

Quarterly Board Committee Meetings

September 23, 2021

Center for Workforce Development Update

President Carol G. Puryear – TCAT Murfreesboro

September 23, 2021

Center for Workforce Development Update

- **Update on Center for Workforce Development Projects**
- **Meeting Industry Needs: Women in Manufacturing**

Apprenticeships

- Penn College of Technology Apprenticeship Partner Grant

Walters State Community College

• German-American WiSoUSA Project Launch

Governor's Correctional Education Initiative

- New Culinary Arts Articulation Agreement
- Industry Certifications
- Current total of 322 students attending TBR colleges within TDOC prisons



Success Story:
Chantel Kimble



CORRECTIONAL EDUCATION INITIATIVE: FARMING OPERATIONS TECHNOLOGY



TCAT Newbern Instructor Austin Hopper donates crops of corn, cantaloupe, and watermelon to local schools and Signature Health Care nursing home in Lake County. The community is proud of this fantastic partnership!



**KEEP
TN WORKING
WEEK**

September 13-17, 2021
[TN.gov/workforce](https://tn.gov/workforce)

**Celebrating
Workforce
Development
Month**

A background image of a male worker wearing safety glasses and a light blue shirt, focused on working on a complex industrial machine with various pipes and components. The image is overlaid with a semi-transparent blue filter.

Celebrating TBR Workforce Development Month

40 Colleges TN Trained for TN Skilled

**1.2 million contact hours of industry training
62,023 headcount**

TBR Workforce Development Centers

Motlow's Automation
and Robotics Training
Center (ARTC)
in McMinnville



TBR Workforce Development Centers



NE Regional Center for Advanced Manufacturing

TBR Workforce Development Centers

**Bill Haslam Center
TCAT Murfreesboro/Smyrna**



Workforce Development Projects

- **Bill Haslam Center –**
 - ✓ **Phillips Corporation-Haas**
 - ✓ **Nissan North America**

