseline infrastructure that exists at many community colleges, but it would dramatically expand TBR's capability to serve faculty and ultimately students. The investment is primarily in human capital and expertise, with a 2022-23 budget request for personnel of \$700,000.

B) Student Success Technologies (\$750,000 recurring)

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In addition to dramatically expanding the Center for Innovation in Teaching and Learning, TBR hopes to also improve student success by leveraging the benefits and lower costs of system level technology solutions. These software solutions would work alongside the human capital in the Center and would allow TBR colleges to utilize technology solutions in instruction, as well as in student recruitment and advising activities. Several technology solutions exist but are not widely used within TBR and are expensive to implement at individual colleges. A system level solution for all TBR colleges would allow for the implementation of strategies and interventions that have been proven to succeed at colleges around the US. Examples of this include the use of virtual reality training technology, implementation of a CRM (Customer Relationship Manager) system that focuses on student recruitment and retention, and a Comprehensive Learner Record (CLR) system that provides business and industry a clear and accessible record of a student's abilities, certifications, and skills. All of these, which require ongoing operating costs, would provide colleges more tools to improve student success.

Estimated Costs

Center for Innovation-Personnel Costs (Recurring)	\$700,000
Center for Innovation-Operation Costs (Recurring)	<u>50,000</u>
Total Recurring for Center for Innovation	\$750,000
Student Success Technologies-Operating (Recurring)	<u>\$750,000</u>
Total Recurring	\$1,500,000

5. CAPITAL OUTLAY REQUESTS

The Committee will consider approval of the Capital Outlay Budget request for fiscal year 2022-23.

C. COMMITTEE ON WORKFORCE DEVELOPMENT

1. UPDATE ON CENTER FOR WORKFORCE DEVELOPMENT PROJECTS

President Puryear will review current workforce development projects and activities, including new apprenticeships, campus workforce initiatives, and updates on the Governor's Correctional Education Initiative.

2. MEETING INDUSTRY NEEDS: WOMEN IN MANUFACTURING

Manufacturing has traditionally been thought of as a male-dominated business sector; however, women are making exciting inroads into manufacturing professions as the culture changes and industry becomes increasingly high-tech. President Puryear will share a few of TBR's successes with women in industry across the state.

D. COMMITTEE ON PERSONNEL AND COMPENSATION

1. REVIEW AND CONSIDER FACULTY EMERITUS RECOMMENDATIONS

Two (2) community colleges and one (1) Tennessee College of Applied Technology request approval to grant faculty emeritus status college faculty members.

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2. OUT OF CYCLE PROMOTION REQUEST FROM TCAT SHELBYVILLE

TCAT Shelbyville requests approval to grant promotion to one (1) faculty member.

3. TCAT SHELBYVILLE FACULTY PROMOTION INCREASE

TCAT Shelbyville requests approval to grant a promotional increase to one faculty member.

4. EXECUTIVE INCENTIVE PAYMENT UPDATE

The Committee will consider for approval the Executive Performance Incentive Pay for the Chancellor.

E. COMMITTEE ON EXTERNAL AFFAIRS

1. LEGISLATIVE PRIORITIES

Executive Vice Chancellor McCormick will present an overview of the 2022 Legislative Priorities, which are applicable for the upcoming legislative session.

These priorities were provided by TBR System Leadership and TBR Presidents. The Second Session of the 112th Tennessee General Assembly Legislative session will begin on January 11, 2022. 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. TBR 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.

2. HOMELAND SECURITY ASSESSMENT UPDATE

Members will receive an update on TBR Campus Safety and Security initiatives. The Community College Police Chiefs continue to meet virtually every month. Status of the Tennessee Higher Education Commission (THEC) and Tennessee Department of Homeland Security (TDOHS) campus tours for Safety and Security Assessments will be provided by Chief William Kain.

FRIDAY, SEPTEMBER 24, 2021

I. MINUTES

A. Minutes from the June 18, 2021 Regular Session Board Meeting

The Board will consider approving minutes from the June 18, 2021 regular session of the Board.

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B. Minutes from the July 27, 2021 Special Called Session

The Board will consider approving the minutes of the July 27, 2021 Special Called Session where the Board approved recommendations for the President of Volunteer State Community College and President of Tennessee College of Applied Technology McMinnville.

II. REPORT OF INTERIM ACTION

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

III. REPORT OF THE COMMITTEES

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

- A. Report of the Academic and Policies Programs Committee on September 23, 2021
- B. Report of the Workforce Development Committee Meeting on September 23, 2021
- C. Report of the External Affairs Committee Meeting on September 23, 2021
- D. Report of the Audit Committee Meeting on August 31, 2021

IV. REPORT OF THE REGENTS AWARD FOR EXCELLENCE IN PHILANTHROPY

Recipients of the Regents award for Excellence in Philanthropy are selected based on their generous giving of their time, resources, influence on volunteers to become involved in fundraising, active promotion of higher education, leadership in philanthropy, exceptional civic responsibility, and integrity. The Board will receive a report on the following awards presented in the last quarter:

First Horizon - Chattanooga

First Horizon Chattanooga Market President Jay Dale accepted the prestigious 2021 Regents Award for Excellence in Philanthropy as nominated by Chattanooga State Community College. The award was presented by Regent Weston Wamp on July 26, 2021.

Richard B. Ray

Richard B. Ray accepted the 2021 Regents Award for Excellence in Philanthropy as nominated by Pellissippi State Community College. The award was presented by Regent Danni Varlan at Pellissippi State's Ribbon Cutting Celebration for the Bill Haslam Center for Math and Science on August 17, 2021.

Nancy Eisenbrandt

Nancy Eisenbrandt accepted the 2021 Regents Award for Excellence in Philanthropy as nominated by Nashville State Community College. The award was presented by Regent Joey Hatch during a virtual meeting of the Nashville State Foundation Quarter 1 Board Meeting on August 19, 2021.

V. REPORT OF THE CHANCELLOR

- Roane State Community College 50th Anniversary
- TBR Police Department Update

VI. UNFINISHED BUSINESS

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VII. NEW BUSINESS

A. Review and consider Criteria for the President of Tennessee Colleges of Applied Technology at Nashville

The Board will be asked to review and consider criteria for the president of Tennessee College of Applied Technology at Nashville.

B. Minutes of the Finance and Business Operations Committee on September 23, 2021 that includes Parking and Traffic Fines, Dual Enrollment Tuition Rate, Technology Access Fee Spending Plans, System Budget Requests and Capital Outlay Requests for 2022-23

The Board will be asked to consider approving the minutes from the Finance and Business Operations Committee on September 23, 2021 that includes Parking and Traffic Fines, Dual Enrollment Tuition Rate, Technology Access Fee Spending Plans, System Budget Requests and Capital Outlay Requests for 2022-23.

C. Minutes of the Personnel and Compensation Committee on September 23, 2021 that includes Tenure Upon Appointments and Executive Incentive Pay Plan Update

The Board will be asked to consider approving the minutes from the Personnel and Compensation on September 23, 2021 that includes Tenure Upon Appointments and an Executive Incentive Pay Plan Update.

D. Approval of Proposed 2022 Meeting Dates

The Board will be asked to review and consider the following dates and locations for quarterly meetings in 2022.

Thursday, March 24	TBR System Office
Thursday and Friday, June 16 and 17	Columbia State Community College
Thursday and Friday, September 22 and 23	Pellissippi State Community College
Thursday, December 1	TBR System Office

E. Proposed Revisions to TBR Policy 1.02.03.30 – Conflict of Interest Policy for Regents

Participants in the Sunset Review identified areas to improve the Conflict of Interest Policy for Regents, as well as the Regents Disclosure Form. Proposed revisions are attached.

The changes include:

1. Sending to a new Regent the Policy and Disclosure Form promptly upon appointment;
2. Providing the annual Disclosure Form to Regents prior to the December Board Meeting, encouraging that they return the Disclosure Form at the December Board Meeting, and providing additional reminders to any Regent who does not return the Disclosure Form at the December Board Meeting; and
3. Revising and updating the Disclosure Form, including to not require a witness signature.

F. Consideration of Proposed Changes to TBR Bylaws

In accordance with Article VII of the Board's Bylaws, notice of a proposed change to the Bylaws was provided in June 2021.

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The proposed change is to delete Section V.1.F. of the Bylaws, which is part of the “Duties of the President” section and currently provides: “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.” A tracked changes and clean copy of the proposed, revised Bylaws are attached.

The proposed removal of Section V.1.F. is not intended to alter the current means of providing information to the Board or to limit the Board’s ability to request information. Rather, removal of the language is proposed because annual reporting is outdated in light of the current, more regular means by which the Chancellor and TBR staff provide the Board with information about institutions, including through periodic reports at Committee and Board meetings; dashboards related to student enrollment, retention, and graduation; and information accessible on TBR and institutional websites.

G. Resolution of Appreciation for President Jerry Faulkner

The Board will consider approving a resolution of appreciation for President Jerry Faulkner.

H. Election of Board Secretary

Sonja Mason has announced her plans to retire at the end of November 2021. This being her last quarterly meeting, the Board will elect a new Board Secretary to carry on these responsibilities.

MINUTES
TENNESSEE BOARD OF REGENTS
REGULAR SESSION

June 18, 2021

The Tennessee Board of Regents met in regular session via Microsoft Teams on June 18, 2021. Vice Chair Emily Reynolds, presiding, called the meeting to order.

At the instruction of Vice Chair Reynolds, Board Secretary Sonja Mason called the roll. The following members were present. In accordance with T.C.A. § 8-44-108(c)(3), members were asked two questions when calling the roll. First, could the Regent simultaneously hear and speak with others participating in the meeting? Second, were there any other people present in the room with the Regent? The following members were present and all responded yes to the first question and no to the second question.

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

A quorum was present. Members not available to attend the meeting were Governor Bill Lee, Regent Emily House, and Commissioner Penny Schwinn.

Vice Chair Reynolds explained the meeting was originally scheduled to be held on a campus and a campus meeting requires great planning. Due to the time required to plan a campus meeting and pandemic conditions at the time planning began, it was decided early that the June quarterly meeting would best be conducted electronically. Conditions with the pandemic then changed, Board members had planned to meet electronically, and it would have been too disruptive to people's schedules, both Board members and on the campus, to hold an in-person meeting at this time.

Vice Chair Reynolds called for a motion to declare the necessity to meet electronically. Regent Apple provided the motion with Regent Hatch and White provided a second. Motion carried by roll call vote.

I. MINUTES

Minutes from the March 25, 2021, regular scheduled Board meeting were provided to all members prior to the meeting. Regent Greene moved approval of the minutes as presented. Regent Burdine 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 Hatch moved to accept the report, and Regent Apple 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 June 17, 2021 meeting of the Academic Policies and Programs Committee; the minutes of the June 17, 2021 meeting of the External Affairs Committee; the minutes of the June 17, 2021 meeting of the Workforce Development Committee; and the minutes of the June 1, 2021 meeting of the Audit Committee. Members were provided copies of the minutes prior to acting.

The minutes of the committees are as follows:

ACADEMIC POLICIES AND PROGRAMS AND STUDENT LIFE COMMITTEE

The Committee on Academic Policies and Programs and Student Life met in regular session via Microsoft TEAMS on June 17, 2021. At the beginning of the Committee meetings, Vice Chair Reynolds requested that members be asked if they could hear and speak with others in the meeting, and also, if they were alone. All members present responded yes to both questions. Roll call was taken, and a quorum was present.

Next, Vice Chair Reynolds stated that the June meeting is typically held on a campus and requires a great deal of planning. However, the decision was made early in the planning cycle while pandemic conditions favored conducting this meeting electronically. Pandemic conditions changed and it would have been too disruptive to people's schedules, both Board members and on campus, to hold an in-person meeting. A motion was made by Regent Burdine and a second was provided by Regent Hatch to meet electronically. The motion carried by roll call vote.

Under the Consent Agenda, the Committee considered approval of revisions to the TBR Policy 2.03.01.01 Undergraduate Academic Retention and GPA Standards; TBR Policy 6.03.00.00 Sexual

Misconduct; TBR Policy 1.06.00.05 Procedures for Cases Subject to the Uniform Administrative Procedures Act; and TBR Policy 3.02.00.01 Student Conduct and Disciplinary Procedures. The policy revisions were reviewed and discussed with Board members on June 1 during the Committee Chairs meeting. Materials were provided to the members prior to today's Committee meeting for their approval and consideration. Regent Duckett moved to adopt the policy revisions with a second provided by Regent McElyea. The motion was approved by roll call vote. A copy of the revised policies is attached as Attachment A.

Next, the Committee considered approval of twenty-seven new programs and seven academic actions for the technical colleges. Following a presentation by Assistant Vice Chancellor Tachaka Hollins, the Committee by roll call vote approved twenty-seven new programs. The programs approved included: relocation of the Mechanical Maintenance Electrical and Instrumentation program from the TCAT Athens-Cleveland Instructional Service Center (2A) to the TCAT Athens-McMinn Higher Education Center Extension Campus; Cosmetology Program at the TCAT-Athens to be located at the Main Campus; duplication of the Electrical and Plumbing Construction Technology program by adding an evening offering at TCAT-Crump to be located at the Henderson/Chester Technology Center Instructional Service Center (2B); duplication of the Heating, Ventilation, Air Conditioning, and Refrigeration program and add an evening offering at TCAT-Crump to be located at the main campus; Heavy Equipment Technology program at the TCAT-Crump to be located at the Parsons Extension Campus(2P); Pre-Practical Nursing (DE Only) Program at TCAT-Crump to be located at McNairy Central High School (2C); Pre-Practical Nursing (DE Only) Program at TCAT-Crump to be located at the Decatur County Riverside High School (2M); Pre-Practical Nursing (DE Only) Program at the TCAT-Crump to be located at the Adamsville High School (2A); Pre-Practical Nursing (DE Only) program TCAT-Dickson to be located at the Main Campus; Pre-Practical Nursing (DE Only) program at TCAT-Dickson to be located at Northwest High School (2H); Welding Technology program at TCAT-Hohenwald to be located at the Summertown Instructional Service Center; Forestry and Ag Technology program at TCAT-Hohenwald to be located at the main campus; Forestry and Ag Technology program at TCAT-Hohenwald to be located at the Wayne County Technology Center (2L); Forestry and Ag Technology program at TCAT-Hohenwald to be located at the Bevis Educational Center (pending THEC site code approval); Forestry and Ag Technology program at TCAT-Hohenwald to be located at the Perry County High School (2P); Pre-Practical Nursing (DE Only) program at TCAT-Hohenwald to be located at the main campus; Pre-Practical Nursing (DE Only) program at TCAT-Hohenwald to be located at the Wayne County Technology Center (2L); Building Construction Technology dual enrollment program at the TCAT-Jackson to be located at the Humboldt High School (pending THEC site code approval); replication of existing Automotive Technology program at TCAT-Knoxville to be located at the Anderson County Higher Education Center Extension Campus(pending THEC site code approval); replication of the existing Diesel-Powered Equipment Technology program at TCAT-Knoxville to be located at the Anderson County Higher Education Center Extension Campus (pending THEC site code approval); relocation of the Industrial Maintenance/Mechatronics program from the TCAT-Knoxville Pellissippi State Community College Strawberry Plains (2G) campus to the TCAT-Knoxville Anderson County Higher Education Center Extension Campus (pending THEC site code approval); relocation of the Machine Tool Technology program from the TCAT-Knoxville Anderson County (2F) campus to the TCAT-Knoxville Anderson County Higher Education Center Extension Campus (pending THEC site code approval); relocation of the Welding Technology program from the TCAT-Knoxville Anderson

County (2F) campus to the TCAT-Knoxville Anderson County Higher Education Center Extension Campus (pending THEC site code approval); Information Technology program at TCAT-Murfreesboro to be located at the main campus; Information Technology program at TCAT-Murfreesboro to be located at the Smyrna Campus (2A); Manicuring program at TCAT-Murfreesboro to be located at the main campus; and evening Automotive Service Technology program at TCAT-Murfreesboro to be located at the Murfreesboro-Smyrna Campus(2A). These items require Board approval.

The following items are for the Committee's information: terminate the Electro-Mechanical Technology program at TCAT-Athens, Cleveland Institutional Service Center (2A); inactivate the Pharmacy Technology program at TCAT-Athens; reduce program length for the Computer Information Systems program at TCAT-Jackson; reduce program length for the Administrative Office Technology program at TCAT-Murfreesboro; change program name from Building Electrical Technology to Electrical Plumbing Technology at the TCAT-Murfreesboro main campus; terminate the Information Technology and Infrastructure Management program at TCAT-Murfreesboro main campus; and inactivate the Administrative Office Technology program at TCAT Morristown located at the Hawkins County Branch only. Regent Goldsmith moved to approve staff's recommendation for proposed program terminations, modifications, and new technical program implementation for the Tennessee Colleges of Applied Technology. The motion carried by roll call vote. A copy of the recommendations is attached to the minutes as Attachment B.

The final item of business, Executive Vice Chancellor Russ Deaton provided the committee with a summary of the annual accreditation report and overview for 2019-2020 academic year. This was for informational purposes and no action was necessary.

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

Respectfully submitted,
Committee on Academic Policies and Programs and
Student Life

A copy of the revisions to TBR Policy 2.03.01.01 Undergraduate Academic Retention and GPA Standards; TBR Policy 6.03.00.00 Sexual Misconduct; TBR Policy 1.06.00.05 Procedures for Cases Subject to the Uniform Administrative Procedures Act; and, TBR Policy 3.02.00.01 Student Conduct and Disciplinary Procedures are attached to the official minutes as Appendix B, C, D and E respectively. A copy of the proposed program terminations, modifications and new technical program implementations as recommended is attached to the official copy of the Minutes as Appendix F.

EXTERNAL AFFAIRS COMMITTEE

The Committee on External Affairs met in regular session via Microsoft Teams on June 17, 2021. At the beginning of the Committee meetings, Vice Chair Reynolds requested that members be asked if they could hear and speak with others in the meeting, and also, if they were alone. All members present responded yes to both questions. Roll call was taken, and a quorum was present.

Next, Vice Chair Reynolds stated the June meeting is typically held on a campus and requires a great deal of planning. However, the decision was made early in the planning cycle while pandemic conditions favored conducting this meeting electronically. Pandemic conditions changed and it would have been too disruptive to people's schedules, both Board members and on campus, to hold an in-person meeting. A motion was made by Regent Burdine and a second was provided by Regent Hatch to meet electronically. The motion carried by roll call vote.

Regent Varlan called upon Dr. Kim McCormick, Vice Chancellor for External Affairs, to provide an update on Government Relations, Advancement, Marketing, and Campus Safety and Security.

Dr. McCormick began with a review of legislative bills that passed the first session of the 112th General Assembly. She provided an update of bills that were tracked with an overview of legislation that affected TBR and higher education.

Next, she provided members with an Advancement update that included a report on the Cummins Technical Education in Communities (TEC) program. Cummins is an American multinational corporation that designs, manufactures, and distributes engines, filtration, and power generation products. Cummins recently met with officials at McGavock High School in Nashville and TCAT Nashville, as well as the STEM Academy at East High School in Memphis, and TCAT Memphis regarding their Technical Education in Communities (TEC) program. Cummins hopes to expand this initiative statewide.

She further reported the Foundation for the College System of Tennessee has raised \$22,700 in donations through online giving since it started in November 2020. A total of \$11,605 had been collected for TCAT Online Giving Day (May 5). TCAT Knoxville raised \$8,500 of this total.

AT&T has awarded the Foundation a \$130,000 grant. The purpose of the grant is to support our 13 Tennessee Community Colleges in providing emergency funds to minority and underserved students to help alleviate barriers to completing their associate degrees in the areas of digital media or IT. The Community Colleges will identify the recipients and this information will be reported to AT&T to assure the funds were used as intended.

Scholarship updates included a report on the Sam H. Odom Scholarship. Thirty-four (34) scholarships were distributed totaling \$34,000 in Fall 2020 and Spring 2021. Twenty (20) James Berdet Brown Scholarships were distributed totaling \$6,000 in the past year. The Foundation received a total of \$40,100 for the Dr. Allana Hamilton Memorial Scholarship fund. Twenty-five thousand dollars (\$25,000) was received from the Ayers Foundation, one-thousand, one hundred and thirty dollars (\$1,130) in personal checks had been received, and Two thousand five hundred dollars (\$2,500) in pledges.

The Committee received an overview of current marketing and advertising efforts to assist community and technical colleges with brand and recruitment strategies. These marketing efforts take into account the uncertainty that the COVID-19 pandemic caused many families when making

education decisions, the steep enrollment declines at community colleges, and communicating to the public that community colleges are an essential part in Tennessee's economic engine.

Next, Dr. McCormick provided an update on Campus Safety and Security. The Department of Homeland Security is working with THEC to conduct reviews of all TBR campuses for safety and security. All institutions completed written surveys based on the principles of Crime Prevention through Environmental Design (CPTED). These CPTED surveys covered multiple areas of concern, including security countermeasures such as cameras and access, access control, landscaping, lighting, general safety, and building maintenance issues that impact personal safety. Security assessments focus on those elements directly related to combating public safety hazards and criminal activity; and identify vulnerabilities that may be exploited and suggest options that may eliminate or reduce those vulnerabilities. All colleges are scheduled to have their on-site assessments completed prior to the end of July with the exception of TCAT Whiteville, which is scheduled for August 12. A final report on each community college and TCAT will be provided to each institution and to TBR. A final summary of significant findings will be generated at the system office following a review of all 40 institutions' reports.

As the last item of business, Dr. McCormick announced the position of Assistant Vice Chancellor for Campus Safety and Security / TCAT Police Chief will be filled by Chief William Kain. Chief Kain currently serves as the Chief of Police for Roane State Community College. He will be transitioning over the summer and will be full-time here at TBR in the fall.

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

Respectfully submitted,

Committee on External Affairs

WORKFORCE DEVELOPMENT COMMITTEE

The Committee on Workforce Development met virtually on June 17, 2021. At the beginning of the Committee meetings, Vice Chair Reynolds requested that members be asked if they could hear and speak with others in the meeting, and also, if they were alone. All members present responded yes to both questions. Roll call was taken, and a quorum was present.

Next, Vice Chair Reynolds stated that the June meeting is typically held on a campus and requires a great deal of planning. However, the decision was made early in the planning cycle while pandemic conditions favored conducting this meeting electronically. Pandemic conditions changed and it would have been too disruptive to people's schedules, both Board members and on campus, to hold an in-person meeting. A motion was made by Regent Burdine and a second was provided by Regent Hatch to meet electronically. The motion carried by roll call vote.

Chairman Burdine called on TCAT Murfreesboro President Carol Puryear for the agenda items. The first item on the agenda was an update on Center for Workforce Development projects. This update

included information on current workforce development projects and activities, including apprenticeships, campus workforce initiatives, and the Governor's Correctional Education Initiative.

The second agenda item was presented by President Puryear. The Center for Workforce Development had an opportunity to coordinate workforce needs, academic credentials and dual enrollment to meet the needs of Tennessee's agriculture industry. President Puryear featured a multimedia presentation highlighting the development of agronomy programs for Indigo Ag, Inc. by TCAT Covington, Southwest State Community College, and Motlow State Community College.

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

Respectfully submitted,

Committee on Economic and Community Development

AUDIT COMMITTEE

The Committee on Audit met in regular session on June 1, 2021, at 10:30 a.m. (Central) via Microsoft Teams. 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 and institutional 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

A motion was made by Regent Apple and seconded by Regent Greene to approve the necessity of the electronic meeting due to the disruptive nature of changing the meeting from electronic to in-person with short notice and the required timely action needed prior to the practical ability for a quorum to meet in person. The necessity was approved by roll call vote.

Regent Hatch opened the meeting by thanking everyone for being present.

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

Item I.a., Highlights of Audit Findings and Recommendations, consisted of Mike Batson discussing the following topics: Federal Audit Reports including: US Small Business Administration Financial Examinations for Chattanooga State Community College, Pellissippi State Community College, and Volunteer State Community College; Comptroller's Audit Reports including: Northeast State Community College FY 2020- Single

Audit; and Internal Audit Reports including: Nashville State Community College – Confidentiality of Student Records and TCAT Hohenwald – Cosmetology Program Allegations. Recommendations and Findings Logs were also discussed in this section. 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 third 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 Mike Batson providing information on the following items: The process and reasoning for Management’s Risk Assessments for the Tennessee Colleges of Applied Technology was presented and the reports will be discussed in Executive Session; an update on the TBR System Office Performance Review currently being performed by state audit; an update on System-wide Internal Audit’s Internal Quality Assessments; a review of the Internal Audit Training that took place in April 2021; and the Gramm Leach Bliley Act training that took place on May 26, 2021. This item was for informational purposes and required no action.

Item I.d., University Updates, consisted of Mike Batson providing information on the following items: Comptroller’s Office Financial and Compliance Audit Reports performed at Austin Peay State University, Middle Tennessee State University, and the University of Memphis with no findings; and the Comptroller’s Office Financial and Compliance Audit Report performed at East Tennessee State University with one finding. 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 Apple and seconded by Regent Burdine to approve the revised audit plans in a roll-call vote. 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 System-wide Internal Audit Budget for Fiscal Year 2022, was presented by Mike Batson. A motion was made by Regent Greene and seconded by Regent Burdine to approve the proposed budget. A roll call vote was conducted, and the committee voted to approve the Budget as presented. The budget is included as Attachment C to these minutes.

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

Respectfully submitted,

Committee on Audit

A list of all internal audit reports issued during the quarter as mentioned in the above minutes are attached as Appendix G. The Revised Internal Audit Plans for Fiscal Year ending June 30, 2021 are attached as Appendix H. The System-wide Internal Audit Budget for Fiscal Year 2022 is shown as Appendix I.

Regent Burdine moved approval of the minutes of the June 17, 2021 meeting of the Academic Policies and Programs Committee; the minutes of the June 17, 2021 meeting of the External Affairs Committee; the minutes of the June 17, 2021 meeting of the Economic and Community Development Committee; and the minutes of the June 1, 2021 meeting of the Audit 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 Regents' Award for Excellence in Philanthropy presented to the following recipients:

Barry and Lucy Stephenson

Barry and Lucy Stephenson accepted the 2020 Regents Award for Excellence in Philanthropy as nominated by Roane State Community College. The award was presented by Regent Danni Varlan during Roane State's 2020 College of the Year Celebration on March 29, 2021.

The Ford Family

John and Debbie Ford accepted the 2021 Regents Award for Excellence in Philanthropy on behalf of the Ford Family as nominated by Dyersburg State Community College. The award was presented by Regent Nisha Powers Dyersburg State's Donor Recognition Dinner on June 3, 2021.

The Town of Smyrna

The Town of Smyrna was nominated by Motlow State Community College for the 2020 Regents Award for Excellence in Philanthropy. Their award was presented by Regent MaryLou Apple during Motlow State's biannual Foundation meeting on June 10, 2021.

V. REPORT OF THE CHANCELLOR

A. Update on Presidential Searches

Chancellor Tydings provided a brief update on the presidential search processes at Volunteer State Community College and TCAT-McMinnville.

The search advisory committee for the new President of Volunteer State Community College selected three finalists to advance to a second interview. The interviews will be held on June 22, 23, and 24. The candidates will participate in various meetings with professional staff and faculty and an open forum that will be live-streamed. The desire is

to recommend a new president to the Board at a special called meeting. It is anticipated a new president would be in place by September.

The search advisory committee for the new President of TCAT-McMinnville is also underway. The committee met and conducted first round interviews and narrowed the pool of candidates for round two campus interviews. The finalists will be scheduled to interview with members of the campus and community on July 15. A recommendation for a new president will be brought before the Board at a special called meeting. The new president is anticipated to be in place by September.

B. Fall Term Delivery

Over the past year, faculty at community colleges and TCATs have transformed the delivery of instruction to the System's 140,000 students. Their efforts ensured that students continued to receive high-quality, hands-on instruction in a safe environment.

Community colleges are preparing to return to in-person instruction while also continuing to offer online, remote, and hybrid classes to meet students' needs. Half of the community colleges have planned a fall semester that looks similar to a typical pre-pandemic term, although with a greater number and variety of online course offerings than would have been offered before COVID-19. The other half of colleges are planning to offer relatively equal amounts of online and in-person instruction in response to high levels of student demand for both types of courses. Additionally, this fall, most TCAT programs will return to fully in-person instruction. Many TCAT programs had already returned to in-person instruction during the spring and summer terms. As they prepare to return to in-person instruction, each college is planning a responsible return to campus by following appropriate CDC guidelines and staying responsive to student needs for virtual advising, online tutoring, and flexible course options.

C. TCAT Capacity Initiative

Governor Bill Lee placed within the 2021-2022 state budget an investment to reduce waiting lists at the Tennessee Colleges of Applied Technology, and the Legislature approved the investment. The Governor allocated \$55 million for the first year to cover staffing, equipment, and facility renovation and expansion. The appropriation will allow us to train more Tennesseans for high-skill, high-wage, and emerging employment opportunities across the state.

Executive Vice Chancellor Danny Gibbs, Michael Tinsley, and Chancellor Tydings had recently completed meetings with each TCAT president to review the budgets focusing on their local workforce need, student access, and how they planned to implement new sections and programs at their colleges. Many requests can be accomplished by adding additional faculty and equipment to existing space. Some requests will require renovations and additions to the colleges. Any new program sections associated with this TCAT

capacity initiative will be brought to the Board through the 14-day approval process, hopefully by mid-July to have the new programs up and running by fall.

A significant factor in expanding TCAT capacity is ensuring that the local/regional economy can absorb additional graduates and that students can be placed into high-demand jobs. Chancellor Tydings expressed her sincere gratitude to Governor Lee and legislators for their support of this initiative.

D. Cyber Security Update

Chancellor Tydings provided the Board with an update on Cyber Security. Almost every day, we hear of how cyber-attacks are breaching sensitive and private information. TBR has many responsibilities but at the top of the list is to be good stewards of the data under our supervision. TBR's Office of Information Technology devotes a significant amount of time and attention to cybersecurity. The threat landscape is constantly changing, and that means the programs and policies in place for mitigating risk must be regularly updated to stay ahead of these threats. We take a defensive, in-depth approach using multi-layered control processes meant to put as many barriers as possible on our networks to avoid security breaches.

It is impossible to predict a security breach. To be prepared, TBR should assume our organization will have some form of attack and should plan accordingly. With that in mind, we continually evaluate and collaborate with our peers in higher education, at the State and local level, and with security leaders in the private sector.

Over the past couple of years, TBR has increased investments in cybersecurity programs with dedicated staff, increased security-focused software and training. Based on the current top cybersecurity risks, TBR has focused on controls and investments in the following areas:

- User Training
- Data Loss Protection
- Identity Management
- Vendor Risk Management
- Microsoft Azure Infrastructure
- On-campus infrastructure investments
- Security training and education

TBR also has a benchmark to help us understand how we are doing; it is called Microsoft Azure Secure Score. This score allows us to measure our security posture. Chancellor Tydings was pleased to report TBR had received a good score and has processes in place to address areas where improvement is needed. Microsoft Azure Secure Score also revealed that our score is better than the average of our peers at similar organizations.

Reporting on cybersecurity can be a challenge; sharing detailed information about our methods, security scores, and specific areas where we are working to improve can put us at risk. Chancellor Tydings emphasized the importance of cybersecurity to the System Office and that multiple measures were in place to help avoid an attack.

E. Higher Education Emergency Relief Fund (HEERF) Update

Chancellor Tydings reported federal legislation had allocated funding to higher education institutions to award emergency financial aid grants to students and provide for institutional costs associated with COVID-19. She called on Johnathan Button, Associate Vice Chancellor for Student and Financial Aid Services, to provide an update regarding the System's progress in awarding students emergency aid.

Associate Vice Chancellor Button reported the TBR System had received three different HEERF allocations referred to as HEERF I, II, and III totaling a little over \$184 million. Three priorities for this aid included:

- Consistent approach utilized to award emergency aid.
- Ensured as many students as possible received aid while prioritizing those with the highest need.
- Emphasized innovative use of technology to disburse payments to students quickly and accurately.

Mr. Button reported a total of \$184+ million was allocated to TBR institutions in HEERF I, II, and III for direct emergency aid to students. The System utilized a consistent and innovative approach to rapidly disburse approximately \$63.3 million through more than 109,000 emergency grants to students. The majority of remaining funding is the HEERF III allocation for which funding and guidance was recently received from the U.S. Department of Education. TBR anticipates the awarding process for HEERF III will begin soon.

VI. UNFINISHED BUSINESS

A. CONSIDER AND ACT ON THE 2015-25 STRATEGIC PLAN MID-CYCLE REVIEW

Executive Vice Chancellor Russ Deaton summarized the 2015-25 Strategic Plan Mid-cycle Review process and recommendations to the Board.

The Plan's foundation is the educational attainment goal to achieve 55% of adults with a postsecondary credential by 2025. The original Plan envisioned a mid-cycle review, and also was adjusted in 2017. TBR and Tennessee higher education have experienced changes such as the FOCUS Act, COVID-19 pandemic and leadership changes since 2015 that necessitated a review. Including a plethora of internal and external voices in this process was paramount, and these were brought together in three main elements:

1. Board engagement

- Quarterly meeting updates
 - March 2020
 - December 2020
 - March 2021
- Board workshop on January 22, 2021
- Board workshop on February 12, 2021
- Committee Chairs discussion on June 1, 2021

2. Steering Committee - met six times over 18 months.

- Board members
- Presidents
- Campus representatives
 - Academics
 - Faculty
 - Finance
 - Institutional Research
 - Student Success
- Agency partners from Education, Agriculture, and Labor
- External leaders from Achieving The Dream and national higher education organizations.

3. Partner conversations with colleges, as well as entities and individuals that know TBR's work and history and can provide insightful and honest feedback on our work and future trajectory.

- TBR Presidents
- Student Government Leaders
- TN Chamber of Commerce
- TN Business Roundtable
- Statewide Workforce Board
- College Access Organizations: Ayers Foundation and tnAchieves
- Higher Education Partners: TICUA, UT, LGIs, SCORE, THEC

Over the course of these various conversations, several themes began to emerge. These observations and themes formed the foundation of the revised Strategic Plan.

- TBR's identity as an open-access system
- Continued emphasis on completion
- Highlighting the impact colleges make on individuals, communities, and the local economy
- Building on the historical strength of having strong and deep connections to workforce development and industry needs

Other themes formed around certain ideas about how TBR is to fulfill its mission, which tended to connect with each of the pillars.

- The need to be collaborative across the TBR system and with other partners
- The imperative to continue our leadership in innovation and public policy

- TBR's ability to build capacity and leverage our power as a system
- A focus on equity, so that TBR can identify and address specific barriers that our students face

The structure needed to be useful and specific but broadly defined, so that the resulting Strategic Plan would be a fluid, flexible document that adjusts where needed over time to accommodate changes in policy, leadership, or context.

Colleges will build their own strategic plans off the Revised 2015-25 TBR Strategic Plan. This is a key element to accreditation, and those college plans will come before TBR for consideration and action. The Strategic Plan will provide a framework to understand where existing efforts fit into the broader TBR strategy, as well as a structure for considering new ideas or innovations. It is vital to understand where TBR stands as it seeks to fulfill this Plan, therefore it has a series of metrics that will be publicly tracked in a dashboard.

The Strategic Plan will be publicly available interactive infographic on the TBR website. TBR will send hard copies to Presidents, partners, Steering Committee members and others at the start of the fall semester. In January 2022, TBR will send the Strategic Plan to members of the General Assembly, Governor's office, and other political leadership.

Regent Apple moved to accept the recommendations presented. Regent Varlan provided a second. Motion carried by roll call vote. A copy of the slides from for this report is attached as Appendix J.

VII. NEW BUSINESS

- A. Vice Chair Reynolds called on Regent Duckett for the report of the Finance and Business Operations Committee meetings held on June 17, 2021, that included the Report of the Special Called Meeting of the Finance and Business Operations Committee held on June 11, 2021 that includes maintenance fees, mandatory fees, and non-mandatory fees for Academic Year 2021-22, the operating budgets for fiscal years 2020-2021 and 2021-2022, capital budget requests for the for FY 2022-2023, and a proposed new parking and traffic policy.

Regent Duckett moved to approve the report of the Finance and Business Operations Committee. A second was provided by Regent Hatch. The motion passed by roll call vote.

A copy of the June 17, 2021 minutes from the Finance and Business Operations Committee meetings is attached as Appendix K. A copy of the recommended finalized budgets for FY 2020-21 and the recommended proposed budgets for FY 2021-22 are attached as Appendix L. A copy of the summary of the capital budget request for 2020-2021 is attached as Appendix M. The new parking and traffic policy is shown as Appendix N.

B. Vice Chair Reynolds then called on Regent Greene for the report of the June 17, 2021 meeting of the Personnel and Compensation Committee. Included in the report are actions taken on the following:

- Consent agenda items:
 - Revisions to TBR Policy 5.01.00.00 – General Personnel
 - New Employee Discipline Policy
 - Revisions to TBR Policy 7.01.00.00 – Firearms and Other Weapons
- Minutes of the special called meeting of the Personnel and Compensation Committee on June 1, 2021 that included compensation strategies
- Tenure and promotion recommendations at the 27 Tennessee Colleges of Applied Technology
- Tenure and promotion recommendations at the 13 community colleges
- Faculty promotional increases
- Amended compensation plan at Southwest Tennessee Community College
- Institutional requests for compensation plan payments from the State Salary Increase Pool for Jackson State, Motlow State and Nashville State
- Executive incentive compensation plan payments
- President Emeritus contracts
- Faculty emeritus requests
- Chancellor's bi-annual evaluation

Regent Greene moved adoption of the report with Regent Burdine providing a second. The motion was approved by roll call vote. A copy of the minutes from the June 17, 2021 meeting of the Personnel and Compensation Committee is attached as Appendix O. A copy of the revised and new policies mentioned under Consent Agenda are attached to the official copy of the Minutes as Appendix P. A copy of the minutes from the special called meeting of the Personnel and Compensation Committee held on June 1, 2021 are attached to the official copy of the Minutes as Appendix Q. A copy of the tenure and promotion recommendations for the technical colleges is attached as Appendix R. A copy of the tenure and promotion recommendations for the community colleges is attached as Appendix S. A copy of the faculty promotion increases is attached as Appendix T. A copy of the amended compensation plan for Southwest Tennessee Community College is attached as Appendix U. A copy of the institutional requests for compensation plan payments from the state salary increase pool is attached as Appendix V. A copy of the approved president emeritus contracts are attached as Appendix W. A copy of the approved faculty emeritus requests is attached as Appendix X.

C. Vice Chair Reynolds called on General Counsel Brian Lapps to present the report from the June 15, 2021 Rulemaking Hearing and the rulemaking hearing rules for Contested Case Procedures Under the Uniform Administrative Procedures Act, Parking and Traffic, Student Conduct and Disciplinary Procedures, and Title IX Compliance/Sexual Misconduct.

General Counsel Lapps presented the following four rules for the Board's approval:

- ***Procedures for Conducting Hearings in Accordance with the Contested Case Provisions of the Uniform Administrative Procedures Act, Chapter 0240-01-05.***
Regent White moved to approve the rule, with Regent Duckett providing a second. Motion carried by roll call vote.
- ***Parking and Traffic, Chapter 0240-01-06***
Regent Hatch moved to approve the rule. Regent Apple provided a second. Motion carried by roll call vote.
- ***Student Conduct and Disciplinary Procedures, Chapter 0240-02-03***
Regent White moved to approve the rule, with Regent Duckett providing a second. Motion carried by roll call vote.
- ***Title IX Compliance, Chapter 0240-02-1***
Regent Varlan moved to approve the rule. Regent Apple provided a second. Motion carried by roll call vote.

These rules will now be sent to the Attorney General and then to the Secretary of State for review and will be effective 90 days after the Secretary of State posts them unless stayed. A copy of the rulemaking hearing rules is attached to the official copy of the Minutes as Appendix Y.

- D. General Counsel Brian Lapps reported in accordance with Article VII of the Board's Bylaws, notice of the following proposed changes to the Bylaws is provided to the Board for review and a vote at the quarterly meeting in September 2021:

Delete Section V.1.F. of the Bylaws, which is part of the "Duties of the President" section and currently provides: "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."

Removal of Section V.1.F. is not intended to alter the current means of providing information to the Board or to limit the Board's ability to request information. Rather, removal of the language is proposed because annual reporting is outdated in light of the current, more regular means by which the Chancellor and TBR staff provide the Board with information about institutions, including through periodic reports at Committee and Board meetings; dashboards related to student enrollment, retention, and graduation, and information accessible on TBR and institutional websites.

- E. Chancellor Tydings reported Dr. Karen Bowyer had announced her plans to retire as President of Dyersburg State Community College on December 31, 2021. She presented search criteria for the President of Dyersburg State Community College for the Board's consideration and approval. She noted executive search firm, Greenwood/ Asher, would

assist the search committee in finding candidates to fill the position. Regent Greene moved approval of the criteria, and Regent White provided a second. Motion passed by roll call vote. the selection criteria will be used to advertise the president's position in a nationwide search. A copy of the criteria is attached to the official copy of the Minutes as Appendix Z.

- F. Vice Chair Reynolds then called on Chancellor Tydings for a building naming request from Northeast State Community College. The request was to name the College's current Faculty Office Building in memory of Dr. Allana R. Hamilton.

Dr. Hamilton, or "Lana" as she preferred to be addressed, devoted almost 26 years to Northeast State Community College, its students, faculty and staff. She made significant contributions in a variety of ways throughout her time at the College. She was initially hired by Northeast State as an Adjunct Faculty member and, over the span of 26 years at the College, advanced to several positions, including: Full-time Instructor, Tenured Assistant Professor, Associate Professor, and Vice President for Academic Affairs. Lana educated and influenced hundreds of Northeast State students, preparing them for their future careers in East Tennessee and beyond. Lana's colleagues have shared stories about her exceptional commitment to her students and her "servant leadership style". They write about how she led by example and was always willing to roll up her sleeves and help – no job was too big or too small. She served as a mentor to students and staff; she was always willing to help people better themselves. Lana was invested in the success of others and her influence will remain with the College for many years to come.

Regent Burdine moved to approve the building naming request, and Regent Duckett seconded the motion. The motion passed by roll call vote. President Bethany Bullock addressed the Board in support of the naming and noted an official dedication was being planned.