Meeting Industry Needs: Women in Manufacturing



Center for Workforce Development Update

President Carol G. Puryear – TCAT Murfreesboro

Carol.Puryear@tbr.edu



External Affairs Update

Dr. Kim McCormick

Office of External Affairs Staff Changes



John Williams

Assistant Vice Chancellor of
Government Relations



Amy Finch

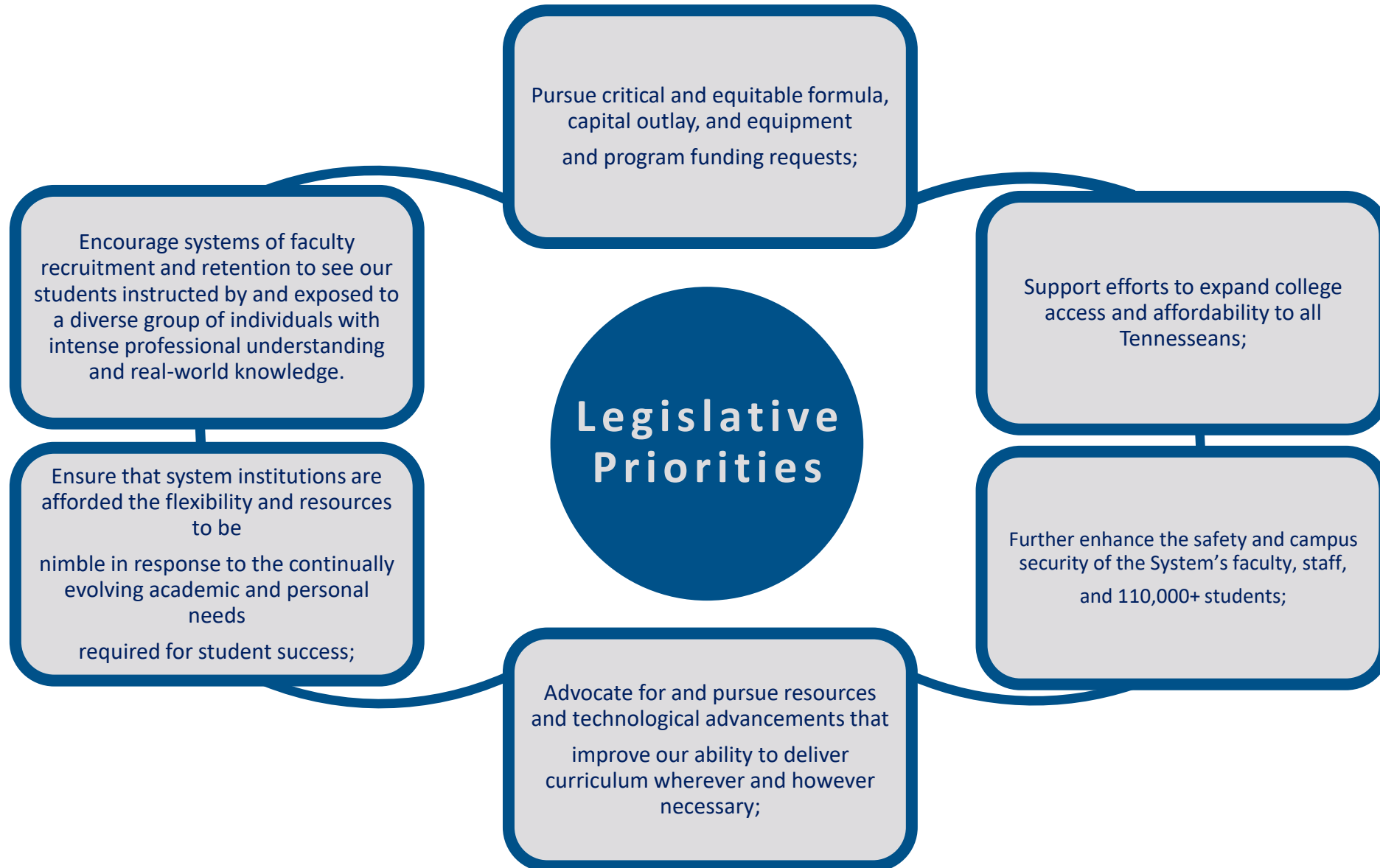
Director of Content
& Public Relations



Government Relations



Government Relations

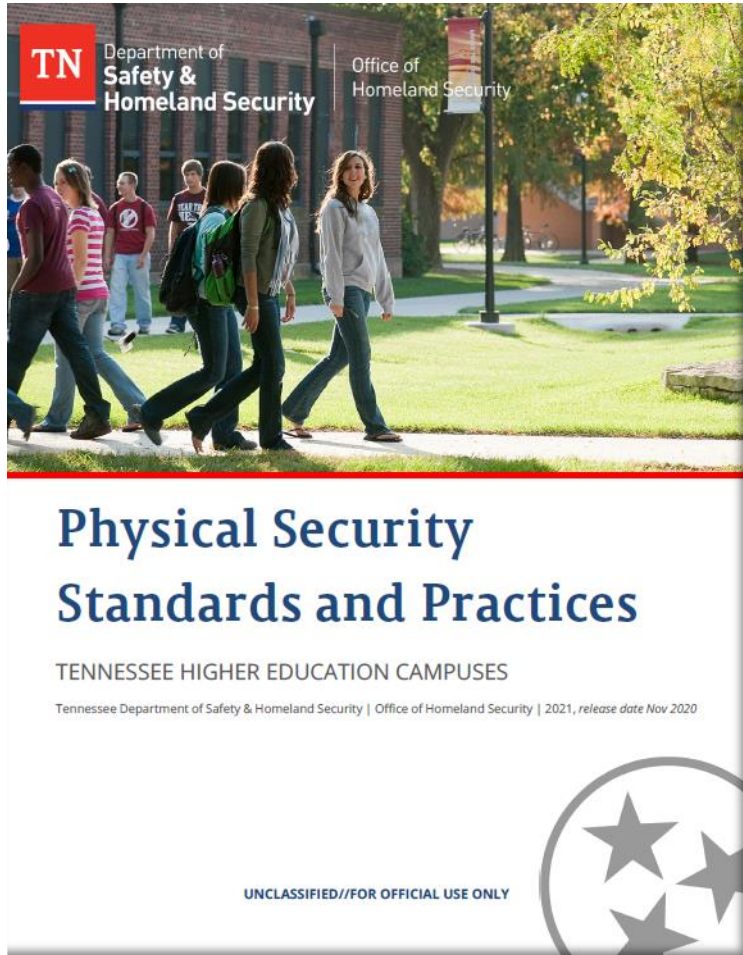




Campus Safety & Security



Trends Identified



- Trends Identified
- Landscaping issues
- Knox Box installation and usage
- Ballistic film on glass
- Addition of more security cameras and access control
- ID badges for students and staff
- Emergency planning
- Signage



External Affairs Update

Dr. Kim McCormick



THE COLLEGE SYSTEM
of TENNESSEE

Committee on Personnel and Compensation

September 23, 2021

Committee on Personnel & Compensation

Agenda:

- Faculty Emeritus
- Out of Cycle Faculty Promotion -TCAT Shelbyville
- Faculty Promotion Increase – TCAT Shelbyville
- Executive Incentive Payment

Faculty Emeritus

Candidate:	Faculty Rank:	Service Dates:	College:
• 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

Faculty Promotion

I. Faculty Promotion

- A recommendation for granting promotion by exception to Jennifer Wright of TCAT Shelbyville.

Faculty Promotion Increase

- I. TCAT Shelbyville requests to provide a 10% increase for the promotion of Jennifer Wright, consistent with their faculty promotion guidelines.

Chancellor's Executive Performance Payment

- The Executive Performance Incentive Plan was approved in June 2013.
 - Allows a one-time payment incentive amount up to or equal to 10% of the market average salary for comparable positions.
 - Eligible participants in the plan include: Presidents of the Community Colleges and TCATs as well as the Chancellor. Presidents were approved at the June Board Meeting and have received their payments.
 - Two components
 - Metric Based (85% of the 10% total): tied to the 11 outcome measures used in funding colleges and to 5 specific metrics for TCATs
 - Discretionary Allowance (15% of the 10% total): based on factors outside those enumerated within the metric-based allowance
- Recommended Action
 - Approve recommended one-time payments to the Chancellor



THE COLLEGE SYSTEM
of TENNESSEE

Committee on Personnel and Compensation

September 23, 2021



THE COLLEGE SYSTEM
of TENNESSEE

Committee on Academic Policies and Programs and Student Life

**Review and Consider Proposed Revisions
to TBR Policy 2.03.02.05 – Academic
Retention and Readmission for
Tennessee Colleges of Applied Technology**

Proposed TCAT Program Terminations, Modifications, and New Technical Program Implementations

Dr. Tachaka Hollins

Assistant Vice Chancellor, Academic Affairs

BOARD ACTION



- TBR Policy 2.01.02.00- Technical College Program Review and Approval
- Council on Occupational Education (COE) required documentation from governing agency
- Seventeen (17) program proposals and eight (8) program modifications are being presented for the Committee's review and approval.

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

Covington

- New Hybrid Electric Vehicle program
- Partnership with Tipton County
- Responsive to filling TN's EV manufacturing job demands

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

Crossville

- New Hybrid Electric Vehicle program
- Responsive to filling TN's EV manufacturing job demands

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

Knoxville

- Ruth and Steve West Workforce Development Center- 52,937 square feet
- Collaboration between TCAT Knoxville and Pellissippi State Community College
- \$15 million new educational facility
- Other donations from the county and industry
- TCAT Knoxville will offer Industrial Maintenance/Mechatronics and Welding Technology programs

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

Pulaski

- Lawrence County Instructional Service Center
- Partnership with Lawrence County and City of Lawrenceburg (cover the cost of renovations)
- TCAT Pulaski will offer the CNC Machining program

**Tennessee College of Applied
Technology
Out-of-Cycle Tenure Recommendation**

Dr. Tachaka Hollins

Assistant Vice Chancellor, Academic Affairs

Institutional Mission Profiles

Strategic Plan Metrics Dashboard

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

Nashville
State LEADS

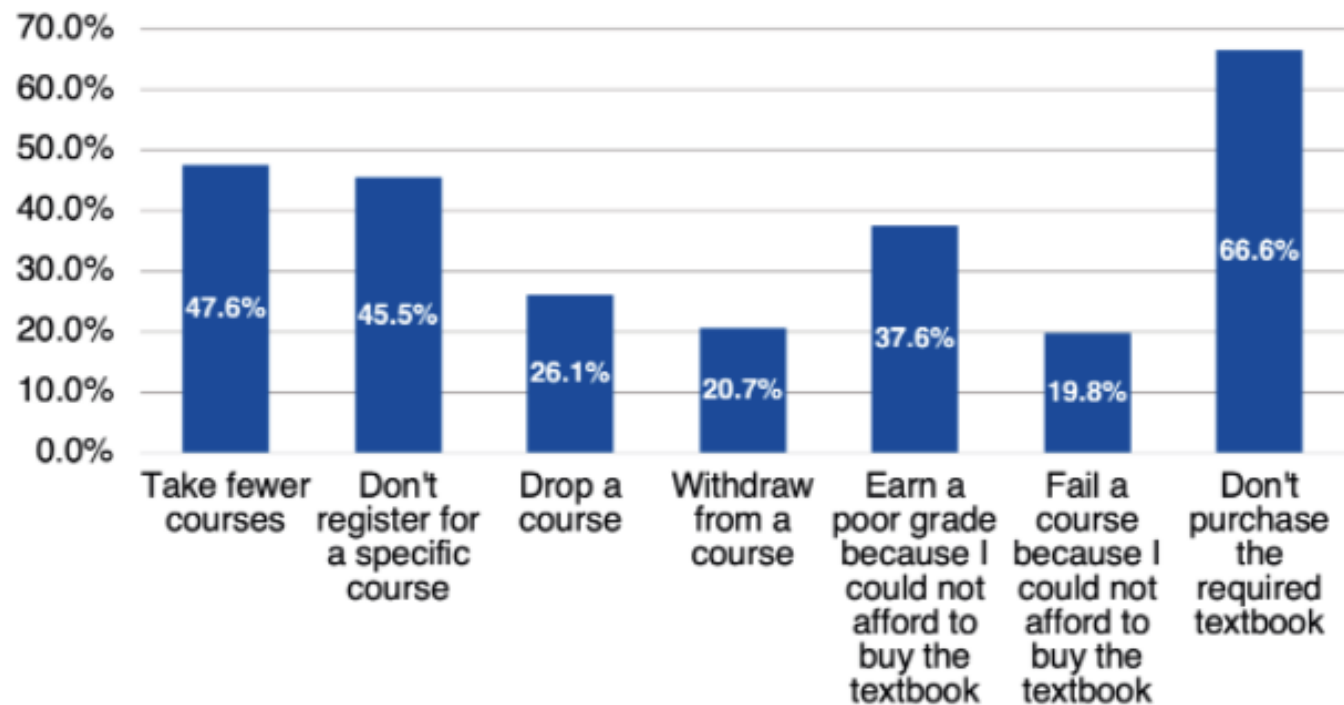
TBR Mission Statement



September 23, 2021



Impact of Textbook Costs on Students



5^{Rs} of OER

Retain

Reuse

Revise

Remix

Redistribute

Open Educational Resources (OER)

The William and Flora Hewlett Foundation defines Open Educational Resources (OER) as

“...teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use and re-purposing by others.”

Open educational resources include:

- full courses
- course materials
- modules
- textbooks
- streaming videos
- tests
- software
- tools, materials, or techniques used to support access to knowledge



OER Grant Program

OER materials will save the 2021-22 cohort of students in the Cycle 1 courses a total of **\$1,139,792.85** compared to used textbook cost.

Cycle 1

- 2020-2021
- 12 project teams
- 7 colleges
- 47 faculty/professional staff
- \$313,036.42

Cycle 2

- 2021-2022
- 19 project teams
- 11 colleges
- 72 faculty/professional staff
- \$477,624.00

FULFILLING EQUITY

As an open access system, many students TBR serves face barriers to access and completion, and TBR is committed to confronting and addressing those barriers where they exist. The equity challenge is manifest in myriad ways, such as race, gender, age, income, rural/urban and preparation levels. Regardless of the challenge, TBR endeavors to assist each student in achieving success, whether that is a credential, successful transfer, workforce readiness or other goals.



CCs Innovating Universities

TTU Success Through Affordable Textbooks (STAT)

- MATH 1530: Introductory Statistics
- MET 1100: Introduction to Manufacturing-Engineering Technology
- NURS 2300: Introduction to Professional Nursing Concepts I
- PSY 1030: Introduction to Psychology
- RELS 2010: Introduction to Religious Studies
- BMGT 3510: Management and Organizational Behavior
- ECON 2010: Principles of Microeconomics
- HEC 3011: Consumer Economics

**TTU's Dean of Interdisciplinary Studies received 30
faculty team proposals to participate!**

HARNESSING INNOVATION

To meet the challenges it faces, TBR will need to pursue and embrace innovations that improve the ways it educates, trains and serves students. A hallmark of Tennessee and TBR in recent memory, the commitment to innovation will push us to explore how we reimagine instruction to meet students' needs, to rethink our current student service structures, and to reinvent systems that are outdated and misaligned with our current and future student needs and challenges.