- G. Vice Chair Reynolds called on Regent White to present the resolution of appreciation for Faculty Regent Dr. Kenneth Goldsmith. A copy of the resolution is attached to the official copy of the Minutes as Appendix AA.
- H. Next, Regent Wamp was called on to present the resolution of appreciation for Student Regent William McElyea. A copy of the resolution is attached to the official copy of the Minutes as Appendix BB.

Regent Wamp moved adoption of the resolutions for Dr. Goldsmith and Mr. McElyea with Regent White providing a second. The motion was approved by roll call vote.

- I. For the last item on the agenda, Vice Chair Reynolds called on Regent Duckett to preside over the election of Vice Chair. Regent Varlan nominated Regent Reynolds to serve as the Vice Chair with Regent Burdine providing a second. The motion passed unanimously by roll call vote. Vice Chair Reynolds thanked everyone for their support and looks forward to serving as Vice Chair for 2021-2022.

In closing, Chancellor Tydings thanked the TBR staff for preparing the meeting content, logistics, and technical support. She noted the September 2021 Board meeting would be held in person at Roane State Community College on September 23-24.

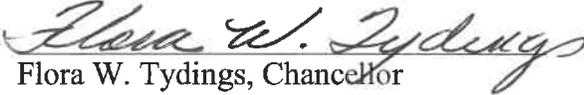
VII. ADJOURNMENT OF THE MEETING

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

Respectfully submitted,



Sonja F. Mason, Board Secretary



Flora W. Tydings, Chancellor

Emily J. Reynolds, Vice Chair

MINUTES
TENNESSEE BOARD OF REGENTS
SPECIAL CALLED SESSION

July 27, 2021

The Board met virtually in a special called session on Tuesday, June 27, 2021 at 2:30 p.m. central time. The purpose of the meeting was to receive and consider the recommendation for the president of Volunteer State Community College, and to receive and consider the recommendation for the president of Tennessee College of Applied Technology at McMinnville.

Vice Chair Emily Reynolds welcomed everyone and thanked them for participating in this special called meeting.

She then asked Board Secretary Sonja Mason to call the roll. In accordance with T.C.A. § 8-44-108(c)(3), members were asked two questions when calling the roll. First, could the Regent simultaneously hear and speak with others participating in the meeting? Second, were there any other people present in the room with the Regent? The following members were present and all responded yes to the first question and no to the second question.

Dr. MaryLou Apple
Mr. Miles Burdine
Mr. Gregory Duckett
Mr. Mark George
Mr. Mark Gill
Mr. Joey Hatch
Commissioner Charles Hatcher
Dr. Emily House
Mr. William McElyea
Ms. Nisha Powers
Ms. Wanda Reid
Ms. Emily Reynolds
Mrs. Danni Varlan
Mr. Weston Wamp
Mr. Tom White

A quorum was present. Members not available to participate were Governor Bill Lee, Commissioner Penny Schwinn and Regent Yolanda Greene.

Vice Chair Reynolds stated the Board was asked to meet electronically to act on two presidential recommendations. Given the limited time between the selection of the candidates being recommended and the desired starting dates of the new presidents, assembly of a quorum to be physically present was not practicable. Vice Chair Reynolds called for a motion to declare the necessity to meet electronically. Regent Hatch provided the motion with Regent Powers providing a second. Motion carried by roll call vote.

Vice Chair Reynolds called on Chancellor Flora Tydings for the recommendation of president for Volunteer State Community College. Dr. Jerry Faulkner, president of Volunteer State, had announced his retirement earlier this year. The Board approved criteria for the next president at the March 25, 2021 quarterly meeting. The search advisory committee was comprised of eighteen (18) individuals including members from the Board of Regents, community leaders from that region, and Volunteer State faculty, students, staff and administration. Chancellor Tydings thanked them for their dedication and time devoted to this presidential search. Members of the Board serving on this search were: Regent MaryLou Apple, Chair of the search, Regent Joey Hatch and Vice Chair Emily Reynolds. Dr. Betty Asher and Ms. Ashley Hice from Greenwood Asher and Associates assisted with the search. Chancellor Tydings then announced the recommendation of Dr. Orinthia Montague as the next president of Volunteer State Community College.

Dr. Montague has been president of Tompkins Cortland Community College in Dryden, New York since 2017. The public community college, which also has extension sites in Cortland and Ithaca, NY, is part of the State University of New York (SUNY) System. She previously served as vice president of student affairs and chief diversity officer, and dean of students, at Normandale Community College in Bloomington, Minnesota. Earlier, she held a number of positions at the University of Missouri – St. Louis, including associate vice provost and dean of students. She earned her Ph.D. in higher education administration at the University of Missouri – St. Louis, her Master of Arts degree in counseling at Lindenwood College and her Bachelor of Arts in interpersonal communication at Truman State University.

Next, Regent MaryLou Apple was asked to report on the details of the search. She reported that Dr. Montague was one of three finalists chosen by the presidential search advisory committee from seventy-eight (78) candidates from around the country. The search committee held its first meeting on April 28, 2021. Then on May 13, 2021, the committee met to consider and select candidates for round one interviews. Thirteen (13) candidates were interviewed on May 26 and 27, 2021. As a result of the interviews, eight (8) candidates were brought forward for reference checking. The committee met again on June 15th to discuss and review reference feedback on the candidates selected to move forward. At the end of the review, the committee recommended three (3) finalists for campus interviews. Campus interviews were held on June 22, 23, and 24, 2021.

At the conclusion of her report, Regent Apple moved to approve Chancellor Tydings' recommendation to hire Dr. Orinthia Montague as the next president of Volunteer State Community College. A second was provided by Regent Hatch. Additional remarks were provided by Vice Chair Reynolds concerning the recommendation. A roll call vote was taken and the motion passed unanimously. Dr. Montague addressed the Board and expressed her thanks to the Board for their confidence and, also, for this wonderful opportunity. Dr. Montague will begin on September 1, 2021 with standard presidential allowances and State of Tennessee employee benefits.

Next, Vice Chair Reynolds called on Chancellor Tydings for the second and final agenda item - receive and consider a recommendation for the president of Tennessee College of Applied Technology at McMinnville.

In 2020, Nathan Garrett was appointed Interim President of TCAT McMinnville upon Warren Laux's retirement. The Board approved criteria for the next president at the March 25, 2021 quarterly meeting. The search advisory committee was comprised of seventeen (17) individuals including members from the Board of Regents, community leaders from that region, and Volunteer State faculty, students, staff and administration. Chancellor Tydings thanked them for their dedication and time devoted to this presidential search. Members of the Board serving on this search were: Regent Joey Hatch, Chair of the search, Regent Wanda Reid and Regent Weston Wamp. Next, Chancellor Tydings then announced the recommendation of Dr. Melody Edmonds as the next president of Tennessee College of Applied Technology at McMinnville.

Dr. Edmonds has been employed at Motlow State Community College since 1995. She currently serves as assistant vice president for academic affairs and was interim vice president for academic affairs from 2016-2019. She served as department chair for business and technology from 2015-2016; director and academic dean of the Motlow State Community College McMinnville Center from 2000-2016 and was instructor and assistant professor of business information technology from 1995-2000. She earned her Ed.D. in Educational Leadership at East Tennessee State University, Master of Business Administration degree at Tennessee Tech University, her Bachelor of Science in accounting at Middle Tennessee State University, and her Associate of Science degree from Motlow State Community College.

Next, Regent Joey Hatch was asked to report on the details of the search. He reported that Dr. Edmonds was one of four finalists chosen by the presidential search advisory committee from twenty-six (26) candidates from around the country. The search committee held its first meeting on April 26, 2021. Virtual interviews took place on June 9th and 10th with six applicants. Four candidates were forwarded in the process to participate in on-campus/open forum interviews on July 15, 2021.

At the conclusion of his report, Regent Hatch moved to approve Chancellor Tydings' recommendation to hire Dr. Melody Edmonds as the next president of Tennessee College of Applied Technology at McMinnville. A second was provided by Regent Reid. Additional remarks were provided by Regent Wamp concerning the process and recommendation. A roll call vote was taken and the motion passed unanimously. Dr. Edmonds addressed the Board and expressed her thanks to the Board for this wonderful opportunity. Dr. Edmonds will begin on September 1, 2021 with standard presidential allowances and State of Tennessee employee benefits.

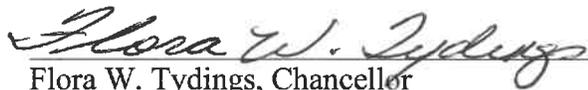
In closing, Chancellor Tydings thanked President Jerry Faulkner for his 9 ½ years of service as Volunteer State's third president and for his many years of service in higher education and wished him well in his retirement. She also thanked Nathan Garratt for serving as the Interim President at TCAT McMinnville until a permanent president was named.

Vice Chair Reynolds thanked everyone for participating in the meeting and wished everyone well. There was no further business brought before the Board and the meeting was adjourned.

Respectfully submitted,



Sonja F. Mason, Secretary



Flora W. Tydings, Chancellor

Emily J. Reynolds, Vice Chair



TO: Members of the Tennessee Board of Regents

FROM: Flora W. Tydings 

DATE: September 24, 2021

SUBJECT: Interim Action Report – Second Quarter

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

I. PERSONNEL ACTIONS –Tennessee Board of Regents Staff

Appointments:

- Lee Ann Lowe, Procurement and Travel Associate; Effective 7/8/21
- Chloe Shafer, Associate General Counsel; Effective 7/19/21
- Brianna Young, Accountant; Effective 8/9/21
- Sarah Hazelton, Competency-Based Education Curriculum Coordinator; Effective 8/16/21
- Jamie Nelson, Competency-Based Education Curriculum Coordinator; Effective 8/16/21
- Cheryl Tays, Competency-Based Education Curriculum Coordinator; Effective 8/16/21
- Amy Finch, Director of Content and Public Relations; Effective 8/23/21
- Jothany Blackwood, Vice Chancellor for Academic Affairs; Effective 8/30/21
- Daphne Brown, Student Success Coordinator; Effective 9/1/21
- Juanita Creswell, SAILS Field Coordinator – Morgan, Scott, and Roane Counties; Effective 9/1/21
- Nathan Garrett, Assistant Vice Chancellor for Academic Affairs and Workforce Alignment; Effective 9/1/21
- John Williams, Assistant Vice Chancellor for Government Relations; Effective 9/1/21
- William Kain, Assistant Vice Chancellor for External Affairs – Campus Safety/TCAT Chief of Police; Effective 10/4/21

Reclassifications:

- Lindsey Koch, Research Analyst to Policy and Data Analyst; Effective 8/2/21

Promotions:

- Jaci Whitaker, Administrative Assistant I for Student Success to Student Success Coordinator; Effective 9/1/21
- Shania Willyard, Student Success Coordinator to Director of Experiential Learning; Effective 7/1/21

Degree Attainment: None

Certified Admin. Prof: None

Retirement:

- Sonja Mason, Board Secretary; Effective 11/30/21

Separations:

- Theresa Butori, Director of Faculty Learning; Effective 6/30/21
- Doug Comes, Policy and Data Analyst; Effective 7/30/21
- Karen Gomez, Financial Aid Associate; Effective 8/13/21

Increases: Vice Presidents and Other Executives: Attachment A

Appointments: Vice President and Other Executives: Attachment B

Incentive Payments: TCAT Presidents: Attachment C

II. ACCEPTANCE OF GIFTS AND GRANTS

III. CONSTRUCTION PROJECTS:

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

IV. APPROVAL OF CONTRACTS AND AGREEMENTS: Attachment F

V. TCAT ACADEMIC ACTIONS – INTERIM APPROVALS: Attachment G

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

Institution	Name	Position	Effective Date	Type of Increase	Increase	New Salary
TCAT Hohenwald	Kelli Kea-Carroll	President	9/1/21	Degree Increase	\$2,500.00	\$126,683.00
TCAT Hohenwald	Randy Young	Vice President	7/1/21	Degree Increase	\$2,500.00	\$76,644.00

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

Institution	Name	Position	Salary	Effective Date
CoSCC	Tammy Borren	Vice President for Finance & Administration	\$118,500.00	8/16/21
JSCC	Dr. Thomas Pigg	Interim Vice President of Academic Affairs	\$2,523.27 Stipend	9/1/21
STCC	Michael Boyd	Associate Vice President, Admin Services	\$121,584.00	7/1/21
TCAT Murfreesboro	Cheryl Williams	Vice President of Student Services	\$80,000.00	8/16/21

Tennessee Board of Regents
 Summary of State Building Commission Actions
 June 10, 2021 - August 12, 2021

Date	SBC Number	Institution	Project	Value	SBC Action
6/11/2021					
	166/019-01-2021	JSCC	Emergency Administration Bldg HVAC Replacement	265,000	Approved project and utilizing a campus consultant for design
	166/001-08-2018	TSU	Landscape Improvements Phase 1	33,628	Rec'vd report C.O. #5 @ 24.91%
	166/001-10-2018	TSU	Perimeter Road Design & Construction	151,029	Rec'vd report C.O. #1@ 121.42%
	166/000-01-2021	Statewide	Commissioning Services		Approved awarding contract to the best evaluated proposer (Working Buildings, LLC)
	166/011-01-2020	TTU	Innovation Center Residence Hall	29,500,000	Approved awarding a contract to the best evaluated proposer for a CM/GC (Denark Construction, Inc.)
7/22/2021					
	166/086-01-2021	TCAT-Shelbyville	Bedford County Higher Education Center	42,400,000	Lieutenant Governor McNally stated that Senator Shane Reeves and Representative Pat Marsh were present at the meeting and in full support of the project. Speaker Sexton stated that he appreciated their leadership this year to make sure this project was included in the budget. He stated that this is very needed and thanked them for spearheading. The Commission approved project and to select a designer and utilizing Construction Manager/General Contractor alternative delivery method.
	166/015-01-2012	CoSCC	Williamson County Center Relocation	82,140,000	Approved a revision in project budget and funding
	166/001-03-2020	TSU	Electrical Upgrades Phase 2	19,220,300	Commissioner Eley asked for an explanation of the plan for managing this electrical improvement when complete understanding that this is a multiyear project. Chancellor Tydings stated that TSU is working with NES to develop a MOU for the operation and maintenance after the improvements are complete. Dr. Glover, President of TSU, stated that the goal of the campus is to work with NES to allow them to manage and maintain the system. TSU is on track and they are working on the MOU with NES to allow them to take over ownership and maintenance of the primary power loop of the campus. The MOU is intended to take effect once the work is complete. Commissioner Eley stated that he is supportive and thinks it is a great conversation to be having. He is looking forward to hearing more about the MOU as the project proceeds. State Building Commission – July 22, 2021 Page 22 of 130 Speaker Sexton asked if this fixes the whole problem or just the first phase of many to come. Chancellor Tydings replied that this is phase two and hope to have everything complete at the end of phase two. Speaker Sexton asked what would be the complete cost at the end of phase two, for both phase one and two. Mr. Dick Tracy replied that phase two is ten million dollars. Once completed there may be some small primary feeds to the building that changes out the primary loop system. Speaker Sexton asked how much was phase one. Mr. Tracy replied that phase one was five million dollars. The Commission approved a revision in project funding.
	166/015-01-2018	CoSCC	Exterior Repairs and Updates	290,000	Approved a revision in project budget and funding to award a contract (increase of \$20,000)
	166/025-02-2021	VSCC	CHEC Emergency Controls Upgrade	400,000	Approved project and utilizing an Agency Consultant for design
	166/027-01-2021	RSCC	Cumberland County Science Lab	2,050,000	Approved project and to select a designer
	166/027-02-2021	RSCC	Knox County Campus Expansion	52,000,000	Approved project and to select a designer, and utilizing CM/GC alternative delivery method
	166/000-02-2021	Statewide	TCAT Maintenance Repairs	4,580,000	Approved project and to select 3 designers
	166/000-03-2021	Statewide	TCAT Parking and Paving Updates	5,090,000	Approved project and to select 3 designers
	166/012-01-2021	ChSCC	CAT Building Interior Renovations	1,800,000	Approved project and to select a designer
	166/013-01-2021	CISCC	Science Building Renovations	1,880,000	Approved project and to select a designer

166/015-01-2021	CoSCC	Accessibility and Security Upgrades	950,000	Approved project and to select a designer
166/017-01-2021	DSCC	Naifeh Building Renovations	1,250,000	Approved project and to select a designer
166/034-01-2021	NaSCC	Interior and Exterior Updates	550,000	Approved project and to select a designer
166/032-01-2021	PSCC	Strawberry Plains Roof Replacement	1,750,000	Approved project and to select a designer
166/027-03-2021	RSCC	Oak Ridge/Anderson County HVAC Updates	1,450,000	Approved project and to select a designer
166/023-01-2021	WSCC	Humanities MEP Improvements	1,700,000	Approved project and to select a designer
166/001-04-2018	TSU	Campus Building Envelope and Structure Rep	3,800,000	Approved a revision in project budget and funding
166/001-05-2018	TSU	Campus HVAC Repairs	4,750,000	Approved a revision in project funding
166/000-02-2017	Statewide	TCAT Roof Repairs & Replacements	61,287,843	Approved a revision in project budget, scope and funding
		TCAT Mechanical, Electrical, and Plumbing Updates		
166/000-01-2020	Statewide		10,550,000	Approved a revision in project budget and funding
166/019-01-2017	JSCC	Nelms Classroom HVAC Updates	1,625,000	Approved a revision in project budget and funding
166/032-03-2020	PSCC	Alarm System Upgrades	950,000	Approved a revision in project budget and funding
166/033-01-2020	SWCC	Central Plant Updates	4,500,000	Approval of a revision in project budget and funding
166/001-01-2020	TSU	Tornado Repairs and Replacement	23,850,000	Approved a revision in project budget and funding and utilizing a previously selected designer
166/012-02-2019	ChSCC	Gym Roof Replacement	1,238,111	Approved a revision in project funding to award a contract
166/021-01-2017	MSCC	Advanced Robotics Training Center	9,000,000	Approved a revision in project budget and funding, utilizing a previously selected designer
166/025-03-2021	VSCC	Wood Dining Operational Enhancements	2,000,000	Approved project and to select a designer
8/12/2021				
166/023-01-2018	WSCC	Master Plan	150,000	Approved Master Plan as presented by Tunnell-Spangler-Walsh
166/001-01-2018	TSU	Residence Centers Elevator Upgrade	26,993	Rec'vd report C.O. #2 @ 10.09%
166/001-05-2018	TSU	Campus HVAC Repairs	28,997	Rec'vd report C.O. #2 @ 3.35%
166/001-06-2019	TSU	Harned Hall HVAC Upgrade	34,122	Rec'vd report C.O. #3 @ 10.07%
166/033-01-2018	SWCC	Union & Macon Cove Plumbing Updates	-20,016	Rec'vd report C.O. #11 @ -1.2%
166/025-04-2021	VSCC	Ramer Building ADA and Interior Upgrades	410,000	Approved project and to select a designer
166/066-01-2021	TCAT-McKenzie	Plumbing Repairs	300,000	Approved project and to select a designer
166/070-01-2021	TCAT-Memphis	Security Updates	170,000	Approved project and to select a designer
166/005-09-2017	ETSU	Lamb Hall Renovation	26,100,000	Approved a revision in project budget and funding
166/009-01-2021	MTSU	Tennis Facility Improvements	4,800,000	Approved project and to select a designer
		Marcum Roof Replacement and Exterior Repairs		
166/021-01-2021	MSCC		1,220,000	Approved project and to select a designer
166/025-02-2018	VSCC	HVAC Updates	870,000	Approved a revision in project budget and funding

Tennessee Board of Regents
 Summary of State Building Commission Executive Subcommittee
 June 21, 2021 - August 23, 2021

June 21, 2021 Executive Subcommittee Meeting

PSCC SBC #166/032-02-2020	Revision in Budget and Funding	Approved a revision in project budget and funding (increase of \$92,000)	OFD/Campus to coordinate transaction
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APSU SBC #166/003-05-2017	Revision in Funding	Approved a revision in project funding (increase MACC \$20,050, decrease Admin & Misc)	OFD/Campus to coordinate transaction
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July 22, 2021 Executive Subcommittee Meeting

Statewide SBC #166/00-02-2021	Designer Selection	Approved selection of Fisher & Arnold, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
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Statewide SBC #166/00-02-2021	Designer Selection	Approved selection of McFarlin Huitt Parvini, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
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Statewide SBC #166/000-02-2021	Designer Selection	Approved selection of Braganza Design Group as designer for the project.	OFD prepares Designer Agreement and continues with project
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Statewide SBC #166/000-03-2021	Designer Selection	Approved selection of S & ME, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
Statewide SBC #166/000-03-2021	Designer Selection	Approved selection of HFR, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
Statewide SBC #166/000-03-2021	Designer Selection	Approved selection of Burr & Cole Consulting Engineers, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
VSCC SBC #166/025-001-2021	Designer Selection	Approved selection of HFR, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
ChSCC SBC #166/012-01-2021	Designer Selection	Approved selection of Tinker Ma, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
CISCC SBC #166/013-01-2021	Designer Selection	Approved selection of Franklin Associates, Architects, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project

DSCC SBC #166/017-01-2021	Designer Selection	Approved selection of Allen & Hoshall, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
RSCC SBC #166/027-01-2021	Designer Selection	Approved selection of Upland Design Group, Inc.. as designer for the project.	OFD prepares Designer Agreement and continues with project
RSCC SBC #166/027-02-2021	Designer Selection	Approved selection of Barber McMurry Architects, LLC as designer for the project.	OFD prepares Designer Agreement and continues with project
RSCC SBC #166/027-03-2021	Designer Selection	Approved selection of West, Welch, Reed Engineers, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
PSCC SBC #166/032-01-2021	Designer Selection	Approved selection of Design Innovation Architects, Inc. as designer for the project.	OFD prepares Designer Agreement and continues with project
TCAT-Shelbyville SBC #166/086-01-2021	Designer Selection	Approved selection of Bauer Askew Architecture, PLLC as designer for the project.	OFD prepares Designer Agreement and continues with project

PSCC
Transaction No. 21-06-004

Acquisition

Approved acquisition in fee with waiver of advertisement and one appraisal

OFD prepares and STREAM continues with project

August 12, 2021 Executive Subcommittee Meeting

TCAT-Morristown
Transaction No. 21-07-004

Acquisition

Approved acquisition in fee with waiver of advertisement and one appraisal

OFD prepares and STREAM continues with project

TCAT-Knoxville
Transaction No. 21-07-009

Disposal-Fee

Approved disposal by fee and by easement with waiver of advertisement and appraisals

OFD prepares and STREAM continues with project

NeSCC
Transaction No. 20-01-038

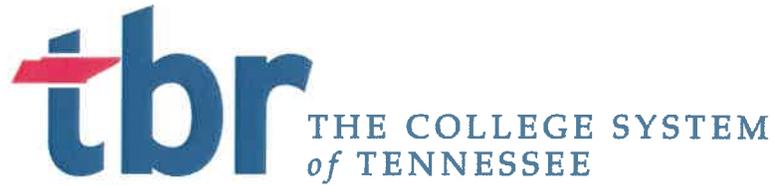
Lease

Approved lease

OFD and campus continue with project

CONSTRUCTION CONTRACTS AWARDED 006/01-2021 - 08/31/2021
 Contracts totaling \$4,370,727.00

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/ Project Name</u>
Building Systems Group Engineering, LLC	National HVAC Services, LTD	100,644.00	06/15/2021	166/000-01-2020W1	TCAT Covington Chiller Replacement
Engineering Services Group, Inc.	Fuel Tank Maintenance Co., LLC dba FTM Contract	386,000.00	06/17/2021	166/000-01-2020E1	TCAT Livingston Plumbing Updates
Lyle Cook Martin Architects, Inc.	Two Rivers Roofing, Inc.	159,900.00	06/28/2021	166/003-05-2017B	APSU Roof Replacements
Dkrs Architects/Engineers Pllc	Drakes Creek Builders, LLC	258,000.00	07/08/2021	166/034-01-2020	Nashville SCC Welcome Center Update
I.C. Thomasson Associates, Inc.	S. M. Lawrence Company, Inc.	385,700.00	07/08/2021	166/001-09-2018	TSU MPE System Upgrades
March Adams and Associates	Integrated Properties, LLC	197,379.00	07/08/2021	166/013-02-2018A	Cleveland SCC Campus Parking and Road Updates
American Structurepoint, Inc.	Williams Restoration & Waterproofing, Inc.	240,875.00	07/22/2021	166/015-01-2018	Columbia SCC Exterior Repairs and Updates
Richard C. Rinks and Associates, Inc.	Baker Roofing Company	279,800.00	08/02/2021	166/001-02-2020	TSU Strange Music Building Roof Replacement
Hefferlin + Kronenberg Architects PLLC	OLG Services, LLC	692,725.00	08/05/2021	166/021-01-2020	Motlow SCC Eoff Classroom Upgrades for Art and Theater
HFR Design Inc.	Mid-State Construction Company, Inc.	569,500.00	08/23/2021	166/011-13-2014IS	TTU Gateway Signage & Irrigation System
Derthick, Henley & Wilkerson Architects, I	Foam-Crete Inc. of Chattanooga	1,100,204.00	08/30/2021	166/012-02-2019	Chattanooga SCC Gym Roof System Replacement



BOARD TRANSMITTAL

MEETING: September 2021 Quarterly Board Meeting

SUBJECT: Interim Action Contracts Report

DATE: September 24, 2021

PRESENTER: N/A (Interim Action Report)

PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: No Action Required

STAFF'S RECOMMENDATION: N/A

The Interim Action Contracts Report provides a listing of the contracts approved beginning June 1, 2021 and ending August 31, 2021. In addition to the contract listing, a summary of the approved contracts for this reporting period is also provided.

During the reporting period, a total of 227 contracts were approved at the System Office. An overview is provided below:

	Contract Amendments	Clinical Affiliations	Dual Services	Professional Services	Service Agreements	Other
	63	24	8	12	4	116

**Summary by Type of Contract
Contracts Approved from June 1, 2021 - August 31, 2021**

Dept./Institution	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Services	Service Agreement	Other	Contract Total
TBR Offices							
Academics	1	1	-	-	-	1	3
eCampus	2	1	-	-	-	-	3
TBR Combined	23	-	-	5	-	7	35
Subtotal	26	2	-	5	-	8	41
Institutions							
APSU	-	-	-	-	-	-	-
ETSU	-	-	-	-	-	-	-
MTSU	-	-	-	-	-	-	-
TSU	-	-	-	-	-	-	-
TTU	-	-	-	-	-	-	-
UOM	-	-	2	-	-	-	2
GSCC	1	-	-	-	-	3	4
CISCC	1	-	-	-	-	5	6
CoSCC	-	-	-	-	-	-	-
DSCC	1	-	-	-	-	2	3
JSCC	-	-	-	-	-	2	2
MSCC	2	-	-	-	-	19	21
NSCC	-	-	-	-	-	1	1
NeSCC	1	-	-	-	-	23	24
PSCC	8	-	-	-	-	1	9
RSCC	1	-	-	-	-	-	1
STCC	-	-	-	-	-	1	1
VSCC	2	-	-	-	-	2	4
WSCC	1	-	-	-	-	1	2
TCAT Combined	19	22	6	7	4	48	106
Subtotal	37	22	8	7	4	108	186
Grand Total	63	24	8	12	4	116	227

BOARD TRANSMITTAL

MEETING: September 2021 Quarterly Board Meeting

SUBJECT: Interim Action Contracts Report

DATE: September 24, 2021

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PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: No Action Required

STAFF'S RECOMMENDATION: N/A

The Interim Action Contracts Report provides a listing of the contracts approved beginning June 1, 2021 and ending August 31, 2021. In addition to the contract listing, a summary of the approved contracts for this reporting period is also provided.

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<u>TBR Offices</u>							
Academics	1	1				1	3
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TBR Combined	23	-	-	5		7	35
Subtotal	26	2	-	5	-	8	41
<u>Institutions</u>							
APSU	-	-	-	-	-	-	-
ETSU	-	-	-	-	-	-	-
MTSU	-	-	-	-	-	-	-
TSU	-	-	-	-	-	-	-
TTU	-	-	-	-	-	-	-
UOM	-	-	2	-	-	-	2
CSCC	1	-	-	-	-	3	4
CISCC	1	-	-	-	-	5	6
CoSCC	-	-	-	-	-	-	-
DSCC	1	-	-	-	-	2	3
JSCC	-	-	-	-	-	2	2
MSCC	2	-	-	-	-	19	21
NSCC	-	-	-	-	-	1	1
NeSCC	1	-	-	-	-	23	24
PSCC	8	-	-	-	-	1	9
RSCC	1	-	-	-	-	-	-
STCC	-	-	-	-	-	1	1
VSCC	2	-	-	-	-	2	4
WSCC	1	-	-	-	-	1	2
TCAT Combined	19	22	6	7	4	48	106
Subtotal	37	22	8	7	4	108	186
Grand Total	63	24	8	12	4	116	227

Tennessee Board of Regents
Contracts Approved June 1, 2021, thru August 31, 2021

<u>Contract ID</u>	<u>Contract Type</u>	<u>Contractor</u>	<u>Dept/Institution</u>	<u>Commodity</u>	<u>Yearly Amount</u>	<u>System-Wide</u>	<u>Start Date</u>	<u>End Date</u>	<u>Competitive</u>
106734	Amendment to Existing Contract	Pearson Education Inc.	Academics	Access and Use of Pearson Products	\$715,000.00		7/1/2018	6/30/2022	
109643	Clinical Affiliation	Covenant Health	Academics	Clinical Experience	\$0.00		6/1/2021	5/31/2026	
109693	Grant Agreement	Tennessee Higher Education Commission (THEC)	Academics	Grant	(\$3,381,000.00)		7/1/2021	6/30/2022	
108189	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	CLSCC	Grant	(\$749,966.87)		12/2/2019	12/16/2022	
109720	Academic Articulation Agreement	TCAT Athens (and TBR)	CLSCC	Facility Use	\$0.00		5/1/2021	4/30/2026	
109899	Dual Enrollment Agreement	Bradley County Schools	CLSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	6/30/2023	
109907	Dual Credit Agreement	Bradley County Schools	CLSCC	Cooperative Educational Offerrings	\$0.00		8/1/2021	7/31/2022	
109908	Dual Credit Agreement	Cleveland City Schools	CLSCC	Cooperative Educational Offerrings	\$0.00		8/1/2021	7/31/2022	
109912	Dual Enrollment Agreement	Cleveland City Schools	CLSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	6/30/2023	
108176	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	CSCC	Grant	(\$732,191.00)		12/2/2019	12/16/2022	
109625	Dual Enrollment Agreement	Sequatchie County School System	CSCC	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
109704	Banking Services	First Horizon Bank	CSCC	Banking Services	\$59,236.00		7/1/2021	6/30/2022	
109788	Dual Enrollment Agreement	Hamilton County Schools	CSCC	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
108208	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	DSCC	Grant	(\$1,000,000.00)		12/2/2019	12/16/2022	
109571	Dual Enrollment Agreement	Ripley High School	DSCC	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
109575	Dual Enrollment Agreement	Peabody High School	DSCC	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
108992	Amendment to Existing Contract	Dyersburg State Community College	Economic & Community Development	Memo of Understanding	\$918,750.00		7/1/2020	7/31/2022	
108994	Amendment to Existing Contract	Northeast State Community College	Economic & Community Development	Memo of Understanding	\$459,375.00		7/1/2020	6/30/2023	
108995	Amendment to Existing Contract	Nashville State Community College	Economic & Community Development	Memo of Understanding	\$918,750.00		7/1/2020	7/31/2022	
109882	Professional Service	Kevin Fleming	Economic & Community Development	Speaker	\$7,500.00		9/21/2021	9/21/2021	
105720	Amendment to Existing Contract	Sullivan Branding, LLC	External Affairs	Advertising, Marketing & Communication Services	\$2,000,000.00	Yes	8/15/2016	8/14/2022	Yes
109449	Amendment to Existing Contract	Tom Griscom	External Affairs	Crisis Response Training	\$4,000.00		5/4/2021	8/31/2022	
109865	Professional Service	VisionPoint Marketing, LLC	External Affairs	Marketing	\$2,000,000.00	Yes	8/15/2021	7/31/2022	Yes
109889	Grant Agreement	Tennessee Department of Labor & Workforce Develop.	General Counsel	State Workforce Interchange System	\$0.00		8/23/2020	8/22/2026	
108566	Amendment to Existing Contract	Alertus Technologies, LLC	IT	Enhanced Notification Service and Support	\$34,500.00	Yes	7/1/2020	6/30/2022	
109728	Dual Credit Agreement	Chester County Schools	JSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	6/30/2026	
109729	Dual Credit Agreement	Hollow Rock Bruceton Central High School	JSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	6/30/2026	
108182	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	MSCC	Grant	(\$712,058.00)		12/2/2019	12/16/2022	
109059	Amendment to Existing Contract	UTSI	MSCC	Facility Use	\$0.00		1/1/2021	12/31/2026	
109695	Academic Articulation Agreement	Trevecca Nazarene University	MSCC	Memo of Understanding	\$0.00		7/1/2021	6/30/2022	
109696	Academic Articulation Agreement	TCAT Shelbyville	MSCC	Dual Enrollment Agreement	\$0.00		6/18/2021	6/17/2024	
109731	Dual Enrollment Agreement	Cannon County High School	MSCC	Dual Enrollment Agreement	\$0.00		7/1/2021	5/15/2026	
109756	Purchase Agreement	T-Mobile	MSCC	Mobile Phones and Services	\$740,880.00		8/16/2021	8/15/2022	
109760	Dual Enrollment Agreement	Covenant Academy	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109761	Dual Enrollment Agreement	Coffee County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109762	Dual Enrollment Agreement	Dekalb County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109763	Dual Enrollment Agreement	FC Boyd Christian School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109764	Dual Enrollment Agreement	Huntland High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109765	Dual Enrollment Agreement	Lincoln County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109766	Dual Enrollment Agreement	Moore County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109768	Dual Enrollment Agreement	Fayetteville City High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109769	Dual Enrollment Agreement	Warren County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109770	Dual Enrollment Agreement	White County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109771	Dual Enrollment Agreement	Van Buren County High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109774	Dual Enrollment Agreement	Tulahoma High School	MSCC	Dual Enrollment Agreement	\$0.00		8/1/2021	5/15/2026	
109795	Academic Articulation Agreement	Kids to Love (KTECH)	MSCC	Articulation Course Credits	\$0.00		7/26/2021	7/25/2022	
109804	Academic Articulation Agreement	TCAT Covington	MSCC	Articulation Course Credits	\$0.00		8/1/2021	7/31/2022	
109857	Cooperative Agreement	Middle Tennessee State University	MSCC	Prior Learning Assessment for Adult Learners	\$0.00		8/10/2021	8/9/2024	

108198	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	NESCC	Grant	(\$749,118.00)		12/2/2019	12/16/2022	
109639	Dual Enrollment Agreement	Kingsport City Schools	NESCC	Dual Enrollment Agreement	\$0.00		8/1/2021	7/31/2022	
109752	Foundation Agreement	Northeast State Community College Foundation	NESCC	Foundation Duties	\$0.00		7/1/2021	6/30/2022	
109790	Dual Credit Agreement	Greene County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109791	Dual Credit Agreement	Greene County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109802	Dual Credit Agreement	Greene County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109803	Dual Credit Agreement	Greene Technology Center	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109809	Dual Credit Agreement	Johnson County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109811	Dual Credit Agreement	Bristol Tennessee City Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109812	Dual Credit Agreement	Greene County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109813	Dual Credit Agreement	Elizabethton City Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109815	Dual Credit Agreement	Sullivan County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109816	Dual Credit Agreement	Carter County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109817	Dual Credit Agreement	Carter County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109820	Dual Credit Agreement	Washington County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109822	Dual Credit Agreement	Hancock County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109823	Dual Credit Agreement	Greeneville City Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109824	Dual Credit Agreement	Carter County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109825	Dual Credit Agreement	Sullivan County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109826	Dual Credit Agreement	Hawkins County School District	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109828	Dual Credit Agreement	Hawkins County School District	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109830	Dual Credit Agreement	Washington County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109831	Dual Credit Agreement	Carter County Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109861	Dual Credit Agreement	Johnson City Schools	NESCC	Cooperative Educational Offerrings	\$0.00		7/1/2021	6/30/2022	
109748	Foundation Agreement	Nashville State Community College Foundation	NSCC	Foundation Duties	\$0.00		7/1/2021	6/30/2022	
106791	Amendment to Existing Contract	Kaplan Inc, DBA I-Human Patients	Nursing/AH	Interactive Human Patient Encounter Software Subscription	\$1,500.00		4/10/2018	4/9/2023	
108761	Amendment to Existing Contract	YMG Enterprises, LLC	OE	Consulting	\$100,000.00		6/1/2020	6/30/2022	
109213	Amendment to Existing Contract	Achieving the Dream, Inc	OE	Consulting	\$158,000.00		7/1/2020	6/30/2022	
108633	Amendment to Existing Contract	Education Commission of the States	Policy & Strategy	Grant	(\$300,000.00)		7/1/2020	10/31/2021	
109793	Professional Service	Rector and Visitors of the University of Virginia	Policy & Strategy	Grant	(\$25,000.00)		1/1/2021	6/30/2022	
109836	Grant Agreement	Southwest Tennessee Community College	Policy & Strategy	Grant Subcontract	\$27,005.00		8/30/2021	12/31/2021	
108202	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	PSCC	Grant	(\$748,812.00)		12/2/2019	12/16/2022	Yes
108221	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	PSCC	Grant	(\$749,906.00)		12/2/2019	12/16/2022	Yes
108886	Amendment to Existing Contract	Austin Peay State University	PSCC	Facility Use	\$3,600.00		9/4/2020	9/3/2025	
108909	Amendment to Existing Contract	Tennessee Technological University	PSCC	Facility Use	\$30,000.00		9/4/2020	9/3/2025	
108910	Amendment to Existing Contract	Bellevue University	PSCC	Facility Use	\$9,600.00		9/4/2020	9/3/2025	
108911	Amendment to Existing Contract	Maryville College	PSCC	Facility Use	\$2,400.00		9/4/2020	9/3/2025	
108922	Amendment to Existing Contract	King University	PSCC	Facility Use	\$2,480.00		9/4/2020	9/3/2025	
109056	Amendment to Existing Contract	East Tennessee State University	PSCC	Facility Use	\$2,400.00		9/4/2020	9/3/2025	
109845	Use of Facilities	Tusculum University	PSCC	Facility Use	\$7,200.00		8/15/2021	8/15/2026	
109663	Lease Agreement	Quadient Leasing USA Inc	Purchasing	Mail Machine Rental	\$1,873.32		6/15/2021	6/14/2026	
109864	Purchase Agreement	The Burmax Company	Purchasing	Cosmetology, Barbering and Aesthetics Supplies	\$200,000.00		7/1/2021	6/30/2022	
109867	Purchase Agreement	Boss Beauty Supply, INC.	Purchasing	Cosmetology, Barbering and Aesthetics Supplies	\$5,000.00		7/1/2021	6/30/2022	Yes
108492	Amendment to Existing Contract	Good Steward Enterprises, LLC	RSCC	Food Service Operation and Management	\$0.00		5/17/2020	6/30/2022	
107894	Amendment to Existing Contract	Wellspring Telehealth	Student Success	Telemedicine Services	\$0.00		9/1/2019	8/31/2022	Yes
108455	Amendment to Existing Contract	Cleveland State Community College	Student Success	Implement Advising Grant Plans	\$10,000.00		6/1/2020	12/31/2022	
108702	Amendment to Existing Contract	EverFi, Inc-Scenario Learning dba Vector Solutions	Student Success	Web-based Educational Courses for Students	\$109,000.00	Yes	6/30/2020	6/29/2022	Yes
108763	Amendment to Existing Contract	Catharsis Productions, LLC	Student Success	Title IX Training for Employees	\$28,000.00	Yes	8/1/2020	7/31/2022	Yes
109890	Professional Service	Emma Reabold	Student Success	Speaker	\$500.00		9/17/2021	9/17/2021	
109676	Purchase Agreement	All Covered	SWCC	Addition of Digital Classrooms	\$212,670.00		6/3/2021	4/11/2023	
106963	Amendment to Existing Contract	ATI Assessment Technology Institute	TBR	Student Assessment Testing	\$0.00	Yes	10/16/2018	10/15/2022	
106965	Amendment to Existing Contract	Laerdal Medical Corporation	TBR	Allied Health Supplies and Equipment	\$300,000.00	Yes	10/1/2020	9/30/2022	Yes
107655	Amendment to Existing Contract	EBSCO Industries Inc. PsyARTICLES	TBR	Library Subscription to PsycINFO and PsycARTICLES	\$254,000.00	Yes	7/1/2019	6/30/2022	Yes