A Community of Faculty

- ANTH 1130 Intro to Physical Anthropology
- ANTH 1230 Intro to Cultural Anthropology
- ANTH 1430 Intro to Prehistoric Anthropology



Michael McCamish



Deborah Toothaker



Judith Sichler

STRENGTHENING COLLABORATION

Central to TBR's mission and its success is the ability to work collaboratively within and across the system and with partners throughout the state and nation. Within the system, TBR values healthy relationships between and with all colleges and the system office. Across Tennessee, listening to and working with external partners in state government, higher education, K12 education, industry and philanthropy are crucial to enhancing student success and workforce development. Finally, TBR recognizes the value of voices and perspectives outside Tennessee, whether they be foundations, other state systems, think tanks or other partners who share its commitment to student success and workforce development.



Tennessee Open Education Hub

A Statewide Professional Learning Community for Faculty

Inspiration. Ideation. Collaboration.



[Learn About the Tennessee Open Education Hub](#) | [Tennessee Collection](#) | [OER Commons Collection](#) | [Systems/Colleges/Universities](#) | [Getting Started](#)

Learn About the Tennessee Open Education Hub

Open Educational Resources are more than free textbooks. OER empower faculty with the freedom to design and employ the most effective materials for their instructional enterprise. OER enable new ways of teaching, engaging, and connecting with students.

The Tennessee Open Education Hub brings together the intellectual and creative power of faculty throughout the state, providing a place to build and share resources with the common goal of improving student learning outcomes.

For more information about how Tennessee is making college more accessible and equitable, visit [Tennessee Open Education](#).

o·pen

/ˈōpən/

freely available or accessible; offered without restriction

with no restrictions on those allowed to attend or participate

accessible to new ideas

make more available or widely known

Select	CRN	Subj	Crse	Sec	Cmp	Cred	Title	Days	Time	Cap	Act	Rem	WL Cap	WL Act	WL Rem	Instructor	Date (MM/DD)	Location	Attribute
SR	81518	ENGL	1000	1H1	G89	3.000	Beginning Academic English as A Second Language - Listening and Speaking	T	09:10 am-10:40 am	10	2	8	0	0	0	Marjorie M Dernaika (P)	08/23-12/01	MAC 177	Zero Textbook Cost
SR	81519	ENGL	1001	1H1	G89	3.000	ESL Reading and Writing	T	10:50 am-12:20 pm	10	0	10	0	0	0	TBA	08/23-12/01	MAC 177	Zero Textbook Cost
SR	81520	ENGL	1002	1H2	G89	3.000	Engl As 2nd Lang II	M	09:10 am-10:40 am	10	3	7	0	0	0	Linda D Patterson (P)	08/23-12/01	MAC 179	Zero Textbook Cost
SR	81522	ENGL	1003	1H1	G89	3.000	Engl As 2nd Lang III	T	09:10 am-10:40 am	10	5	5	0	0	0	Christopher James Hastings (P)	08/23-12/01	MAC 179	Zero Textbook Cost
SR	81676	ENGL	2330	H01	G89	3.000	Topics in World Lit-Asian Lit	R	09:10 am-10:40 am	20	2	18	0	0	0	Soyoung Park (P)	08/23-12/01	TEAM	Zero Textbook Cost



Credit to:

Katrina Muldrow

Director | Academic Administrative Services
Southwest Tennessee Community College



SOUTHWEST
TENNESSEE COMMUNITY COLLEGE

OER Designator Pilot



MOTLOW STATE
COMMUNITY COLLEGE

Systems/Colleges/Universities

Register and create a profile, to be able to join your system, college, or university group and begin collaborating to organize, create, and share resources with your colleagues



Austin Peay State University



East Tennessee State University



Middle Tennessee State University



Tennessee Board of Regents



Tennessee State University



Tennessee Tech University



TICUA



University of Memphis



University of Tennessee at Chattanooga



University of Tennessee, Health Science Center



University of Tennessee, Knoxville



University of Tennessee, Martin

DE + SDC + OER = Open Access + Completion

SB 482 funding 4 DE courses...but what about the \$216.00 textbook for BIOL 2010?



SDC World History and Plant Science

- Faculty teams are writing comprehensive OER texts over the next 6-8 months
- First World History OER not focused on western civilizations
- First plant science OER available
- Faculty teams are currently working on their book outlines that identify the objective, source, and OER licensing





Strategic Planning and Research

AAC&U Institute for OER

- 4 faculty from CSCC, DSCC, VSCC, MSCC
- Developed Communications Plan
- Forming Facilitation Teams
- ISKME Study of OER impact on Diversity, Equity, Inclusion

THEC Summer Study

- 5-year Strategic Plan
- Faculty/Campus incentivization

ATD/SRI/Hewlett Research

Systemwide Open Pedagogy Study

Can OER lead to more student-centered, culturally relevant, and engaging instruction?

In turn, could it lead to gains in retention, assessment scores, and course outcomes, as well as potentially other non-academic benefits such as engagement, sense of belonging, self-efficacy, and identity within disciplines?

ENHANCING INSTITUTIONAL AND OPERATIONAL CAPACITY

TBR leverages its structure as a system to serve colleges and students more efficiently and effectively. The system office implements shared services and operates other college functions that are more difficult or costly to do individually, such as business functions, data capacity, information technology and others. Furthermore, we help build college capacity by identifying, evaluating, promoting and investing in best practices.





QUESTIONS?





Enrollment & Graduates in 2021

Tennessee Board of Regents
September Quarterly Meeting

STRATEGIC PLAN

Pillars of TBR's Work



**OPEN
ACCESS**



COMPLETION



**COMMUNITY &
WORKFORCE
DEVELOPMENT**



Open Access

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness or circumstances and is committed to meeting student, workforce and community needs for education and training.