107656	Amendment to Existing Contract	Automated Collection Services	TBR	Collection Services	\$400,000.00	Yes	7/1/2021	6/30/2022	Yes
107657	Amendment to Existing Contract	Reliant Capital Solutions	TBR	Collection Services	\$400,000.00	Yes	7/1/2021	6/30/2022	Yes
108556	Amendment to Existing Contract	National Institute for Metalworking Skills (NIMS)	TBR	Credentialing Services	\$40,000.00		7/1/2020	6/30/2022	
108956	Amendment to Existing Contract	Safeware Inc.	TBR	Public Safety and Emergency Preparedness Supplies	\$150,000.00	Yes	7/1/2020	9/30/2022	Yes
109012	Amendment to Existing Contract	U.S. Bank	TBR	Banking Services	\$125,000.00	Yes	10/1/2020	9/30/2022	Yes
109017	Amendment to Existing Contract	Home Depot U.S.A. Inc.	TBR	Maintenance Repair and Operating Supplies and Services	\$100,000.00	Yes	7/1/2020	6/30/2022	Yes
109785	Professional Service	PSI Services, Inc.	TBR	Proctoring Services	\$500,000.00	Yes	7/1/2021	6/30/2022	Yes
109818	License Agreement	D2L Ltd.	TBR	Online Learning Management System	\$2,004,939.01	Yes	1/1/2022	12/31/2024	Yes
109929	Grant Agreement	Pennsylvania College of Technology	TBR	Education and Workforce Development of MIDAS Grant	(\$1,600,833.00)		8/23/2021	7/31/2024	
108207	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Athens	Grant	(\$83,252.00)		12/2/2019	12/16/2022	Yes
109744	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Athens	Grant	(\$60,000.00)		7/1/2021	6/30/2022	
109758	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Athens	Grant	(\$1,255,200.00)		7/1/2021	6/30/2022	
109796	Dual Enrollment Agreement	Polk County Schools	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109797	Dual Enrollment Agreement	Monroe County Board of Education	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109798	Dual Enrollment Agreement	Meigs County Schools	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109799	Dual Enrollment Agreement	McMinn County Schools	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109800	Dual Enrollment Agreement	Cleveland City Schools	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109801	Dual Enrollment Agreement	Bradley County Board of Education	TCAT Athens	Dual Enrollment Agreement	\$0.00		9/1/2021	5/27/2022	
109869	Lease Agreement	Chattanooga State Community College	TCAT Athens	Facility Use	\$24,999.96		7/1/2021	6/30/2022	
108169	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Covington	Grant	(\$978,813.00)		12/2/2019	12/16/2022	
109566	Dual Enrollment Agreement	Tipton Christian Academy	TCAT Covington	Dual Enrollment Agreement	\$0.00		8/1/2021	5/31/2022	
109834	Dual Enrollment Agreement	Cumberland County Board of Education	TCAT Crossville	Dual Enrollment Agreement	\$0.00		8/1/2021	7/31/2022	
109838	Dual Enrollment Agreement	Van Buren County Board of Education	TCAT Crossville	Dual Enrollment Agreement	\$0.00		8/1/2021	7/31/2022	
108217	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Crump	Grant	(\$999,978.00)		12/2/2019	12/16/2022	
109878	Dual Enrollment Agreement	McNairy County Schools	TCAT Crump	Dual Enrollment Agreement	\$0.00		8/1/2021	5/31/2022	
109914	Dual Enrollment Agreement	Decatur County School System	TCAT Crump	Dual Enrollment Agreement	\$62,000.00		8/1/2021	5/31/2022	
109747	Clinical Affiliation	The Ranch	TCAT Dickson	Clinical Experience	\$0.00		8/1/2021	7/31/2026	
109783	Professional Service	Specialty Electric	TCAT Dickson	Light Fixture Removal Services	\$8,675.00		7/12/2021	2/12/2022	
109847	Clinical Affiliation	Covenant Medical	TCAT Dickson	Clinical Experience	\$0.00		9/1/2021	8/31/2026	
109871	Clinical Affiliation	Dover Dental Clinic	TCAT Dickson	Clinical Experience	\$0.00		8/12/2021	8/11/2026	
108205	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Elizabethton	Grant	(\$1,000,000.00)		12/2/2019	12/16/2022	
109633	Professional Service	TMA Services, LLC	TCAT Hartsville	Custodial Services	\$87,845.00		6/1/2021	5/31/2022	Yes
109642	Dual Enrollment Agreement	Macon County Board of Education	TCAT Hartsville	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
108215	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Hohenwald	Grant	(\$1,000,000.00)		12/2/2019	12/16/2022	
109321	Amendment to Existing Contract	Maurry Regional Hospital & Affiliates	TCAT Hohenwald	Clinical Experience	\$0.00		4/10/2021	4/9/2024	
109616	Dual Enrollment Agreement	Hickman County School System	TCAT Hohenwald	Dual Enrollment Agreement	\$0.00		8/1/2021	5/31/2022	
109619	Dual Enrollment Agreement	Perry County Board of Education	TCAT Hohenwald	Dual Enrollment Agreement	\$0.00		8/1/2021	5/31/2022	
109443	Dual Enrollment Agreement	Campbell County Board of Education	TCAT Jacksboro	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
109842	Grant Agreement	U.S. Rural Development	TCAT Jacksboro	Grant	(\$41,062.00)		6/23/2021	6/22/2022	
109850	Dual Service	TCAT Harriman	TCAT Jacksboro	Personnel	\$0.00		8/1/2021	10/31/2021	
109852	Clinical Affiliation	Campbell County Board of Education	TCAT Jacksboro	Clinical Experience	\$0.00		8/9/2021	6/30/2026	
108483	Amendment to Existing Contract	Jackson State Community College	TCAT Jackson	Fiscal Agent for GIVE Grant	\$234,700.00		12/2/2019	12/16/2022	
108486	Amendment to Existing Contract	University of Tennessee at Martin	TCAT Jackson	Fiscal Agent for GIVE Grant	\$25,000.00		12/2/2019	12/16/2022	
109539	Dual Enrollment Agreement	Henderson County School System	TCAT Jackson	Dual Enrollment Agreement	\$0.00		7/1/2021	6/30/2022	
109751	Clinical Affiliation	Jackson Madison County School System	TCAT Jackson	Clinical Experience	\$0.00		8/30/2021	8/29/2026	
109755	Clinical Affiliation	Helping Hands of Tennessee	TCAT Jackson	Clinical Experience	\$0.00		9/1/2021	8/31/2026	
109846	Clinical Affiliation	The Jackson Clinic P.A.	TCAT Jackson	Clinical Experience	\$0.00		8/15/2021	8/14/2026	
109866	Dual Service	TCAT Crump	TCAT Jackson	Personnel	\$14,400.00		7/1/2021	6/30/2022	
107734	Amendment to Existing Contract	Knox County Schools	TCAT Knoxville	Cooperative Educational Offerings	\$0.00		7/1/2019	6/30/2022	
109634	Clinical Affiliation	West Knox Dentistry	TCAT Knoxville	Clinical Experience	\$0.00		6/28/2021	6/27/2026	
109674	Service Agreement	Education To Go	TCAT Knoxville	Online Courses	\$0.00		7/1/2021	6/30/2022	
109719	Clinical Affiliation	Steve Madison DMD & Associates	TCAT Knoxville	Clinical Experience	\$0.00		7/9/2021	7/8/2026	

109727	Clinical Affiliation	Fairpark Health and Rehabilitation	TCAT Knoxville	Clinical Experience	\$0.00	7/1/2021	6/30/2026	
109737	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Knoxville	Grant	(\$150,000.00)	7/1/2021	6/30/2022	
109738	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Knoxville	Grant	(\$65,000.00)	7/1/2021	6/30/2022	
109739	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Knoxville	Grant	(\$2,240,000.00)	7/1/2021	6/30/2022	
109777	Training Agreement	University of Tennessee	TCAT Knoxville	Pre-Apprenticeship Program	\$0.00	7/1/2021	6/30/2022	
108209	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Livingston	Grant	(\$750,000.00)	12/2/2019	12/16/2022	
108477	Amendment to Existing Contract	Overton County Board of Education	TCAT Livingston	Grant Subcontract	(\$443,246.00)	1/1/2020	5/31/2022	
109860	Dual Enrollment Agreement	Putnam County School System	TCAT Livingston	Dual Enrollment Agreement	\$0.00	8/1/2021	5/31/2022	
109868	Dual Enrollment Agreement	Jackson County School System	TCAT Livingston	Dual Enrollment Agreement	\$0.00	8/1/2021	5/31/2022	
109870	Clinical Affiliation	Baxter Pharmacy	TCAT Livingston	Clinical Experience	\$0.00	7/27/2021	7/26/2026	
109724	Special Industry Agreement	Dana Corporation	TCAT McKenzie	Training	(\$281.25)	9/13/2021	9/17/2021	
108732	Amendment to Existing Contract	Darron's Do-All	TCAT McMinnville	Custodial Services	\$25,500.00	7/1/2020	6/30/2022	
109422	Dual Enrollment Agreement	Grundy County High School	TCAT McMinnville	Dual Enrollment Agreement	\$77,000.00	9/1/2021	8/31/2022	
109786	Clinical Affiliation	NHC McMinnville	TCAT McMinnville	Clinical Experience	\$0.00	8/4/2021	8/3/2024	
106770	Amendment to Existing Contract	US Security Associates, Inc.	TCAT Memphis	Security Services	\$60,000.00	8/1/2019	10/31/2021	Yes
109741	Use of Facilities	DeSoto County CVB dba Landers Center	TCAT Memphis	Facility Use	\$8,500.00	10/15/2021	10/15/2021	
109805	Dual Enrollment Agreement	Shelby County Schools	TCAT Memphis	Dual Enrollment Agreement	\$0.00	8/1/2021	7/31/2022	
109807	Dual Enrollment Agreement	Arlington High School	TCAT Memphis	Dual Enrollment Agreement	\$0.00	8/1/2021	8/31/2022	
109886	Professional Service	BrightView Landscape Services, Inc.	TCAT Memphis	Landscaping Services	\$48,761.88	11/1/2021	10/31/2022	
108220	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Morristown	GIVE Grant	(\$405,262.00)	12/2/2019	12/16/2022	
109701	Clinical Affiliation	Allergy and Asthma Affiliates	TCAT Morristown	Clinical Experience	\$0.00	6/11/2021	6/10/2026	
109703	Clinical Affiliation	Advanced Family Healthcare	TCAT Morristown	Clinical Experience	\$0.00	6/16/2021	6/15/2026	
109794	Clinical Affiliation	Heritage Center	TCAT Morristown	Clinical Experience	\$0.00	7/21/2021	7/20/2026	
109874	Professional Service	Building Systems Technology Inc.	TCAT Morristown	Fire Alarm Monitoring Services	\$264.00	8/1/2021	7/31/2026	
109499	Clinical Affiliation	Mountain View Dental	TCAT Murfreesboro	Clinical Experience	\$0.00	5/24/2021	5/23/2026	
109705	Special Industry Agreement	Rutherford County Correctional Work Center	TCAT Murfreesboro	Training	(\$4,800.00)	6/21/2021	12/31/2022	
109776	Professional Service	TEAM Environmental Group	TCAT Murfreesboro	Asbestos Containment and Abatement Services	\$2,850.00	7/19/2021	9/30/2021	
109872	Dual Enrollment Agreement	Cannon County High School	TCAT Murfreesboro	Dual Enrollment Agreement	\$0.00	9/1/2021	8/31/2022	
109885	Clinical Affiliation	Rutherford County Schools	TCAT Murfreesboro	Clinical Experience	\$0.00	9/1/2021	8/31/2026	
109919	Dual Services Extra Compensation	Walters State Community College- Anita Ricker	TCAT Murfreesboro	Personnel	\$10,764.60	7/1/2021	6/30/2022	
109328	Clinical Affiliation	Sims Orthodontics	TCAT Nashville	Clinical Experience	\$0.00	3/15/2021	2/28/2023	
109602	Service Agreement	Bridges for the Deaf and Hard of Hearing	TCAT Nashville	Sign Language Services	\$40,000.00	6/1/2021	5/31/2022	
109753	Dual Enrollment Agreement	Robertson County Schools	TCAT Nashville	Dual Enrollment Agreement	\$0.00	8/1/2021	5/31/2022	
109754	Dual Enrollment Agreement	Sumner County Schools	TCAT Nashville	Dual Enrollment Agreement	\$0.00	8/1/2021	5/31/2022	
109853	Dual Enrollment Agreement	Cheatham County School District	TCAT Nashville	Dual Enrollment Agreement	\$0.00	8/1/2021	7/31/2022	
109716	Dual Services Extra Compensation	TCAT Jackson	TCAT Newbern	Employee Services	\$14,400.00	7/1/2021	6/30/2022	
109403	Dual Enrollment Agreement	Morgan County Schools	TCAT Oneida	Dual Enrollment Agreement	\$0.00	8/1/2021	7/31/2022	
109726	Dual Enrollment Agreement	Alvin C. York Agricultural Institute	TCAT Oneida	Dual Enrollment Agreement	\$0.00	8/1/2021	7/31/2022	
109819	Dual Services Extra Compensation	TCAT Harriman	TCAT Oneida	Personnel	\$3,783.38	8/1/2021	10/31/2021	
109849	Clinical Affiliation	Henry County School System	TCAT Paris	Clinical Experience	\$0.00	8/4/2021	8/3/2022	
109863	Special Industry Agreement	J R Hayes Construction	TCAT Paris	Training	(\$180.00)	9/13/2021	9/13/2021	
109888	Special Industry Agreement	Henry County Girl Scouts	TCAT Paris	Training	(\$180.00)	9/13/2021	9/13/2021	
109584	Dual Enrollment Agreement	Maury County Board of Education	TCAT Pulaski	Dual Enrollment Agreement	\$14,000.00	8/1/2021	5/31/2022	
109613	Clinical Affiliation	Marshall County EMS	TCAT Pulaski	Clinical Experience	\$0.00	5/25/2021	5/24/2026	
109706	Use of Facilities	Booker Assets of Tennessee, LLC	TCAT Pulaski	Memo of Understanding	\$0.00	6/18/2021	12/31/2021	
109745	Professional Service	South Central Tennessee Workforce Alliance	TCAT Pulaski	Grant Subcontract	\$33,683.00	2/2/2021	12/16/2022	
109781	Clinical Affiliation	Landmark Healthcare	TCAT Pulaski	Clinical Experience	\$0.00	7/19/2021	7/18/2026	
109736	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Ripley	Grant	(\$138,000.00)	7/1/2021	6/30/2022	
109750	Grant Agreement	TN Department of Labor and Workforce Development	TCAT Ripley	Grant	(\$20,000.00)	7/1/2021	6/30/2022	
109782	Cooperative Agreement	American Job Center (Equus Workforce Solutions)	TCAT Ripley	Career and Workforce Readiness Services	\$0.00	8/1/2021	6/30/2022	
109835	Professional Service	Koorsen Fire & Security, Inc.	TCAT Shelbyville	Fire Alarm and Security System Monitoring Services	\$489.00	8/23/2021	8/22/2024	
108212	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	TCAT Whiteville	Grant	(\$750,000.00)	1/1/2020	12/16/2022	
108487	Amendment to Existing Contract	Haywood County Schools	TCAT Whiteville	Grant Subcontract	\$490,166.50	12/2/2019	12/16/2022	

108488	Amendment to Existing Contract	Hardeman County Schools	TCAT Whiteville	Grant Subcontract	\$490,166.50		12/2/2019	12/16/2022	
109683	Service Agreement	Aeneas Communications, LLC	TCAT Whiteville	Fiber-Internet Services	\$3,599.40		6/15/2021	6/14/2024	
109691	Service Agreement	Aeneas Communications, LLC - Whiteville Campus	TCAT Whiteville	Fiber-Internet Services	\$3,599.40		6/15/2021	6/14/2024	
109717	Dual Services Extra Compensation	TCAT Jackson	TCAT Whiteville	Personnel	\$4,805.63		7/1/2021	12/31/2021	
109723	Clinical Affiliation	NHC Healthcare Somerville	TCAT Whiteville	Clinical Experience	\$0.00		8/1/2021	7/31/2026	
107382	Amendment to Existing Contract	Morris and McDaniel	TCATS	Licensure Examination Sites	(\$10,000.00)		5/1/2019	4/30/2022	
107605	Amendment to Existing Contract	Fast Pace Clinic	TCATS	Clinical Experience	\$0.00		8/14/2019	8/13/2024	
109714	Purchase Agreement	Holston Gases	TCATS	Welding Supplies	\$35,000.00		4/1/2021	3/31/2022	Yes
109715	Purchase Agreement	A-Welders & Medical Supply	TCATS	Welding Supplies	\$30,000.00		4/1/2021	3/31/2022	Yes
109887	Purchase Agreement	HAIR WE ARE	TCATS	Cosmetology, Barbering and Aesthetics Supplies	\$5,000.00		7/1/2021	6/30/2022	Yes
106288	Amendment to Existing Contract	EBSCO Publishing - CINHAL	TNeCampus	Subscription for Library - Nursing Database	\$188,665.00		8/1/2019	7/31/2022	
108383	Amendment to Existing Contract	Blackboard Inc	TNeCampus	Software Solution for Accessibility Check-Online Courses	\$14,400.00		3/1/2020	6/30/2022	
109694	Clinical Affiliation	Bolivar Operator LLC	TNeCampus	Clinical Experience	\$0.00		6/7/2021	6/6/2026	
109891	Dual Services Extra Compensation	TBR-Colbe Wilson	UOM	Teaching	\$2,745.82		8/23/2021	12/17/2021	
109893	Dual Services Extra Compensation	TBR-Christine Mayer	UOM	Teaching	\$3,692.10		8/23/2021	12/17/2021	
108131	Amendment to Existing Contract	Austin Peay State University	VSCC	Facility Use	\$0.00		7/1/2019	6/30/2022	
108190	Amendment to Existing Contract	Tennessee Higher Education Commission (THEC)	VSCC	Grant	(\$750,000.00)		12/2/2019	12/16/2022	
109604	Amendment to Existing Agreement	First Choice Foods	VSCC	Food Services	\$0.00		5/15/2021	5/14/2022	
109829	Purchase Agreement	ACT Security	VSCC	Security Services	\$710,272.98		7/14/2021	7/13/2022	
108978	Amendment to Existing Contract	Multi-Media Masters, Inc.	WSCC	Video and Audio Product Installation and Testing	\$500,000.00	Yes	10/1/2020	9/30/2022	Yes
109896	Academic Articulation Agreement	East Tennessee State University	WSCC	Cooperative Educational Offerrings	\$0.00		8/9/2021	8/8/2026	

Sonja Mason

From: Sonja Mason
Sent: Wednesday, August 11, 2021 8:44 AM
To: Bill Lee ; Charles Hatcher; Danni Varlan; Emily House; Emily Reynolds; Greg Duckett; Joey Hatch (joeyhatch55@gmail.com); Mark George; Mark Gill; MaryLou Apple ; Miles Burdine; Nisha Powers; Penny Schwinn ; Thomas A. H. White ; Wanda Reid; Weston Wamp ; Yolanda S. Greene
Cc: Flora Tydings (flora.tydings@tbr.edu); Russ Deaton; Tachaka Hollins; Ladonna Miller; caroleanne.orsborn@tn.gov; Emma McCallie ; Gina Ponitz; Laura Crawford (laura.k.crawford@tn.gov); Michelle Beyer ; Rhonia Maston; Tina D. Rogers; Vanessa Bennett (vbennett@kingsportchamber.org)
Subject: 14-Day Review - TCAT Murfreesboro - TCAT Smyrna
Attachments: TCAT_Murf_IT_14 Day.docx

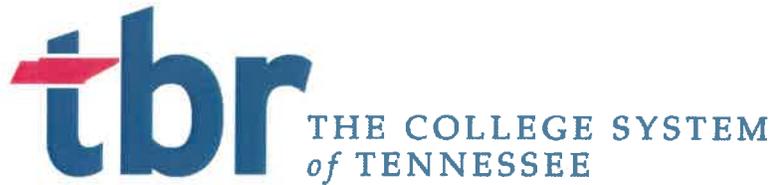
Good morning Members,

Attached you will find a request from Dr. Deaton regarding implementation of Information Technology programs at the TCAT Murfreesboro and TCAT Smyrna campuses. These additional programs are requested due to the high waitlists at these campuses in this field.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Tachaka Hollins by email at tachaka.hollins@tbr.edu by **August 24th**.

Thank you and hope you have a great day.

Sonja Mason
Board Secretary
615-772-1039 cell



MEMORANDUM

To: Members of the Tennessee Board of Regents
From: Russ Deaton, Executive Vice Chancellor, Policy & Strategy
Date: August 10, 2021
Re: TCAT Murfreesboro- Information Technology - 14 Day Process

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

Attached you will find two program proposal summaries submitted by the Tennessee College of Applied Technology – Murfreesboro to address high waiting list numbers and workforce need, TCAT Murfreesboro would like to offer the Information Technology at the TCAT Smyrna site. The TBR staff members and I have reviewed these proposals and recommend approval. In accordance with *TBR Policy: 2:01:02:00, Vocational Program Review and Approval*, this information is provided for your consideration.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Tachaka Hollins by email at tachaka.hollins@tbr.edu by August 24th. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

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

Two program proposals are being presented for the Board's review and approval. The proposals are:

1. Implementation of an Information Technology program at the TCAT Murfreesboro – main campus.
2. Implementation of an Information Technology program at the TCAT Murfreesboro- Smyrna Campus (2A).

PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION: Tennessee College of Applied Technology-
Murfreesboro

PROPOSED PROGRAM TITLE: Information Technology

PROPOSAL: The Tennessee College of Applied Technology
Murfreesboro is proposing an Information
Technology program at the main campus. The
program would award an Information Management
Specialist diploma and the program length is 1,296
clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Fall 2021

OBJECTIVES: Graduates are prepared to function in a computer
operations environment and will be proficient in the
installation, configuration, support, and security of
computer networks. Graduates will be equipped to:
Provide customer and end user support for
computer systems. Install, operate, diagnose and
repair problems with various desktop and server
operating systems. Demonstrate a working
knowledge of network systems. Manage and
maintain a secure
environment across all systems using appropriate
tools and practices.

NEED: The institution decided to implement this program
after receiving numerous inquiries.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$50,000
	2nd Year:	\$60,000
	3rd Year:	\$60,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$45,000
	2nd Year:	1	\$45,000
	3rd Year:	1	\$45,000

FISCAL RESOURCES: State appropriations and tuition will be used.

FACILITIES: Existing space will be used

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied Technology-
Murfreesboro

PROPOSED PROGRAM TITLE: Information Technology

PROPOSAL: The Tennessee College of Applied Technology Murfreesboro is proposing an Information Technology program at the Smyrna Campus (2A). The program would award an Information Management Specialist diploma and the program length is 1,296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Fall 2021

OBJECTIVES: Graduates are prepared to function in a computer operations environment and will be proficient in the installation, configuration, support, and security of computer networks. Graduates will be equipped to: Provide customer and end user support for computer systems. Install, operate, diagnose and repair problems with various desktop and server operating systems. Demonstrate a working knowledge of network systems. Manage and maintain a secure environment across all systems using appropriate tools and practices.

NEED: The institution decided to implement this program after receiving numerous inquiries.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$50,000
	2nd Year:	\$60,000
	3rd Year:	\$60,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$45,000
	2nd Year:	1	\$45,000
	3rd Year:	1	\$45,000

FISCAL RESOURCES: State appropriations and tuition will be used.

FACILITIES: Existing space will be used

ACTION REQUIRED: Staff recommends approval

Sonja Mason

From: Sonja Mason
Sent: Friday, July 23, 2021 1:28 PM
To: Bill Lee ; Charles Hatcher; Danni Varlan; Emily House; Emily Reynolds; Greg Duckett; Joey Hatch (joeyhatch55@gmail.com); Mark George; Mark Gill; MaryLou Apple ; Miles Burdine; Nisha Powers; Penny Schwinn ; Thomas A. H. White ; Wanda Reid; Weston Wamp ; William McElyea ; Yolanda S. Greene
Cc: Flora Tydings (flora.tydings@tbr.edu); Russ Deaton; Tachaka Inez Hollins (Tachaka.Hollins@tbr.edu); Mary Ann Hammonds; Brian Lapps; caroleanne.orsborn@tn.gov; Emma McCallie ; Gina Ponitz; Laura Crawford (laura.k.crawford@tn.gov); Michelle Beyer ; Rhonia Maston; Tina D. Rogers; Vanessa Bennett (vbennett@kingsportchamber.org)
Subject: TCATs Capacity Program Proposal - 14-Day Review
Attachments: TCAT Capacity Program Proposals July 2021 FINAL.docx

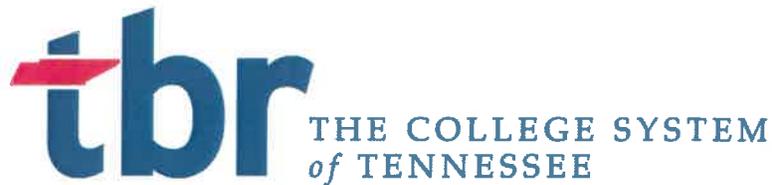
Good afternoon Members,

Attached you will find program proposals submitted by the Tennessee Colleges of Applied Technology to address wait list numbers and workforce needs. As you are aware, Governor Lee and the General Assembly appropriated approximately \$80 million in the 2021-22 budget to expand TCAT program capacity across in-demand fields to meet the needs of Tennesseans and the state's economy. This 14-day Board review process would allow TCATs to implement certain programs for the fall 2021 trimester which starts in early September. Other programs in this request have a spring 2022 implementation, which would allow the TCATs to seek additional approvals where necessary once Board approval is granted (for instance, the Council on Occupational Education which is the accrediting body for TCATs). The TBR staff have reviewed these proposals and recommend approval. In accordance with TBR Policy: 2:01:02:00, *Vocational Program Review and Approval*, this information is provided for your consideration.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Tachaka Hollins by email at tachaka.hollins@tbr.edu by **Friday, August 6th**. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

Best regards,

Sonja Mason for Dr. Russ Deaton



MEMORANDUM

To: Members of the Tennessee Board of Regents
From: Russ Deaton, Executive Vice Chancellor, Policy & Strategy
Date: July 23, 2021
Re: Tennessee Colleges of Applied Technology Program - 14 Day Review Process

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

Attached you will find program proposals submitted by the Tennessee Colleges of Applied Technology to address wait list numbers and workforce needs. As you are aware, Governor Lee and the General Assembly appropriated approximately \$80 million in the 2021-22 budget to expand TCAT program capacity across in-demand fields to meet the needs of Tennesseans and the state's economy. This 14-day Board review process would allow TCATs to implement certain programs for the fall 2021 trimester which starts in early September. Other programs in this request have a spring 2022 implementation, which would allow the TCATs to seek additional approvals where necessary once Board approval is granted (for instance, the Council on Occupational Education which is the accrediting body for TCATs). The TBR staff have reviewed these proposals and recommend approval. In accordance with TBR Policy: 2:01:02:00, *Vocational Program Review and Approval*, this information is provided for your consideration.

If you have questions or concerns that would require this proposal to go before the full Board at the next quarterly meeting, please contact Dr. Tachaka Hollins by email at tachaka.hollins@tbr.edu by Friday, August 6th. The proposed academic actions will be approved through delegated authority by the Chancellor unless a concern is identified within this 14-day period.

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

Forty-four (44) program proposals are being presented for the Board's review and approval. Please see the corresponding implementation proposals for each program following the list below. The proposals are:

1. Duplicate the existing Welding Technology program TCAT Athens
2. Duplicate the existing Heating, Ventilation, Air Conditioning, and Refrigeration program and offer a part-time/evening section at the TCAT Covington main campus.
3. Replicate the existing Machine Tool technology program and offer a part-time/evening section at the TCAT Covington main campus.
4. Duplicate the existing Computer Information Technology program and offer a part-time/evening section at the TCAT Dickson main campus.
5. Implementation of a Transportation, Distribution, Warehousing, and Logistics Program at the TCAT Elizabethton- Kingsport Extension Campus (pending THEC site approval).
6. Relocate the existing Practical Nursing program from the TCAT Elizabethton- ETSU at Kingsport Campus (23) to the TCAT Elizabethton- Kingsport Extension Campus (pending THEC site approval).
7. Replicate the existing Cosmetology program at the TCAT Elizabethton- Herman Robinson Arney Street Campus (2B)
8. Replicate the existing Cosmetology program at the TCAT Harriman- Loudon County Instructional Service Center (2H).
9. Duplicate the existing Automotive Technology program and offer a part-time/evening section at the TCAT Hohenwald main campus.
10. Duplicate the existing Digital Graphic Design Technology program and offer a part-time/evening section at the TCAT Hohenwald main campus.
11. Duplicate the existing Practical Nursing program and offer a part-time/evening section at the TCAT Hohenwald-main campus.
12. Duplicate the existing Practical Nursing at the TCAT Hohenwald- Wayne Medical Instructional Service Center (2A).
13. Duplicate the existing Welding Technology program and offer a part-time/evening section at the TCAT Hohenwald main campus.
14. Duplicate the existing Welding Technology program and offer a part-time/evening section at the TCAT Hohenwald- Perry County Instructional Service Center (2E).

15. Implementation of the Emergency Medical Technology program at the TAT Jacksboro main campus
16. Duplicate the existing Practical Nursing program at the TCAT Jacksboro main campus
17. Duplicate the existing Welding Technology program and offer a part-time/evening section at the TCAT Jackson main campus
18. Relocate the Administrative Office Technology program from the TCAT Knoxville main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).
19. Replicate the existing Computer Information Technology program as an online/distance education section at TCAT Knoxville.
20. Relocate the Cosmetology day and evening program sections from the TCAT Knoxville main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).
21. Relocate the Medical Assisting program from the TCAT Knoxville main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).
22. Relocate the Medical Office Information Technology program from the main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).
23. Relocate the Nursing Aide day and evening program sections from the TCAT Knoxville main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).
24. Duplicate the existing Practical Nursing day and evening program sections at the TCAT Knoxville main campus
25. Replicate the existing Advanced Manufacturing Education program at the TCAT Livingston- White County High School (2A).
26. Implementation of the Building Construction Technology program at the TCAT McMinnville main campus.
27. Duplication of the existing Automotive Technology program at the TCAT Memphis main campus.
28. Duplication of the existing Aviation Maintenance Technology program at the TCAT Memphis- Aviation Extension Campus (GA).

29. Duplication of the existing Industrial Maintenance Repair program at the TCAT Memphis main campus.
30. Duplication of the existing Truck Driving program at the TCAT Memphis main campus
31. Duplicate the existing Industrial Electricity program and offer an evening section at the TCAT Morristown main campus.
32. Implementation of the Aesthetics Technology program at the TCAT Murfreesboro main campus.
33. Implementation of the Emergency Medical Technology program at the TCAT Murfreesboro main campus.
34. Replicate the existing Welding Technology program at the TCAT Murfreesboro main campus.
35. Implementation of the Accelerated Advanced Emergency Medical Technician program at the TCAT Nashville main campus.
36. Replication of the existing Heating, Ventilation, Air Conditioning, and Refrigeration program and offer part-time/evening section at the TCAT Newbern main campus.
37. Replication of the Welding Technology day program at the TCAT Newbern main campus.
38. Duplicate the existing Power Line Construction and Maintenance program at the TCAT Oneida main campus
39. Implementation of an Industrial Maintenance Automation program and offer part-time/evening section at the TCAT Ripley main campus.
40. Duplicate the existing Administrative Office Technology program and offer part-time/evening section at the TCAT Shelbyville main campus.
41. Duplicate the existing Heating, Ventilation, Air Conditioning, and Refrigeration and offer an evening section at the TCAT Shelbyville main campus.
42. Implementation of the Aviation Maintenance Technology program at the TCAT Shelbyville- Airport Instructional Service Center (pending THEC site approval).
43. Duplicate the existing Machine Tool Technology program and offer an evening section at the TCAT Shelbyville- Franklin County Extension Campus (2K).
44. Duplicate the existing Welding Technology program and offer an evening section at the TCAT Shelbyville- Franklin County Extension Campus (2K).

PROGRAM IMPLEMENTATION PROPOSAL- 1

INSTITUTION: TCAT Athens

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Athens proposed to duplicate the existing Welding Technology program at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Welding jobs in this service area are in demand.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	15
2	20	15
3	20	15

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$237,000
2	\$0
3	\$0

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$77,000
2	0	\$77,000
3	0	\$77,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 2

INSTITUTION: TCAT Covington

PROGRAM TITLE: Heating, Ventilation, Air Conditioning, and Refrigeration

PROPOSAL: TCAT Covington proposes to duplicate the existing Heating, Ventilation, Air Conditioning, and Refrigeration program and offer a part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Employment of heating, air conditioning, and refrigeration mechanics and installers is projected to grow 4 percent from 2019 to 2029, about as fast as the average for all occupations. Commercial and residential building construction is expected to drive employment growth. The growing number of sophisticated climate-control systems is also expected to increase demand for qualified HVACR technicians. Repair and replacement of HVACR systems is a large part of what technicians do. The growing emphasis on energy efficiency and pollution reduction is likely to increase the demand for HVACR technicians as climate-control systems are retrofitted, upgraded, or replaced entirely.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	15
	3	20	15

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$63,635
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$77,000
	2	0	\$77,000
	3	1	\$77,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES:

The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 3

INSTITUTION: TCAT Covington

PROGRAM TITLE: Machine Tool Technology

PROPOSAL: TCAT Covington proposes to replicate the existing Machine Tool technology program and offer a part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Employment of machinists is projected to grow 4 percent from 2019 to 2029, about as fast as the average for all occupations. With improvements in technologies, such as computer numerically controlled (CNC) machine tools, autoloaders, high-speed machining, and lights-out manufacturing, machinists will still be required to set up, monitor, and maintain these systems.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	15
	3	20	15

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$10,000
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$36,400
	2	0	\$36,400
	3	0	\$36,400

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 4

INSTITUTION: TCAT Dickson

PROGRAM TITLE: Computer Information Technology

PROPOSAL: TCAT Dickson proposes to duplicate the existing Computer Information Technology program and offer a part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: TCAT Dickson has a wait list for the Computer Information Technology program at the main campus. Placement rates for program graduates have been 100%, 86%, 100% and 88% for the previous four years. A search of Labor and Workforce Development, Economic and Community Development data on July 20, 2021, found 130 jobs for CIT positions in the local area. An evening program will allow additional students to enroll in the program and meet the employment needs of the communities served.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	13
2	18	16
3	20	18

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$75,000
2	\$78,000
3	\$80,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$43,700
2	1	\$45,448
3	1	\$47,260

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor’s Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL-- 5

INSTITUTION: TCAT Elizabethton

PROGRAM TITLE: Transportation, Distribution, Warehousing, and Logistics

PROPOSAL: TCAT Elizabethton proposes to implement the Transportation, Distribution, Warehousing, and Logistics Program at the TCAT Elizabethton- Kingsport Extension Campus (pending THEC site approval).

EFFECTIVE DATE: Spring 2022

NEED: Job4TN supply and demand workforce data was provided to justify the need for the program.

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

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$100,000
	2	\$50,000
	3	\$15,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$50,000
	2	0	\$50,000
	3	0	\$50,000

FACILITIES: The facility will be provided by Kingsport City Schools (Kingsport Extension Campus).

FISCAL RESOURCES: Tuition, state funding, and available grants will be used to fund the program and salaries

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 6

INSTITUTION: TCAT Elizabethton

PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Elizabethton proposes to relocate the existing Practical Nursing program from the TCAT Elizabethton-ETSU at Kingsport Campus (23) to the TCAT Elizabethton- Kingsport Extension Campus (pending THEC site approval).

EFFECTIVE DATE: Fall 2021

REGULATORY BOARD: Board of Nursing

NEED: The former space used to teach our nursing classes is restricting the number of students due to COVID-19 which will not allow all of our students to attend. We have been able to work with Kingsport City Schools to obtain a place to offer the class at a different site that will meet our space requirements for the program.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	70	42
	2	70	42
	3	70	42

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$20,000
	2	\$20,000
	3	\$20,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	2	\$165,000
	2	0	\$165,000
	3	0	\$165,000

FACILITIES: Tuition will generate revenue to help pay for the program costs and salary.

FISCAL RESOURCES: Kingsport City Schools is providing the facility.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 7

INSTITUTION: TCAT Elizabethton

PROGRAM TITLE: Cosmetology

PROPOSAL: TCAT Elizabethton proposes to replicate the existing Cosmetology program at the TCAT Elizabethton- Herman Robinson Arney Street Campus (2B).

EFFECTIVE DATE: Spring 2022

REGULATORY BOARD: Board of Cosmetology and Barbering

NEED: TCAT Elizabethton offers the only TBR Cosmetology Program in our service area. The one program cannot meet the student demand. At this time, there are 291 people on the Cosmetology waitlist.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	9
2	20	15
3	20	15

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$15,000
2	\$15,000
3	\$15,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$55,000
2	0	\$55,000
3	0	\$55,000

FACILITIES: Existing classroom space will be used.

FISCAL RESOURCES: Tuition will be used to help fund the program costs and instructor salary.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 8

INSTITUTION: TCAT Harriman

PROGRAM TITLE: Cosmetology

PROPOSAL: TCAT-Harriman proposes to replicate the existing Cosmetology program to be located at our Loudon County Instructional Service Center (2H).

EFFECTIVE DATE: Spring 2022

REGULATORY BOARD: Board of Cosmetology and Barbering

NEED: TCAT-Harriman currently has 109 applicants on the Cosmetology wait list. According to TN Department of Labor Workforce data, cosmetologists are in medium demand with a growing outlook and median wages in East Tennessee of approximately \$27,514.00.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	12
	2	20	12
	3	20	12

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$45,000
	2	\$45,000
	3	\$45,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$77,000
	2	1	\$77,000
	3	1	\$77,000

FACILITIES: Renovations of existing campus space will be utilized. Estimated renovation cost of \$50,000 will be offset by grant monies.

FISCAL RESOURCES: Tuition projection for 2021-20220 FY = \$52,480 with projected revenue = \$6,800.
Tuition projection for first full FY = \$85,280 with projected revenue = \$10,200.

Renovation and salary cost will be offset through grant monies.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 9

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Automotive Technology

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Automotive Technology program during the evening on the main campus.

EFFECTIVE DATE: Fall 2021

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list,

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	14
2	15	14
3	15	14

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$77,000
2	\$77,000
3	\$77,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$47,000
2	1	\$47,000
3	1	\$47,000

FACILITIES: Will use existing classroom space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 10

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Digital Graphic Design Technology

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Digital Graphic Design Technology program and offer a part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list, TCAT Hohenwald will offer an additional Digital Graphic Design Technology program on the main campus during the evening.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	14
2	15	14
3	15	14

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$77,000
2	\$77,000
3	\$77,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$47,000
2	0	\$47,000
3	0	\$47,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 11

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Practical Nursing program on the main campus and offer an evening section.

EFFECTIVE DATE: Fall 2021

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list,

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	14
	2	15	14
	3	15	14

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$77,000
	2	\$77,000
	3	\$77,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$47,000
	2	1	\$47,000
	3	1	\$47,000

FACILITIES: Will use existing classroom space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 12

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Practical Nursing at the TCAT Hohenwald- Wayne Medical Instructional Service Center (2A).

EFFECTIVE DATE: Fall 2021

REGULATORY BOARD: Board of Nursing

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list, TCAT Hohenwald will offer an additional Practical Nursing program at this site.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	14
	2	15	14
	3	15	14

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$77,000
	2	\$77,000
	3	\$77,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$47,000
	2	1	\$47,000
	3	1	\$47,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 13

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Welding program on the main campus and offer an evening section.

EFFECTIVE DATE: Fall 2021

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list,

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	14
2	15	14
3	15	14

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$82,000
2	\$82,000
3	\$82,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$47,000
2	1	\$47,000
3	1	\$47,000

FACILITIES: Will use existing classroom space

FISCAL RESOURCES: The school will utilize the Governor’s Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 14

INSTITUTION: TCAT Hohenwald

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Hohenwald proposes to duplicate the existing Welding Technology program and offer a part-time/evening section at the TCAT Hohenwald- Perry County Instructional Service Center (2E).

EFFECTIVE DATE: Fall 2021

NEED: The program is currently being offered. However, due to increased program demand based on the current waiting list, TCAT Hohenwald will offer an additional Welding program at the Perry County Instructional Service Center during the evening.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	15	14
2	15	14
3	15	14

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$82,000
2	\$82,000
3	\$82,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$47,000
2	0	\$47,000
3	0	\$47,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 15

INSTITUTION: TCAT Jacksboro

PROGRAM TITLE: Emergency Medical Technology

PROPOSAL: TCAT Jacksboro proposes to implement of the Emergency Medical Technology program at the main campus.

EFFECTIVE DATE: Spring 2022

REGULATORY BOARD: Board of Emergency Medical Services

NEED: The program is offered by Roane State Community College as well at TCAT Oneida/Huntsville. The employer demand for Emergency Medical technicians is high in this region so employment opportunities are available for more graduates than is being produced currently.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	12	10
2	20	17
3	20	18

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$30,000
2	\$6,000
3	\$6,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1.5	\$102,000
2	0	\$102,000
3	0	\$102,000

FACILITIES: Existing space will be used to house the Emergency Management Technology program.

FISCAL RESOURCES: The first year costs will be covered by the TBR TCAT Waitlist Initiative with campus funds used in years two and three.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 16

INSTITUTION: TCAT Jacksboro

PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Jackson proposes to duplicate the existing Practical Nursing program at the main campus.

EFFECTIVE DATE: Spring 2022

REGULATORY BOARD: Board of Nursing

NEED: The need for licensed practical nurses as shown by the Jobs4TN site show that .21 candidates are available for each open position creating a demand statewide, regionally, and locally.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	25	20
2	25	22
3	25	23

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$2,000
2	\$2,000
3	\$2,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1.5	\$102,000
2	0	\$102,000
3	0	\$102,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The first year costs for the Practical Nursing program will be covered by the TBR TCAT Waitlist Initiative. There will be no costs for the facility as existing space will be used. Program costs will be covered by the campus budget.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 17

INSTITUTION: TCAT Jackson

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Jackson proposes to duplicate the existing Welding Technology program and offer a part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: TCAT Jackson has a wait list for the Welding program at the main campus. Placement rates for program graduates have been 79%, 85%, and 85% for the previous three years. A search of Labor and Workforce Development, Economic and Community Development data on July 20, 2021, found 269 jobs for Welding-related positions in the local area. An evening program will allow additional students to enroll in the program and meet the employment needs of the communities served.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1		
2		
3		

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$74,000
2	\$78,000
3	\$82,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$43,700
2	0	\$45,448
3	0	\$476,260

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor’s Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 18

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Administrative Office Technology

PROPOSAL: TCAT Knoxville proposes to relocate the existing Administrative Office Technology program located at the main campus to the new Skilled Trades Academy Instructional Service Center (pending THEC site approval).

EFFECTIVE DATE: Spring 2022

NEED: The Administrative Office Technology program has performed well with completion rate of 83% and 85% student placement.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	60	36
	2	60	36
	3	60	36

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$59,400
	2	\$89,100
	3	\$89,100

NEW FACULTY NEEDED: No new faculty costs.

FACILITIES: Knox County has purchased a facility and has agreed to lease approximately 10,000 square feet to the school.

FISCAL RESOURCES: Program and salary cost are currently allocated for in the budget.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 19

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Computer Information Technology

PROPOSAL: TCAT Knoxville proposes to replicate the existing Computer Information Technology program at the Knoxville main campus to offer an additional section that will be online distance education.

EFFECTIVE DATE: Spring 2022

NEED: The Computer Information Technology program had a 67% completion and 88% placement of students.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	40	24
	2	60	36
	3	60	36

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$60,000
	2	\$86,841
	3	\$86,841

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$50,000
	2	0	\$50,000
	3	0	\$50,000

FACILITIES: Will utilize the online learning management system to deliver instruction

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 20

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Cosmetology

PROPOSAL: TCAT Knoxville proposes to relocate the existing Cosmetology day and evening program sections at the main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).