Key Metrics: *Enrollment by student type, demographics, income, and college readiness.*

Enrollment in Fall 2021



National & State Context

At two-year colleges across the country, enrollment fell **10%** in fall 2020.

In Tennessee, total undergraduate enrollment including universities fell **5%** in fall 2020.

Data from the [National Student Clearinghouse](#) & [Tennessee Higher Education Commission](#)

TN Community Colleges

At community colleges in Tennessee:

- Last fall, enrollment fell **9.8%**.
- This fall, enrollment fell **8.8%**.

2021 data compares preliminary census enrollment in fall 2021 to data from the end of the term in 2020.

TCATs

At TCATs:

- Last fall, enrollment fell **2.2%**.
- This fall, registrations have increased **9.4%**.

2021 data compares student registrations to the same day in the prior year.

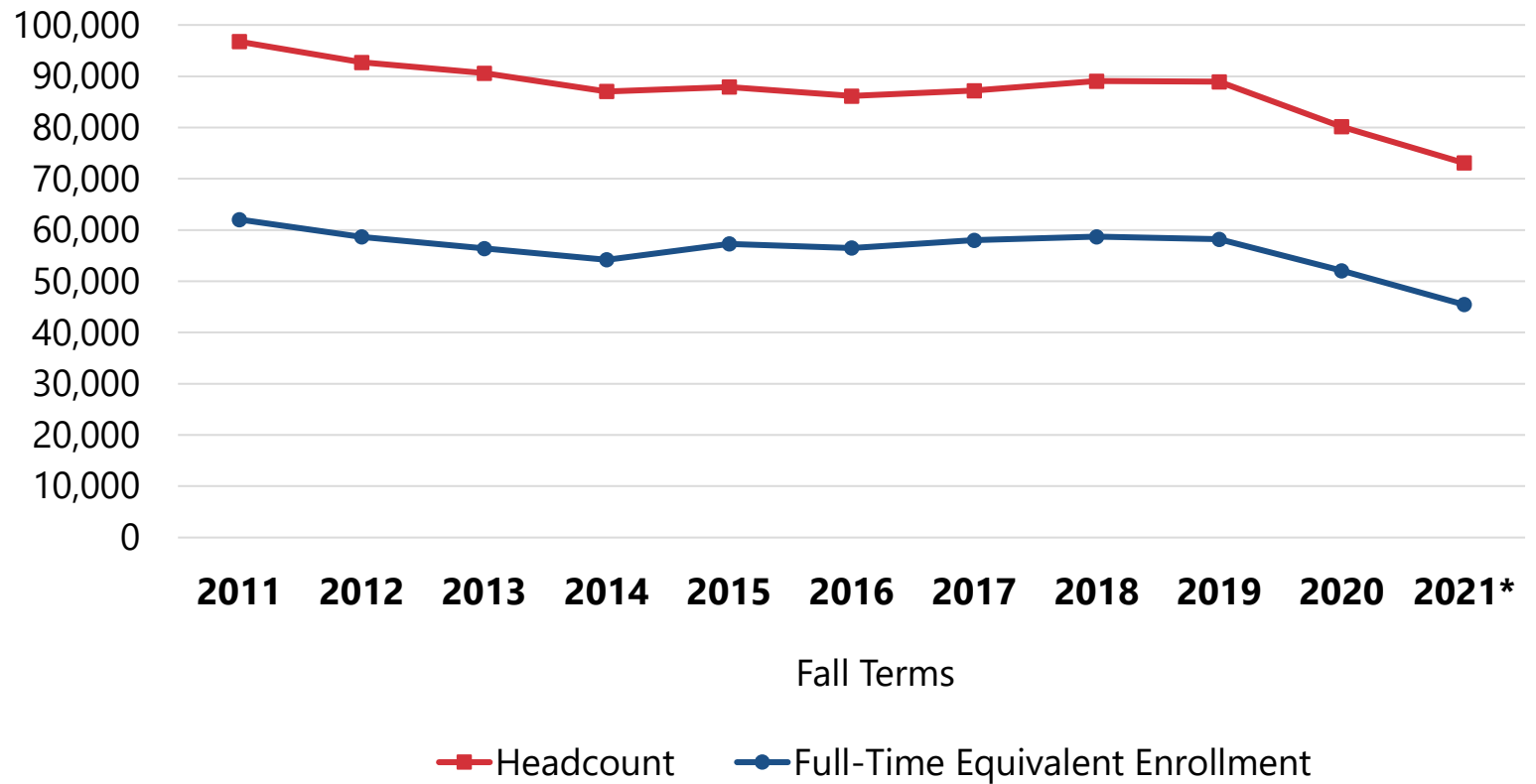


Community college enrollment declined 8.8% in 2021.

73,123 students are enrolled in fall 2021.

- That's **7,043 fewer** students than at the end of the term in fall 2020 and 15,823 fewer students than in fall 2019.
- Two colleges saw enrollment **increases** since fall 2020—Cleveland State and Dyersburg State each grew by almost 2%.

Community College Enrollment

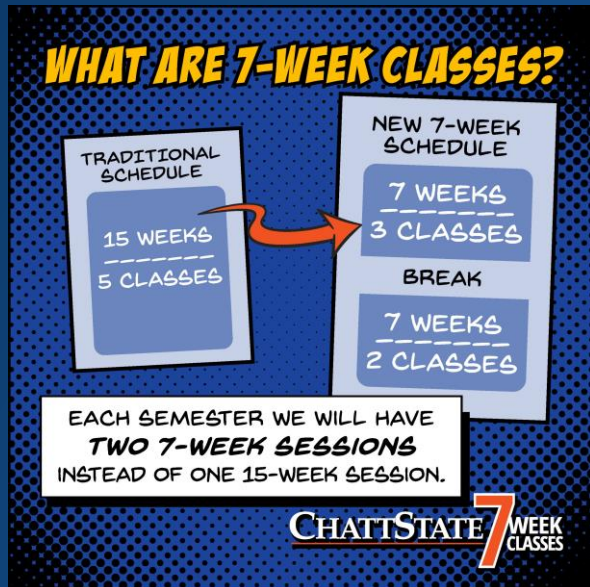


*Preliminary fall 2021 enrollment is based on unedited census (14th day) enrollment data. Prior years are reported with official end-of-term data. Historically, the end-of-term headcount is 1% higher than census, while end-of-term full-time equivalent (FTE) enrollment is 2% higher than census. Census enrollment may not reflect enrollments in courses that begin after the 14th day.



Enrollment numbers will rise between now and the end of the term.

- This fall, several community colleges have increased their offering of **accelerated courses**.
 - These courses are typically **seven weeks long**, so a normal fall semester might include two accelerated terms.
 - Accelerated courses offer students **more flexibility** and often lead to higher success rates.
- **Chattanooga** is delivering most of their courses in accelerated formats. Southwest, Roane, and others are also offering accelerated courses.
- Since the second accelerated term starts in October, **enrollment will likely increase** between now and the end of the term, especially the count of full-time equivalent enrollment (FTE).



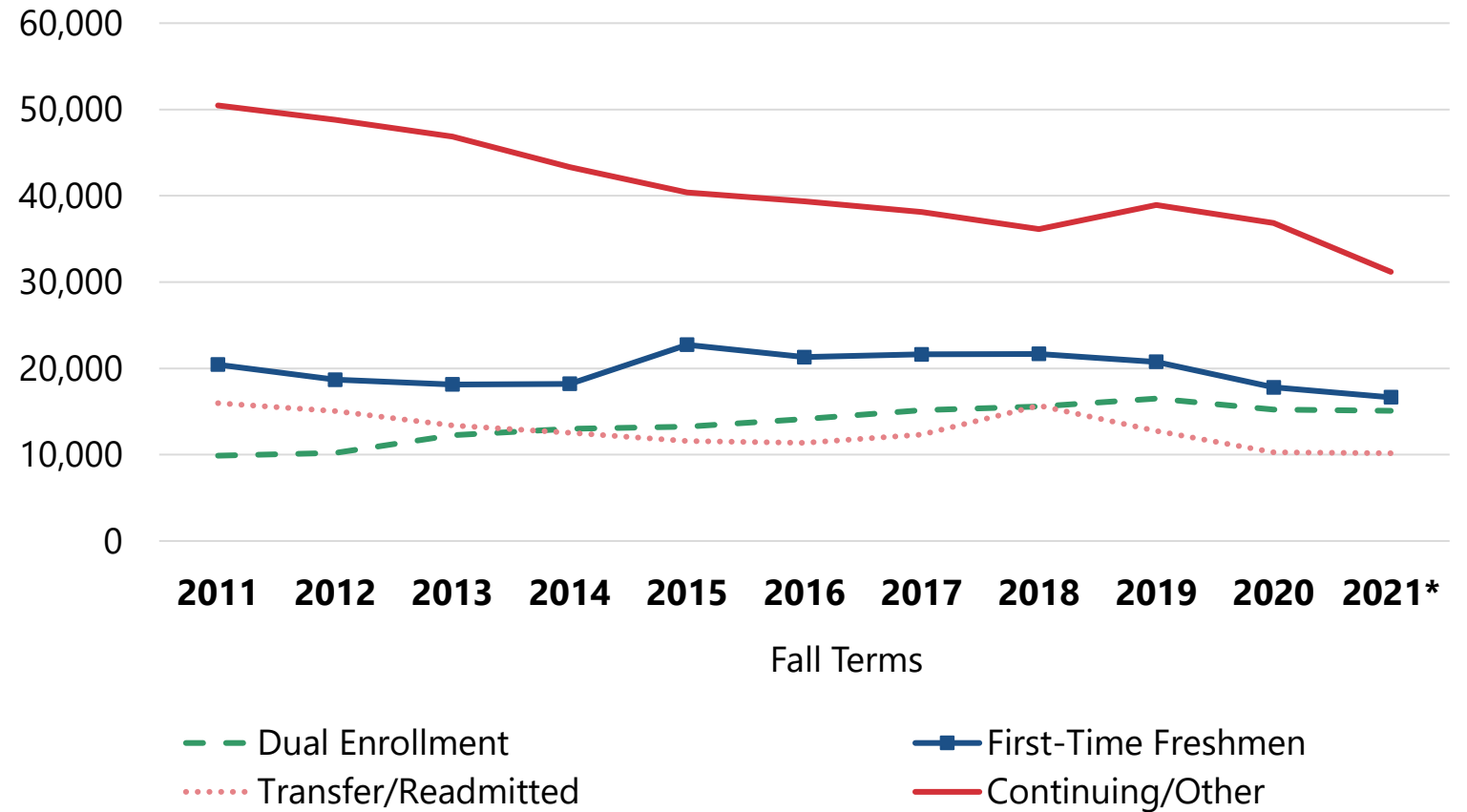


Community college enrollment by group

From fall 2020 to 2021:

- Enrollment by dual enrolled high school students **decreased only 1%.**
- Enrollment by first-time freshmen **decreased 6%.**
- Enrollment by transfer/readmitted students **fell 1%.**
- Enrollment by continuing students **fell 15%.**

Community College Headcount



*Preliminary fall 2021 enrollment is based on unedited census (14th day) enrollment data. Prior years are reported with official end-of-term data.