EFFECTIVE DATE: Fall 2021

NEED: Jobs4TN shows bright outlook for job openings in this occupation.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	150	90
	2	150	90
	3	150	90

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$162,100
	2	\$162,000
	3	\$162,100

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	0	
	2	0	
	3	0	

FACILITIES: Knox County has purchased a facility and has agreed to lease approximately 10,000 square feet to the school.

FISCAL RESOURCES: Existing salary and program costs are already allocated in the existing budget.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 21

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Medical Assisting

PROPOSAL: TCAT Knoxville proposes to relocate the existing Medical Assisting program at the main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).

EFFECTIVE DATE: Spring 2022

NEED: The Medical Assisting program has performed well with a 78% completion and 88% placement of students. Jobs4TN forecast over 400 job openings in the Knox County area.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	40	24
2	60	36
3	60	36

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$60,000
2	\$93,000
3	\$93,000

NEW FACULTY NEEDED: No new faculty costs

FACILITIES: Knox County has purchased a facility and has agreed to lease approximately 10,000 square feet to the school.

FISCAL RESOURCES: The fiscal resources have already been allocated in the existing budget to cover program cost and also salary.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL-- 22

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Medical Office Information Technology

PROPOSAL: TCAT Knoxville proposes to relocate the existing Medical Office Information Technology program at the main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).

EFFECTIVE DATE: Spring 2022

NEED: Jobs4TN forecast demand for this occupation.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	40	24
2	60	36
3	60	36

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$7,000
2	\$10,500
3	\$10,500

NEW FACULTY NEEDED: No new faculty costs

FACILITIES: Knox County has purchased a facility and has agreed to lease approximately 10,000 square feet to the school.

FISCAL RESOURCES: The fiscal resources have already been allocated in the existing budget to cover program cost and also salary.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 23

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Nursing Aide

PROPOSAL: TCAT Knoxville proposes to relocate the existing Nursing Aide day and evening program sections at the main campus to the Skilled Trades Academy Instructional Service Center (pending THEC site approval).

EFFECTIVE DATE: Spring 2022

NEED: Jobs4TN forecast high demand workforce.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	60	36
	2	90	54
	3	90	54

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$39,128
	2	\$58,692
	3	\$58,692

NEW FACULTY NEEDED: No new faculty costs

FACILITIES: Knox County has purchased a facility and has agreed to lease approximately 10,000 square feet to the school.

FISCAL RESOURCES: The fiscal resources have already been allocated in the existing Nursing Aide budget to cover program cost and also salary.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 24

INSTITUTION: TCAT Knoxville

PROGRAM TITLE: Practical Nursing

PROPOSAL: TCAT Knoxville proposes to duplicate the existing Practical Nursing and offer an additional day section and an additional part-time/evening program section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Jobs2TN forecasts high demand and supply shortage.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	125	75
2	150	90
3	150	90

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$520,280
2	\$567,130
3	\$567,130

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	6	\$250,000
2	0	\$250,000
3	0	\$250,000

FACILITIES: Will use existing Practical Nursing class space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars and institutional budget to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL- 25

INSTITUTION: TCAT Livingston

PROGRAM TITLE: Advanced Manufacturing Education

PROPOSAL: TCAT Livingston proposes to replicate the existing Advanced Manufacturing Education program at White County High School (2A).

EFFECTIVE DATE: Fall 2021

NEED: The College has received several requests from our local industry to add injection molding training. The need for injection molding technicians continues to grow in the Upper Cumberland and the job demand is expected to increase in the future.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	8
	2	15	9
	3	18	11

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$400,000
	2	\$75,000
	3	\$75,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$50,000
	2	0	\$50,000
	3	0	\$50,000

FACILITIES: TCAT Livingston will utilize space at the White County Career Academy located at the White County High School.

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL- 26

INSTITUTION TCAT McMinnville

PPOPOSED PROGRAM TITLE: Building Construction Technology

PROPOSAL: TCAT McMinnville proposes to implement the Building Construction Technology program at the main campus. The program length 1,296 clock hours and leads to a Carpenter Diploma.

EFFECTIVE DATE: Fall 2021

OBJECTIVES: Program Outcomes:

1. To develop skills, attitudes and proper working habits that will enable the student to make an intelligent entry into the building construction technology field.
2. To provide opportunities for the student to learn the standards, codes, and regulations governing the phases of the general building construction field.
3. To develop within the student certain ethics that will cause them to realize the importance of quality workmanship to the customer.

NEED: At the national level, according to the Bureau of Labor Statistics, there is projected to be a five percent increase in the demand for trained Construction Laborers. That translates into 81,000 jobs added between 2019 and 2029. According to the Bureau, this is faster than average growth. On a more localized level, the Tennessee Department of Labor and Workforce Development projects there to be 25 additional job openings for skilled construction laborers each year through 2026 just in the Upper Cumberland region of the state.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	15
	2	20	20
	3	20	20

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$144,100
	2	\$6,000
	3	\$6,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$45,00
	2	0	\$47,00
	3	0	\$49,000

FACILITIES: TCAT McMinnville currently has shop space available to house this program.

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the development of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 27

INSTITUTION: TCAT Memphis

PROGRAM TITLE: Automotive Technology

PROPOSAL: TCAT Memphis proposes to duplicate the existing Automotive Technology program at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Job4TN supply and demand workforce data was provided to justify the need for the program.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	20	0
2	20	15
3	20	15

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$142,762
2	\$5,000
3	\$5,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$85,250
2	1	\$85,250
3	1	\$85,250

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 28

INSTITUTION: TCAT Memphis

PROGRAM TITLE: Aviation Maintenance Technology

PROPOSAL: TCAT Memphis proposes to duplicate the existing Aviation Maintenance Technology program at the TCAT Memphis- Aviation Extension Campus (GA).

EFFECTIVE DATE: Fall 2021

REGULATORY BOARD: Federal Aviation Administration

NEED: Jobs4TN supply and demand workforce data was provided to justify the need for the program.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	30	0
2	30	25
3	30	25

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$259,700
2	\$34,700
3	\$34,700

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	2	\$151,650
2	1	\$151,650
3	1	\$151,650

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 29

INSTITUTION: TCAT Memphis

PROGRAM TITLE: Industrial Maintenance Repair

PROPOSAL: TCAT Memphis proposes to duplicate the existing Industrial Maintenance Repair program at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Overall employment of industrial machinery mechanics, machinery maintenance workers, and millwrights is projected to grow 13 percent from 2019 to 2029, much faster than the average for all occupations. Employment growth will vary by occupation. The continuing adoption of automated manufacturing machinery will require more maintenance workers, mechanics, and millwrights to keep machines in good working order over the next decade. The use of automated conveyors to move products and materials in factories is an area of high demand for these workers, because the conveyor belts, motors, and rollers need regular care and maintenance. Job prospects will be good, particularly for applicants with a broad range of skills in machine repair as older workers retire or otherwise leave the occupation. This is also the area that we are currently receiving the most calls from industry in our area regarding. We currently have two companies that are working in-house apprenticeships through our program and both would like to expand. We have plans to register our own FDOL apprenticeship program by fall and have multiple other companies already on board with utilizing this program for hiring needs.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	15
	3	20	15

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$551,418
	2	\$4,800
	3	\$4,800

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$82,250
	2	1	\$82,250
	3	1	\$82,250

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 30

INSTITUTION: TCAT Memphis

PROGRAM TITLE: Truck Driving

PROPOSAL: TCAT Memphis proposes to duplicate of the existing Truck Driving program at the main campus.

EFFECTIVE DATE: Fall 2021

REGULATORY BOARD: Tennessee Department of Transportation

NEED: Employment of heavy and tractor-trailer truck drivers is projected to grow 2 percent from 2019 to 2029, slower than the average for all occupations. The economy depends on truck drivers to transport freight and keep supply chains moving. As the demand for goods increases, more truck drivers will be needed. Trucks transport most of the freight in the United States, so, as households and businesses increase their spending, the trucking industry should grow. Technological advancements should result in trucks that are more fuel-efficient and easier to drive. For example, automatic transmissions, blindspot monitoring, braking assistance, and variable cruise control are all recently developed features that may become more standard throughout the trucking industries within the next decade. In addition, technological advances may lead to further developments in platooning, which is a method of transport where several trucks form a line and automatically mimic the speed, braking, and steering behaviors of the lead truck. These technologies can help ease the driver burden and create a safer driving environment for all vehicles. Job prospects are projected to be very good for heavy and tractor-trailer truck drivers with the proper training and a clean driving record. Because of truck drivers' difficult lifestyles and time spent away from home, many companies have trouble finding and retaining qualified long-haul drivers. In addition, many truck drivers are expected to retire in the coming years, creating even more job opportunities.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	30
	2	30	30

3 30 30

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$165,900
2	\$10,000
3	\$10,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$82,250
2	0	\$82,250
3	0	\$82,250

FACILITIES:

Current facilities will be utilized

FISCAL RESOURCES:

The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 31

INSTITUTION: TCAT Morristown

PROGRAM TITLE: Industrial Electricity

PROPOSAL: In order to assist the state's efforts to decrease the time a student is on a waitlist, TCAT Morristown proposes to duplicate the existing Industrial Electricity program as an evening offering at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Employment of electricians is projected to grow 8 percent from 2019 to 2029, much faster than the average for all occupations within occupation classification. Increases in construction spending and demand for alternative energy sources will drive demand for electricians.

Alternative power generation, such as solar and wind, is an emerging field that should require more electricians for installation. Increasingly, electricians will be needed to link these alternative power sources to homes and power grids over the coming decade. Employment growth stemming from these sources, however, will largely depend on government policy.

Annual Job Prospects average

National: 82,200

Tennessee: 14,567

Region: 894

Current openings as of 7/5/21: 149

Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	0
	2	30	23
	3	30	27

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$138,000
	2	\$30,000
	3	\$30,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	2	\$154,000
	2	2	\$154,000
	3	2	\$154,000

FACILTIES: Use existing classroom space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 32

INSTITUTION: TCAT Murfreesboro

PROPOSED PROGRAM TITLE: Aesthetics Technology

PROPOSAL: TCAT Murfreesboro proposes to offer a new program in Aesthetics Technology as a result of student and prospective student requests and recommendations by current instructors and advisory board.

REGULATORY BOARD: Board of Cosmetology and Barber Examiners

EFFECTIVE DATE: Spring 2022

OBJECTIVES: Upon completion of the program graduates will have extensive knowledge in:
Aesthetics Awareness and Education:
The student will master aesthetics awareness and education.
Scientific Awareness and Education:
The student will master an awareness of biology and physical principles related to the science and the discipline
Communication:
The student will master the ability to express themselves in a clear manner for communication, for creativity, interpret logically and actively engage in active conversation with customers, vendors and potential clients for discussion and dialogue, paying attention to all situations, and assuring cultural consideration and context. Mastering communication will include verbal, nonverbal, oral, informational and/or artistic in hard or soft formats.

NEED: This program is being requested by students, public and advisory board

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	10
	2	18	13
	3	20	18

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$3,000
	2	\$2,000
	3	\$2,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$50,000
	2	0	\$50,000
	3	0	\$50,000

FACILTIES: Will use existing space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 33

INSTITUTION:	TCAT Murfreesboro
PROGRAM TITLE:	Emergency Medical Technology
PROPOSAL:	To meet the needs of our community, TCAT Murfreesboro proposes start a new Emergency Medical Technology program. The program length is 744 clock hours and leads to Advanced Emergency Medical Technician certificate.
REGULATORY BOARD:	Board of Emergency Medical Services
EFFECTIVE DATE:	Spring 2022
OBJECTIVES:	<p>Program Objective:</p> <ol style="list-style-type: none">1. Describe the roles of EMS in the health care system.2. Demonstrate the professional attributes expected of AEMTs.3. Perform the roles and responsibilities of an AEMT with regard to personal safety and wellness, as well as the safety of others.4. Perform the duties of an AEMT with regard for medical-legal and ethical issues, including functioning under medical direction and within the scope of practice.5. Apply principles of anatomy, physiology, pathophysiology, life span development, and therapeutic communications to the assessment and management of patients.6. Identify the need for and perform immediately lifesaving interventions to manage a patient's airway, breathing, and circulation.7. Assess and manage patients of all ages with a variety of complaints, medical conditions, and traumatic injuries.8. Apply principles of emergency medical services operations, including considerations in ambulance and air medical transportation, multiple-casualty incidents, gaining access to and extricating patients, hazardous materials incidents, and responding to situations involving weapons of mass destruction.
NEED:	Employment of emergency medical technicians (EMTs) and paramedics is projected to grow 6 percent from 2019 to

2029, 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 Apr 9, 2021

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	10
	2	15	13
	3	20	18

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$150,000
	2	\$75,000
	3	\$75,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$60,000
	2	0	\$60,000
	3	0	\$60,000

FACILITIES: Will use existing space

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 34

INSTITUTION: TCAT Murfreesboro

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Murfreesboro proposes to replicate the existing Welding Technology program offered at the Smyrna Campus (2A) to the main campus as a full-time day offering.

EFFECTIVE DATE: Spring 2022

OBJECTIVES: Students will attain the needed knowledge of skills and theory to obtain entry level job performance in the welding/cutting industry.

NEED: This program will address prospective student and industry demand.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	10
	2	15	13
	3	20	18

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$30,000
	2	\$25,000
	3	\$25,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$50,000
	2	0	\$50,000
	3	0	\$50,000

FACILITIES: Current facilities will be renovated and remodeled at the main campus.

FISCAL RESOURCES: The school will utilize the Governor’s Capacity dollars to fund the expansion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 35

INSTITUTION: TCAT Nashville

PROPOSED PROGRAM TITLE: Accelerated Advanced Emergency Medical Technician

PROPOSAL: TCAT Nashville proposes to implement an Accelerated Advanced Emergency Medical Technician (AMT) program. The program length is 432 clock hours and leads to an Advanced EMT certificate.

REGULATORY BOARD: Board of Emergency Medical Services

EFFECTIVE DATE: Spring 2022

OBJECTIVES: The program objectives is to offer Advanced Accelerated Emergency Medical Technician training for Davidson County and the surrounding area.

NEED: Employment of emergency medical technicians (EMTs) and paramedics is projected to grow 6 percent from 2019 to 2029, 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.

Growth in the middle-aged and older population will lead to an increase in age-related health emergencies, such as heart attacks and strokes. This increase, in turn, will create greater demand for EMT and paramedic services. An increase in the number of specialized medical facilities will require more EMTs and paramedics to transfer patients with specific conditions to these facilities for treatment.

Job Prospects
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 high stress nature of the job or to seek job opportunities in other healthcare occupations.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	40	35

2	50	45
3	60	54

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$250,000
	2	\$50,000
	3	\$50,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$85,000
	2	0	\$85,000
	3	0	\$85,000

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 36

INSTITUTION: TCAT Newbern

PROGRAM TITLE: Heating, Ventilation, Air Conditioning, and Refrigeration

PROPOSAL: TCAT Newbern proposes to replicate the existing Heating, Ventilation, Air Conditioning, and Refrigeration program and offer part-time/evening section at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Employment of heating, air conditioning, and refrigeration mechanics and installers is projected to grow 4 percent from 2019 to 2029, about as fast as the average for all occupations.

Commercial and residential building construction is expected to drive employment growth. The growing number of sophisticated climate-control systems is also expected to increase demand for qualified HVACR technicians.

Repair and replacement of HVACR systems is a large part of what technicians do. The growing emphasis on energy efficiency and pollution reduction is likely to increase the demand for HVACR technicians as climate-control systems are retrofitted, upgraded, or replaced entirely.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	15
	3	20	15

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$80,489
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$77,000
	2	1	\$77,000
	3	1	\$77,000

FACILITIES:

Current facilities will be utilized

FISCAL RESOURCES:

The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 37

INSTITUTION: TCAT Newbern

PROGRAM TITLE: Welding Technology

PROPOSAL: TCAT Newbern proposes to replicate the Welding Technology day program at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: According to the Bureau of Labor Statistics, employment of welders, cutters, solderers, and brazers is projected to grow 3 percent from 2019 to 2029, about as fast as the average for all occupations. The nation’s aging infrastructure will require the expertise of welders, cutters, solderers, and brazers to help rebuild bridges, highways, and buildings.

Per the October 2020 TN ECD LEAP Report, welders are listed as an in-demand occupation.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	25	15
	2	25	15
	3	25	15

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$65,200
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$77,000
	2	1	\$77,000
	3	1	\$77,000

FACILITIES: The current existing space at the Newbern campus will be renovated and upgraded for the Welding Program.

FISCAL RESOURCES:

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 38

INSTITUTION: TCAT Oneida

PROGRAM TITLE: Power Line Construction and Maintenance

PROPOSAL: TCAT Oneida proposes to duplicate the existing Power Line Construction and Maintenance program at the main campus.

EFFECTIVE DATE: Fall 2021 and Spring 2022

NEED: To assist with waiting list by adding two new sections each year to our existing Power Line Construction and Maintenance program. We will have the capacity to have an additional 45 students per year.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	45	40
2	45	40
3	45	40

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	\$225,000
2	\$40,000
3	\$40,000

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	2/FT	\$214,000
2	2/Adjuncts	\$214,000
3	0	\$214,000

FACILITIES: We will use existing classroom space. We will develop a new 1.5 acre outside training facility.

FISCAL RESOURCES: The school will utilize the Governor’s Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 39

INSTITUTION: TCAT Ripley

PROGRAM TITLE: Industrial Maintenance Automation

PROPOSAL: TCAT Ripley proposes to implement the Industrial Maintenance Automation program and offer part-time/evening section at the main campus.

EFFECTIVE DATE: Spring 2022

NEED: Although there are several variations of Industrial Maintenance programs offered at surrounding TCATs, there are no other Industrial Maintenance Automation programs offered in the service delivery area. According to the Bureau of Labor Statistics, employment of industrial machinery mechanics and machinery maintenance workers is projected to grow 13 percent from 2019 to 2029, much faster than the average for all occupations. Employment growth will vary by occupation.

The continuing adoption of automated manufacturing machinery will require more maintenance workers, mechanics, and millwrights to keep machines in good working order over the next decade. The use of automated conveyors to move products and materials in factories is an area of high demand for these workers, because the conveyor belts, motors, and rollers need regular care and maintenance.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	10
	3	20	10

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$82,275
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	2	\$82,000
	2	0	\$82,000

3

0

\$82,000

FACILITIES:

The Tennessee College of Applied Technology Ripley plans to utilize the existing Industrial Electricity program classroom and shop area for the evening Industrial Maintenance Automation program.

FISCAL RESOURCES:

The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 40

INSTITUTION: TCAT Shelbyville

PROPOSED PROGRAM TITLE: Administrative Office Technology

PROPOSAL: In order to assist with the state's efforts to decrease the time a student is on a waitlist, TCAT Shelbyville proposes to duplicate the existing Administrative Office Technology program as an evening/part-time offering at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Per the October 2020 TN ECD LEAP Report, HR Assistant, Accounting Assistant, Payroll Clerk, CSR, Medical Admin Assistant are In-Demands Occupation for the southern middle Tennessee area. (OES 2019 SOC Code 13-1071, 43-3051, 43-4051, 43-6014, 43-9021, 43-9061, 43-4161,-43-6011, 43-6013)

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	12	10
	3	14	12

PROJECTED COSTS: No new program cost

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$9,600
	2	1	\$9,600
	3	1	\$9,600

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL- 41

INSTITUTION: TCAT Shelbyville

PROGRAM TITLE: Heating, Ventilation, Air Conditioning, and Refrigeration

PROPOSAL: In order to assist the state's efforts to decrease the time a student is on a waitlist, TCAT Shelbyville proposes to duplicate the existing Heating, Ventilation, Air Conditioning, and Refrigeration program in the evening at the main campus.

EFFECTIVE DATE: Fall 2021

NEED: Per the October 2020 TN ECD LEAP Report HVACR technicians are In-Demand Occupations for the southern middle Tennessee area. (OES 2019SOC Code 49-9021)

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	10	0
2	12	8
3	14	10

PROJECTED COSTS:

YEAR	PROGRAM COSTS
1	0
2	0
3	0

NEW FACULTY NEEDED:

YEAR	# OF FACULTY	COSTS
1	1	\$9,600
2	1	\$9,600
3	1	\$9,600

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 42

- INSTITUTION: TCAT Shelbyville
- PROPOSED PROGRAM TITLE: Aviation Maintenance Technology
- PROPOSAL: TCAT Shelbyville proposes to implement the Aviation Maintenance Technology program at the Airport Instructional Service Center (pending THEC site approval) in Winchester, TN. The program length is 1944 clock hours and leads to a Power Plant Diploma.
- PROGRAM ACCREDITOR: Federal Aviation Authority
- EFFECTIVE DATE: Spring 2022
- OBJECTIVES: Program Objectives:
1. To introduce new students to the career opportunities of aviation maintenance.
 2. To emphasize safety in the shop and on the job.
 3. To instruct students in the theory and knowledge needed to be successful in the aviation program
 4. To introduce and train students on the equipment and tools that is required in the aviation maintenance field.
 5. To ensure that every student understands work ethics and responsibilities in the aviation field.
 6. To ensure that every student receives relevant industry skill required for employment.
 7. To assist the student in preparing for the FAA licensure exams.
 8. To assist graduates in locating and successful placement in aviation maintenance.
- Graduates are eligible to sit for the FAA licensure examinations for the airframe and power plant ratings.
- NEED: A shortage of aviation mechanics within the next decade threatens the projected expansion and modernization of the global airline fleet. Based on Oliver Wyman projections, the gap between the supply of mechanics and demand for them should develop in the United States by 2022 and reach a peak of 9 percent by 2027.

The problem may emerge sooner in Asia where a bulk of the growth in the aircraft fleet is slated. Ultimately, the shortfall may raise the cost of maintenance for airlines and potentially force them to retain more spare planes to avoid cancellations and late departures resulting from maintenance delays.

The shortage is, in part, a consequence of an aging global population. Between now and 2027, a record number of maintenance technicians will be eligible to retire as more baby boomers reach their sixties. For example, in the US, the median age of aviation mechanics is 51 years old, nine years older than the median age of the broader US workforce as calculated by the US Bureau of Labor Statistics.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	40	20
	3	40	20

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$100,000
	2	\$100,000
	3	\$50,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	2	\$120,000
	2	2	\$120,000
	3	2	\$120,000

FACILITIES: Facilities and maintenance of facilities will be provided

FISCAL RESOURCES: TCAT Shelbyville has applied for TN High Needs Program grant which will support start-up costs for the first two years. TCAT Shelbyville will utilize Perkins V funds for the first two years of the program. Enrollment revenue will provide additional funding as the program matures to full capacity after 24 months.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL- 43

INSTITUTION: TCAT Shelbyville

PROGRAM TITLE: Machine Tool Technology

PROPOSAL: In order to assist the state's efforts to decrease the time a student is on a waitlist, TCAT Shelbyville proposes offering a Machine Tool Technology program in the evening at the Franklin County Extension Campus (2K).

EFFECTIVE DATE: Fall 2021

NEED: Per the October 2020 TN ECD LEAP Report Machinists are In-Demand Occupations for the southern middle Tennessee area. (OES 2019 SOC Code 51-4041)

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	0
	2	12	8
	3	14	10

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$7,500
	2	\$7,500
	3	\$7,500

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$9,600
	2	1	\$9,600
	3	1	\$9,600

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL– 44

INSTITUTION: TCAT Shelbyville

PROGRAM TITLE: Welding Technology

PROPOSAL: In order to assist the state's efforts to decrease the time a student is on a waitlist, TCAT Shelbyville proposed duplicate the existing Welding Technology program in the evening at the Franklin County extension campus (2K).

EFFECTIVE DATE: Fall 2021

NEED: Per the October 2020 TN ECD LEAP Report Welders are In-Demand Occupations for the southern middle Tennessee area.(OES 2019 SOC Code 51-4121).

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	12	10
	3	14	12

PROJECTED COSTS:	YEAR	PROGRAM COSTS
	1	\$10,000
	2	\$10,000
	3	\$10,000

NEW FACULTY NEEDED:	YEAR	# OF FACULTY	COSTS
	1	1	\$9,600
	2	0	\$9,600
	3	0	\$9,600

FACILITIES: Current facilities will be utilized

FISCAL RESOURCES: The school will utilize the Governor's Capacity dollars to fund the expansion of this program.

ACTION REQUIRED: Staff recommends approval.

REPORT OF THE COMMITTEE ON AUDIT

August 31, 2021

The Committee on Audit met in regular session on August 31, 2021, 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 General Counsel Brian Lapps. 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 and institutional staff; Comptroller's 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

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 – Complete College Tennessee Act (CCTA) Completion Outcomes; state audit follow-up reports; and mentioned several external reviews, numerous internal audit reports, and recommendation logs included in the materials. 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, Miscellaneous External Reviews, and the Internal Audit Reports for the fourth quarter of fiscal year 2021 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: TBR System Office Performance Review Update, Internal Audit July Training, Alvin Bishop Retirement, Denise Callais- New Director of Internal Audit at Cleveland State Community College, 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 one topic for approval. Item II.a., Review of Internal Audit Plans for Fiscal Year 2022 was presented by Mike Batson. A motion was made by Regent Apple and seconded by Regent Greene to approve the audit plans. The Committee voted to approve the audit plans as presented. The audit plans are included as Attachment B to these minutes.

Item III., Review of Internal Audit Year-End Status Reports for Fiscal Year 2021, 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, and the IIA *Standards*. There were no requested changes to the Audit Committee Charter. A motion was made by Regent Burdine and seconded by Regent Duckett to approve no changes to the charter. The Committee voted to approve.

Item V., Review of Internal Quality Assurance Self-Assessment, was presented by Mike Batson and included a discussion of the summary results of recent self-assessments to determine compliance with the Institute of Internal Auditors (IIA) *International Standards of the Professional Practice of Internal Auditing* (the *Standards*), the IIA *Definition of Internal Auditing* and the IIA *Code of Ethics* (mandatory guidance). The overall opinion is that the TBR internal audit activity Generally Conforms. The results from each institutional review were presented as a system summary which includes opportunities with the highest potential to improve the program. 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

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

CISCC	Review of Nursing Adjunct Hours
CISCC	Technology Access Fee
DSCC	Cash Counts
STCC	Employee/Vendor Payment Address Match Review
STCC	Ghost Employee Audit
STCC	Cash Count
WSCC	NACHA Audit
Crossville	President's Expense Audit for FY 2020
Elizabethton	President's Expense Audit for FY 2020

Internal Audit Reports for Informational Purposes- Institutional Support

ChSCC	CCTA- Completion
CISCC	CCTA- Completion
DSCC	CCTA- Completion
NeSCC	CCTA- Completion
PSCC	Physical Security of Computer Center
PSCC	CCTA- Completion
STCC	CCTA- Completion
WSCC	CCTA- Completion

Internal Audit Reports for Informational Purposes- Instruction & Academic Support

ChSCC	Workforce Training Hours Internal Control Review
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Internal Audit Reports for Informational Purposes- Athletics

DSCC	Athletic Eligibility Audit
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Internal Audit Reports for Informational Purposes- Student Services

JSCC	Veterans Affairs Student Records- Enrollment Data and Tuition and Fees Chapter 33 and 35 FY 2020
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Internal Audit Reports for Informational Purposes- Investigations

ChSCC	INV 21-03: Faculty Website
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Internal Audit Reports for Informational Purposes- Follow-up

CISCC	Follow-up to the Campus Safety and Security Review
CoSCC	Follow-up to the Financial Aid Outcomes
DSCC	Follow-up on INV 20-02: Allegation of Improper FMLA and Sick Leave Procedures
JSCC	Follow-up on INV 18-03: Club Accounts Review
MSCC	Follow-up to the Foundation Audit

Cont. Internal Audit Reports for Informational Purposes- Follow-up

NaSCC	Follow-up to the State Audit Report for FY 2019 & 2018
STCC	Follow-up to the State Audit Report for FY 2019 & 2018
STCC	Follow-up to the Foundation Audit
TBR System Office	Follow-up to the State Audit Report for FY 2019 & 2018

Attachment B
Approved Internal Audit Plans for the
Fiscal Year Ended June 30, 2022

**Chattanooga State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	Management Advisory Services	IS	C	100.0	Jul-21
5.0	State Audit Assist/Follow-up	FM	F	75.0	Jul-21
5.0	Follow up Reviews	IS	F	75.0	Jul-21
5.0	Unscheduled Investigations	IS	I	100.0	Jul-21
5.0	Developing Investigations-Assist TBR	IS	I	20.0	Jul-21
5.0	INV-2020-02	IS	I	25.0	Jan-20
5.0	Enterprise Risk Assessment	IS	M	35.0	Nov-21
5.0	YE Procedures FYE 2021	FM	S	10.0	Jun-21
5.0	YE Procedures FYE 2022	FM	S	15.0	Jun-22
5.0	CCTA Element Audit	SS	R	100.0	May-22
5.0	Cares Act	FM	R	125.0	Mar-22
5.0	IAR-NACHA-2019	IT	S	70.0	Aug-21
5.0	Faculty Credentials	IA	S	50.0	Nov-21
3.4	Procurement Card Purchases	FM	A	25.0	May-21
3.3	Technology Access Fee (TAFT Fund)	IT	A	100.0	Feb-22
3.1	Campus Safety Equipment Inventory	PP	A	75.0	Dec-21

Total: 1000.0

Estimated Available Hours For Audits = 1,000

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

Cleveland State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	NaCHA 2022	FM	S	75.0	Apr-22
5.0	CCTA	IA	R	150.0	May-22
5.0	Cares ACT	FM	R	175.0	Mar-22

Total: 400.0

Estimated Available Hours For Audits = **400.0**

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

**Columbia State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	State Audit Year End Work	FM	R	7.5	PY
5.0	State Audit Year End Work	FM	R	22.5	May-22
5.0	CARES Act Review	FM	R	150.0	Apr-21
5.0	Complete College Tennessee Act - Progression	FM	R	150.0	Oct-21
5.0	Complete College Tennessee Act - Element	FM	R	150.0	Feb-22
5.0	GLBA Outcome Follow-up	IT	F	37.5	Oct-21
5.0	WF/CE IA Engagement Follow-up	IA	F	37.5	Jan-22
5.0	Financial Aid IA Engagement FU	SS	F	22.5	Sep-21
5.0	Review Management's Risk Assessment	FM	M	22.5	Nov-20
4.0	Privacy Policy & Language Compliance Check	IS	C	37.5	Sep-21
3.3	DoD MOU Compliance Check	SS	C	22.5	Aug-21
3.3	PPA Compliance Check	SS	C	22.5	Aug-21
3.3	Business Process Review: Records	SS	C	75.0	Oct-21
2.2	Records Retention	IS	C	75.0	Aug-21
1.4	Engagement Follow-up/Monitoring	IS	F	22.5	Aug-21
1.4	IA Data Analytics	IS	P	120.0	May-20
	Title IX Gender Equity Assessment	AT	C	22.5	PY
	Informal Consulting	IS	C	52.5	Jul-21
Total:				1050.0	

Estimated Available Hours For Audits = **1050**

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

**Dyersburg State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
	Follow-up to State Audit	FM	F	40.00	Feb-22
	Year End Bank Confirmations	FM	R	30.00	Jun-22
	PII Review	IS	P	60.00	Jul-21
	General Consultation	IS	C	75.00	Jul-21
	Human Resources	IS	A	50.00	Aug-21
	Cash Handling	FM	A	40.00	Sep-21
	ChSCC President's Expense Audit	FM	R	140.00	Oct-21
	Athletic Camps, Clinics and Fundraising	AT	A	60.00	Dec-21
	Risk Assessment	IS	M	60.00	Oct-21
	Follow-up Audits	IS	F	75.00	Jul-21
	Records Mgmt and Retention	FM	A	80.00	Apr-22
	Unscheduled Investigations	IS	I	75.00	Jul-21
	CCTA	SS	R	145.00	Jun-21
	CARES Act	SS	R	120.00	May-22

Total: 1050.0

Estimated Available Hours For Audits = 1,050

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

**Jackson State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
	CCTA Element Audit- Completion	IA	R	50.0	In Progress
	CARES Act	IS	R	200.0	February 2022
	CCTA Element Audit	IA	R	150.0	January 2022
	Payroll Follow up	FM	F	100.0	January 2022
	Workforce Development Follow up	IA	F	75.0	In Progress
	Inv 18-03 Follow up	SS	F	75.0	September 2021
	Inv 19-01 Follow up	AT	F	75.0	In Progress
	Foundation Follow up	AD	F	95.0	October 2021
	CCTA Element Audit -Completion Follow up	IA	F	55.0	January 2022
	Risk Assessment	IS	M	40.0	December 2021
	Business Continuity Plan and Risk Assessments (IT and Financial Aid)	IS	M	150.0	In Progress
	Year-end Procedures	FM	R	40.0	July 2022
	General Consultation	IS	C	45.0	As needed
	Unscheduled Investigations and Special	IS	I	50.0	As needed

Total: 1200.0

Estimated Available Hours For Audits = **1200.0**

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

**Motlow State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
4.8	Procurement Card/Continuous Monitoring	FM	A	150.0	Aug-21
4.8	Equipment/Inventory Management	FM	A	50.0	Nov-21
4.7	Athletics	AT	A	50.0	Feb-22
4.7	Admissions & Records	SS	A	60.0	Jan-22
	CARES Funding	FM	R	100.0	Jan-22
	CCTA Completion	IS	R	30.0	Jul-21
	CCTA Element Audit	IS	R	75.0	Apr-22
	Faculty Credentials	IA	S	100.0	Jul-21
	President's Expense Review (TBR)	FM	R	75.0	Aug-21
	President's Expense Review (MSCC)	FM	S	40.0	Nov-21
	Risk Assessment	IA	M	30.0	Nov-21
	Follow Up Workforce Development	IA	F	30.0	Jul-21
	Follow Up INV 1604	AT	F	30.0	Oct-21
	Follow Up INV 1801	SS	F	30.0	Jul-21
	Follow Up INV 1802	IA	F	20.0	Jul-21
	Follow Up Access and Diversity	FM	F	50.0	Sep-21
	General Consultation	FM	C	60.0	Jul-21
	State Audit Assistance - Yr End	FM	R	20.0	Jul-21
	Unscheduled Investigations	IS	I	50.0	Jul-21

Total: 1050.0

Estimated Available Hours For Audits = **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

**Nashville State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
3.3	President's Expense Audit - VSCC	FM	R	75.0	Sep-21
3.7	CARES Act	FM	R	100.0	Mar-22
3.9	CCTA Element (Completion)	IA	R	37.5	Jul-21
3.8	Police Department	IS	A	100.0	Oct-21
3.4	Travel	FM	A	100.0	Aug-21
3.4	Purchase Card / Procurement	FM	A	112.5	Apr-22
3.3	Cash Collection	FM	A	100.0	May-22
3.4	Consulting Activities (Grant Policies and Procedures)	IS	C	100.0	Jan-22
3.0	Founation Audit Follow Up	AD	F	37.5	Jul-21
3.7	CCTA Element	IS	R	112.5	Feb-22
3.0	Consulting Activities (Other)	IS	C	75.0	As Needed
4.3	Physical Security / Campus Safety Follow Up	IS	F	100.0	Nov-21
Total:				1050.0	

Estimated Available Hours For Audits = **1050**

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

**Northeast State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	CARES Act Funding Audit	FM	R	75.0	Jan-21
5.0	Single Audit Follow-Up	FM	R	100.0	Jul-21
5.0	Gramm Leach Bliley Act Program	IS	S	40.0	Jul-21
5.0	NorCard Procurement Cards	FM	A	40.0	Sep-21
5.0	HEERF Round 1	IS	S	100.0	Oct-21
5.0	HEERF Round 2	IT	S	100.0	Feb-21
5.0	HEERF Round 3	FM	S	100.0	Apr-21
5.0	Complete College Tennessee Act Element	SS	R	100.0	Jan-21
5.0	Developing Investigations-Assist TBR	IS	I	30.0	Jul-21
5.0	Unscheduled Investigations	IS	I	50.0	Jul-21
5.0	State Audit Assistance - Year End	FM	R	30.0	Jun-22
5.0	Special Requests and Projects	IS	S	100.0	Jul-21
5.0	Other Audit Follow-Up	IS	F	50.0	Jul-21
5.0	Risk Assessment	IS	M	35.0	Oct-21
5.0	Management Advisory Services	IS	C	100.0	Jul-21

Total: 1050.0

Estimated Available Hours For Audits = 1050

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

**Pellissippi State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	Cares Act Funding	IS	R	225.0	Jan-22
5.0	Year End Inventory & Cash Counts	FM	R	15.0	Jul-21
5.0	Funding Formula	IS	R	112.5	Mar-22
5.0	Audit Follow-Ups	FM	F	37.5	Feb-22
5.0	Risk Assessment (including Financial Aid)	IS	M	37.5	Nov-21
5.0	Faculty Credentials	IA	S	105.0	Oct-21
5.0	Review of Compliance Assist	IA	S	37.5	Dec-21
5.0	Advancement Management Advisory Services, Consultation, etc.	AD	C	52.5	Jul-21
5.0	Finance Management Advisory Services, Consultation, etc.	FM	C	37.5	Jul-21
5.0	Institutional Support Management Advisory Services, Consultation, etc. (includes Covid-19 MAS)	IS	C	150.0	Jul-21
5.0	Unscheduled Investigations and Special Requests	IS	I	45.0	Jul-21
5.0	IT Audit Management Advisory Service - Phishing Campaign & Building Security Review	IT	C	195.0	Jul-21
5.0	IT Audit Management Advisory Service - General Review	IT	C	165.0	Jul-21
5.0	IT Audit Management Advisory Service - PCI & ACH Review	IT	C	120.0	Jul-21
4.0	Vulnerability Assessment - Banner Server	IT	A	187.5	Jul-21
3.9	Vulnerability Assessment - PS3	IT	A	187.5	Sep-21
3.7	Technology Access Fee	FM	A	150.0	Aug-21
3.5	Computer Center - Disaster Recovery	IT	A	150.0	Dec-21
3.4	Vulnerability Assessment - password.pstcc.edu.server	IT	A	187.5	Feb-22
3.4	Vulnerability Assessment - pscas.pstcc.edu.server	IT	A	187.5	Apr-22

Total: 2385.0

Estimated Available Hours For Audits = 2352.5

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

**Roane State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	CCTA	AD	R	75.0	Jan-22
5.0	CCTA - Graduation	AD	R	25.0	Jul-21
5.0	State Audit Follow-up	FM	F	75.0	Jul-21
5.0	IAR Audit Follow-up	FM	F	75.0	Jul-21
5.0	Unscheduled Investigations	FM	I	90.0	Jul-21
5.0	Year End Cash Counts	FM	R	45.0	May-22
5.0	CARES Act	FM	R	75.0	Jan-22
5.0	Management Advisory Services	IS	C	142.5	Jul-21
5.0	Enterprise Risk Assessment	IS	M	75.0	Aug-21
5.0	Campus Safety & Security	IS	R	10.0	Jul-21
4.7	Foundation - Restricted Funds	AX	S	75.0	Jul-21
4.4	Nursing Program Review	IA	S	75.0	Jul-21
3.7	Equipment Inventory & Tagging	FM	A	65.0	Jan-22
3.6	Grants	FM	A	75.0	Aug-21
3.5	Sick Leave Bank	IS	A	50.0	Jul-21
3.1	Police/Safety Equipment Inventory	IA	R	22.5	Jul-21

Total: 1050.0

Estimated Available Hours For Audits = **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

**Southwest Tennessee Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
	IAR-Cash Count	FM	A	55.5	Jun-23
	Out of State Tuition	SS	S	76.5	Jan-23
	FU-Account Payable Vendor	FM	F	37.5	Feb-23
	FU-Campus Safety Audit	IS	F	55.5	Mar-22
	Review of Driver License	FM	S	55.5	Aug-22
	FU-Whitehaven Federal Work Study	FM	F	37.5	Apr-23
	FU-Review of Ghost Employee	FM	S	37.5	Dec-22
	INV-20-3 Investigation of Clubs	FM	I	52.5	Jul-22
	FU-State Audit	IT	F	37.5	Nov-22
	IAR-Risk Management	IS	A	30.0	Sep-22
	FU-Internal Audit Follow UP	IS	F	40.5	Jul-22
	IAR-General Consultant	SS	C	67.5	Jul-22
	Unscheduled Investigation	FM	I	67.5	Jul-22
	ACM-Software	FM	P	60.0	Jul-22
	INV-20-4 Investigation of Cafeteria	FM	I	24.0	Oct-22
	INV-20-1 Investigation Employee Overpaid	PP	I	30.0	Jun-23
	Review of Radiology Acceptance	IA	P	97.5	Jul-22
	CCTA	SS	R	87.5	Jun-23
	CARES Act	FM	R	97.5	Jun-23

Total: 1047.5

Estimated Available Hours For Audits = **1047.5**

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

**Volunteer State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	CCTA Completion Element	SS	R	100.0	May-21
4.2	Procurement Card Review - Science Dept	FM	P	100.0	Aug-21
4.5	Cash Receipts	FM	A	175.0	Oct-21
5.0	Management Risk Assessment	IS	M	100.0	Oct-21
5.0	CARES Act	IS	R	175.0	Jan-22
8.1	CCTA Funding Formula Outcomes	SS	R	175.0	Apr-22
5.0	State Audit Year-End Work	FM	R	40.0	Jun-22
5.0	IIA QAR Self-Assessment	IS	P	30.0	Jul-21
5.0	Follow-Up Activities	IS	F	40.0	Jul-21
5.0	General Consultation	IS	C	100.0	Jul-21
5.0	Unscheduled Investigations	IS	I	40.0	Jul-21

Total: 1075.0

Estimated Available Hours For Audits = 908

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

**Walters State Community College
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	Management Advisory Services/Consulting	IS	C	150.0	Jul-21
5.0	State Audit Assist/Follow-up	FM	F	12.0	Oct-21
5.0	IAR-CARES Act Review 2021	IS	R	40.0	Feb-22
5.0	WSCC Risk Assessment T/B/A	IS	R	22.5	May-21
5.0	WSCC Enterprise-wide Risk Assessment	FM	R	22.5	May-21
5.0	WSCC IET and Fin Aid Risk Assessments	IS	R	37.5	Dec-21
5.0	IAR-CCTA-T/B/D	SS	R	105.0	Mar-22
5.0	YE Procedures FYE 2021	FM	R	22.5	Jun-22
5.0	YE Procedures FYE 2022	FM	R	22.5	Jul-21
5.0	IAR-NACHA-2022	IT	R	75.5	Jan-22
5.0	Unscheduled Investigations	IS	R	105.0	Jul-21
5.0	IT Governance	IT	A	80.0	Sep-21
5.0	Accounts Receivable	FM	M	75.0	Sep-21
5.0	Business Continuity Planning	IS	A	75.0	Jun-22
5.0	Leave Time Keeping	IS	S	75.0	Nov-21
4.8	Travel Reimbursements	FM	A	60.0	Feb-22
4.8	Physical Plant/Maintenance	PP	A	40.0	Apr-22

Total: 1020.0

Estimated Available Hours For Audits = **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

**TBR- Information Systems
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
5.0	WSCC Information Security	IT	R	150.0	Mar-21
5.0	DSCC Information Security	IT	R	150.0	Apr-21
5.0	RSCC Information Security	IT	R	150.0	Jul-21
5.0	NeSCC Information Security	IT	R	150.0	Jul-21
5.0	PSCC Information Security	IT	R	150.0	Oct-21
5.0	CISCC Information Security	IT	R	150.0	Dec-21
5.0	VSCC Information Security	IT	R	150.0	Feb-22
5.0	STCC Information Security	IT	R	150.0	Apr-22

Total: 1200.0

Estimated Available Hours For Audits = **1200**

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

**Tennessee Board of Regents - Investigations
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
	Consultation with Campus Auditors	IS	C	200.0	Jul-21
	Investigation Management	IS	P	200.0	Jul-21
	State Audit Follow-up for TBR	IS	R	75.0	Jul-21
	Unscheduled Investigations	FM	I	480.0	Jul-21
	INV TBR 21-04	IS	I	20.0	Feb-21
	INV TBR 21-05	PP	I	37.5	Feb-21
	INV TBR 21-06	FM	I	37.5	Apr-21

Total: 1050.0

Estimated Available Hours For Audits = **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

**TCAT
Internal Audit Plan
Fiscal Year Ending June 30, 2022**

Risk	Audit	Area	Type	Hours Planned	Audit Start Date
NA	FY 20 TCAT Risk Assessment	FM	R	100.0	Oct-21
NA	FY 20 TCAT Consultation	FM	C	250.0	Jul-21
NA	FY 20 TCAT Year End Procedures	FM	C	50.0	Jun-22
NA	FY 20 TCAT Audit Program	FM	C	150.0	Jul-21
5.0	FY 21 TCAT Memphis Controls Review	FM	A	75.0	Sep-21
5.0	FY 21 TCAT McMinnville Controls Review	FM	A	37.5	Jul-21
4.7	FY 20 TCAT Knoxville President's Expense	FM	R	37.5	Jul-21
4.7	FY 19 TCAT Murfreesboro President's Expense	FM	R	37.5	Aug-21
4.6	FY 19 TCAT Nashville President's Expense	FM	R	37.5	Jan-21
4.6	FY 20 Nashville-IAR-Equipment/Security Review	FM	A	37.5	Jan-21
3.7	FY 19 TCAT Jackson/Whiteville President's Expense	FM	R	37.5	Oct-21
3.2	FY 20 TCAT Hohenwald President's Expense	FM	R	37.5	Oct-21
2.7	FY 20 TCAT Ripley President's Expense	FM	R	37.5	Feb-21
2.7	FY 20 TCAT Pulaski President's Expnese	FM	R	37.5	Mar-21
2.6	FY 20 TCAT Newbern President's Expense	FM	R	37.5	Feb-21
2.6	FY 20 TCAT Oneida President's Expense	FM	R	37.5	Jul-21
2.6	FY 20 TCAT Crump President's Expense	FM	R	37.5	May-21
2.1	FY 20 TCAT Jacksboro President's Expense	FM	R	37.5	Mar-21
1.3	FY 20 TCAT Chattanooga President's Expense	FM	R	37.5	May-21
NA	FY 21 Cosmetology Controls Review	FM	A	100.0	Aug-21
Total:				1250.0	

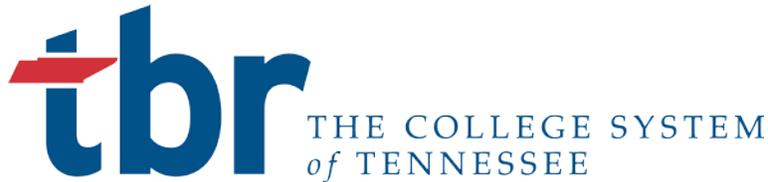
Estimated Available Hours For Audits = 1248

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



BOARD TRANSMITTAL

MEETING:	Quarterly Board Meeting
SUBJECT:	Report of the Regents Award for Excellence in Philanthropy
DATE:	September 24, 2021
PRESENTER:	Regent Danni Varlan
PRESENTATION REQUIREMENTS:	15 minutes
ACTION REQUIRED:	Information Purposes Only
STAFF'S RECOMMENDATION:	Not Applicable

Recipients of the Regents award for Excellence in Philanthropy are selected based on their generous giving of their time, resources, influence on volunteers to become involved in fundraising, active promotion of higher education, leadership in philanthropy, exceptional civic responsibility, and integrity. The Board will receive a report on the following awards presented in the last quarter:

First Horizon - Chattanooga

First Horizon Chattanooga Market President Jay Dale accepted the prestigious 2021 Regents Award for Excellence in Philanthropy as nominated by Chattanooga State Community College. The award was presented by Regent Weston Wamp on July 26, 2021.

Richard B. Ray

Richard B. Ray accepted the 2021 Regents Award for Excellence in Philanthropy as nominated by Pellissippi State Community College. The award was presented by Regent Danni Varlan at Pellissippi State's Ribbon Cutting Celebration for the Bill Haslam Center for Math and Science on August 17, 2021.

Nancy Eisenbrandt

Nancy Eisenbrandt accepted the 2021 Regents Award for Excellence in Philanthropy as nominated by Nashville State Community College. The award was presented by Regent Joey Hatch during a virtual meeting of the Nashville State Foundation Quarter 1 Board Meeting on August 19, 2021.



Tennessee Board of Regents
Committee on Academic Policies and Programs and Student Life
September 23, 2021

AGENDA

1. PROPOSED REVISIONS TO TBR POLICY 2:03:01:05 – ACADEMIC RETENTION AND READMISSION FOR TENNESSEE COLLEGES OF APPLIED TECHNOLOGY (TCATS) (*Vice Chancellor Heidi Leming*)

Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

2. PROPOSED TCAT NEW PROGRAM IMPLEMENTATIONS, MODIFICATIONS, AND TERMINATIONS FOR TCATS (*Assistant Vice Chancellor Tachaka Hollins*)

Eighteen (18) 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.

Twenty-seven (27) 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 the need was provided.

3. INSTITUTIONAL MISSION PROFILES (*Executive Vice Chancellor Russ Deaton*)

Per the Complete College Act of 2010 and reiterated in the FOCUS Act of 2016, the Tennessee Higher Education Commission (THEC) reviews and approves Institution Mission Profiles annually for all community colleges and universities. These profiles, which are distinct from institutional mission statements used for institutional accreditation, are used primarily to communicate the institution's distinct mission to stakeholders, and as a guide for THEC in the development of the outcomes-based funding formula. Institutions submit the proposed profile to its respective governing board for review and approval before submission to THEC for action. If approved, TBR will submit these profiles to THEC for review and action at its November 2021 quarterly meeting.

4. STRATEGIC PLAN METRICS DASHBOARD (*Executive Vice Chancellor Russ Deaton*)

At the June 2021 Quarterly Meeting, the Tennessee Board of Regents approved mid-cycle revisions to the 2015-2025 Strategic Plan. These revisions included the development of a series

of metrics that are designed to measure how well TBR fulfills the pillars of the revised 2015-2025 Strategic Plan.

The Committee will receive a report about a public-facing, interactive dashboard that allows Board members, colleges, and members of the public to track the TBR Strategic Plan metrics. The dashboard will be available on the TBR website and will be updated as new data becomes available.

5. REVIEW AND CONSIDER APPROVAL OF NASHVILLE STATE COMMUNITY COLLEGE STRATEGIC PLAN (*Executive Vice Chancellor Russ Deaton*)

To meet TBR and SACSCOC expectations, each community college periodically brings its Strategic Plan and mission statement to the Board for review and approval. Now that the Board has approved the TBR Strategic Plan at the June 2021 meeting, it is in effect and functions as a guide and a foundational document for individual college strategic plans. No college is required to emulate its precise structure or the specific pillars and themes, though each college plan should establish clear linkages with relevant elements of the TBR Strategic Plan. Further, it is expected that college strategic plans should extend the ideas set forth in the TBR Strategic Plan to be more specific and actionable as colleges see fit in the course of pursuing their local and regional mission. Colleges can identify additional ideas and pursuits as foundational to its mission, as long as they are philosophically consistent with the TBR Strategic Plan.

Nashville State Community College has engaged campus and community constituencies to develop its strategic plan titled “Vision 2030: A Student Ready College.” President Shanna Jackson presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Nashville State Community College also brings forth a revised mission statement that can be found in the supporting documents.

Therefore, staff recommend that the Board approve the Nashville State Community College Strategic Plan, as well as its Mission Statement.

6. TBR MISSION STATEMENT (*Executive Vice Chancellor Russ Deaton*)

Chancellor Tydings and other TBR leadership often utilize the phrase “*Student Success and Workforce Development*” as an informal mission statement. It is succinct, precise and appropriate for an open access technical and community college system. Furthermore, it resonates with policymakers and external partners. The recently approved revisions to the 2015-25 Strategic Plan also includes the phrase. Therefore, staff recommend that the Board officially adopt the phrase as the TBR Mission Statement and to continue to use it in communications and within the TBR Strategic Plan.

7. REPORT ON OPEN EDUCATION RESOURCES (*Associate Vice Chancellor Robert Denn*)

The College System of Tennessee has provided significant, state-level thought leadership and innovation in the area of Open Education Resources (OER), which is firmly rooted in our [strategic plan](#). The Regents will learn about the [Tennessee Open Education](#) enterprise, its component parts, and progress on related programmatic activities, including:

[TN Open Education Hub](#)

[OER Grant Program \(Access & Diversity\)](#)

OER Designator Pilot

THEC Summer Study (5-year strategic plan)
[AAC&U IOER](#)
OER Advocacy Teams
ATD/SRI/Hewlett Open Pedagogy Study

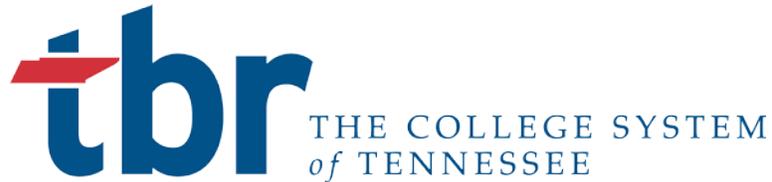
8. ENROLLMENT AND GRADUATE REPORT (*Executive Vice Chancellor Russ Deaton*)

Executive Vice Chancellor Russ Deaton will provide information on student success during the 2020-2021 academic year as well as fall 2021 enrollment.

The Committee will receive a report about degree production at community colleges and TCATs as well as graduation rates at community colleges. The report will also include preliminary data on enrollment at colleges in fall 2021 and an early analysis of fall-to-fall retention. The discussion of data will also include demographic trends in enrollment, as well as trends in dual enrollment, adult enrollment, and the enrollment of recent high school graduates.

9. NAME, IMAGE AND LIKENESS COMPENSATION FOR STUDENT ATHLETES
(*General Counsel Brian Lapps*)

As discussed at the meeting of the Committee Chairs on August 31, 2021, the Presidents Athletic Council supports the creation of a process for student-athletes to receive compensation for use of their name, image, and likeness. Consistent with the discussion at the Committee Chairs meeting, a resolution authorizing creation of such procedures is attached for the Board's consideration.



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Revisions to TBR Policy 2.03.01.05: Academic Retention and Readmission at the TCATs

DATE: September 23, 2021

PRESENTER: Vice Chancellor Heidi Leming

PRESENTATION REQUIREMENT: 10 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

This policy has been revised to reflect alignment with new Title IV definitions and was approved by the Academic and Student Affairs subcouncils on July 15, 2021.

Academic Retention and Readmission at the Tennessee Colleges of Applied Technology: 2.03.01.05

Policy/Guideline Area

Academic Policies

Applicable Divisions

TCATs

Purpose

Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

Definitions

Absence: a student is considered to be absent if he or she is not present in the classroom, lab or assigned work-based learning activity and not actively engaged in his or her program course curriculum.

Clock Hour: A period of time consisting of—

- 1) A 50- to 60-minute class, lecture, or recitation in a 60-minute period;
- 2) A 50- to 60-minute faculty-supervised laboratory, shop training, or internship in a 60-minute period; or
- 3) Sixty minutes of preparation in a correspondence course.
- 4) In distance education, 50 to 60 minutes in a 60-minute period of attendance in—
 - a. A synchronous or asynchronous class, lecture, or recitation where there is opportunity for direct interaction between the instructor and students; or
 - a. An asynchronous learning activity involving academic engagement in which the student interacts with technology that can monitor and document the amount of time that the student participates in the activity. [UB1]

Competency: A combination of observable and measurable knowledge, skills, and abilities required to successfully perform “critical work functions” or tasks in a defined work setting.

Customary Clock Hours: Total clock hours associated with a course that are customarily required for a student to gain competency of a topic.

Full Time: Enrollment and attendance in a minimum of 30 hours per week.

Part Time: Enrollment and attendance in less than 30 hours per week.

Suspension: Temporary removal of a student from enrollment at the institution due to violation of school policies or academic requirements.

Tardy: Any instance in which a student is not in class at the designated start time.

Transfer Credit: Course credit given through assessment of prior learning/transfer credit. Credit is provided as grades of ‘TP’ or ‘TC’ that are not factored into grade point average (GPA).

- TP Grade: Transfer--Full Course Credit, course is not available for attendance/absence posting or grading.

- TC Grade: Transfer--Partial Course Credit, course is available for attendance/absence posting and grading.

Policy/Guideline

I. Student Attendance

- A. The nature of the programs at the Tennessee Colleges of Applied Technology is such that it is necessary for every student to attend regularly. Excessive interruptions due to absences will have an adverse effect on student progress.
 1. A full-time student enrolled for a full term (432 hours) and that has been absent for more than 5.5% (24 hours) of the scheduled hours enrolled, will receive written communication alerting the student to the number of hours remaining prior to suspension. Available community and institutional resources will be shared to assist students with attendance issues. The number of hours of absence triggering notification must be prorated for all part-time students and full-time students enrolled for less than a full term.
 2. When a full-time student enrolls for a full term (432 hours) and has absences exceeding 9.7% (42 hours) of the scheduled hours enrolled, that student will be suspended. A student suspended for attendance may appeal the suspension in writing to the president within three (3) days of receiving notification of the suspension. A student appealing suspension of attendance may remain in class until the suspension has been reviewed. The number of hours triggering suspension must be prorated for all part-time and full-time students enrolled for less than a full term.
 3. A student is considered tardy if not in the classroom at the designated time for class to start. Multiple tardies will result in the following discipline:
 - a. Five (5) tardies: Student will be given a written warning by instructor.
 - b. Six (6) tardies: Student will be placed on probation by the president or the president's designee.
 - c. Seven (7) tardies: Student will be referred to the president, and may be suspended.
 4. An attendance record for each student shall be maintained in the student information system.
- B. When a student misses three (3) consecutive days without contacting the college, that student may be presumed to have withdrawn from the college.

II. Exceptions for Suspension Due to Student Attendance

- A. In individual cases of extenuating circumstances, the president may make exceptions to the requirement of suspension or presumed withdrawal due to absences. The circumstances warranting such exceptions should be fully documented.

III. Student Progress

- A. Evaluations of student achievement toward a program's identified occupational competencies are recorded for each student at the end of 432 hours of instruction that comprise a term. Those evaluations shall be based on the following scale of progress:
 1. A = 904 – 100
 2. B = 807 – 8993

3. C = 7080 – 7986
4. D = 6073 – 6979
5. F = 0 – 5972_[JB2]
6. P = Pass
7. CONT = Continuing/Incomplete
8. W = Withdrew

- B. Grades for courses will be determined as described in course syllabi. Students will be graded in the following categories:
 1. Skill Proficiency
 2. Theory/Related Information

IV. Prior Learning Assessment/Transfer Credit

- A. Each TCAT will establish a process for prospective students to submit prior learning or transfer credit for review by an instructor in the student's selected program of study. The process will be advertised to all students and will be outlined in the student handbook.
- B. Transfer credit for previous training from other institutions or prior learning experience may be given credit toward program completion requirements upon demonstration of common competencies. Students requesting credit for prior education/training or experiences may do so through two sources of prior credit that can be reviewed by instructors for recommendation for the student to receive credit towards a course in a TCAT program of study.
 1. Credit from a sister TCAT institution.
 2. Credit from all other institutions, work experiences, certifications, etc.
- C. For the purpose of GPA, the prior learning or transfer credit will appear on the student's transcript. A grade of 'TP' for Transfer--Full Course Credit or 'TC' for Transfer—Partial Course Credit will be assigned and will not be included in the GPA calculation.
- D. Transfer credit provisions are set by each technical college in keeping with best practice guidelines. As such, transfer of prior credit is limited in a number of areas. For example,
 1. the number of hours that may be transferred,
 2. in equivalency of requirements,
 3. the procedures for acceptance of transfer credits, including GPA requirements,
 4. the period in which courses may be taken and time limits on work varies by institution,
 5. department and academic program.

V. Grade Point System

- A. The following grade point system is to be used in grade point average (GPA):
 1. A: 4 points per customary clock hour
 2. B: 3 points per customary clock hour
 3. C: 2 points per customary clock hour
 4. D: 1 points per customary clock hour
 5. F: 0 points per customary clock hour

- B. The grade point average is determined by dividing the total number of grade points earned by the total number of customary clock hours for the courses which the student attempted. Customary clock hours in courses from which the student withdraws or in which the student receives grades such as pass/fail, are not considered when determining the GPA.
- C. Finally, a single student transcript will include term and cumulative GPA calculations. The cumulative calculation will be used in determining the required GPA for graduation, honors, and financial aid eligibility. The term calculation will be used when determining suspension.
- D. For the purpose of increasing mastery in a course when such is necessary for program progression or for the purpose of increasing the GPA, institutions may permit students to repeat courses in which their final grades are C or lower. Allied Health programs may outline specific repeat course guidelines in their respective Allied Health student handbook.
- E. In computing the GPA, the question of how to count repeat courses must be specifically addressed in the Student Handbook of each institution. In the event a student repeats a course, the repeat course grade is calculated into, and the original grade is excluded from the GPA. If courses are repeated more than twice (three attempts), GPA is calculated using the third attempt and all subsequent attempts.

VI. Retention Standards

A. GPA TCATs

- 1. A student who fails during any term to attain a cumulative GPA at or above the level indicated below for the customary clock hours attempted or the average grade per course, will be placed on suspension at the end of the term.
 - a. Standards:
 - I. A student must earn a "D" (6073_{JB3}) or better per course for each term and an overall 2.0 GPA or better per term.
 - II. Allied Health Nursing Programs require a "C_{JB4}" (7080_{JB5}) or better per course for each term_{HL6}.
 - III. Truck Driving programs require a "B" (80) or better per course.
- 2. Additional retention standards for specific programs may be established by the college based on accreditation or licensing requirements applicable to a program.

VII. Readmission from Suspension for Grades or Attendance

- A. The president may consider for readmission the applicant who has been suspended.
- B. Criteria that the president will consider in assessing candidacy for readmission are as follows:
 - 1. Assessment of the candidate's willingness to address those deficiencies that contributed to the prior suspension, and
 - 2. Assessment of the likelihood that the readmitted student may succeed in pursuing their training objective.

Academic Retention and Readmission at the Tennessee Colleges of Applied Technology: 2.03.01.05

Policy/Guideline Area

Academic Policies

Applicable Divisions

TCATs

Purpose

Students at the Tennessee Colleges of Applied Technology are expected to maintain satisfactory attendance and to progress in an appropriate manner toward their training objectives. This policy provides minimum criteria for evaluating student achievement relating to identified occupational competencies and defines retention standards for the colleges.

Definitions

Absence: a student is considered to be absent if he or she is not present in the classroom, lab or assigned work-based learning activity and not actively engaged in his or her program course curriculum.

Clock Hour: A period of time consisting of—

- 1) A 50- to 60-minute class, lecture, or recitation in a 60-minute period;
- 2) A 50- to 60-minute faculty-supervised laboratory, shop training, or internship in a 60-minute period; or
- 3) Sixty minutes of preparation in a correspondence course.
- 4) In distance education, 50 to 60 minutes in a 60-minute period of attendance in—
 - a. A synchronous or asynchronous class, lecture, or recitation where there is opportunity for direct interaction between the instructor and students; or

An asynchronous learning activity involving academic engagement in which the student interacts with technology that can monitor and document the amount of time that the student participates in the activity.

Competency: A combination of observable and measurable knowledge, skills, and abilities required to successfully perform “critical work functions” or tasks in a defined work setting.

Customary Clock Hours: Total clock hours associated with a course that are customarily required for a student to gain competency of a topic.

Full Time: Enrollment and attendance in a minimum of 30 hours per week.

Part Time: Enrollment and attendance in less than 30 hours per week.

Suspension: Temporary removal of a student from enrollment at the institution due to violation of school policies or academic requirements.

Tardy: Any instance in which a student is not in class at the designated start time.

Transfer Credit: Course credit given through assessment of prior learning/transfer credit. Credit is provided as grades of ‘TP’ or ‘TC’ that are not factored into grade point average (GPA).

- TP Grade: Transfer--Full Course Credit, course is not available for attendance/absence posting or grading.

- TC Grade: Transfer--Partial Course Credit, course is available for attendance/absence posting and grading.

Policy/Guideline

I. Student Attendance

- A. The nature of the programs at the Tennessee Colleges of Applied Technology is such that it is necessary for every student to attend regularly. Excessive interruptions due to absences will have an adverse effect on student progress.
 1. A full-time student enrolled for a full term (432 hours) and that has been absent for more than 5.5% (24 hours) of the scheduled hours enrolled, will receive written communication alerting the student to the number of hours remaining prior to suspension. Available community and institutional resources will be shared to assist students with attendance issues. The number of hours of absence triggering notification must be prorated for all part-time students and full-time students enrolled for less than a full term.
 2. When a full-time student enrolls for a full term (432 hours) and has absences exceeding 9.7% (42 hours) of the scheduled hours enrolled, that student will be suspended. A student suspended for attendance may appeal the suspension in writing to the president within three (3) days of receiving notification of the suspension. A student appealing suspension of attendance may remain in class until the suspension has been reviewed. The number of hours triggering suspension must be prorated for all part-time and full-time students enrolled for less than a full term.
 3. A student is considered tardy if not in the classroom at the designated time for class to start. Multiple tardies will result in the following discipline:
 - a. Five (5) tardies: Student will be given a written warning by instructor.
 - b. Six (6) tardies: Student will be placed on probation by the president or the president's designee.
 - c. Seven (7) tardies: Student will be referred to the president, and may be suspended.
 4. An attendance record for each student shall be maintained in the student information system.
- B. When a student misses three (3) consecutive days without contacting the college, that student may be presumed to have withdrawn from the college.

II. Exceptions for Suspension Due to Student Attendance

- A. In individual cases of extenuating circumstances, the president may make exceptions to the requirement of suspension or presumed withdrawal due to absences. The circumstances warranting such exceptions should be fully documented.

III. Student Progress

- A. Evaluations of student achievement toward a program's identified occupational competencies are recorded for each student at the end of 432 hours of instruction that comprise a term. Those evaluations shall be based on the following scale of progress:
 1. A = 90 – 100
 2. B = 80 – 89

3. C = 70 – 79
4. D = 60 – 69
5. F = 0 – 59
6. P = Pass
7. CONT = Continuing/Incomplete
8. W = Withdrew

- B. Grades for courses will be determined as described in course syllabi. Students will be graded in the following categories:
1. Skill Proficiency
 2. Theory/Related Information

IV. Prior Learning Assessment/Transfer Credit

- A. Each TCAT will establish a process for prospective students to submit prior learning or transfer credit for review by an instructor in the student's selected program of study. The process will be advertised to all students and will be outlined in the student handbook.
- B. Transfer credit for previous training from other institutions or prior learning experience may be given credit toward program completion requirements upon demonstration of common competencies. Students requesting credit for prior education/training or experiences may do so through two sources of prior credit that can be reviewed by instructors for recommendation for the student to receive credit towards a course in a TCAT program of study.
 1. Credit from a sister TCAT institution.
 2. Credit from all other institutions, work experiences, certifications, etc.
- C. For the purpose of GPA, the prior learning or transfer credit will appear on the student's transcript. A grade of 'TP' for Transfer--Full Course Credit or 'TC' for Transfer—Partial Course Credit will be assigned and will not be included in the GPA calculation.
- D. Transfer credit provisions are set by each technical college in keeping with best practice guidelines. As such, transfer of prior credit is limited in a number of areas. For example,
 1. the number of hours that may be transferred,
 2. in equivalency of requirements,
 3. the procedures for acceptance of transfer credits, including GPA requirements,
 4. the period in which courses may be taken and time limits on work varies by institution,
 5. department and academic program.

V. Grade Point System

- A. The following grade point system is to be used in grade point average (GPA):
 1. A: 4 points per customary clock hour
 2. B: 3 points per customary clock hour
 3. C: 2 points per customary clock hour
 4. D: 1 points per customary clock hour
 5. F: 0 points per customary clock hour

- B. The grade point average is determined by dividing the total number of grade points earned by the total number of customary clock hours for the courses which the student attempted. Customary clock hours in courses from which the student withdraws or in which the student receives grades such as pass/fail, are not considered when determining the GPA.
- C. Finally, a single student transcript will include term and cumulative GPA calculations. The cumulative calculation will be used in determining the required GPA for graduation, honors, and financial aid eligibility. The term calculation will be used when determining suspension.
- D. For the purpose of increasing mastery in a course when such is necessary for program progression or for the purpose of increasing the GPA, institutions may permit students to repeat courses in which their final grades are C or lower. Allied Health programs may outline specific repeat course guidelines in their respective Allied Health student handbook.
- E. In computing the GPA, the question of how to count repeat courses must be specifically addressed in the Student Handbook of each institution. In the event a student repeats a course, the repeat course grade is calculated into, and the original grade is excluded from the GPA. If courses are repeated more than twice (three attempts), GPA is calculated using the third attempt and all subsequent attempts.

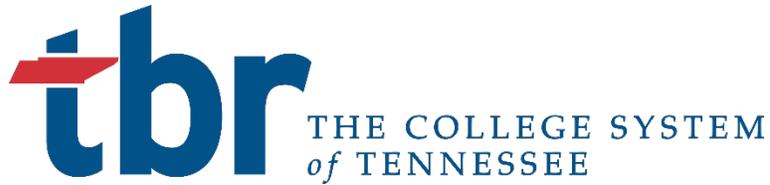
VI. Retention Standards

A. GPA TCATs

- 1. A student who fails during any term to attain a cumulative GPA at or above the level indicated below for the customary clock hours attempted or the average grade per course, will be placed on suspension at the end of the term.
 - a. Standards:
 - I. A student must earn a "D" (60) or better per course for each term and an overall 2.0 GPA or better per term.
 - II. Nursing Programs require a "B" (80) or better per course for each term.
 - III. Truck Driving programs require a "B" (80) or better per course.
- 2. Additional retention standards for specific programs may be established by the college based on accreditation or licensing requirements applicable to a program.

VII. Readmission from Suspension for Grades or Attendance

- A. The president may consider for readmission the applicant who has been suspended.
- B. Criteria that the president will consider in assessing candidacy for readmission are as follows:
 - 1. Assessment of the candidate's willingness to address those deficiencies that contributed to the prior suspension, and
 - 2. Assessment of the likelihood that the readmitted student may succeed in pursuing their training objective.



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Proposed Program Terminations, Modifications, and New Technical Program Implementations

DATE: September 23, 2021

PRESENTER: Assistant Vice Chancellor Tachaka Hollins

PRESENTATION REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

Program Proposals requiring Board approval from TCAT Committee:

Eighteen (18) 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 see corresponding implementation proposals for each program following the list below. The proposals are:

1. Implementation of a new Hybrid Electrical Vehicle program at the TCAT Covington-main campus.
2. Implementation of a new Computer Aided Design Technology program at the TCAT Crossville-main campus.
3. Implementation of a new Hybrid Electrical Vehicle program at the TCAT Crossville-main campus.

4. Replicate the existing Practical Nursing program at the TCAT Crump-Parsons Extension campus (2P).
5. Duplicate the existing Practical Nursing program by adding an evening offering at the TCAT Dickson- Clarksville Campus (AA).
6. Duplicate the existing Welding Technology program by adding an evening offering at the TCAT Dickson-main campus.
7. Implementation of a new Computer-Aided Design Technology program at TCAT Dickson-main campus.
8. Duplicate the existing Practical Nursing program at the TCAT Hohenwald-main campus.
9. Relocate the Patient Care Technician/Medical Assisting Dual Enrollment program from the TCAT Hartsville-Tri-County Extension Campus (AC) to the Macon County High School (2H).
10. Implementation of a new Distance Education/Hybrid Retail, Hospitality and Tourism Technology program at TCAT Jackson-Lexington Extension Campus (J3).
11. Replicate the existing Welding Technology program at the TCAT Knoxville-main campus to the Ruth and Steve West Workforce Development Center (pending THEC site code approval).
12. Replicate the existing Industrial Maintenance-Mechatronics program at the TCAT Knoxville – Strawberry Plain Instructional Service Center to the TCAT Knoxville – Ruth and Steve West Workforce Development Center (pending THEC site code approval).
13. Implementation of a new Building Construction Technology at TCAT Knoxville-Anderson County Higher Education Center (3A).
14. Implementation of a new Power Line Construction and Maintenance program at TCAT Knoxville-main campus.
15. Replicate the existing Farming Operations Technology program at the TCAT Oneida- Morgan County Career and Technical Center (2A) and offer in the evening.
16. Implementation of a new Manufacturing Technology program at TCAT Oneida-York Institute Instructional Service Center (AB).
17. Relocate the CNC Machining Technology program from the TCAT Pulaski- Northfield Instructional Service Center to the TCAT Pulaski-Lawrence County Instructional Service Center in Lawrenceburg (pending THEC site code approval).
18. Duplicate the existing Practical Nursing program by adding an evening offering at the TCAT Pulaski – main campus.

Academic Actions for September 2021 Requiring Only Notification to Vice Chancellor:

Twenty-seven (27) 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
Crump	TCAT Crump is seeking to add the Forestry Operations diploma exit point at 1,728 clock hours to the Farming Operations Technology program. This modification does not impact the program length. No additional personnel or fiscal resources are required for this proposed change.	None	Summer 2022
Elizabethton	The Millwright Skills program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Elizabethton	The Pipefitting and Plumbing Technology (PPT) program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Hohenwald	TCAT Hohenwald is proposing to terminate the Information Technology program at the main campus. This proposal is due to low program enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Livingston	TCAT Livingston is proposing to inactivate the Cosmetology Instructor Training program. This proposal is due to low program enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Livingston	TCAT Livingston is proposing to inactivate the Collision Repair Technology program. This proposal is due to low program enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021

Livingston	TCAT Livingston is proposing to inactivate the Nursing Aide program from the main campus and Cookeville Higher Education Campus (2C). This proposal is due to low enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Livingston	TCAT Livingston is proposing to inactivate the Administrative Office Technology online program from the main campus. This proposal is due to low enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Livingston	TCAT Livingston is proposing to inactivate the Information Technology program at the Jackson County Instructional Service Center (2D). This proposal is due to low enrollment. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Oneida	TCAT Oneida is seeking the addition of a Meat Processing diploma at 1,728 clock hours to the existing Farming Operations Technology program at the York Institute Instructional Center (AB). To meet the training demand for skills associated with Meating Processing.	None	Spring 2022
Oneida	Change the delivery status of the Farming Operations Technology program from part-time evening to a full-time day offering at the TCAT Oneida- Alvin C York Campus (AB).	None	Spring 2022
Pulaski	The Industrial Maintenance Technology (IMD) program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Shelbyville	TCAT Shelbyville is proposing to terminate the Industrial Maintenance Automation program at the Adult Education Center (2B). This space is leased and will be closed upon termination of the proposal. This proposal is due to low program enrollment.	None	Fall 2021
Shelbyville	The Industrial Maintenance Automation program curriculum was revised. No additional personnel, fiscal resources, or	None	Fall 2021

	changes program length are required for this proposed change.		
Statewide	The Advanced Manufacturing Education program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Building Construction Technology program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Computer Aided Design Technology program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Criminal Justice: Correctional Officer program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Dental Assisting program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Diesel-Powered Equipment Technology program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Emergency Medical Technology program curriculum was revised, and program length increased from 744 to 772 clock hours. No additional personnel or fiscal resources are required for this proposed change.	None	Fall 2021
Statewide	The Farming Operations Technology program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021

Statewide	The Health Information Management Technology program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Industrial Electricity program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Industrial Maintenance Mechatronics program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Information Technology Systems program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021
Statewide	The Mechatronics program curriculum was revised. No additional personnel, fiscal resources, or changes program length are required for this proposed change.	None	Fall 2021

PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION: Tennessee College of Applied Technology-Covington

PROPOSED PROGRAM TITLE: Hybrid Electrical Vehicle

PROPOSAL: The Tennessee College of Applied Technology Covington is seeking to implement a new Hybrid Electrical Vehicle program at the main campus. The program would award an Alternative Fuel Vehicle Technician diploma of 1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: This program provides training in Hybrid Electric Vehicle fundamentals as well as other systems in which a technician may be challenged. Training in each area includes classroom instruction and practice on simulated vehicle systems before receiving hands-on experience diagnosing and repairing “live” vehicles.

NEED: Currently, TCAT Crossville is the only location the Hybrid Electric Vehicle is offered. There is no concern for duplicating programs or services within TCATs or at other institutions in the primary service area. Based on TN Education and Workforce maps, the Automotive Industry, anticipates 275 job openings annually.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	0
	2	20	10
	3	25	15

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$500,000
	2nd Year:	\$15,000
	3rd Year:	\$15,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$77,000
	2nd Year:	0	\$77,000
	3rd Year:	0	\$77,000

FISCAL RESOURCES: TCAT Covington will propose a new grant opportunity along with support from Tipton County.

FACILITIES: Utilize space at the main campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied Technology-
Crossville

PROPOSED PROGRAM TITLE: Computer Aided Design Technology

PROPOSAL: The Tennessee College of Applied Technology
Crossville is seeking to implement a new Computer
Aided Design Technology program at the main
campus. The program would award a diploma of
1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: At the completion of each diploma in Computer
Aided Design Technology, graduates will be well-
rounded, CAD Drafters with skills required to enter
the workforce immediately.

NEED: To meet the service area need for computer aided
design drafters which prepare technical drawings and
plans used by production and construction workers to
build manufactured products. In Tennessee the
Architecture and Engineering annual openings are
4,410; annual change is 508; Transfers 2,691; and
Annual Exits are 1,211 according to JOBS4TN.GOV.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	20	20
	3	20	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$75,000
	2nd Year:	\$10,000
	3rd Year:	\$10,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$50,000
	2nd Year:	0	\$50,000

3rd Year: 0 \$50,000

FISCAL RESOURCES: Fiscal resources are coming from the institutional budget.

FACILITIES: Utilize space at the main campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 3

INSTITUTION: Tennessee College of Applied Technology-
Crossville

PROPOSED PROGRAM TITLE: Hybrid Electrical Vehicle

PROPOSAL: The Tennessee College of Applied Technology
Crossville is seeking to implement a new Hybrid
Electrical Vehicle program at the main campus. The
program would award an Alternative Fuel Vehicle
Technician diploma of 1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: This program provides training in Hybrid and
Electric Vehicle fundamentals as well as other
systems in which a technician may be challenged.
The program will train students for entry into the
Hybrid Electric Vehicle Technology repair field.
Encourage professional and ethical behavior to
ensure success in a wide range of endeavors

NEED: There are no other programs of this sort offered in the
primary service area. The program will help meet
community needs in the job market. The Upper
Cumberland region has a medium demand for
automotive technicians with a projected average of
100 opening annually. The projected annual job
growth rate is 1%.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	0
	2	20	15
	3	20	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$300,000
	2nd Year:	\$10,000
	3rd Year:	\$10,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$50,000
	2nd Year:	0	\$50,000
	3rd Year:	0	\$50,000

FISCAL RESOURCES: Fiscal resources will come from the waitlist project, then budgeted funds.

FACILITIES: Utilize space at the main campus

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 4

INSTITUTION: Tennessee College of Applied Technology- Crump

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: The Tennessee College of Applied Technology Crump is seeking to replicate the existing Practical Nursing program at the Parsons Extension campus (2P). The program would award a Practical Nursing diploma of 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Summer 2022

OBJECTIVES: This proposal is to replicate the existing Practical Nursing program at the Parsons Extension Campus to address demand for the program and reduce the wait list. The Practical Nursing Program consists of a combination of classroom, laboratory and clinical experiences. These experiences expose the student to the wide variety of tasks and responsibilities required of today’s practical nurse. Upon completion of the program the student is prepared to take the State Board of Nursing Exam and may upon passing become a Licensed Practical Nurse.

NEED: TCAT Crump currently offers a Practical Nursing Day program at the Main Campus and a Practical Nursing Night and Weekend Hybrid Program at the Main Campus. The demand from potential students is consistently high with 173 applications as of May 2021. In addition, demand for employees among local employers is strong with the need to hire 50 LPNs over the next year.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	24	20
	2	24	20
	3	24	20

PROJECTED COSTS:	YEAR	COST
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1st Year: \$150,369
2nd Year: \$2,000
3rd Year: \$2,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1.75	\$84,000
	2nd Year:	0	\$84,000
	3rd Year:	0	\$84,000

FISCAL RESOURCES: Funding will be sourced through the Governor's Wait List Budget in the amount of \$150,369 for equipment and \$113,000 for Faculty Salary and Benefits.

FACILITIES: The program will occupy currently unused space at the Parson Extension campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 5

INSTITUTION: Tennessee College of Applied Technology- Dickson

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: The Tennessee College of Applied Technology Dickson is seeking to duplicate the Practical Nursing program to begin offering an evening class at the Clarksville campus (AA). The program would award a Practical Nursing diploma of 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: Duplicate the Practical Nursing program to begin an evening offering of the program at the Clarksville campus.

NEED: The Clarksville campus of the TCAT Dickson has a large number of applicants to the practical nursing program annually. Placement rates for program graduates have been 87%, 87%, 73%, and 84% for the previous four years, while licensure rates have been over 95% annually. A search of Labor and Workforce Development, Economic and Community Development data on August 5, 2021, found 656 jobs for LPN positions in the local area. An evening program will allow additional students to enroll in the program and meet the employment needs of the communities served.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	28	22
	2	28	22
	3	28	22

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$199,000
	2nd Year:	\$155,000
	3rd Year:	\$158,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	2	\$87,400
	2nd Year:	0	\$90,896
	3rd Year:	0	\$94,520

FISCAL RESOURCES: Grant funding to alleviate the TCAT waiting lists will be used to meet the fiscal resources of the equipment and salary costs of the proposed evening offering.

FACILITIES: Utilize space at the Clarksville campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 6

INSTITUTION: Tennessee College of Applied Technology-Dickson

PROPOSED PROGRAM TITLE: Welding Technology

PROPOSAL: The Tennessee College of Applied Technology Dickson is seeking to duplicate the Welding Technology program to being offering an evening class at the main campus. The program would award a Combination Welder diploma of 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: Duplicate the Welding Technology program to begin an evening offering of the program at the main campus.

NEED: TCAT Dickson has a wait list for the Welding Technology program at the main campus. A search of Labor and Workforce Development, Economic and Community Development data on August 5, 2021, found 130 jobs for welding positions in the local area. An evening program will allow additional students to enroll in the program and meet the employment needs of the communities served.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	20	16
	3	20	16

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$168,000
	2nd Year:	\$77,000
	3rd Year:	\$78,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$43,700

2nd Year:	0	\$45,448
3rd Year:	0	\$47,260

FISCAL RESOURCES: The fiscal resources will be provided by the Governor's grant for TCATs.

FACILITIES: This evening program will be offered at the TCAT Dickson-main campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 7

INSTITUTION: Tennessee College of Applied Technology-Dickson

PROPOSED PROGRAM TITLE: Computer Aided Design Technology

PROPOSAL: The Tennessee College of Applied Technology Dickson is proposing a new Computer Aided Design Technology program at the main campus. The program would award a diploma of 1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: The Computer Aided Design Technology program prepares individuals to apply technical skills to create working drawings and computer simulations for a variety of applications. The program includes instruction in specification interpretation, dimensioning techniques, drafting calculations, material estimation, technical communications, computer applications, and interpersonal communications.

NEED: No similar programs are offered within the institution's service area. A search of Jobs4TN.gov resulted in 149 current openings in the Dickson, TN area in the computer aided design field. The architecture and engineering occupations in Tennessee are noted to have 3,182 job openings.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	12	10
	3	15	14

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$30,000
	2nd Year:	\$10,000
	3rd Year:	\$10,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$48,000
	2nd Year:	0	\$50,000
	3rd Year:	0	\$50,000

FISCAL RESOURCES: The institutional budget will be used to fund the program.

FACILITIES: The program will be housed within the existing Digital Graphic Design Classroom/lab.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 8

INSTITUTION: Tennessee College of Applied Technology-Hohenwald

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: The Tennessee College of Applied Technology Hohenwald is seeking to duplicate the Practical Nursing program at the main campus. The program would award a Practical Nursing diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Fall 2021

OBJECTIVES: TCAT Hohenwald plans to duplicate the Practical Nursing program on the main campus.

NEED: In response to increased demand on the current waiting list, TCAT Hohenwald will offer an additional Practical Nursing program at the site.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	30	28
	2	30	28
	3	30	28

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$154,000
	2nd Year:	\$154,000
	3rd Year:	\$154,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$94,000
	2nd Year:	0	\$94,000
	3rd Year:	0	\$94,000

FISCAL RESOURCES: Fiscal resources will be obtained through the Governor's appropriations to alleviate TCAT wait lists.

FACILITIES:

Will use existing facilities.