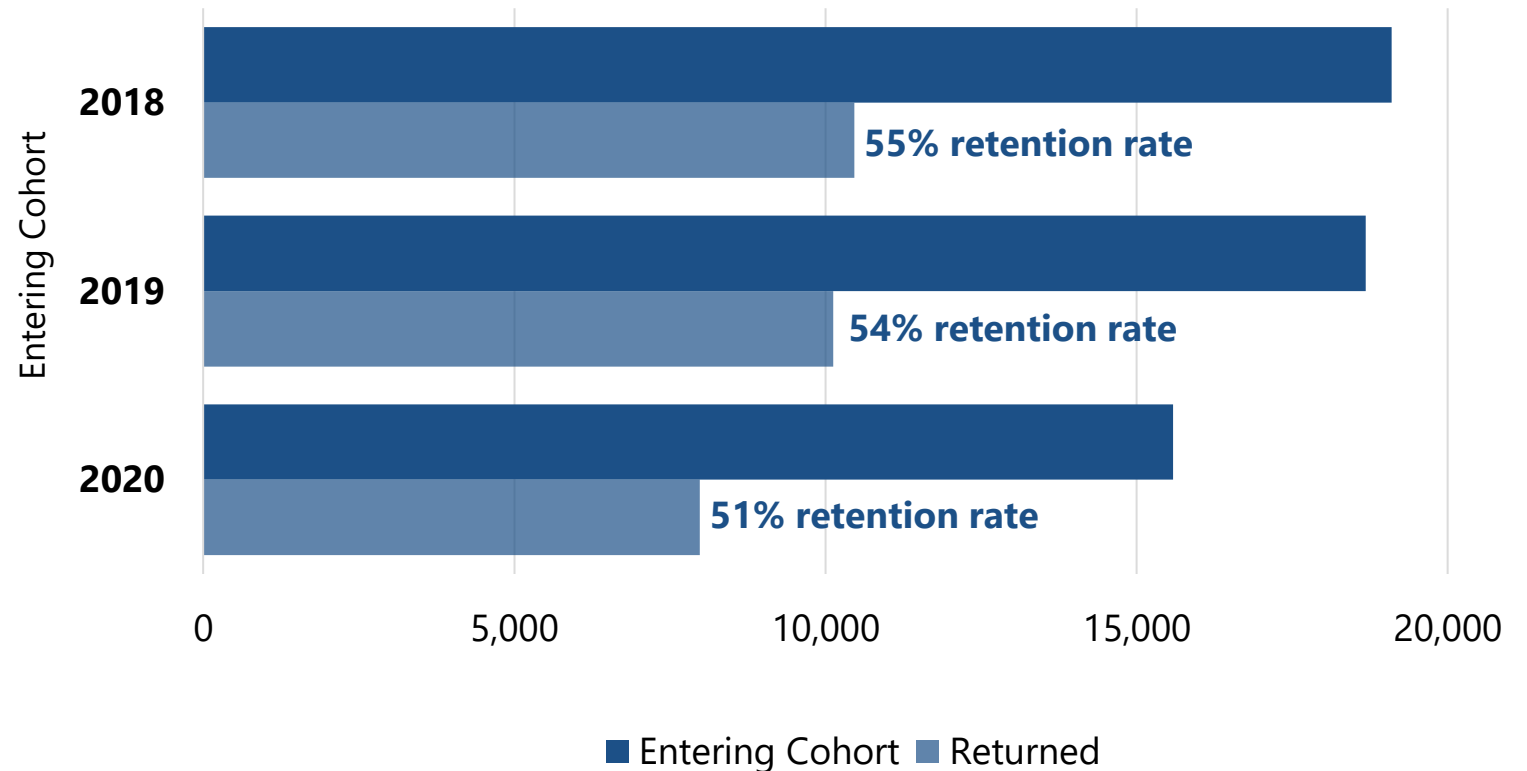


Fall-to-fall retention declined slightly.

Among first-time, full-time students who began college in fall 2020:

- Fall-to-fall retention fell to 51% (compared to 54% last year).
- However, because the 2020 cohort was also smaller overall, the impact of this decline in retention was magnified.

Fall-to-Fall Retention



*The fall-to-fall retention rate measures the proportion of students from a first-time, full-time freshman cohort who return the following fall semester to any Tennessee community college or who graduated in their first year. The retention rate for the 2020 cohort is based on preliminary census data, while prior years are based on end-of-term data. Therefore, the retention rate for the 2020 cohort may increase slightly when end-of-term data is available.

Community colleges in 2021 compared to 2020



Gains in Enrollment



Dual enrollment increased at seven colleges. Three colleges saw increases over 2019 levels too.



First-time students enrolling after a "**gap year**" following high school increased by 57% from last year.



Students participating in **higher education in prison** programs doubled over 2019 rates.

Declines in Enrollment



First-time enrollment by **recent high school graduates** fell by 10%, representing 1,500 fewer students.



The number of **Black students** dropped by 8% from 2020 and by 22% from 2019.