ACTION REQUIRED:

Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 9

INSTITUTION: Tennessee College of Applied Technology-
Hartsville

PROPOSED PROGRAM TITLE: Patient Care Technology/Medical Assisting

PROPOSAL: The Tennessee College of Applied Technology Hartsville is proposing to relocate the Patient Care Technician/Medical Assisting dual enrollment program from the Tri-County extension campus (AC) to Macon County High School (2H). The program would award a Medical Assistant diploma, and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Fall 2021

OBJECTIVES: TCAT Hartsville will be relocating Patient Care Technician/Medical Assisting Dual Enrollment program from the Tri-County Ext Campus to Macon County High School (2H)

NEED: Macon County High School has classroom space to offer Patient Care Technician. This relocation will provide additional Macon County High School students with the opportunity to achieve the Nursing Assistant licensure. Macon County Schools will also bus Red Boiling Springs students to this site for classes as well.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	0
	2	20	12
	3	25	20

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$0
	2nd Year:	\$0
	3rd Year:	\$0

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$73,100
	2nd Year:	0	\$73,100
	3rd Year:	0	\$73,100

FISCAL RESOURCES: There will be no additional cost associated with this relocation.

FACILITIES: The space will be provided by Macon County High School.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 10

INSTITUTION:	Tennessee College of Applied Technology- Jackson
PROPOSED PROGRAM TITLE:	Distance Education/Hybrid Retail, Hospitality, and Tourism Technology
PROPOSAL:	The Tennessee College of Applied Technology Jackson is seeking to implement a new Distance Education/Hybrid Retail, Hospitality, and Tourism Technology program at the Lexington Extension Campus. The program would award a Retail, Hospitality, and Tourism Professional diploma and the program length is 1296 clock hours.
PROGRAM ACCREDITATOR:	n/a
EFFECTIVE DATE:	Summer 2022
OBJECTIVES:	Change the delivery method to include a hybrid option to allow flexibility for the college to offer the delivery mode most accommodating of student's needs.
NEED:	According to the Tennessee Department of Tourist Development's (TDTD) August 2020 study "The Economic Impact of Travel on Tennessee", domestic and international traveler spending in Tennessee supported 195,000 jobs in 2019, up 2.8% from just one year earlier which was higher than the national growth rate of 1.2%. It also noted that leisure and hospitality jobs comprised 11.2 percent of total non-agricultural employment in Tennessee representing the #1 highest industry growth sector in 2019 and the state's 2nd largest industry. Long-term industry projections predict a growth rate of 14.17% during the range 2018-2028. However, the COVID-19 pandemic halted a decade of record-breaking growth becoming the single largest crisis to hit the leisure and hospitality industry. The challenges are most acute in big cities but, once restrictions are lifted;

rural areas are experiencing gains due to attractions that naturally support social distancing. Tennessee Government has made a commitment to the industry via CARES ACT relief funds, the Office of Rural Tourism, and employment and marketing digital outreach. Projects such as the development of the Great Wolf Lodge resort in Jackson, TN are back on track. According to a Hospitality TN press release in June 2021, Tennessee is outpacing the recovery nationwide with May 2021 seeing the highest occupancy statewide since November 2019.

According to Arrivalist, trips to Tennessee were 9.6% higher in April 2021 compared to April 2019, thus proving that Tennessee remains a top destination for travelers. Recognizing that recruiting workers back to the leisure and hospitality industry is critical as travel resurges, TDTD and Hospitality TN have joined forces to attract workers both within and outside of Tennessee with the new “Come Work, Come Play” campaign. Nearly four in 10 (38%) Americans start their career in a travel-related job, according to U.S. Travel. Furthermore, travel is the No. 1 industry for Americans reentering the workforce due to its flexible hours, entry-level opportunities, acceptance of all backgrounds, career advancement opportunities, a strong sense of community, diversity of available work, and sheer size. With such demand and support, workforce development needs to be flexible and ready to prepare existing and potential employees to meet the industry demands that are quickly outpacing supply in 2021. Currently, in the TCAT Jackson service area, jobs4tn.gov shows 230 job openings for the accommodations and food services sector and 355 job openings for the retail sector. Add to this, the Tennessee Higher Education Map (data from TBR and U.S. Census) depicts rural communities in the TCAT Jackson service area to be in need of more higher education opportunities, partly due to travel distance hindering access. To adapt, adopting a hybrid model which combines

online learning with the face-to-face classroom environment offers many benefits to our nontraditional student population by assisting them to save on costs such as transportation, textbooks, commuting time, loss of wages, childcare, and many others. The hybrid model also provides much-needed flexibility to these students to maximize their time. Nontraditional students juggle multiple responsibilities such as jobs and/or care for others while attending college. Others have transportation issues requiring reduced commuting time and travel expenses. Just as the industry provides flexibility, offering students flexibility via a hybrid program could be the determining factor in increased enrollment and completion. At the same time, a hybrid offering allows students to benefit from the flexibility of online learning while profiting from the stability of in-class instruction. Students acquire real-world skills needed for success such as hands-on industry experience, critical thinking and problem-solving skills, increased communication across modalities, discipline, time management skills, and computer literacy.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	10
	2	12	10
	3	12	10

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: No additional funds required for this program.

FACILITIES:

This program will be online delivery.

ACTION REQUIRED:

Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 11

INSTITUTION: Tennessee College of Applied Technology-Knoxville

PROPOSED PROGRAM TITLE: Welding Technology

PROPOSAL: The Tennessee College of Applied Technology Knoxville is seeking to replicate the Welding Technology program at the main campus to be delivered at the Ruth and Steve West Workforce Development Center (pending THEC site code approval). The program would award a Combination diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Summer 2022

OBJECTIVES: The purpose of this program is to meet increasing industry demand.

NEED: The Council on Education Annual Report for 2020 shows that the Welding Technology program had an 83% completion average for all locations and a 99% placement average. Industry information from the jobs4tn.gov website has also been included showing that this occupation is in demand in Blount County.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	18	0
	2	54	24
	3	54	36

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$9,000
	2nd Year:	\$25,000
	3rd Year:	\$25,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$50,000
	2nd Year:	0	\$0.00

3rd Year: 0 \$0.00

FISCAL RESOURCES: Fiscal resources will be obtained through tuition and fees.

FACILITIES: This program will be in the new TCAT Knoxville-Ruth and Steve West Workforce Development Center.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 12

INSTITUTION: Tennessee College of Applied Technology-
Knoxville

PROPOSED PROGRAM TITLE: Industrial Maintenance -Mechatronics

PROPOSAL: The Tennessee College of Applied Technology Knoxville is seeking a duplicate the Industrial Maintenance – Mechatronics program at the TCAT Knoxville-Strawberry Plan Instruction Service Center to the TCAT Knoxville-Ruth and Steve West Workforce Development Center (pending THEC site code approval). The program would award a diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Summer 2022

OBJECTIVES: The purpose of this program is to help meet increasing industry demand. The Council On Education Annual Report for 2020 that shows a completion rate of 85% and 82% placement for the Industrial Maintenance/Mechatronics program.

NEED: Please see the attached occupational demand data obtained from the jobs4tn.gov website showing the program is in demand in Blount County.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	60	30
	3	60	45

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$10,000
	2nd Year:	\$20,000
	3rd Year:	\$20,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$50,000
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: Fiscal resources will be obtained through tuition and fees.

FACILITIES: This program will be located in the new TCAT Knoxville-Ruth and Steve West Workforce Development Center.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 13

INSTITUTION: Tennessee College of Applied Technology-Knoxville

PROPOSED PROGRAM TITLE: Building Construction Technology

PROPOSAL: The Tennessee College of Applied Technology Knoxville is seeking to implement a new Building Construction Technology program at the Anderson County Higher Education Center (3A). This program would award a General Construction diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: The Building Construction Technology program will prepare students to enter the workforce in 1296 hours in areas of carpentry and masonry.

NEED: The industry demand for this occupation is high in our service area and region so employment opportunities are available for more graduates than is being produced currently. The current labor market for construction occupations such as carpenters and masons is growing and in high demand. As indicated by the jobs4tn.gov website, Construction Carpenters are in a regional high growth industry.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	60	30
	3	60	45

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$34,487
	2nd Year:	\$50,000
	3rd Year:	\$50,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$50,000

2nd Year:	0	\$0
3rd Year:	0	\$0

FISCAL RESOURCES: Faculty and equipment cost will be using the waitlist initiative with campus funds being used in years two and three.

FACILITIES: The new Anderson County Higher Education Center has a room that is designated for the Building Construction Technology program.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 14

INSTITUTION: Tennessee College of Applied Technology-Knoxville

PROPOSED PROGRAM TITLE: Power Line Construction and Maintenance

PROPOSAL: The Tennessee College of Applied Technology Knoxville is seeking to implement a new Power Line Construction and Maintenance program at the main campus. This program would award an Electrical Line Worker certificate and the program length is 648 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Summer 2022

OBJECTIVES: To offer adult students skills in Power Line Construction Maintenance that will assist them in obtaining employment.

NEED: The jobs4tn.gov website that states that employment of electrical power-line installers and repairers is expected to grow, largely due to growing population and expanding cities. With each new housing development or office park, new electric power lines are installed and will require maintenance. In addition, the interstate power grid will continue to become more complex to ensure reliability.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	40	30
	3	40	30

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$75,000
	2nd Year:	\$75,000
	3rd Year:	\$75,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
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1st Year:	1	\$60,000
2nd Year:	0	\$0
3rd Year:	0	\$0

FISCAL RESOURCES: Fiscal resources will be obtained by tuition and fees.

FACILITIES: The program will be located at the main campus.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 15

INSTITUTION: Tennessee College of Applied Technology- Oneida

PROPOSED PROGRAM TITLE: Farming Operations Technology

PROPOSAL: The Tennessee College of Applied Technology Oneida is proposing to replicate the existing Farming Operations Technology program at the TCAT Oneida- Morgan County Career and Technical Center (2A) and offer in the evening. This program would award a diploma and the program length is 1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: At completion of a diploma in Farming Operations Technology, graduates will be skilled in entry-level agriculture technology, safety, computer skills, livestock crop and management skills, machinery management and maintenance skills, welding, electricity and shop skills, crop and livestock marketing, and precision agriculture skills. Graduates will be trained and skilled to begin a farming operations career.

NEED: TCAT Oneida/Huntsville is the only TCAT in East Tennessee offering Farming Operations Technology.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	10
	2	20	18
	3	20	18

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$40,000
	2nd Year:	\$40,000
	3rd Year:	\$40,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1 adjunct	\$25,000
	2nd Year:	0	\$25,000
	3rd Year:	0	\$25,000

FISCAL RESOURCES: Funded by GIVE 2.0 grant funding.

FACILITIES: Will be using existing classroom and laboratory space provided by Morgan County Career and Technical Center.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 16

INSTITUTION: Tennessee College of Applied Technology- Oneida

PROPOSED PROGRAM TITLE: Manufacturing Technology

PROPOSAL: The Tennessee College of Applied Technology Oneida is proposing to implement a new Manufacturing Technology program at the York Institute Instructional Service Center (AB). This program would award a diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: This proposal will provide secondary and post-secondary students with the skills necessary to obtain a high demand, high skilled job available in our service area. It will also provide special industry training for local manufactures.

NEED: No other TCATs in our service area offers this program.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$10,000
	2nd Year:	\$10,000
	3rd Year:	\$10,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	1	\$77,000
	2nd Year:	1	\$77,000
	3rd Year:	1	\$77,000

FISCAL RESOURCES:

Funded by GIVE 2.0 and Governors Waitlist Initiative.

FACILITIES:

Will be using existing classroom and laboratory space provided by York Institute campus.

ACTION REQUIRED:

Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 17

INSTITUTION: Tennessee College of Applied Technology- Pulaski

PROPOSED PROGRAM TITLE: CNC Machining Technology

PROPOSAL: The Tennessee College of Applied Technology Pulaski is proposing to relocate the CNC Machining Technology program from the Northfield Instructional Service Center (AC) to the new TCAT Pulaski Lawrence County Instructional Service Center (pending THEC site code approval). This program would award a diploma in CNC Machining Technology and the program length is 1728 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: To serve the CNC Machining Technology needs in surrounding service areas, Giles County and Lawrence Counties.

NEED: www.jobs4tn.gov lists 490 CNC-related jobs. In addition, Market segment shows recent job growth. Historically, Market segment shows year-over-year growth since 2015. This ISC is the only machinist training available in Lawrence County. This site is the only CNC training available in Lawrence, Giles, Maury, Lincoln, Marshall and Wayne counties. The Bureau of Labor and Statistics indicate this field is high-paying and in demand.

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

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$86,000

2nd Year: \$86,000
3rd Year: \$86,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	0	\$0
	2nd Year:	0	\$0
	3rd Year:	0	\$0

FISCAL RESOURCES: Tuition and state appropriations will be used to cover program costs and instructor salary.

FACILITIES: The program will be located in a portion of the former Murray Ohio manufacturing plant. Lawrence County and the city of Lawrenceburg are paying for all renovation expenses for the training space. Upon board approval, the Northfield Instructional Service Center (AC) location will be closed due to lease non-renewal.

ACTION REQUIRED: Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 18

INSTITUTION: Tennessee College of Applied Technology- Pulaski

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: The Tennessee College of Applied Technology Pulaski is seeking to duplicate the Practical Nursing program by adding an evening offering. The program would award a Practical Nursing diploma and the program length is 1296 clock hours.

PROGRAM ACCREDITATOR: n/a

EFFECTIVE DATE: Spring 2022

OBJECTIVES: The evening Practical Nursing offering will help meet local demand.

NEED: Jobs4tn.gov indicates that the demand for practical nurses is high and that there are only 330 candidates available for 2,057 job openings. The US Bureau of Labor and Statistics indicates that the job outlook for 2019-2029 is 9% (much faster than the average for other occupations). TN Workforce Maps from TBR's website labels practical nursing as Highest Demand in southern middle TN with 145 projected job openings. The projected ratio of graduates to jobs is .86

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	27	24
	2	27	24
	3	27	24

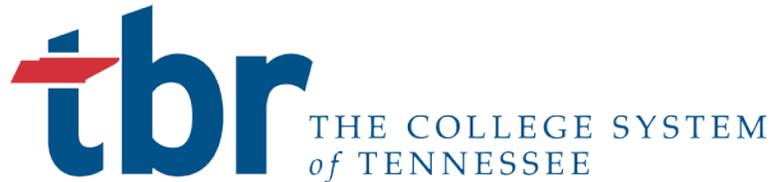
PROJECTED COSTS:	YEAR	COST
	1st Year:	\$2,500
	2nd Year:	\$2,500
	3rd Year:	\$2,500

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1st Year:	2	\$89,500
	2nd Year:	0	\$89,500
	3rd Year:	0	\$89,500

FISCAL RESOURCES: Waitlist Initiative funds of \$89,500 will cover the instructor salaries year. Tuition and fees (\$116,316 per year) will cover programs costs year 1 and instructor salaries plus program costs years 2 and 3.

FACILITIES: Utilizing already existing space.

ACTION REQUIRED: Staff recommends approval



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: Institutional Mission Profiles

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S
RECOMMENDATION: Approve

Per the Complete College Act of 2010 and reiterated in the FOCUS Act of 2016, the Tennessee Higher Education Commission (THEC) reviews and approves Institution Mission Profiles annually for all community colleges and universities. These profiles, which are distinct from institutional mission statements used for institutional accreditation, are used primarily to communicate the institution's distinct mission to stakeholders, and as a guide for THEC in the development of the outcomes-based funding formula. Institutions submit the proposed profile to its respective governing board for review and approval before submission to THEC for action. If approved, TBR will submit these profiles to THEC for review and action at its November 2021 quarterly meeting.

Community College Institution Mission Profiles

Chattanooga State

2020 Approved Version

Chattanooga State Community College is a comprehensive public community college serving the greater Chattanooga area, including Hamilton, Rhea, Bledsoe, Sequatchie, Grundy, and Marion counties. The college's main campus is based in Chattanooga along the Tennessee River, with instructional sites located in both Dayton and Kimball. In Fall 2019, 8,148 students enrolled at Chattanooga State, including 1,285 dual enrollment students. Over 29% of Chattanooga State students in Fall 2019 were adults ages 25 and above, and 36% were low-income students. The college offers 29 associate degree programs and 48 certificate programs, including programs in the Nursing and Allied Health division, where the Registered Nursing program recently celebrated 35 years of excellence and the RN licensure pass rate boasts an impressive ten-year average of 97%. Additionally, the Engineering and Information Technologies Division has forged a number of unique partnerships designed to provide training for the local workforce. Every engineering technology degree within the division allows a student to transfer seamlessly to the University of Tennessee at Chattanooga as a junior. During the 2018-19 academic year, 1,494 awards were conferred at Chattanooga State, including 545 applied associate degrees, 366 technical certificates, and 583 associate degrees designed to transfer to a university. Home to the only fully embedded technical college on a Tennessee community college campus, Chattanooga State's Tennessee College of Applied Technology Division (TCAT) offers one-year diploma programs and technical certificate programs. In 2018-2019, Chattanooga State's TCAT awarded 337 technical certificates and 428 technical diplomas for a 12.8% annual increase in TCAT awards. Chattanooga State's Economic and Workforce Development Division has strong partnerships with business and industry to create and deploy customized training solutions, including a new college-sponsored registered apprentice program. In 2018-19, Chattanooga State provided 61,763 hours of workforce training. Data-driven strategies and initiatives from this partnership aim at improving equitable student success through continuous improvement in teaching and learning, proactive advising and coaching, supportive services, early college programs, and academic maps. In 2020, Chattanooga State earned the prestigious Leader College status from the national Achieving the Dream Network for improvement in student success outcomes.

2021 Proposed Revisions

Chattanooga State Community College is a comprehensive public community college serving the greater Chattanooga area, including Hamilton, Rhea, Bledsoe, Sequatchie, Grundy, and Marion counties. The college's main campus is based in Chattanooga along the Tennessee River, with instructional sites located in both Dayton and Kimball. In Fall 2020, 7,604 students



enrolled at Chattanooga State, including 1,338 dual enrollment students. Nearly 29% of Chattanooga State students in Fall 2020 were adults and 36% were low-income students. The college offers 29 associate degree programs and 49 certificate programs, including programs in the Nursing and Allied Health division, where the Registered Nursing program was recently recognized as the number one nursing program in the state by Nursing Schools Almanac and Dental Hygiene, Radiological Technology, and Physical Therapist Assistant programs celebrated 100% pass rate for 2019-20. Additionally, the Engineering and Information Technologies Division has forged several unique partnerships designed to provide training for the local workforce or a seamless transition to further study. During the 2019-20 academic year, 1,473 awards were conferred at Chattanooga State, including 618 applied associate degrees, 309 technical certificates, and 546 associate degrees designed to transfer to a university. Home to the only fully embedded technical college, Chattanooga State's Tennessee College of Applied Technology Division (TCAT) offers one-year diploma programs and technical certificate programs. In 2019-2020, Chattanooga State's TCAT awarded 452 technical certificates and 446 technical diplomas for a 17.4% annual increase in TCAT awards. Chattanooga State's Economic and Workforce Development Division has strong partnerships with business and industry to create and deploy customized training solutions including college-sponsored registered apprentice programs. In 2019-20, Chattanooga State provided 76,822 hours of workforce training. Data-driven strategies and initiatives from the partnership with Achieving the Dream (ATD) aim at improving equitable student success through continuous improvement in teaching and learning, proactive advising and coaching, supportive services, and early college programs. In 2020, Chattanooga State earned the prestigious Leader College status from the ATD Network for improvement in student success outcomes. As part of its continued focus on student success, the college transitioned its traditional fifteen-week semester to two seven-week sessions in fall 2021, reducing the amount of time that life issues can affect course success and allowing students to focus on fewer courses at one time. Additionally, K12 partnerships including Polytech Academies, MicroColleges, and a Global Center for Digital Innovation aimed at providing equitable access to dual enrollment opportunities continue to be a focus for the college.



Cleveland State

2020 Approved Version

Cleveland State Community College is an open door, comprehensive community college located in southeast Tennessee. As a small commuter college serving a predominately rural, five-county service area, ground courses are offered on its main campus in Cleveland and at instructional sites in Athens and Vonore. In Fall 2019, 3,383 students enrolled at Cleveland State, including 924 dual enrollment students. Twenty-four% of Cleveland State students in Fall 2019 were adults ages 25 and above, and 34% were low-income students. Additionally, in 2018-19, Cleveland State provided 18,692 hours of workforce training. The college offers 17 associate degree programs and 27 certificate programs, including programs in Accounting, Business, Early Childhood Education, Forestry Wildlife and Fisheries, Law Enforcement Training, Nursing, Paramedic, and Social Work. During the 2018-19 academic year, 646 awards were conferred at Cleveland State, including 134 applied associate degrees, 259 technical certificates, and 253 associate degrees designed to transfer to a university. The college provides an array of services to facilitate student success including participation in the initial cohort of institutions selected for the American Association of Community Colleges (AACC) Pathways Project, a national project focused on building capacity for community colleges to design and implement structured academic and career pathways at scale. The college is home to the Greg A. Vital Center for Natural Resources and Conservation, which supports the Forestry, Wildlife and Fisheries Program and the Agriculture Program at Cleveland State. In 2021, Cleveland State will open two new instructional facilities: the Health and Science Center on the Cleveland campus, and the McMinn Higher Education Center in Athens, Tennessee. In 2019, at the first annual SOAR awards, Cleveland State was selected as TBR College of the Year for significant increases in retention and graduation rates, particularly for minority students.

2021 Proposed Revisions

Cleveland State Community College is an open door, comprehensive community college located in southeast Tennessee. As a small commuter college serving a predominately rural, five-county service area, ground courses are offered on its main campus in Cleveland and at instructional sites in Athens and Vonore. In Fall 2020, 3,101 students enrolled at Cleveland State, including 808 dual enrollment students. Twenty-four percent of Cleveland State students in fall 2020 were adults ages 25 and older, and 33% were low-income students. Additionally, in 2019-20, Cleveland State provided 9,458 hours of workforce training. The college offers 17 associate degree programs and 29 certificate programs, including programs in Accounting, Business, Early Childhood Education, Forestry Wildlife and Fisheries, Law Enforcement Training, Nursing, Paramedic, and Social Work. During the 2019-20 academic year, 853 awards were conferred at Cleveland State, including 222 applied associate degrees, 391 technical certificates, and 240 associate degrees designed to transfer to a university. The college provides an array of services to facilitate student success including participation in the initial cohort of institutions selected



for the American Association of Community Colleges (AACC) Pathways Project, a national project focused on building capacity for community colleges to design and implement structured academic and career pathways at scale. The college is home to the Greg A. Vital Center for Natural Resources and Conservation, which supports the Forestry, Wildlife and Fisheries Program and the Agriculture Program at Cleveland State. Cleveland State is home to a fully-fledged Honors College and the Tennessee Valley Early College. In 2021, Cleveland State opened two new instructional facilities: the Health and Science Center on the Cleveland campus, and the McMinn Higher Education Center in Athens, Tennessee. In 2019, at the first annual SOAR awards, Cleveland State was selected as TBR College of the Year for significant increases in retention and graduation rates, particularly for minority students.



Columbia State

2020 Approved Version

Columbia State Community College is Tennessee’s first community college and serves the residents of a nine-county area in southern Middle Tennessee. With five strategically located campuses, high-quality programs in a caring environment are hallmarks of Columbia State. In addition to the main campus in Columbia, the college has grown to include the Williamson, Lawrence, Lewisburg, and Clifton campuses. In Fall 2019, 6,455 students enrolled at Columbia State, including 1,250 dual enrollment students from fourteen high schools in its service region. This includes middle college programs and opportunities for high school students to receive their associate degree or technical certificate when they graduate from high school. Nearly 20% of Columbia State students in Fall 2019 were adults ages 25 and above, and 31% were low-income students. Columbia State offers 16 associate degree programs and 13 certificate programs. Approximately 60% of graduates complete the Associate of Science or Associate of Arts degree for transfer to a university for completion of professional studies. The Associate of Applied Science or Certificates is offered in career entry programs that include nursing, respiratory care, radiologic technology, anesthesia, emergency services, medical Lab, computer information technology, business, medical informatics, veterinary technology, criminal justice, engineering systems, and others. During the 2018-19 academic year, 950 awards were conferred at Columbia State, including 225 applied associate degrees, 171 technical certificates, and 554 associate degrees designed to transfer to a university. Additionally, in 2018-19, Columbia provided 78,362 hours of workforce training. Initiatives dedicated to workforce development include internships, co-ops, apprenticeships, continuing education non-credit courses and programs, and industry/college partnerships for specialized training. The Aspen Institute College Excellence Program recognized Columbia State as one of the nation’s top 150 community colleges in 2017 and again in 2019. The college has also received several awards from the American Association of Community Colleges (AACC) and was recognized as a finalist in 2014, 2018, and 2020 for Excellence for Advancing Diversity and in 2018 for Student Success and for Outstanding College/Corporate Partnership.

2021 Proposed Revisions

Columbia State Community College is Tennessee’s first community college and serves the residents of a nine-county area in southern Middle Tennessee. With five strategically located campuses, high-quality programs in a caring environment are hallmarks of Columbia State. In addition to the main campus in Columbia, the college has grown to include the Williamson, Lawrence, Lewisburg, and Clifton campuses. In Fall 2020, 6,056 students enrolled at Columbia State, including 1,123 dual enrollment students from fourteen high schools in its service region. This includes middle college programs and opportunities for high school students to receive their associate degree or technical certificate (twelve associate degree recipients and five certificate completers graduated in 2021) when they graduate from high school. Nearly 20% of



Columbia State students in Fall 2020 were adults ages 25 and above, and 28% were low-income students. Columbia State offers 16 associate degree programs and 13 certificate programs. Approximately 60% of graduates complete the Associate of Science or Associate of Arts degree for transfer to a university for completion of professional studies. The Associate of Applied Science or Certificates is offered in career entry programs that include nursing, respiratory care, radiologic technology, anesthesia, emergency services, medical Lab, computer information technology, business, medical informatics, veterinary technology, criminal justice, engineering systems, and others. During the 2019-20 academic year, 1,040 awards were conferred at Columbia State, including 219 applied associate degrees, 165 technical certificates, and 656 associate degrees designed to transfer to a university. Additionally, in 2019-20, Columbia provided 68,683 hours of workforce training. Initiatives dedicated to workforce development include internships, co-ops, apprenticeships, continuing education non-credit courses and programs, and industry/college partnerships for specialized training: Beginning in 2020 and in collaboration with utility companies, students graduated from the newly implemented workforce Lineman Academy. The Aspen Institute College Excellence Program recognized Columbia State as one of the nation's top 150 community colleges in 2017 and again in 2019. The college has also received several awards from the American Association of Community Colleges (AACC) and was recognized as a finalist in 2014, 2018, and 2020 for Excellence for Advancing Diversity and in 2018 for Student Success and for Outstanding College/Corporate Partnership. In 2021, at the third annual SOAR awards, Columbia State was recognized by the Tennessee Community College System as the Community College of the Year.



Dyersburg State

2020 Approved Version

Dyersburg State Community College is a comprehensive two-year institution, serving seven rural counties in northwest Tennessee including Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton. The college provides educational opportunities through its home campus in Dyersburg, the Jimmy Naifeh Center at Tipton County in Covington, and the Gibson County Center in Trenton. In Fall 2019, 2,849 students enrolled at Dyersburg State, including 671 dual enrollment students. Thirty-two percent of Dyersburg State students in Fall 2019 were adults ages 25 and above, and 39% were low-income students. Additionally, in 2018-19, the college provided 8,278 hours of workforce training. Dyersburg State offers 12 associate degree programs and 14 certificate programs, including the college's notable Nursing, Emergency Medical Technician, Paramedic, and Business Administration programs. The college introduced a new Paramedic to Registered Nurse (RN) Fast Track Program during the fall 2016 semester at its Jimmy Naifeh Center at Tipton County and in Fall 2018 at its Dyersburg campus. During the 2018-19 academic year, 477 awards were conferred at Dyersburg State, including 153 applied associate degrees, 153 technical certificates, and 117 associate degrees designed to transfer to a university. Strong partnerships with high schools contribute to successful dual enrollment programs. Dyersburg State offers college classes leading to an Associate of Science degree in Business Administration for incarcerated students at the Northwest Correctional Complex (NWCX). The college has received the Governor's Correctional Education Initiative (CEI) grant to offer a three-week Bridge Program and a 5-semester Business Administration transfer degree to 50 students at the West Tennessee State Penitentiary (WTSP) and the Women's Therapeutic Residential Center (WTRC) in Fall 2020. In May 2020, the college was chosen as one of 67 colleges in the United States to be a part of the Second Chance Pell Experimental Sites Initiative to provide need-based Pell grants to people in state and federal prisons. The college offers various student support programs to multiple subpopulations, including Pell-eligible students, first-generation students, adult students, underprepared students, dual enrolled students, and veteran students.

2021 Proposed Revisions

Dyersburg State Community College is a comprehensive two-year institution, serving seven rural counties in northwest Tennessee including Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton. The college provides educational opportunities through its home campus in Dyersburg, the Jimmy Naifeh Center at Tipton County in Covington, and the Gibson County Center in Trenton. In Fall 2020, 2,732 students enrolled at Dyersburg State, including 633 dual enrollment students. Thirty-one percent of Dyersburg State students in Fall 2020 were adults ages 25 and older, and 39% were low-income students. Additionally, in 2019-20, the college provided 7,714 hours of workforce training. Dyersburg State offers 12 associate degree programs and 21 certificate programs, including the college's notable Nursing, Emergency



Medical Technician, Paramedic, and Business Administration programs. The college introduced a new Paramedic to Registered Nurse (RN) Fast Track Program during the fall 2016 semester at its Jimmy Naifeh Center at Tipton County and in Fall 2018 at its Dyersburg campus. During the 2019-20 academic year, 744 awards were conferred at Dyersburg State, including 155 associate of applied science degrees, 144 technical certificates, 242 academic certificates, and 203 associate degrees designed to transfer to a university. As a member of the Achieving the Dream (ATD) network, the college's major focus is to close completion gaps of Pell-eligible students. Strong partnerships with high schools contribute to successful dual enrollment programs. Dyersburg State offers college classes leading to an Associate of Science degree in Business Administration for incarcerated students at the Northwest Correctional Complex (NWCX). Seven incarcerated students graduated on May 7, 2021, with one student recognized as a member of the college's Alpha Epsilon Alpha Chapter of the Phi Theta Kappa Honor Society. The college received the Governor's Correctional Education Initiative (CEI) grant to offer a three-week Bridge Program and a 5-semester Business Administration transfer degree to 50 students at the West Tennessee State Penitentiary (WTSP) and the Women's Therapeutic Residential Center (WTRC) in Fall 2020 and Spring 2021. In May 2020, the college was chosen as one of 67 colleges in the United States to be a part of the Second Chance Pell Experimental Sites Initiative to provide need-based Pell grants to people in state and federal prisons. 79% received Pell grants. The college offers various student support programs to multiple subpopulations, including Pell-eligible students, first-generation students, adult students, underprepared students, dual enrolled students, and veteran students.



Jackson State

2020 Approved Version

Jackson State Community College is a comprehensive community college serving West Tennessee. Classes are offered on the main campus in Jackson and at centers in Lexington, Savannah, and Humboldt. Jackson State provides a robust offering of online, hybrid, and distance learning classes available as well as dual enrollment classes offered at high schools throughout the 14-county service area. In Fall 2019, 4,946 students enrolled at Jackson State, including 1,290 dual enrollment students. Over 25% of Jackson State students in Fall 2019 were adults ages 25 and above, and 44% were low-income students. Additionally, in 2018-19, Jackson State provided 24,658 hours of workforce training. The Associate of Applied Science, Engineering Systems Technology program has developed a consortium of 27 manufacturing partners to address the area's employment needs in the high-skilled, maintenance technician occupation. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician work cooperative in 2014 which recruits high school seniors and other interested applicants into a 2-year work-study cohort group. To date, Jackson State graduates involved in this cooperative education program have experienced a 100 percent job placement rate. The college offers 16 associate degree programs and 14 certificate programs. Due to continuing healthcare needs in the community, Jackson State has established state-of-the-art healthcare programs. Since the Nursing program's inception, graduate success on the national licensure exam has consistently exceeded state and national norms. Other state-of-the-art programs include the Computer Information Technology program. In 2012, Jackson State's Cyber Defense program became the only community college program in the state to be designated as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the National Security Agency and the Department of Homeland Security. Jackson State was re-designated for another five years in the summer of 2017. During the 2018-19 academic year, 583 awards were conferred at Jackson State, including 201 applied associate degrees, 85 technical certificates, and 297 associate degrees designed to transfer to a university. Jackson State has an active honors program, international education/study abroad program, service-learning program, athletics program, and Student Government Association.

2021 Proposed Revisions

Jackson State Community College is a comprehensive community college serving West Tennessee. Classes are offered on the main campus in Jackson and at centers in Lexington, Savannah, and Humboldt. Jackson State provides a robust offering of online, hybrid, and distance learning classes available as well as dual enrollment classes offered at high schools throughout the 14-county service area. In fall 2020, 4,293 students enrolled at Jackson State, including 1,193 dual enrollment students, 24% adults ages 25 and older, and 39% were Pell recipients. Additionally, in 2019-20, Jackson State provided 17,182 hours of workforce training. The Associate of Applied Science, Engineering Systems Technology program has developed a



consortium of 27 manufacturing partners to address the area's employment needs in the high-skilled, maintenance technician occupation. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician work cooperative in 2014 which recruits high school seniors and other interested applicants into a 2-year work-study cohort group. To date, Jackson State graduates involved in this cooperative education program have experienced a 100 percent job placement rate. The college offers 16 associate degree programs and 15 certificate programs. Due to continuing healthcare needs in the community, Jackson State has established state-of-the-art healthcare programs. Since the Nursing program's inception, graduate success on the national licensure exam has consistently exceeded state and national norms. Other state-of-the-art programs include the Computer Information Technology program. In 2012, Jackson State's Cyber Defense program became the first community college program in the state to be designated as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the National Security Agency and the Department of Homeland Security. Jackson State was re-designated for another five years in the summer of 2017. During the 2019-20 academic year, 704 awards were conferred at Jackson State, including 269 applied associate degrees, 82 technical certificates, and 353 associate degrees designed to transfer to a university. Jackson State has an active honors program, international education/study abroad program, service-learning program, athletics program, and Student Government Association.



Motlow State

2020 Approved Version

Motlow State Community College is a student-centered institution of higher learning offering certificates, associate degrees, and flexible pathways for degree attainment, credential-building, workforce training, and a variety of life-long learning opportunities. Motlow State is a multi-campus institution and provides instruction at a variety of teaching sites and modalities throughout an 11-county service area. The college has four campuses: Moore County, Fayetteville, McMinnville, and Smyrna. Free-standing instructional facilities are located in White and DeKalb Counties. In Fall 2019, 7,023 students enrolled at Motlow State, including 1,819 dual enrollment students. Nearly 23% of Motlow State students in Fall 2019 were adults ages 25 and above, and 28% were low-income students. The college offers 13 associate degree programs and eight certificate programs, including Mechatronics, Nursing, Computer Information Technology, and University Parallel. During the 2018-19 academic year, 1,182 awards were conferred at Motlow State, including 137 applied science associate degrees, 112 technical certificates, and 933 associate degrees designed to transfer to a university. Motlow State is intentionally inclusive in the recruitment of faculty, staff, and students. Motlow State's mission is student success. The college invests in both the instructional faculty and organizational staff needed to field a robust portfolio of programs and resources designed to support recruitment, retention, and completion. Motlow's students are from diverse socio-economic populations with disparate educational and cultural backgrounds. The college's planning, programs, and services are designed to embrace, serve, and celebrate a multicultural student body. Motlow State is an economic engine for growth and prosperity in middle Tennessee. In 2018-19, the college provided 30,039 hours of workforce training. Motlow partners with regional companies and national thought leaders to cultivate job growth, ensure relevant programming, and to produce career-ready students with industry-recognized credentials targeting high-wage, high-demand jobs. Programs like Mechatronics, Nursing, Cyber Security, MLT, and Robotics parallel strong university parallel programs. Motlow State was the fastest-growing community college in Tennessee from fall 2015 to Fall 2018, and Motlow leads all TBR community colleges in three-year graduation rates and dual enrollment.

2021 Proposed Revisions

Motlow State Community College is a student-centered institution of higher learning offering certificates, associate degrees, and flexible pathways for degree attainment, credential-building, workforce training, and a variety of life-long learning opportunities. Motlow State is a multi-campus institution and provides instruction at multiple teaching sites and modalities throughout an 11-county service area. The college has four campuses: Moore County, Fayetteville, McMinnville, and Smyrna. Free-standing instructional facilities are located in White and DeKalb Counties. In Fall 2020, 6,566 students enrolled at Motlow State, including 1,844 dual enrollment students. More than 21% of Motlow State students in Fall 2019 were adults,



ages 25 and older, and 25% were low-income students. The college offers 12 associate degree programs and eight certificate programs, including Mechatronics, Nursing, Computer Information Technology, and University Parallel. During the 2019-20 academic year, 1,263 credentials were conferred at Motlow State, including 172 applied science associate degrees, 138 technical certificates, and 953 associate degrees designed to transfer to a university. Having a student success mission, Motlow State is intentionally inclusive in the recruitment of faculty, staff, and students. The college invests in its faculty and-staff needed to field a robust portfolio of programs and resources designed to support recruitment, retention, and completion. Motlow's students are from diverse socio-economic populations with disparate educational and cultural backgrounds. The college's planning, programs, and services are designed to embrace, serve, and celebrate a multicultural student body. In 2019-20, the college provided 11,110 hours of workforce training acting as an economic engine for growth and prosperity in middle Tennessee. Motlow partners with regional companies and national thought leaders to cultivate job growth, ensure relevant programming, and to produce career-ready students with industry-recognized credentials targeting high-wage, high-demand jobs. Programs like Mechatronics, Nursing, Cyber Security, MLT, and Robotics parallel strong university parallel programs. Motlow State was the fastest-growing community college in Tennessee from fall 2015 to Fall 2018, and Motlow leads all TBR community colleges in three-year graduation rates and dual enrollment.



Nashville State

2020 Approved Version

Nashville State Community College serves a diverse student population and a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties. In Fall 2019, 8,019 students enrolled at Nashville State, including 1,094 dual enrollment students. Nearly 38% of Nashville State students in Fall 2019 were adults ages 25 and above, and 37% were low-income students. Additionally, in 2018-19, Nashville State provided 39,548 hours of workforce training. The college offers 23 associate degree programs, 27 technical certificate programs, and 47 transfer programs, including nursing, music, information technology, culinary arts, and hospitality. During the 2018-19 academic year, 1,135 awards were conferred at Nashville State, including 290 applied associate degrees, 233 technical certificates, and 612 associate degrees designed to transfer to a university. Highly qualified and credentialed faculty along with dedicated staff support student success through student-centered curricula, a strong emphasis on the first-year experience, and an array of academic and student support services. Nashville State continues to move forward in meeting the needs of our diverse community by building a fourth campus in Davidson county, serving a growing English as a Second Language (ESL) population. Nashville State also partners with the city of Nashville in the Nashville GRAD (Getting Results by Advancing Degrees) program to help Davidson County residents navigate and complete college. The Nashville GRAD program provides eligible students with financial and academic support, including assistance with the cost of living, textbooks, and transportation.

2021 Proposed Revisions

Nashville State Community College serves a diverse student population and a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties. In Fall 2020, 7,101 students enrolled at Nashville State, including 909 dual enrollment students. Thirty-nine percent of Nashville State students in Fall 2020 were adults ages 25 and older, and 35% were low-income students. Additionally, in 2019-20, Nashville State provided 53,941 hours of workforce training. The college offers 23 associate degree programs, 32 technical certificate programs, and 47 transfer programs, including nursing, music, information technology, culinary arts, and hospitality. During the 2019-20 academic year, 1,161 awards were conferred at Nashville State, including 300 applied associate degrees, 229 technical certificates, and 632 associate degrees designed to transfer to a university. Highly qualified and credentialed faculty along with dedicated staff support student success through student-centered curricula, a strong emphasis on the first-year experience, and an array of academic and student support services. Nashville State continues to move forward in meeting the needs of our diverse community by building a fourth campus in Davidson County, serving a growing English as a Second Language (ESL) population. Nashville State also partners with the Government of Metro Nashville and Davidson County and several community and corporate



organizations in the Nashville GRAD (Getting Results by Advancing Degrees) program to help Davidson County residents navigate and complete college. The Nashville GRAD program provides eligible students with financial and academic support, including assistance with the cost of living, textbooks, and transportation.



Northeast State

2020 Approved Version

Northeast State Community College is a comprehensive community college serving Carter, Johnson, Sullivan, Unicoi, and Washington Counties. The college's main campus is located in Blountville, and there are four primary off-campus sites: Elizabethton, Gray, Johnson City, and Kingsport. Northeast State offers Associate of Applied Science, Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Science in Teaching degree programs. Students may select from 19 associate degree programs, including Aviation, Nursing, and Tennessee's only Cardiovascular program. In addition to the associate degree, the college offers 21 certificate programs. In Fall 2019, 6,100 students were enrolled at the college. Twenty-nine percent of students were adults age 25 or older, with the ethnic diversity of the institution mirroring the diversity of the service area. Additionally, 42% of students were low-income and 54% were female. During the 2018-19 academic year, 1,405 awards were conferred, including 373 applied associate degrees, 426 technical certificates, and 606 associate degrees designed to transfer to a university. Northeast State proudly serves and is responsive to the community's needs, and it is committed to providing lifelong learning opportunities. For example, the college provides robust early postsecondary opportunities at all area public high schools, with 1,038 dual enrollment students participating in Fall 2019. It also provides services for individuals transitioning to college, with the institution leading all TBR community colleges for the percentage of tnAchieves Summer Bridge program participants who improved or tested out of learning support. With regard to workforce training, the college provided more than 89,372 contact hours of training in 2018-19, and it boasts the State's first Department of Labor registered community college group apprenticeships that provide credit offerings. In 2018, the college broke ground in Blountville on a 114,475 square-foot Technical Education Complex, which will house the division of Technologies, which will bring more opportunities to meet emerging business and industry needs. In 2019, the college's Honors Program became the Honors Institute, and its Alpha Iota Chi Chapter was recognized by Phi Theta Kappa International Honor Society of the Two-Year College as the fifth most distinguished chapter. In addition, Northeast State managed a grant portfolio of \$13,547,462 during the 2019-2020 year.

2021 Proposed Revisions

Northeast State Community College is a comprehensive community college serving Carter, Johnson, Sullivan, Unicoi, and Washington Counties. The college's main campus is located in Blountville, and there are four primary off-campus sites: Elizabethton, Gray, Johnson City, and Kingsport. Northeast State offers Associate of Applied Science, Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Science in Teaching degree programs. Students may select from 20 associate degree programs, including Aviation, Nursing, and Tennessee's only Cardiovascular program. In addition to the associate degree, the college offers 21 certificate programs. In Fall 2020, 5,460 students were enrolled at the college. Thirty percent of



students were adults ages 25 or older, with the ethnic diversity of the institution mirroring the diversity of the service area. Additionally, 39% of students were low-income. During the 2019-20 academic year, 1,435 awards were conferred, including 392 applied associate degrees, 446 technical certificates, and 597 associate degrees designed to transfer to a university. Northeast State proudly serves and is responsive to the community's needs, and it is committed to providing lifelong learning opportunities. For example, the college provides robust early postsecondary opportunities at all area public high schools, with 851 dual enrollment students participating in Fall 2020. It also provides services for individuals transitioning to college, with the institution leading all TBR community colleges for the percentage of tnAchieves Summer Bridge program participants who improved or tested out of learning support. With regard to workforce training, the college provided more than 61,886 contact hours of training in 2019-2020, and it boasts the state's first Department of Labor registered community college group apprenticeships that provide credit offerings. In 2018, the college broke ground in Blountville on a 114,475 square-foot Technical Education Complex, which houses the division of Technologies and brings more opportunities to meet emerging business and industry needs. In 2019, the college's Honors program became the Honors Institute, and its Alpha Iota Chi Chapter was recognized by Phi Theta Kappa International Honor Society of the Two-Year College as the fifth most distinguished chapter. In addition, Northeast State managed a grant portfolio of \$39,717,652 during the 2020-2021 year.



Pellissippi State

2020 Approved Version

Located in Tennessee's third-largest metropolitan area, Pellissippi State Community College is a public two-year institution serving Knox and Blount Counties, with campuses in five locations. In fall 2020, 10,800 students enrolled at Pellissippi State, including 1,453 dual enrollment students. Nearly 27% of Pellissippi State students in fall 2020 were adults ages 25 and above, and 30% were low-income students. Additionally, in 2019-20, the college provided 45,990 hours of workforce training. Pellissippi State offers 27 associate degree programs and 27 certificate programs. The college's longest-running program is Engineering Technology, its largest programs are in Business and Media Technologies; and its newest program is Water Quality Technology, the only program of its type in Tennessee. During the 2019-20 academic year, Pellissippi State conferred 2,188 awards, including 528 applied associate degrees, 547 technical certificates, and 1,113 associate degrees designed to transfer to a university. Recognizing the importance of diversity, student support programs are provided for multiple underserved populations, including first-generation students, academically underprepared students, adult students, historically underrepresented students, veteran students, students with disabilities, dual-enrolled students, and part-time students. The work of the college is guided by the following values: accountability; community and civic engagement; diversity, equity, and inclusion; excellence; integrity; and relationships. Its mission to be a transformative environment for learning is demonstrated through holistic support and an integrated student experience as well as through innovative teaching pedagogies aimed at improving outcomes for students. Pellissippi State is recognized nationally for its study abroad opportunities and commitment to student success. As a result of participating in Achieving the Dream, the college is currently engaged in an initiative (INSTEPS) to integrate student and academic services to better provide students with holistic support leading to graduation.

2021 Proposed Revisions

Located in Tennessee's third-largest metropolitan area, Pellissippi State Community College is a public two-year institution serving Knox and Blount Counties, with campuses in five locations. In fall 2021, 9,334 students enrolled at Pellissippi State, including 1,222 dual enrollment students. Twenty-six percent of Pellissippi State students in fall 2020 were adults ages 25 and older, and 28% were low-income students receiving Pell. Additionally, the college provides 45,000+ hours of workforce training annually. Pellissippi State offers 25 associate degree programs and 31 certificate programs. The college's longest-running program is Engineering Technology, its largest programs are in Business and Media Technologies; and its newest program is Water Quality Technology, the only program of its type in Tennessee. During the 2020-21 academic year, Pellissippi State conferred 2,173 awards, including 514 applied associate degrees, 586 technical certificates, and 1,073 associate degrees designed to transfer to a university. Recognizing the importance of diversity, student support programs are provided for multiple



underserved populations, including first-generation students, academically underprepared students, adult students, historically underrepresented students, veteran students, students with disabilities, dual-enrolled students, and part-time students. The work of the college is guided by the following values: accountability; community and civic engagement; diversity, equity, and inclusion; excellence; integrity; and relationships. Its mission to be a transformative environment for learning is demonstrated through the development of holistic student support strategies and implementation of a Quality Enhancement Plan focused on culturally relevant pedagogies. Pellissippi State is recognized nationally for its study abroad opportunities and commitment to student success.



Roane State

2020 Approved Version

Roane State Community College is a comprehensive, two-year postsecondary institution in central East Tennessee. Serving a predominantly rural, eight-county service area across eleven teaching locations, Roane State is distinctive not only for the breadth of its health science programs but as the state’s higher education institution with the largest number of off-campus teaching locations. In Fall 2019, 6,016 students enrolled at Roane State, including 1,472 dual enrollment students. Twenty-eight percent of Roane State students in Fall 2019 were adults ages 25 and above, and 35% were low-income students. Roane State also has cohorts of middle college students from eight area school systems. The college offers 28 academic programs leading to associate degrees and 12 programs leading to technical certificates, including newer offerings in Mechatronics, Chemical Engineering Technology, and Cyberdefense as well as Nursing and 18 Allied Health programs. In fact, 45% of students are enrolled at Roane State to prepare for a career in the healthcare field. During the 2018-19 academic year, 1,130 awards were conferred by the college, including 360 applied associate degrees, 168 technical certificates, and 602 associate degrees designed to transfer to a university. The most recent three-year graduation rate was 32.7%, the second-highest among TBR community colleges. Roane State fulfills its public service mission through a wide range of continuing education and workforce development offerings, as well as the positive economic and public service impact associated with the Henry Stafford Agricultural Exposition Center, the Cumberland Business Incubator, the Tamke-Allen Observatory, and the Princess Theatre. Additionally, in 2018-19, Roane State provided 129,488 hours of workforce training. In 2019, Roane State was among six colleges across the U.S. earning a “Leader College” designation from Achieving the Dream for demonstrating measurable progress in areas critical to improving success for all community college students.

2021 Proposed Revisions

Roane State Community College is a comprehensive, two-year post-secondary institution in central East Tennessee. Serving a predominantly rural, eight-county service area across eleven teaching locations, Roane State is distinctive not only for the breadth of its health science programs but as the state’s higher education institution with the largest number of off-campus teaching locations. In Fall 2020, 5,329 students enrolled at Roane State, including 1,287 dual enrollment students. Twenty-six percent of Roane State students in Fall 2020 were adults ages 25 and older, and 30% were low-income students. Roane State also has cohorts of middle college students from eight area school systems. The college offers 27 academic programs leading to associate degrees and 13 programs leading to technical certificates, including newer offerings in Mechatronics, Chemical Engineering Technology, and Cyber Defense as well as Nursing and 18 Allied Health programs, including a new Medical Laboratory Technology program. In fact, 45% of students are enrolled at Roane State to prepare for a career in the



healthcare field. During the 2019-20 academic year, 1,136 awards were conferred by the college, including 358 applied associate degrees, 153 technical certificates, and 625 associate degrees designed to transfer to a university. Roane State fulfills its public service mission through a wide range of continuing education and workforce development offerings, as well as the positive economic and public service impact associated with the Henry Stafford Agricultural Exposition Center, the Cumberland Business Incubator, the Tamke-Allen Observatory, and the Princess Theatre. Additionally, in 2019-20, Roane State provided 117,969 hours of workforce training. In 2021, Roane State was among four colleges across the U.S. earning a “Leader College of Distinction” designation from Achieving the Dream for demonstrating measurable progress in areas critical to improving success for all community college students. In 2020, at the second annual SOAR awards, Roane State was selected as TBR Community College of the Year.



Southwest Tennessee

2020 Approved Version

Southwest Tennessee Community College is an open-access, comprehensive community college serving Shelby and Fayette counties. As Memphis' only public two-year college, Southwest serves the city's diverse population and the surrounding Mid-South region at two main campuses, five centers, and many instructional sites. Southwest has an annual economic impact that exceeds \$126 million. In Fall 2019, 9,653 students enrolled at Southwest, including 1,022 dual enrollment students. Nearly 35 percent of these students were adults who were 25 years or older, and 50 percent were classified as low-income. The college offers 35 programs that lead to associate degrees and 27 to technical certificates. Located in a major medical and commercial center, Southwest emphasizes nursing, allied health, business, and technology programs while also offering a strong university parallel curriculum. During the 2018-19 academic year, Southwest conferred 1,125 credentials, including 271 associate of applied science degrees, 276 technical certificates, and 578 associate degrees designed to transfer to a university. The college's strategic focus continues to be students, the community, and excellence. Southwest fosters student success by providing academic, mental, and social support to students throughout their matriculation as they prepare to transfer to the university level or go directly into the workforce. The Southwest Foundation also helps students overcome financial barriers with book and tuition scholarships and emergency grants. In January 2019, Southwest launched the Associate of Applied Science in Funeral Service Education program, the first of its kind at a public college or university in Tennessee. This program is now in candidacy for accreditation with the American Board of Funeral Service Education (ABFSE). Southwest also offers non-credit coursework and training, including 48,608 hours of workforce training in 2018-19. The Fulton Building on the Macon Cove Campus is in the midst of a \$4.5 million renovation that will provide state-of-the-art classrooms and laboratories for credit technology courses and non-credit industrial readiness training courses. Southwest's commitment to students, community, and excellence is evident. The Blue Path police recruitment program that enables area students to begin working as police service technicians the summer after they graduate high school is a shining example of the enormous impact Southwest has through its groundbreaking partnerships with the government agencies and members of the private sector. Blue Path students pursue a criminal justice degree at Southwest tuition-free thanks to a partnership with Memphis Tomorrow and the Memphis Police Department. In 2020, Southwest earned the prestigious Leader College designation from the national Achieving the Dream Network for improvement in student success outcomes.

2021 Proposed Revisions

Southwest Tennessee Community College is an open-access, comprehensive community college with an annual economic impact that exceeds \$126 million. As Memphis' only public two-year college and the state's only community college designated as a predominantly black institution



or PBI, Southwest serves the city's diverse population and the surrounding Mid-South region at two main campuses, five centers, and various instructional sites in Shelby and Fayette counties. The Fulton Building on the Macon Cove Campus reopened in 2021 following a \$4.5 million renovation that outfitted the facility with state-of-the-art classrooms and laboratories. In Fall 2020, 7,811 students enrolled at Southwest, including 708 dual enrollment students. More than 34% of these students were adults who were 25 years or older, and 41% were classified as low-income. The college offers 33 programs that lead to associate degrees and 28 to technical certificates as well as non-credit coursework and customized training for business and industry partners. Located in a major medical and commercial center, Southwest emphasizes nursing, allied health, business, and technology programs, while also offering a strong university parallel curriculum. During the 2019-20 academic year, Southwest conferred 1,107 credentials, including 302 associate of applied science degrees, 152 technical certificates, and 653 associate degrees designed to transfer to a university. The college's strategic focus continues to be students, the community, and excellence. A shining example is its Blue Path police recruitment program that enables area students to begin working as police service technicians the summer after they graduate high school. Southwest partnered with Shelby County Schools to open the Medical District High School where high school students take college courses to prepare for careers in health care and information technology. Southwest also drives workforce and economic development through its Faculty Externship Program that sends faculty into area businesses to work so they can pass on cutting-edge skills and knowledge to their students. In 2020, Southwest earned the prestigious Achieving the Dream Leader College designation for improvement in student success outcomes. In 2021, the college garnered national recognition as the winner of the prestigious Bellwether Award for Planning, Governance, and Finance.



Volunteer State

2020 Approved Version

Volunteer State Community College, a public comprehensive two-year institution, provides educational opportunities to the residents of eleven counties in northern middle Tennessee through course offerings held at the Gallatin main campus, the Livingston Center, the Cookeville Higher Education Campus, Highland Crest (Springfield), and over 28 off-site locations throughout its service area. The college is actively seeking to open a campus in Wilson County which is the fastest-growing county in Tennessee. In Fall 2019, a record 9,227 students enrolled at Volunteer State, including 1,694 dual enrollment students. Twenty-eight percent of Volunteer State students in 2019 were adults ages 25 and above, and 35% were low-income students. Approximately 59% of students come from Sumner, Davidson, and Wilson counties. The college offers a full complement of online courses with more than 4,290 students taking one or more online courses. The college offers 20 academic programs leading to associate degrees and 12 programs leading to technical certificates, including Ophthalmic Technician, Sleep Diagnostics, Veterinary Technology, and 54 Tennessee Transfer Pathways. In Summer 2019, the college accepted the first cohort of students into a new ASN nursing program. During the 2018-19 academic year, the college conferred 1,562 awards, including 357 applied associate degrees, 364 technical certificates, and 841 degrees designed to transfer to a university. Student support programs assist adult students, veterans, first-generation college students, underprepared students, dual enrolled students, and part-time students in reaching their educational goals. Workforce development, non-credit offerings provide career enhancement and sustainment, Occupational Safety and Health Administration (OSHA) training, and career growth opportunities, and the Center of Emphasis offers healthcare training for area professionals. In 2018-19, Volunteer State delivered 271,330 workforce development hours, more than any other Tennessee community college.

2021 Proposed Revisions

Volunteer State Community College, a public comprehensive two-year institution, provides educational opportunities to the residents of eleven counties in northern middle Tennessee through course offerings held at the Gallatin Campus, the Cookeville Campus, the Livingston Campus, the Springfield Campus, and over 28 off-site locations throughout its service area. The college is actively seeking to open a campus in Wilson County which is the fastest-growing county in Tennessee. In Fall 2020, 8,832 students enrolled at Volunteer State, including 1,808 dual enrollment students. Twenty-eight percent of Volunteer State students in 2020 were adults ages 24 and older, and 29% were low-income students. Approximately 58% of students come from Sumner, Davidson, and Wilson counties. The college offers 21 academic programs leading to associate degrees and 16 programs leading to technical certificates, including Ophthalmic Technician, Sleep Diagnostics, Veterinary Technology, and 54 Tennessee Transfer Pathways. In Summer 2019, the college accepted the first cohort of students into a new ASN



nursing program. Upon completion in 2020, the cohort had a 100% pass rate on the NCLEX. During the 2019-20 academic year, the college conferred 1,712 awards, including 341 applied associate degrees, 483 technical certificates, and 888 associate degrees designed to transfer to a university. Student support programs assist adult students, veterans, first-generation college students, underprepared students, dual enrolled students, and part-time students in reaching their educational goals. Workforce development, non-credit offerings provide career enhancement and sustainment, Occupational Safety and Health Administration (OSHA) training, and career growth opportunities, and the Center of Emphasis offers healthcare training for area professionals. In 2019-20, Volunteer State delivered 310,993 workforce development hours, more than any other Tennessee community college.



Walters State

2020 Approved Version

Located in the geographically and economically diverse Great Smoky Mountains Region of East Tennessee, Walters State Community College is a public two-year institution noted for national prominence in using mobile technologies to enhance student learning. To provide access and services throughout its area of responsibility, the college has established campuses or facilities in Claiborne, Cocke, Greene, Hamblen, Jefferson, and Sevier counties and also serves students from, Grainger, Hancock, Hawkins, and Union counties. In Fall 2019, 6,327 students enrolled at Walters State, including 1,507 dual enrollment students. Nearly 22% of the Fall 2019 students were adults ages 25 and above, and 37% were low-income students. The college offers 22 programs leading to associate degrees and 17 programs leading to technical certificates. Many of the programs lead to licensure and careers in health care fields. Walters State is also one of only two community colleges in the state to host a Regional Law Enforcement Academy. Transfer programs encompass numerous academic disciplines providing opportunities for seamless articulation from high school through four-year universities. During the 2018-19 academic year, the college conferred 1,232 awards, including 306 applied associate degrees, 293 technical certificates, and 633 degrees designed to transfer to a university. The college's support services place emphasis on learning support, student engagement, retention, and persistence to completion. To promote global understanding and civic responsibility, international education, diversity, and service learning are stressed in the curriculum and co-curriculum. Workforce training services include customized corporate and non-credit healthcare training to support local workforce development. In 2020, the college served 40 unique companies with 98,484 workforce training hours. In 2018, the college joined the Achieving the Dream Network aimed at strengthening its commitment to equity and student success. The college's overall job placement rate at or above 96% for technical programs provides ongoing evidence of this firm commitment to student success.

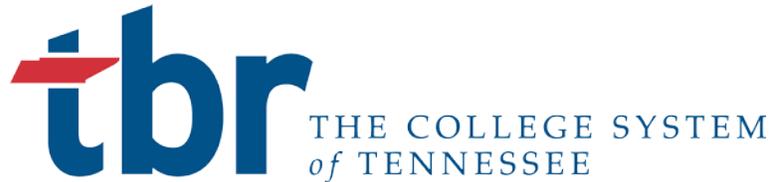
2021 Proposed Revisions

Located in the geographically and economically diverse Great Smoky Mountains Region of East Tennessee, Walters State Community College is a public two-year institution noted for national prominence in using mobile technologies to enhance student learning. To provide access and services throughout its area of responsibility, the college has established campuses or facilities in Claiborne, Cocke, Greene, Hamblen, Jefferson, and Sevier counties and also serves students from, Grainger, Hancock, Hawkins, and Union counties. In Fall 2020, 5,766 students enrolled at Walters State, including 1,499 dual enrollment students. Twenty-two percent of the Fall 2020 students were adults ages 25 and older, and 32% were low-income students. The college offers 21 programs leading to associate degrees and 13 programs leading to technical certificates. Many of the programs lead to licensure and careers in health care fields. Walters State is also one of only two community colleges in the state to host a Regional Law Enforcement Academy.



Transfer programs encompass numerous academic disciplines providing opportunities for seamless articulation from high school through four-year universities. During the 2019-20 academic year, the college conferred 1,323 awards, including 294 applied associate degrees, 364 technical certificates, and 665 degrees designed to transfer to a university. The college's support services place emphasis on learning support, student engagement, retention, and persistence to completion. To promote global understanding and civic responsibility, international education, diversity, and service learning are stressed in the curriculum and co-curriculum. Workforce training services include customized corporate and non-credit healthcare training to support local workforce development. In 2020, the college served 40 unique companies with 57,084 workforce training hours. In 2018, the college joined the Achieving the Dream Network aimed at strengthening its commitment to equity and student success. The college's overall job placement rate at or above 96% for technical programs provides ongoing evidence of this firm commitment to student success.





BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs and Student Life

SUBJECT: Strategic Plan Metrics Dashboard

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

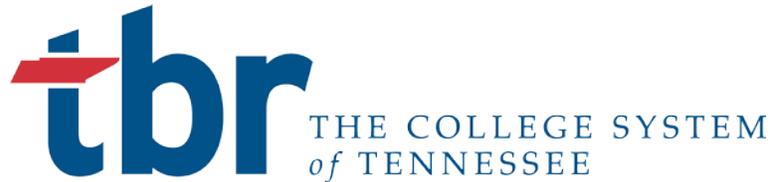
PRESENTATION REQUIREMENT: 10 minutes with discussion

ACTION REQUIRED: Information Item

STAFF'S RECOMMENDATION:

At the June 2021 Quarterly Meeting, the Tennessee Board of Regents approved mid-cycle revisions to the 2015-2025 Strategic Plan. These revisions included the development of a series of metrics that are designed to measure how well TBR fulfills the pillars of the revised 2015-2025 Strategic Plan.

The Committee will receive a report about a public-facing, interactive dashboard that allows Board members, colleges, and members of the public to track the TBR Strategic Plan metrics. The dashboard will be available on the TBR website and will be updated as new data becomes available.



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: Nashville State Community College Strategic Plan

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S
RECOMMENDATION: Approve

To meet TBR and SACSCOC expectations, each community college periodically brings its Strategic Plan and mission statement to the Board for review and approval. Now that the Board has approved the TBR Strategic Plan at the June 2021 meeting, it is in effect and functions as a guide and a foundational document for individual college strategic plans. No college is required to emulate its precise structure or the specific pillars and themes, though each college plan should establish clear linkages with relevant elements of the TBR Strategic Plan. Further, it is expected that college strategic plans should extend the ideas set forth in the TBR Strategic Plan to be more specific and actionable as colleges see fit in the course of pursuing their local and regional mission. Colleges can identify additional ideas and pursuits as foundational to its mission, as long as they are philosophically consistent with the TBR Strategic Plan.

Nashville State Community College has engaged campus and community constituencies to develop its strategic plan titled “Vision 2030: A Student Ready College.” President Shanna Jackson presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Nashville State Community College also brings forth a revised mission statement that can be found in the supporting documents.

Therefore, staff recommend that the Board approve the Nashville State Community College Strategic Plan, as well as its Mission Statement.

Nashville
State LEADS

Vision 2030: A Student-Ready College

OUR PLAN

Nashville State is committed to eliminating inequities in educational attainment and economic mobility in the communities we serve. Our charge is to increase access, completion, and post-completion success in educational pathways that meet the existing and emerging needs of our regional workforce and communities. Our challenge is to become a *Student-Ready College* – one that continuously identifies and removes barriers to success for the students we serve. Our plan provides the strategic framework for guiding our work and resources towards this intentional effort.

OUR VISION

Nashville State leads the nation in achieving equitable outcomes for our diverse community of learners.

OUR MISSION

Nashville State connects students, employers, and communities through personalized, high-quality, innovative educational experiences.

OUR EQUITY STATEMENT

Nashville State Community College strives to ensure that each student receives what that student needs to be successful, with goals of success beyond the classroom. We understand and practice ideals of equity and inclusion for our students by embracing a full spectrum of experiences, viewpoints, and intellectual approaches in order to overcome barriers to success.

OUR CORE VALUES

- L EARNING:** We are a community of learners who provide informal and formal educational opportunities for our students, our communities, and ourselves.
- E QUITY DRIVEN:** We are dedicated to identifying and removing barriers to success in teaching, learning, and working.
- A CCOUNTABILITY:** We are accountable for individual excellence, continuous improvement, and prioritizing resources to achieve the vision and mission of our college.
- D ATA-INFORMED:** We are committed to using data and analytics to guide decision-making and resource allocation at all levels.
- S TUDENT-CENTERED:** We are responsible for creating a culture of student success.

OUR STRATEGIC FOCUS AREAS

ACCESS: Nashville State will connect more people to an educational pathway to eliminate equity gaps in the educational attainment levels in the communities we serve.

COMPLETION: Nashville State will increase persistence and completion rate for our students and eliminate equity gaps.

POST-COMPLETION SUCCESS: Nashville State will connect more students to career opportunities or transfer pathways and eliminate equity gaps.

COMMUNITY AND WORKFORCE DEVELOPMENT: Nashville State will provide high-quality, innovative educational pathways to meet the existing and emerging needs of our regional workforce and communities.

OUR TARGETS (BY 2030)



10,000 Students



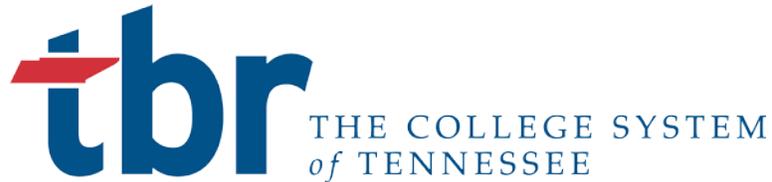
90% Persistence Rate (Fall to Spring)



60% Retention Rate (Fall to Fall)



30% 3-year Graduation Rate



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: TBR Mission Statement

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S
RECOMMENDATION: Approve

Chancellor Tydings and other TBR leadership often utilize the phrase “*Student Success and Workforce Development*” as an informal mission statement. It is succinct, precise and appropriate for an open access technical and community college system. Furthermore, it resonates with policymakers and external partners. The recently approved revisions to the 2015-25 Strategic Plan also includes the phrase. Therefore, staff recommend that the Board officially adopt the phrase as the TBR Mission Statement and to continue to use it in communications and within the TBR Strategic Plan.

BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: Open Education/Open Educational Resources (OER)

DATE: September 23, 2021

PRESENTER: Associate Vice Chancellor Robert Denn

PRESENTATION REQUIREMENT: 10 minutes with discussion

ACTION REQUIRED: None

STAFF'S
RECOMMENDATION:

The College System of Tennessee has provided significant, state-level thought leadership and innovation in the area of Open Education Resources (OER), which is firmly rooted in our [strategic plan](#). The Regents will learn about the [Tennessee Open Education](#) enterprise, its component parts, and progress on related programmatic activities, including:

[TN Open Education Hub](#)

[OER Grant Program \(Access & Diversity\)](#)

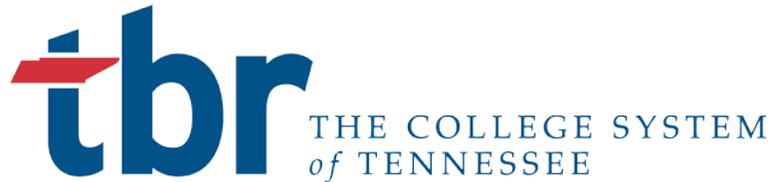
OER Designator Pilot

THEC Summer Study (5-year strategic plan)

[AAC&U IOER](#)

OER Advocacy Teams

ATD/SRI/Hewlett Open Pedagogy Study



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: Enrollment and Graduate Report

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

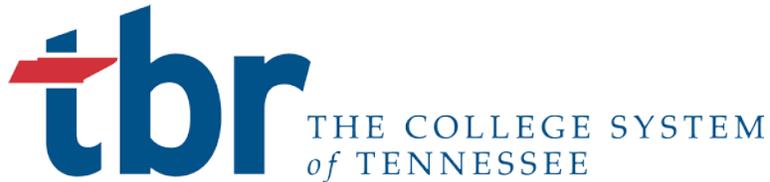
PRESENTATION REQUIREMENT: 20 minutes with discussion

ACTION REQUIRED: Information Item

STAFF'S
RECOMMENDATION:

Executive Vice Chancellor Russ Deaton will provide information on student success during the 2020-2021 academic year as well as fall 2021 enrollment.

The Committee will receive a report about degree production at community colleges and TCATs as well as graduation rates at community colleges. The report will also include preliminary data on enrollment at colleges in fall 2021 and an early analysis of fall-to-fall retention. The discussion of data will also include demographic trends in enrollment, as well as trends in dual enrollment, adult enrollment, and the enrollment of recent high school graduates.



BOARD TRANSMITTAL

MEETING: Committee on Academic Policies and Programs
and Student Life

SUBJECT: Name, Image, and Likeness Resolution

DATE: September 23, 2021

PRESENTER: Brian Lapps, General Counsel

PRESENTATION REQUIREMENT: 5 minutes

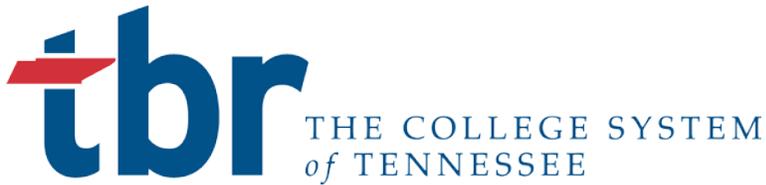
ACTION REQUIRED: Roll Call Vote

STAFF'S
RECOMMENDATION: Recommend Approval

BACKGROUND INFORMATION

As discussed at the meeting of the Committee Chairs on August 31, 2021, the Presidents Athletic Council supports the creation of a process for student-athletes to receive compensation for use of their name, image, and likeness. Consistent with the discussion at the Committee Chairs meeting, a resolution authorizing creation of such procedures is attached for the Board's consideration.

Attachment



RESOLUTION
AUTHORIZATION OF NAME, IMAGE, AND LIKENESS
COMPENSATION FOR STUDENT-ATHLETES

WHEREAS, community colleges within the Tennessee Board of Regents (“TBR”) system sponsor intercollegiate athletics teams; and

WHEREAS, in accordance with TBR Policy 8.02, the Presidents Athletics Council is responsible for adopting policies and procedures governing the administration of intercollegiate athletics through the Tennessee Community College Athletic Association (“TCCAA”); and

WHEREAS, the Board of Regents recognizes the changing nature of intercollegiate athletics, including the increasing ability of student-athletes to receive compensation for use of their name, image, and likeness (“NIL Activity”); and

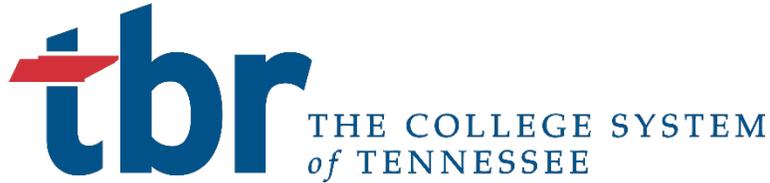
WHEREAS, the Board of Regents supports the recommendation of the Presidents Athletic Council for implementation of appropriate procedures related to NIL Activity;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE THAT:

1. Delegation. The Board of Regents hereby delegates the creation of appropriate procedures relating to NIL Activity to the Presidents Athletics Council, which includes changing both TCCAA rules to permit NIL activity and also creating procedures for institutions to implement NIL Activity.
2. Approval by Chancellor. Procedures relating to NIL Activity shall be subject to approval of the Chancellor, following review by the Office of General Counsel.
3. Compliance with Laws and Other Requirements. Creation of procedures relating to NIL Activity shall be consistent with any applicable state and federal laws and regulations, the requirements of the National Junior College Athletic Association, and TBR policies and procedures.
4. Updating Procedures. The Presidents Athletics Council, subject to review by the Office of General Counsel and approval by the Chancellor, may modify procedures relating to NIL Activity as it deems reasonable and necessary.

5. Retention of Authority by the Board of Regents. Nothing in this resolution shall be deemed to prohibit the Board of Regents from revising or revoking this resolution or to limit the Board of Regents' authority with respect to any issue.

Presented and acted upon at the September 24, 2021 quarterly meeting of the Tennessee Board of Regents.



Tennessee Board of Regents
Committee on Finance and Business Operations
September 23, 2021

AGENDA

1. PARKING AND TRAFFIC FINES (*General Counsel Brian Lapps*)

The Committee will receive a report on the proposed traffic and parking fines for the community colleges.

2. DUAL ENROLLMENT TUITION RATE (*Executive Vice Chancellor Danny Gibbs*)

The Committee will receive a report on the recommendation of a special maintenance fee to be effective Spring 2022.

3. TECHNOLOGY ACCESS FEE SPENDING PLANS (*Executive Vice Chancellor Danny Gibbs*)

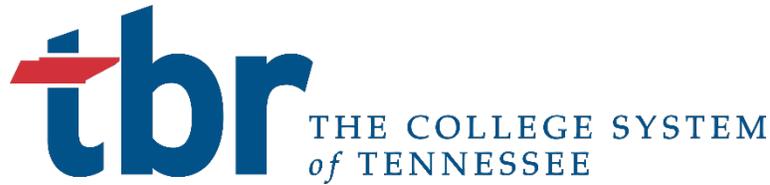
The Committee will receive a report on the review of FY 2021-2022 Technology Access Fee spending plans.

4. SYSTEM BUDGET REQUESTS TO TENNESSEE HIGHER EDUCATION COMMISSION (*Executive Vice Chancellor Danny Gibbs*)

The Committee will receive System requests that are being considered for submission to the Tennessee Higher Education Commission for inclusion in the 2022-2023 budget request.

5. CAPITAL OUTLAY REQUESTS (*Executive Director Dick Tracy*)

The Committee will receive a report for approval on the Capital Outlay Budget request for FY 2022-23.



BOARD TRANSMITTAL

MEETING: Committee on Finance and Business Operations

SUBJECT: Proposed Traffic and Parking Fines

DATE: September 23, 2021

PRESENTER: Brian Lapps, General Counsel

PRESENTATION REQUIREMENTS: 5 minutes

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approval

In accordance with TBR Policy and the pending rule related to Traffic and Parking fines, Chancellor Tydings has reviewed the amounts of proposed fines and the rationale therefor. Chancellor Tydings recommends approval of the proposed traffic and parking fines as set forth below for the articulated reasons.

The community colleges seek approval for traffic and parking fines below the levels set by state and/or local law for the same traffic offenses. Other than TCAT Chattanooga, which is part of Chattanooga State, no TCATs seek to implement traffic and parking fines. The rationale for the requested amounts is that institutional fines should be educational in nature, and not punitive. Institutions have informed the System Office that the fines are lower than the amounts for comparable municipal locations. Campus police have the authority to issue local citations to be enforced through the courts, which is an option to address serious or flagrant offenses, as well as repeat violations.

Article VI, Section 14 of the Tennessee constitution prohibits imposition of a fine greater than \$50 unless assessed by a jury. Because TBR institutions have no power to empanel a jury, where a statute (e.g., fines for disability parking violations) or ordinance sets an amount greater than \$50, campus police officers will either issue a city or county citation or a \$50 campus citation. In all other cases, the requested amounts are set below.

Chattanooga State and TCAT Chattanooga

\$20 for all campus traffic and parking violations, including both moving and non-moving violations.

Cleveland State

\$50 for obstructing a fire hydrant;
\$30 for obstruction of traffic; and
\$25 for all other campus traffic and parking violations, including both moving and non-moving violations.

Columbia State

Warning for first offense; and
\$10 for subsequent violations of campus traffic and parking violations, including both moving and non-moving violations.

Dyersburg State

\$10 for initial violation of all campus traffic and parking requirements, including both moving and non-moving violations; and
\$20 for all subsequent offenses.

Jackson State

\$50 for parking within fifteen feet of a fire hydrant;
\$50 for reckless driving/speeding; and
\$25 for all other campus traffic and parking violations, including both moving and non-moving violations.

Motlow State

\$10 for first and second violations of all campus traffic and parking violations, including both moving and non-moving violations; and
\$20 for all subsequent violations.

Nashville State

\$25 for all campus traffic and parking violations, including both moving and non-moving violations; and
\$50 fine for littering.

Northeast State

\$10 for all moving and non-moving violations not set forth below;
\$25 for fire lane violations; and
\$35 for handicap violations.

Pellissippi State

\$15 for all campus traffic and parking violations, including both moving and non-moving violations.

Roane State

\$20 for all campus traffic and parking violations, including both moving and non-moving violations.

Southwest State

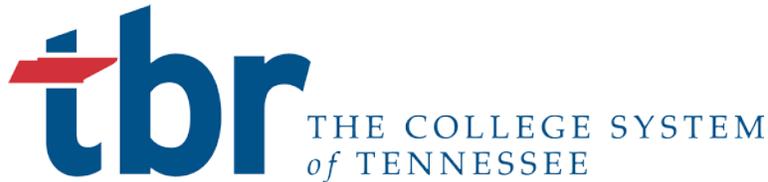
\$50 for parking/blocking disabled access, van access/loading area, and for safety hazards (e.g., blocking sidewalk, traffic lane, fire hydrant, fire lane); and
\$15 for all other campus traffic and parking violations, including both moving and non-moving violations.

Volunteer State

\$25 for all campus traffic and parking violations, including both moving and non-moving violations.

Walters State

\$15 for all campus traffic and parking violations, including both moving and non-moving violations.



BOARD TRANSMITTAL

MEETING: Committee for Finance and Business Operations

SUBJECT: Dual Enrollment Fee Effective Spring 2022
Semester/Trimester

DATE: September 23, 2021

PRESENTER: Vice Chancellor Danny Gibbs

PRESENTATION REQUIREMENTS: 15 minutes with discussion

ACTION REQUIRED: Roll Call Vote

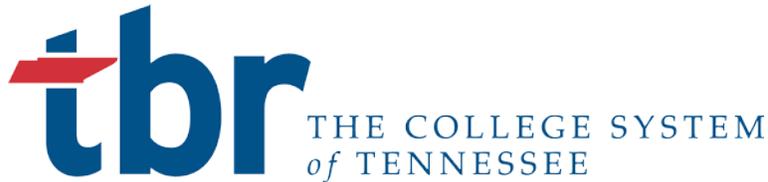
Background Information

At the December 11, 2014 Board meeting the Board acted to approve a recommendation to establish a special maintenance fee rate for dual enrollment courses. At that time, \$1,200 total was available for dual enrollment grants for each qualifying community college or TCAT student. For the community colleges students, the grant was to be awarded at the rate of \$500 for course one, \$500 for course two, and \$200 for course three. Therefore, a special maintenance fee rate was set for dual enrollment courses at the community colleges to approximately equal the dual enrollment grant amounts. The rate was \$166 an hour. So, a three-hour dual enrollment course would cost \$498, approximately equal to the dual enrollment grant available. A similar rate and process was established for the TCATS.

During this most recent legislative session a bill was passed that provided that the dual enrollment grant for the first four dual enrollment courses would now be equal to the cost of in-state tuition and mandatory fees established annually for community colleges and TCATS. Thus, eliminating the need for a special dual enrollment course rate.

Recommendation

Staff recommends that the special maintenance fee rate established in 2014 for dual enrollment courses be eliminated effective Spring 2022 semester/trimester. Going forward the maintenance fees, mandatory, and nonmandatory fees for dual enrollment courses will be the same as regular courses for the community colleges and TCATS.



BOARD TRANSMITTAL

MEETING: Committee on Finance and Business Operations

SUBJECT: Technology Access Fee (TAF) Report

DATE: September 23, 2021

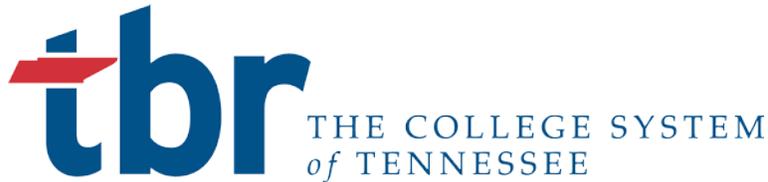
PRESENTER: Vice Chancellor Danny Gibbs

ACTION REQUIRED: None - Informational Item

The Technology Access Fee was levied for the purpose of providing student access to computing and similar technologies. Board Guideline B-060, Section VIII provides that TAF funds be used to benefit students directly, for items such as new and improved high technology laboratories and classrooms, appropriate network and software, computer and other equipment, and technological improvements that enhance instruction. For compliance purposes, Section B.4 of this guideline requires that the Chancellor annually review TAF proposed spending plans from 25% of TBR institutions and provide a report to the Board.

For fiscal year 2021-22, TAF spending plans from Cleveland State Community College, Columbia State Community College, Motlow State Community College and Walters State Community College, as well as Tennessee Colleges of Applied Technology at Chattanooga, Dickson, Elizabethton, Knoxville, Paris, Pulaski, and Whiteville were reviewed for compliance with TAF use guidelines.

Some minor template problems and mathematical problems were discovered and corrected. Once this occurred, all plans reviewed were found to be in compliance with TAF use guidelines.



BOARD TRANSMITTAL

MEETING: Committee for Finance and Business Operations

SUBJECT: TBR System State Funding Requests for
FY 2022-2023

DATE: September 23, 2021

PRESENTER: Vice Chancellor Danny Gibbs

PRESENTATION REQUIREMENTS: 15 minutes with discussion

ACTION REQUIRED: None - For Informational Purposes

On an annual basis, Board staff develops a list of System funding needs that are not recognized through the higher education funding formula. Items identified are intended to have broad benefit across the System and to align with TBR and the State's strategic goals. Review of these items by the Board is the first step in this process. Items will be then submitted to the Tennessee Higher Education Commission for its consideration. TBR items endorsed by the Commission are then forwarded to the Governor for his consideration in developing his FY 2022-2023 budget recommendations to the General Assembly. The legislature then ultimately determines which items recommended are funded. There are three items listed on the next two pages, totaling approximately \$13.54 million (\$9.4 million recurring and \$4.14 million non-recurring).

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

Draft for Review Purposes

1) Safety and Security (\$5.2 million recurring; \$4.14 million non-recurring)

These funds would continue the investments that Tennessee has made in campus safety and security by adding police personnel at each TCAT. Given the state's recent investments in the TCAT Capacity Initiative and the expectation of growth to serve even more TCAT students, it is imperative that investment be made in the safety and security of the TCAT student body, faculty, and staff in much the same manner as occurs at our community colleges and public universities.

The Tennessee Board of Regents is establishing a campus policing agency as specified in Tenn. Code Ann. 49-7-118. This agency will provide first-line law enforcement response, patrol, crime prevention, safety education, and emergency management for the 27 Tennessee Colleges of Applied Technology. Currently, no law enforcement agency is directly responsible solely for the protection of life and property at those institutions. The TBRPD will provide those services with increased institutional knowledge of individual TCAT facilities, students, staff, and needs as opposed to relying on local law enforcement agencies that are responsible for an entire community. Additionally, the chief of the TBRPD will serve as a liaison to the 13 community college police and/or security departments. The TBRPD will also be available to mutually aid any of the 13 community colleges with manpower, investigative assistance, training, and emergency management services should the need arise.

The TBRPD will provide coverage to each TCAT location with one officer who will patrol the main campus and satellite locations throughout the day and an evening shift of officers tasked with patrolling all TCAT locations within their assigned area. While not providing coverage at all locations at all times when students and staff are present, the plan will provide for patrol coverage within each individual institution's footprint. This is a significant improvement and provides the ability for TBR personnel to respond to each institution as necessary for emergencies and calls for service. Our officers, who will only be patrolling TCAT locations, will be able to develop relationships with staff and students and will be a resource for them in a manner similar to school resource officers in K-12 institutions. Crime prevention programming education, such as women's self-defense courses, will be provided to our students and staff at TCAT locations.

TBRPD with its proposed staffing and structure will also assume roles in coordinating and assessing campus safety to build upon the recently completed Tennessee Department of Safety and Homeland Security

facility surveys coordinated by THEC. Officers assigned to patrol duties will conduct continual safety and security surveys to address issues as they arise. Officers will also coordinate emergency management on TBR property and at TCAT institutions, assisting in the updating of emergency plans and procedures.

The request would fund 56 fulltime officers to serve 27 TCATS.

Estimated Costs

Personnel Costs (Recurring)	\$3,990,000
Operation Costs (Recurring)	<u>1,210,000</u>
Total Recurring	\$5,200,000
Startup Costs (Non-recurring)	\$4,140,000

2) **TCAT Student Success Support (\$2.7 million recurring)**

Over the last few years, TCATs have undergone significant operational and strategic changes that build off their successful foundation and expand into new areas of student access and success. The current strategic policy environment requires TCATs to have greater capacity to serve student and workforce needs. For instance, over the last two years, all TCATs have begun the in-depth process of focusing their efforts on strategic recruitment of new populations, as well as building student supports and expertise to better serve students through graduation and into the workforce via their participation in Achieving the Dream. Furthermore, they have deployed new technologies that modernize systems of financial aid, admissions, and business operations. These strategic and operational efforts are labor intensive and new to the TCAT sector and investment in the capacity of these institutions would provide them the ability to meet these demands. Across the 27 TCATs, one FTE per campus would have tremendous marginal effect on their workforce.

Estimated Costs

Personnel Costs (Recurring)	\$2,700,000
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3) **Enhancing Student Success and Workforce Development (\$1.5 million recurring)**

A) Center for Innovation in Teaching and Learning (\$750,000 recurring)

As an open access system, many TBR students come to college with academic preparation issues. It is therefore acutely important to student success that TBR faculty be well trained not just in their content area of expertise, but in the science of teaching and student learning. This area has evolved over the last decade or so, beyond just online pedagogy, to include an array of approaches for enhancing student learning. For instance, the science of learning now includes known techniques such as Academic Mindset and High Impact Practices which improve student success. Many colleges have Centers for Teaching and Learning which help train faculty in these approaches, but the scope and resources are limited. Furthermore, the science of teaching and learning and the potential to use technology to enhance it has improved dramatically.

TBR has yet to tap into this innovation and therefore we propose an enhanced system level Center for Innovation in Teaching and Learning ('Center'). The Center would tap into the emerging science and technological resources available to address student learning by providing at-scale resources for TBR's 6,000 faculty. The Center would train and assist faculty with instructional design, video and interactive instruction, virtual reality learning, student engagement, accessibility, the science of how students learn, software development, and other technologies that help faculty become experts in pedagogy. Establishing a true system level Center would build on the existing work at TBR where we have leveraged external grant funding and some internal resources to stand up an existing Center. This would request would allow the Center to add its first personnel and to expand its scope, while leveraging TBR's ability to continue to apply for external grants to enhance its mission.

The Center would rely in part on a baseline infrastructure that exists at many community colleges, but it would dramatically expand TBR's capability to serve faculty and ultimately students. The investment is primarily in human capital and expertise, with a 2022-23 budget request for personnel of \$700,000.

B) Student Success Technologies (\$750,000 recurring)

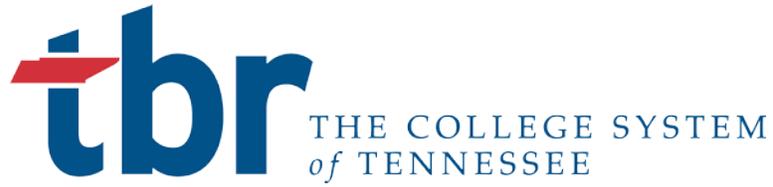
In addition to dramatically expanding the Center for Innovation in Teaching and Learning, TBR hopes to also improve student success by leveraging the benefits and lower costs of system level technology solutions. These software solutions would work alongside the human capital in the Center and would allow TBR colleges to utilize technology solutions in instruction, as well as in student recruitment and advising activities. Several technology solutions exist but are not widely used

within TBR and are expensive to implement at individual colleges. A system level solution for all TBR colleges would allow for the implementation of strategies and interventions that have been proven to succeed at colleges around the US. Examples of this include the use of virtual reality training technology, implementation of a CRM (Customer Relationship Manager) system that focuses on student recruitment and retention, and a Comprehensive Learner Record (CLR) system that provides business and industry a clear and accessible record of a student’s abilities, certifications, and skills. All of these, which require ongoing operating costs, would provide colleges more tools to improve student success.

Estimated Costs

Center for Innovation-Personnel Costs (Recurring)	\$700,000
Center for Innovation-Operation Costs (Recurring)	<u>50,000</u>
Total Recurring for Center for Innovation	\$750,000

Student Success Technologies-Operating (Recurring)	<u>\$750,000</u>
Total Recurring	\$1,500,000



BOARD TRANSMITTAL

MEETING: Committee on Finance and Business Operations

SUBJECT: Capital Budget Request Fiscal Year 2022-23

DATE: September 23, 2021

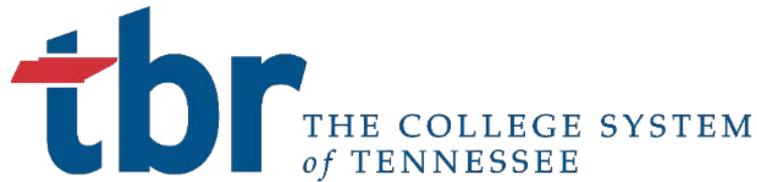
PRESENTER: Executive Director, Dick Tracy

ACTION REQUIRED: Roll Call Vote

The Committee will consider approval of the Capital Outlay Budget request for fiscal year 2022-23.

Institution Projects		Description	2022-2023
RSCC	Campus Expansion and Simulation Hospital	Construct a new Allied Health Higher Education campus in Knoxville. Building(s) will include allied health programs for RSCC and TCAT Knoxville, and a state of the art simulation hospital space. Collaboration space will be included to support both institutions, the simulation hospital, and continuing education for graduates and local workforce partners.	71,500,000
NaSCC	Clarksville Campus Expansion	Renovate the existing Clarksville Building and Construct a second building on the Clarksville Campus to create a Center of Higher Education. The project includes the expansion of classrooms, science and computer labs, flexible multipurpose community space (100+), faculty offices and student study/gathering areas. Specific to the project is the creation of Nursing classrooms and simulation/observation lab as well as an Industrial Process Control Technology classroom and large workspace lab. TCAT Dickson will relocate the Practical Nursing Program from the current TCAT Dickson site in Clarksville to the new building and provide equipment for the 10 bed Sim Lab. Sitework will include new parking and an access road to Wilma Rudolph Blvd.	35,500,000
Statewide	Southern Regional Technology Center	Construct a shared Health Sciences and Industrial Technologies center on the Columbia Campus of Columbia State Community College. The facility will house CoSCC Health Science and Engineering Systems Tech programs along with the Industrial Technology programs that were previously housed at the Northfield Training Center site of TCAT Hohenwald/TCAT Pulaski. After construction is complete, the existing Health Sciences Building, Walter Building, and the Small Animal Holding Buildings will be demolished.	50,212,000
New Capital Outlay Total:			\$157,212,000

Institution	Projects	Description	2022-2023
PSCC	Hardin Valley Campus Renovations	Renovation and configuration of spaces in multiple buildings on the Hardin Valley campus. Spaces to be renovated include those vacated after completion of the new Bill Haslam Math and Science Center, and the Education Resource Center. This work will increase efficiency of spaces for existing programs, bring educational and support spaces up to date, and consolidate student support services to better assist students.	25,000,000
VSCC	Mattox Renovation	Renovate office areas and reconfigure classrooms to maximize building use. Renovations to include demolition of walls & interior finishes. Update structure to ensure ADA and social distancing standards are met. Existing mechanical & electrical to remain.	7,600,000
WSCC	R. Jack Fishman Library/Student Hub Renovation	Renovate Library to centralize all student services and create a campus hub for new and returning students. Work will include renovation and reconfiguration of existing spaces to develop student hub, new exterior entrance at an existnig window wall, and redevelop landscaping to provide an exterior courtyard space.	9,500,000
Renovation Capital Outlay Total:			\$42,100,000
			\$199,312,000



Tennessee Board of Regents
Workforce Development Committee
September 23, 2021

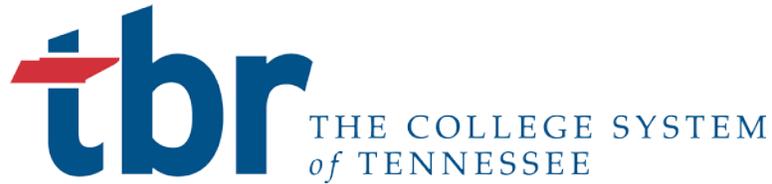
AGENDA

1. UPDATE ON CENTER FOR WORKFORCE DEVELOPMENT PROJECTS (*TCAT Murfreesboro President Carol G. Puryear*)

President Puryear will review current workforce development projects and activities, including new apprenticeships, campus workforce initiatives, and updates on the Governor's Correctional Education Initiative.

2. MEETING INDUSTRY NEEDS: WOMEN IN MANUFACTURING (*TCAT Murfreesboro President Carol G. Puryear*)

Manufacturing has traditionally been thought of as a male-dominated business sector; however, women are making exciting inroads into manufacturing professions as the culture changes and industry becomes increasingly high-tech. President Puryear will share a few of TBR's successes with women in industry across the state.



BOARD TRANSMITTAL

MEETING: Workforce Development Committee

SUBJECT: Update on Center for Workforce Development
Projects

DATE: September 23, 2021

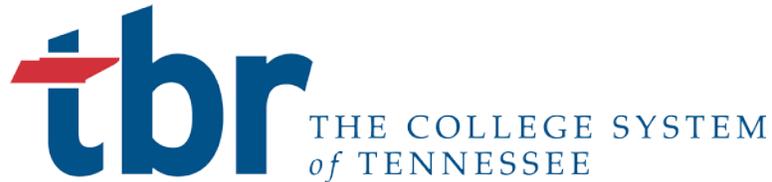
PRESENTER: TCAT Murfreesboro President Carol G. Puryear

PRESENTATION REQUIREMENTS: 6 minutes

ACTION REQUIRED: None; Information Only

STAFF'S RECOMMENDATION: N/A

President Puryear will review current workforce development projects and activities, including new apprenticeships, campus workforce initiatives, and updates on the Governor's Correctional Education Initiative.



BOARD TRANSMITTAL

MEETING: Workforce Development Committee

SUBJECT: Meeting Industry Needs: Women in Manufacturing

DATE: September 23, 2021

PRESENTER: TCAT Murfreesboro President Carol G. Puryear

PRESENTATION REQUIREMENTS: 10 minutes

ACTION REQUIRED: None; Information Only

STAFF'S RECOMMENDATION: N/A

Manufacturing has traditionally been thought of as a male-dominated business sector; however, women are making exciting inroads into manufacturing professions as the culture changes and industry becomes increasingly high-tech. President Puryear will share a few of TBR's successes with women in industry across the state.



Tennessee Board of Regents
Committee on Personnel and Compensation
September 23, 2021

AGENDA

1. REVIEW AND CONSIDER FACULTY EMERITUS RECOMMENDATIONS

Two (2) community colleges and one (1) Tennessee College of Applied Technology request approval to grant faculty emeritus status to college faculty members.

2. OUT OF CYCLE PROMOTION REQUEST FROM TCAT SHELBYVILLE

TCAT Shelbyville requests approval to grant promotion to one (1) faculty member.

3. TCAT SHELBYVILLE FACULTY PROMOTION INCREASE

TCAT Shelbyville requests approval to grant a promotional increase to one faculty member.

4. EXECUTIVE INCENTIVE PAYMENT UPDATE

Consider for approval the Executive Performance Incentive Pay for the Chancellor.

BOARD TRANSMITTAL

MEETING: Committee on Personnel and Compensation

SUBJECT: Review and Approve Faculty Emeritus Candidates

DATE: September 23, 2021

PRESENTER: Executive Vice Chancellor Russ Deaton

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

The following faculty emeritus candidates are being recommended to the Board for consideration and approval:

<u>Candidate</u>	<u>Faculty Rank</u>	<u>Service Dates</u>	<u>College</u>
Peggy Hilliard	Professor	1996-2019	Roane State CC
Don Lanza	Professor	1993-2020	Roane State CC
Myra Peavyhouse	Professor	1986-2021	Roane State CC
Lauri Sammartano	Professor	2003-2019	Roane State CC
Jill Denton	Associate Professor	2003-2019	Roane State CC
Sarah Thomason	Associate Professor	1990-2017	Roane State CC
Betty Leach	Master Instructor	2001-2021	TCAT Jacksboro
Vicki Dretchen	Associate Professor	1998-2021	Volunteer State CC

Roane State Community College

Dr. Peggy Hilliard

Dr. Peggy Hilliard joined the Roane State faculty full-time in the fall of 1996. During Dr. Hilliard's twenty-three-year tenure at the college, she taught first-year composition, sophomore literature and Early Humanities at multiple campus locations. She also served as the Humanities Division's lead instructor for Early and Modern British Literature and as Co-Coordinator of the Roane State Honors Program. In an effort to promote student success, Dr. Hilliard worked with members of her church and the Oak Ridge scientific community to provide additional tutoring to students at Roane State's Oak Ridge Campus Learning

Center. In recognition of Dr. Hilliard's outstanding contributions to college instruction, she was a multi-year nominee and finalist for the Sarah Ellen Benroth Award for Outstanding Teaching prior to her retirement in 2019.

Dr. Don Lanza

Upon the retirement of Dr. Don Lanza from Roane State, the faculty within the Division of Social Science, Business and Education voted unanimously to recommend that Dr. Lanza be approved for status of Professor Emeritus. After several years as a history adjunct, he was hired as a full-time professor of history and served Roane State for 27 years, including 12 as the Dean for Social Science, Business and Education. He was greatly respected by division faculty as an instructor, scholar, and supervisor.

Dr. Lanza consistently earned excellent evaluations from his supervisors. During his time at Roane State, he served in an active role as members of several committees: General Education; Strategic Planning; Technology; Multicultural; Distance Learning SACS; College Professional Development; and multiple academic program advisory boards.

Dr. Lanza continued his professional development by reading professional journals and books and attending historical conferences. He developed the first online Western Civilization course at Roane State and a course in Tennessee History. Due to his knowledge and appreciation of history and current events, Dr. Lanza was asked to deliver an address on the one-year anniversary of the 9/11 attacks on the World Trade Center, the Pentagon and Shanksville, Pennsylvania.

Dr. Don Lanza served Roane State with honor, humility, intelligence, and thoughtful decision making. He is well deserving of Professor Emeritus status.

Dr. Myra Peavyhouse

For three and a half decades, Dr. Myra Peavyhouse has been an essential part of Roane State. She has been an educator, an administrator, and a leader. She has been a mentor to the generation of faculty who will be leading the humanities division into the future, so her influence will be felt for decades. For those she taught and supervised, her door was always open. Both her students and those she supervised could always count on her to tell us what we needed to hear, whether or not it was what we wanted to hear, allowing us to develop academically and professionally without having to depend on trial and error or wondering where we stood. A true friend, she cared about our personal lives and our professional lives, putting a lot of pressure on herself to make sure our schedules worked with our families and that we did not burn ourselves out.

Dr. Peavyhouse joined Roane State as an Information System Coordinator in 1986. She has served the college in many roles over her thirty-five years. She was curriculum Chair of the Academic Development Writing Program, Site Director of Academic Development in charge of AD program at multiple campus sites, Program Director for Remedial and Developmental Students, Dean of the Academic Development Division for four years and for the past eighteen years, Dean of the Humanities Division. She has served as managing Editor of the Academic Development Newsletter and Secretary of the Faculty Senate. Dr. Peavyhouse has received several honors: Exemplary Leader Award Recipient – The Chair Academy, The Neal Ensminger Distinguished Alumnus Award at Tennessee Wesleyan College, Who's Who Among America's Teachers (5 years), Empire's Who's Who of Women in Education, Roane State's January Teacher of the Month and she has been a nominee of the Roane State Outstanding Administrator and the Benroth Award for Excellence in Teaching. Dr.

Peavyhouse was nominated by a faculty member and was overwhelming in supported by the Humanities Division. Dr. Myra Peavyhouse is deserving of the Professor Emeritus distinction.

Dr. Lauri Sammartano

Dr. Lauri Sammartano has served Roane State Community College as member of the faculty since 2003, and has a distinguished career in teaching, having consistently implemented innovations in pedagogical methods, having won the Benroth teaching award, and having been promoted to full rank. Dr. Sammartano has selflessly given her time to advising, tutoring, and mentoring her students, and has mentored other faculty members into becoming effective teachers, and served the Division of Mathematics and Sciences as lead Microbiology instructor for many years.

Jill Denton

Ms. Jill Denton has served Roane State Community College as member of the faculty since 2003, and has a distinguished career in teaching, having been nominated for the Benroth teaching award multiple times. She maintained a high level of rigor in the Calculus sequence and Differential Equations preparing Roane State students for successful completion of degrees in engineering, mathematics, and science. Ms. Denton represented the Division of Math and Sciences by serving on Faculty Senate and by serving on a host of other College committees over the years.

Sarah Thomason

After several years as a public school teacher, Ms. Sarah Thomason accepted a full-time teaching position at Roane State in the fall of 1990. During Ms. Thomason's twenty-seven-year tenure at the college, she taught study skills, reading, writing and first-year composition at multiple campus sites. She also served as a Faculty Senator, faculty mentor and Learning Support faculty leader during her work at the college. In addition, Ms. Thomason served as Project Director for Roane State's "Study Skills Spell Success" FIPSE Grant as well as Director of the college's QEP SAILS Project and the "Study Organize Succeed" course (COLS 1010). Ms. Thomason was the recipient of an Excellence Award from the National Institute for Staff and Organizational Development (NISOD). In recognition of her outstanding contributions to college instruction, she received the Sarah Ellen Benroth Award for Outstanding Teaching. Ms. Thomason fully retired from Roane State in 2020.

TCAT Jacksboro

Betty Leach

Ms. Betty Leach began her career as an associate instructor at TCAT Jacksboro on September 1, 2001. Prior to her appointment, she worked in various health care settings as a Registered Nurse for 15 years. Due to health reason, Ms. Leach will retire on September 30, 2021, with 20 years and one month service to our institution.

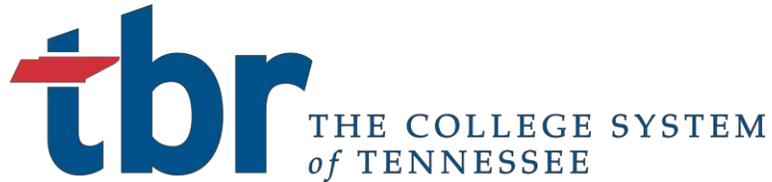
Ms. Leach has progressed through the ranks and now serves as a Master Instructor in the Practical Nursing program. She completed her Bachelor of Science in Nursing degree in December 2015. Ms. Leach has had a tremendous impact on the nursing community in our county, region, and beyond. In reviewing our student records, we found that she has taught approximately 2,000 practical nursing students during her time at TCAT Jacksboro. Our practical nursing program has consistently met and exceeded completion, placement, and licensure benchmarks with much of the credit belonging to Ms. Leach and her dedication to training students to be the best nurses. One of her favorite sayings is, "Nursing has always been good to me." We know that Ms. Leach has been good for nursing.

Ms. Betty Leach's retirement leaves 'big shoes' to fill as she has dedicated over 21 years of her life to preparing her students to enter the nursing profession. No one is more deserving of this recognition.

Volunteer State Community College

Vicki Dretchen

Ms. Vicki Dretchen has served Volunteer State Community College (VSCC) since August 1998, when she began as an Adjunct. In January 2000, she was appointed to her fulltime position as a Psychology instructor. She was promoted to Assistant Professor in August 2003 and then to Associate Professor in August 2006 when she was also awarded tenure status. She retired from her full-time position on July 31, 2021. During Ms. Dretchen's 21.5-year career with VSCC as a full-time faculty member, she served the college through her membership on a variety of committees including the Chair for the Diversity and Cultural Awareness Committee (2015-1016), the Enrollment Management Committee (2015-2016), the International Education Committee (2015-2017), and the General Education Committee (2019-2020). Her supervisor evaluations show her to be an important member of the Social Science and Education Division faculty. Ms. Dretchen's student course surveys reveal that she is truly valued by her students.



BOARD TRANSMITTAL

MEETING: Committee on Personnel and Compensation

SUBJECT: Promotion at the Tennessee Colleges of Applied
Technology

DATE: September 23, 2021

PRESENTER: Assistant Vice Chancellor Tachaka Hollins

ACTION REQUIRED: Roll Call Vote

STAFF'S
RECOMMENDATION: Approval

The Committee will be asked to act on a recommendation for granting promotion by exception to Mrs. Jennifer Wright, faculty member at TCAT Shelbyville.

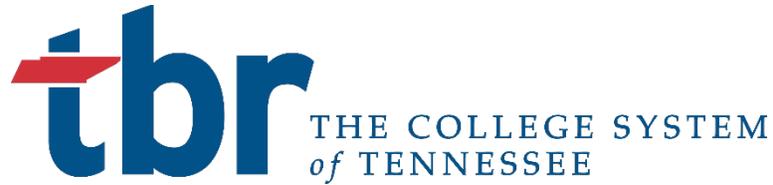
The recommendations and supporting documents were submitted by the TCAT President and were certified as having been processed through the approved institutional procedures. It has been reviewed by the Board's staff and is endorsed for favorable consideration by the Personnel & Compensation Committee.

Shelbyville

*Jennifer Wright

Senior Instructor

* Promotion by Exception



BOARD TRANSMITTAL

MEETING: Personnel and Compensation Committee
SUBJECT: Faculty Promotional Increases
DATE: September 23, 2021
PRESENTER: Vice Chancellor Danny Gibbs
PRESENTATION REQUIREMENT: 5 minutes with discussion
ACTION REQUIRED: Roll Call Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

TCAT Shelbyville has one additional faculty member promotion that was inadvertently not submitted to the System Office for consideration of approval in June. The recommendation is made within the requirements of TBR policies on promotion.

The recommendation and supporting documents were submitted to the Board by TCAT Shelbyville and were certified by them as having been processed through the approved institutional procedures.

Tennessee Colleges of Applied Technology Faculty Tenure and Promotion Salary Increase Recommendations

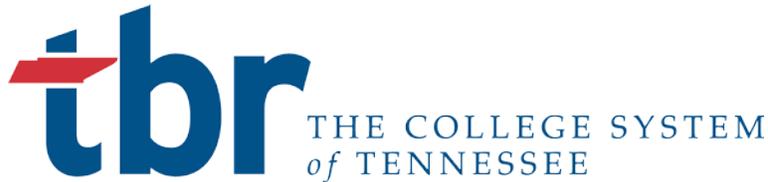
Institution Totals

INSTITUTION NAME	NAME	CURRENT TITLE	PROPOSED TITLE	INCREASE AMOUNT
TCAT Shelbyville				
TCAT Shelbyville	Wright, Jennifer	Instructor	Senior Instructor	\$5,276.00
TCAT Shebyville Total:				\$5,276.00

TCAT Promotional Increase Policy: All promotions will receive a minimum of a 5% salary increase. Additional percentages will be awarded based on the average of three years. The following scale is used for promotion in addition to the 5%:

- 1% for completion rate of 70% average for the last three years
- 1% for placement of 80% average for the last three years
- 1% for maintaining 15 FTE for the previous three years
- 2% for a performance review average of 70 for the last three years

Increases are subject to availability of institutional funds.



BOARD TRANSMITTAL

MEETING: Personnel and Compensation Committee

SUBJECT: Chancellor Performance Incentive Recommendation

DATE: September 23, 2021

PRESENTER: Vice Chancellor Danny Gibbs

PRESENTATION REQUIREMENT: 15 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approve

The Executive Performance Incentive Plan was approved at the Board's June 2013 Meeting. It was created at the request of Board Members to address the gap between the average market salaries for the presidents and Chancellor and the current compensation level for these officials. In the current compensation plan the target salaries for the Chancellor and presidents are set at 90% of the market average for comparable positions. The Plan provides an opportunity for the leaders to earn up to the additional 10% of market value of their respective position on an annual basis, based on institutional and individual performance. The incentive does not add to the base salary for the position and will be recalculated each year. No incentive payments were made last year due to the unknown state of the economy and employees not receiving raises.

Participants in the plan include the presidents of the community colleges and Tennessee Colleges of Applied Technology (TCATs) and the Chancellor. The performance incentive compensation for the presidents was approved at the June Board Meeting.

The incentive amount is equal to ten percent (10%) of the market average salary for comparable positions and is divided into two components: the metric-based allowance equal to 85% of total incentive amount and a discretionary allowance equal to 15% of the total incentive amount. The primary incentive measurement for Community College Presidents is the change in weighted formula outcomes at each institution. Likewise, the change in total weighted outcomes for all community colleges collectively is calculated

and used to calculate the weighted outcome metric-based allowance amount for the Chancellor. The Chancellor's evaluation is used to determine the discretionary portion of the Chancellor's incentive payment.

RECOMMENDATION

Pursuant to the Plan, recommendations for incentive pay are brought before the Personnel and Compensation Committee for review and approval. Recommendations of the Committee, if any, are presented to the full Board for action. Based the outstanding performance evaluation received by the Chancellor at the June meeting and based on the change in the metric-based outcomes it is recommended the Committee take the following action:

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

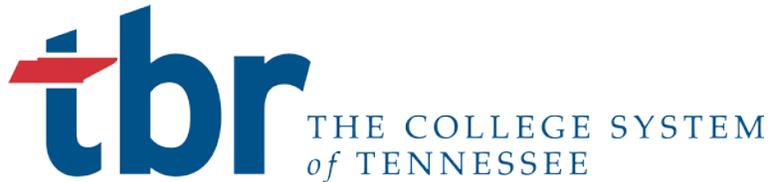
Attachment.



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
Committee on External Affairs
September 23, 2021

AGENDA

1. **Government Relations** (*Executive Vice Chancellor Kim McCormick*)
Legislative Priorities
2. **Campus Safety and Security** (*Executive Vice Chancellor Kim McCormick*)
Homeland Security Assessment Update

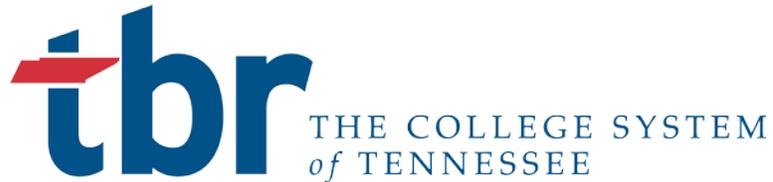


BOARD TRANSMITTAL

MEETING:	Committee on External Affairs
SUBJECT:	Legislative Priorities 2022
DATE:	September 23, 2021
PRESENTER:	Executive Vice Chancellor Kim McCormick
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

Executive Vice Chancellor McCormick will present an overview of the 2022 Legislative Priorities, which are applicable for the upcoming legislative session. These priorities were provided by TBR System Leadership and TBR Presidents. The Second Session of the 112th Tennessee General Assembly Legislative session will begin on January 11, 2022. 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. TBR 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.



BOARD TRANSMITTAL

MEETING: Committee on External Affairs

SUBJECT: Campus Safety and Security Update

DATE: September 23, 2021

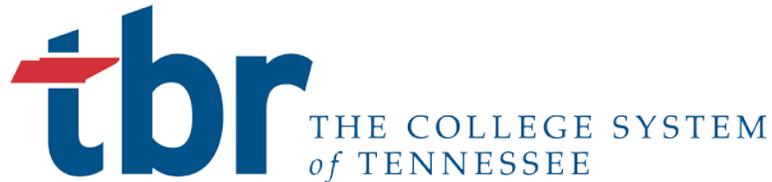
PRESENTER: Executive Vice Chancellor Kim McCormick

PRESENTATION REQUIREMENTS: 5 minutes with discussion

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

Members will receive an update on TBR Campus Safety and Security initiatives. The Community College Police Chiefs continue to meet virtually every month. Status of the Tennessee Higher Education Commission (THEC) and Tennessee Department of Homeland Security (TDOHS) campus tours for Safety and Security Assessments will be provided by Chief William Kain.



BOARD TRANSMITTAL

MEETING: Board Meeting

SUBJECT: Criteria for President of TCAT Nashville

DATE: September 24, 2021

PRESENTER: Chancellor Tydings

PRESENTATION REQUIREMENT: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF'S
RECOMMENDATION: Approve

As you know our friend and colleague, Mark Lenz, passed away earlier this month. Vice President Jerry King has graciously stepped up to serve as interim president of TCAT Nashville while a search for a president takes place. Search criteria is attached for your approval to recruit for a new president. Upon approval, the position will be posted and the recruitment process will begin to find the next president of TCAT Nashville.

President

Tennessee College of Applied Technology – Nashville

The Tennessee Board of Regents invites applications and nominations for the position of President of the Tennessee College of Applied Technology (TCAT) – Nashville. The Tennessee College of Applied Technology – Nashville is one of the 26 Tennessee’s post-secondary technical colleges and institutions of the College System of Tennessee, governed by the Tennessee Board of Regents. The President is the chief executive officer of the College 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.

TCAT-Nashville served almost 1,500 students in FY 2019-20, ranging from dual enrolled high school students to adults seeking supplemental training. TCAT-Nashville has 20 program offerings, including such programs as Automotive Technology, Computer Information Technology, Cosmetology, Early Childhood Education, Practical Nursing, and Welding.

TCAT Nashville employs 68 full-time employees and has an annual operating budget of approximately \$12 million. TCAT Nashville is accredited by the Council on Occupational Education. Additional information about the colleges can be found at <https://tcatnashville.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-Nashville in a highly competitive post-secondary education marketplace; and
- An understanding of and commitment to the role of TCAT-Nashville as part of a higher education system.

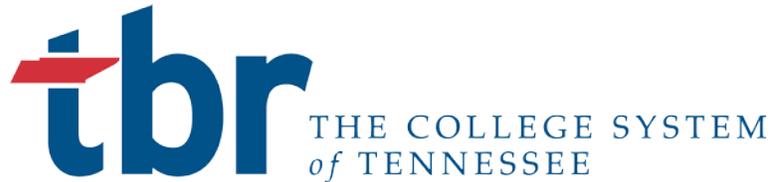
The Tennessee Board of Regents is committed to building and sustaining an inclusive and diverse educational environment and encourages applications from interested candidates who can contribute to promote, and enhance this effort.

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 October 30, 2021 and limit application materials to 20 pages. It is anticipated that the President will be selected prior to January 1, 2022.

Resume/vita and cover letter should be submitted through the TBR Applicant Tracking System at <https://www.tbr.edu/hr/executivesearches>. 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.



BOARD TRANSMITTAL

MEETING: September 2021 Quarterly Board Meeting

SUBJECT: 2022 Meeting Dates

DATE: September 24, 2021

PRESENTER: Chancellor Flora W. Tydings

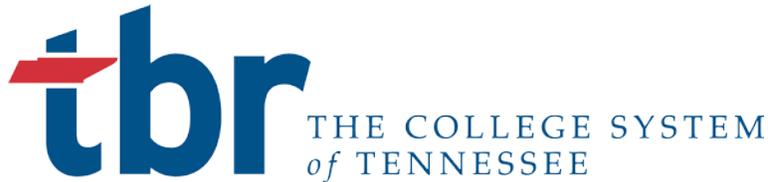
PRESENTATION REQUIREMENT: 3 minutes with discussion

ACTION REQUIRED: ROLL CALL VOTE

STAFF'S
RECOMMENDATION: Approve

The Board will be asked to review and consider the following dates and locations for quarterly meetings in 2022.

Thursday, March 24	TBR System Office
Thursday and Friday, June 16 and 17	Columbia State Community College
Thursday and Friday, September 22 and 23	Pellissippi State Community College
Thursday, December 1	TBR System Office



BOARD TRANSMITTAL

MEETING: Quarterly Board Meeting

SUBJECT: Revisions to Conflict of Interest Policy for Regents,
TBR Policy 1.02.03.30

DATE: September 24, 2021

PRESENTER: Brian Lapps, General Counsel

PRESENTATION REQUIREMENT: 5 minutes

ACTION REQUIRED: Roll Call Vote

STAFF'S
RECOMMENDATION: Recommend Approval

BACKGROUND INFORMATION

Participants in the Sunset Review identified areas to improve the Conflict of Interest Policy for Regents, as well as the Regents Disclosure Form. Proposed revisions are attached (both in clean copy and tracked changes).

The changes include:

1. Sending to a new Regent the Policy and Disclosure Form promptly upon a appointment;
2. Providing the annual Disclosure Form to Regents prior to the December Board Meeting, encouraging that they return the Disclosure Form at the December Board Meeting, and providing additional reminders to any Regent who does not return the Disclosure Form at the December Board Meeting; and
3. Revising and updating the Disclosure Form, including to not require a witness signature.

Attachments

Conflict of Interest Policy for Regents-:

1.02.03.30

Policy/Guideline Area

Governance, Organization, and General Policies

Applicable Divisions

Board Members

Purpose

The purpose of this policy is to ensure objectivity and integrity on the part of the -Regents by identifying and avoiding conflicts of interest, both real and perceived.

Definitions

As used in this policy:

Immediate family means parent, spouse, sibling or child, including a step-child~~ren~~;

The system means the Tennessee Board of Regents system or any of its member institutions.

Policy/Guideline

I. Conflicts

- A. **General Policy Statement.** In addition to the specific circumstances prohibited by state law, the Board considers that a conflict of interest exists in the following situations: (1) when a Regent or immediate family member has a direct or indirect financial interest in a transaction involving the system; (2) when the actions of a Regent involve the obtaining of personal gain or advantage for the Regent or immediate family member; (3) when an adverse effect or impact on the system's interest occurs for the personal gain of a Regent ~~-or-~~ immediate family member; and (4) when a Regent obtains or assists in obtaining for a third party improper gain from, or unfair advantage, of the system. Disclosure of any situation in doubt should be made in order to protect the Regent and the system.

- B. **State Law.** Tennessee Code Annotated § 49-8-203(g), which applies specifically to members of the Board of Regents, provides that "It is unlawful for any member of a state university board or the board of regents to be financially interested in any contract or transaction affecting the interest of any institution governed by the board, or to procure, or be a party in any way to procuring, the appointment of any relative to any position of trust or profit connected with the universities and colleges governed."
- T.C.A. § 45-2-405 provides, however, that notwithstanding the above provision, or any other law to the contrary, "any officer, director, or employee of any bank may serve in any capacity in state or local government, except in any capacity with the department of financial institutions, or on any board, commission, or other agency of such governmental unit, provided that such officer, director or employee" has disclosed such fact as provided therein. T.C.A. § 12-4-101 and -103 are general conflict of interest statutes applicable to all state officials and employees, including Regents. Because the Regent statute, T.C.A. § 49-8- 203(g), is more restrictive, however, its terms are controlling on questions of Regent conflicts of interest. Thus, the system cannot do business with a Regent or with a -closely held company in which a Regent owns any interest—whether a direct or indirect interest, and however minimal the interest may be. This strict standard does not apply- to a Regent’s mere ownership of less than a controlling interest in stock of large, publicly-traded companies.
- C. **Guidance.** Although it is not possible to list every circumstance which is, or is not, a conflict of interest, the following examples are provided:
1. If a Regent commingles assets with a spouse or other ~~individual family member~~ who is financially interested in a contract or transaction affecting the system, the Regent is also financially interested in the contract or transaction.
 2. A Regent's service as a salaried ~~employee or~~ officer (without stock ownership) of a company doing business with the system does not violate T.C.A. § 49-8-203(g) unless the facts in a given case show that the ~~Regent's trustee's~~ compensation is

linked to the company's performance and could be enhanced by the company's business with the system.

3. A Regent's service as a member of the board of directors without stock ownership of a company doing business with the system does not violate T.C.A. § 49-8-203(g) unless the facts in a given case show that the Regent receives a director's fee that is linked to the company's performance and could be enhanced by the company's business with the system. In view of the broad nature of the prohibition found in T.C.A. §49-8-203(g), any activity which might constitute, or be perceived to constitute, a prohibited conflict should be fully reported. Full disclosure of any situation in doubt should be made.

II. Disclosure

- A. **Initial Disclosure.** Upon a Regent's initial appointment, the Secretary of the Board shall make the Regent aware of this policy and provide the Regents Disclosure Form. (Exhibit 1). Within thirty (30) days of appointment to the Board, each The Regent must complete and return the Regents Disclosure Form. (Exhibit 1) The form shall be submitted to the General Counsel within forty-five (45) days.
- B. **Annual Disclosure.** The Secretary of the Board shall provide annual Disclosure Forms and instructions to the Regents in advance of the Board's December meeting. Regents are encouraged to return a completed annual Disclosure Form at or prior to the December Board meeting. By January 31 of each year, each Regent must submit an updated Regents Disclosure Form and submit it to the General Counsel. In early and mid-January of each year, the Office of General Counsel will provide reminders to contact each Regent who has not returned a completed Disclosure Form. Completed Disclosure Forms are due by January 31 of each year and provide the necessary form and instructions.
- C. **Interim Disclosure.** If an event occurs during the year that requires disclosure by a Regent, the Regent should submit an amended Regents Disclosure Form to the General Counsel within sixty (60) days of the event.

Exhibits

-  [Exhibit -](#) (pdf /17.2 KB)

Sources

Authority

T.C.A. § 49-8-203; T.C.A. § 45-2-405; T.C.A. § 12-4-101 and -103.

History

New Policy Approved at TBR Board Meeting September 19 & 20, 2019; [Amended at TBR Board Meeting September 24, 2021](#).

Conflict of Interest Policy for Regents:

1.02.03.30

Policy/Guideline Area

Governance, Organization, and General Policies

Applicable Divisions

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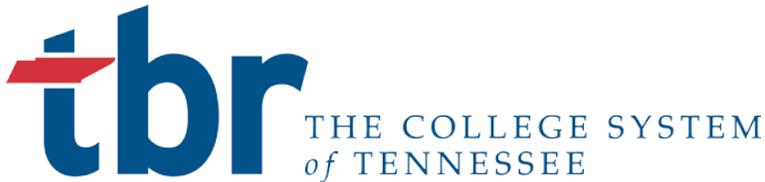
Sources

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History

New Policy Approved at TBR Board Meeting September 19 & 20, 2019; Amended at TBR Board Meeting September 24, 2021.



TENNESSEE BOARD OF REGENTS

DISCLOSURE FORM

INSTRUCTIONS: This form must be used by members of the Tennessee Board of Regents to report all interests required to be disclosed under Tennessee Board of Regents Policy 1.02.03.30. Terms used are defined in the Policy. In paragraphs 4, 5, and 6 below, please specify which relationships or business affiliations could reasonably constitute a conflict of interest with the TBR system.

~~Annual Disclosure statements must be completed and filed returned to the General Counsel either in annually in December or no later than January 31 with the Secretary of the Board.~~

The disclosure statement must be signed ~~and the signature attested to by a witness~~. Attach additional pages, as necessary. Please type or print all information legibly.

1. Date of Disclosure _____

2. Name of Board Member _____

3. ~~Street or Rural Route No. City State Zip Code~~ Mailing
~~Address~~ Phone

4. Please list all relationships or business affiliations where you are, or a member of your immediate family is, an officer, director, trustee, partner, employee or agent of such organization.

5. Please list all relationships or business affiliations where you are, or a member of your immediate family is, the actual or beneficial owner of more than 4% of the voting stock or controlling interest in such organization.

6. Please list all relationships or business affiliations where you have, or a member of your immediate family has, any direct or indirect dealings with such organization (other than those listed in #4 and #5 above) from which you knowingly materially benefit (i.e., through receipt directly or indirectly of cash or other property in excess of \$4,000 per year exclusive of dividends or interest).

7. ADDITIONAL INFORMATION: List any additional information you wish to disclose.

~~8. Signature (must be attested to by witness).~~

I certify that the information contained in this disclosure is true and that it is a complete and accurate report of all matters that I am required to disclose by ~~the~~ TBR Policy 1.02.03.30.

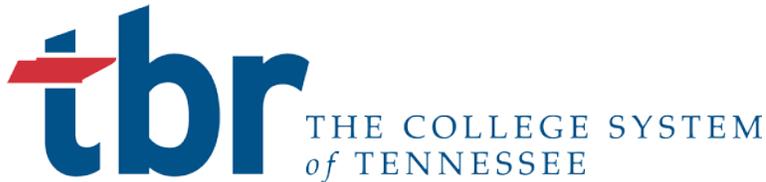
Signature

Date,

~~the undersigned, do hereby witness the above signature which was signed in my presence.~~

Signature of Witness _____ Date

disclose frm.doc: 9/21~~19~~ tlw



TENNESSEE BOARD OF REGENTS

DISCLOSURE FORM

INSTRUCTIONS: This form must be used by members of the Tennessee Board of Regents to report all interests required to be disclosed under Tennessee Board of Regents Policy 1.02.03.30. Terms used are defined in the Policy. In paragraphs 4, 5, and 6 below, please specify which relationships or business affiliations could reasonably constitute a conflict of interest with the TBR system.

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2. Name of Board Member _____

3. Mailing Address _____

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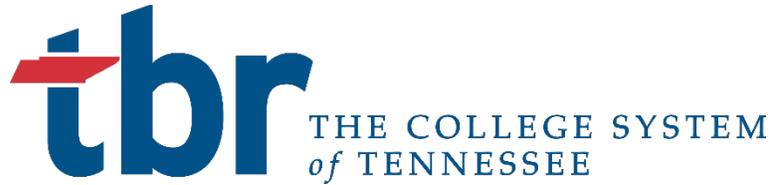
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I certify that the information contained in this disclosure is true and that it is a complete and accurate report of all matters that I am required to disclose by TBR Policy 1.02.03.30.

Signature

Date



BOARD TRANSMITTAL

MEETING:	Quarterly Board Meeting
SUBJECT:	Proposed Changes to the Bylaws
DATE:	September 24, 2021
PRESENTER:	Brian Lapps, General Counsel
PRESENTATION REQUIREMENTS:	5 minutes
ACTION REQUIRED:	Roll Call Vote
STAFF'S RECOMMENDATION:	Approval

In accordance with Article VII of the Board's Bylaws, notice of a proposed change to the Bylaws was provided in June 2021.

The proposed change is to delete Section V.1.F. of the Bylaws, which is part of the "Duties of the President" section and currently provides: "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." A tracked changes and clean copy of the proposed, revised Bylaws are attached.

The proposed removal of Section V.1.F. is not intended to alter the current means of providing information to the Board or to limit the Board's ability to request information. Rather, removal of the language is proposed because annual reporting is outdated in light of the current, more regular means by which the Chancellor and TBR staff provide the Board with information about institutions, including through periodic reports at Committee and Board meetings; dashboards related to student enrollment, retention, and graduation; and information accessible on TBR and institutional websites.

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.

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 *Roberts Rules of Order, Newly Revised* 11th 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 March 25, 2021; [Revisions Approved September 24, 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.

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.

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 *Roberts Rules of Order, Newly Revised* 11th 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 March 25, 2021; Revisions Approved September 24, 2021.