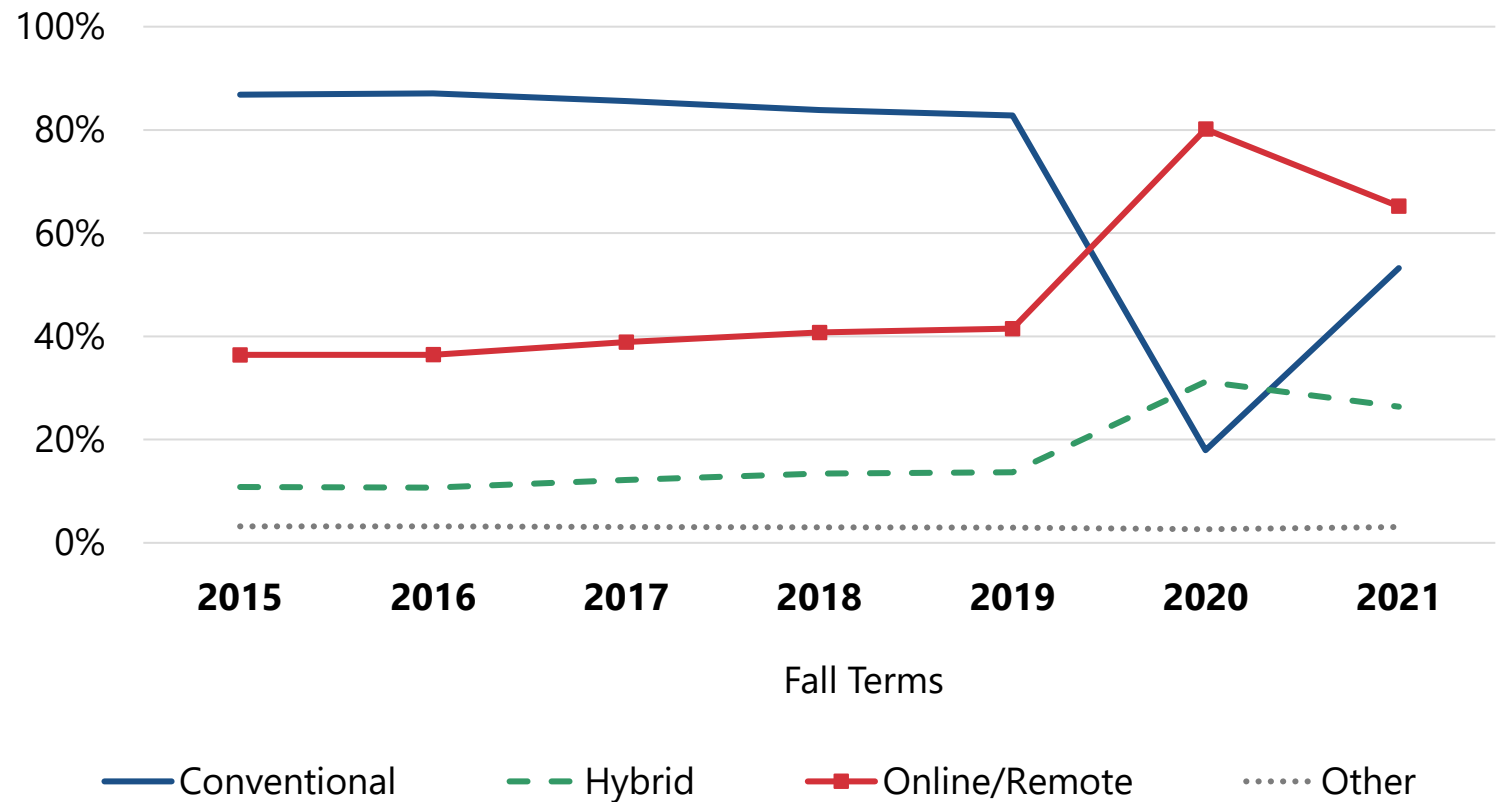
The number of **female students** decreased by 10%, compared to a 7% drop for male students.



Community college enrollment in online and remote courses remained high.

- In 2019, **83%** of students took at least one conventional course. In 2021, only **53%** of students took at least one conventional course.
- In 2019, **41%** of students took at least one online or remote course. In 2021, **65%** of students took at least one online or remote course.

Community College Students by Delivery Method



*Summing the delivery method categories will result in a headcount over 100%, as many students take classes through multiple delivery methods and are therefore counted multiple times.

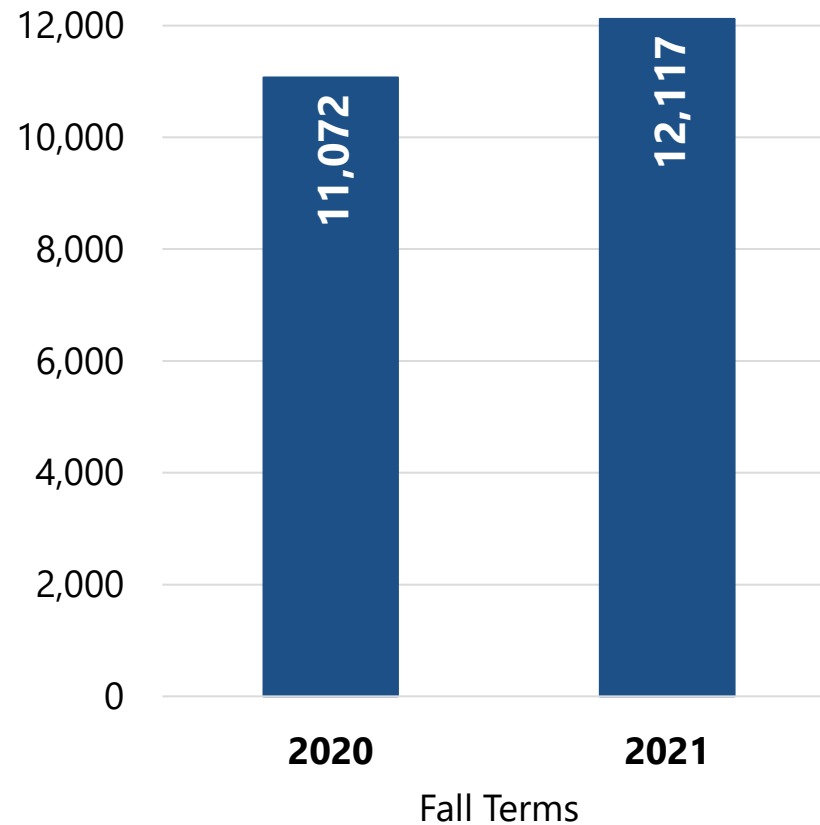


TCAT registrations have increased 9% in 2021.

More than 12,000 students
are registered for fall 2021.

- That's approximately **1,000 more** students than at the same time in fall 2020.
- 16 TCATs reported registration increases compared to this time last year.

TCAT Registrations



*TCAT registration data reflects the number of students registered for courses as of September 21 in each year. Since TCAT Chattanooga is not in the central student information system, the above data does not include Chattanooga. Registration and attendance will continue to grow throughout the term, so these figures are preliminary.

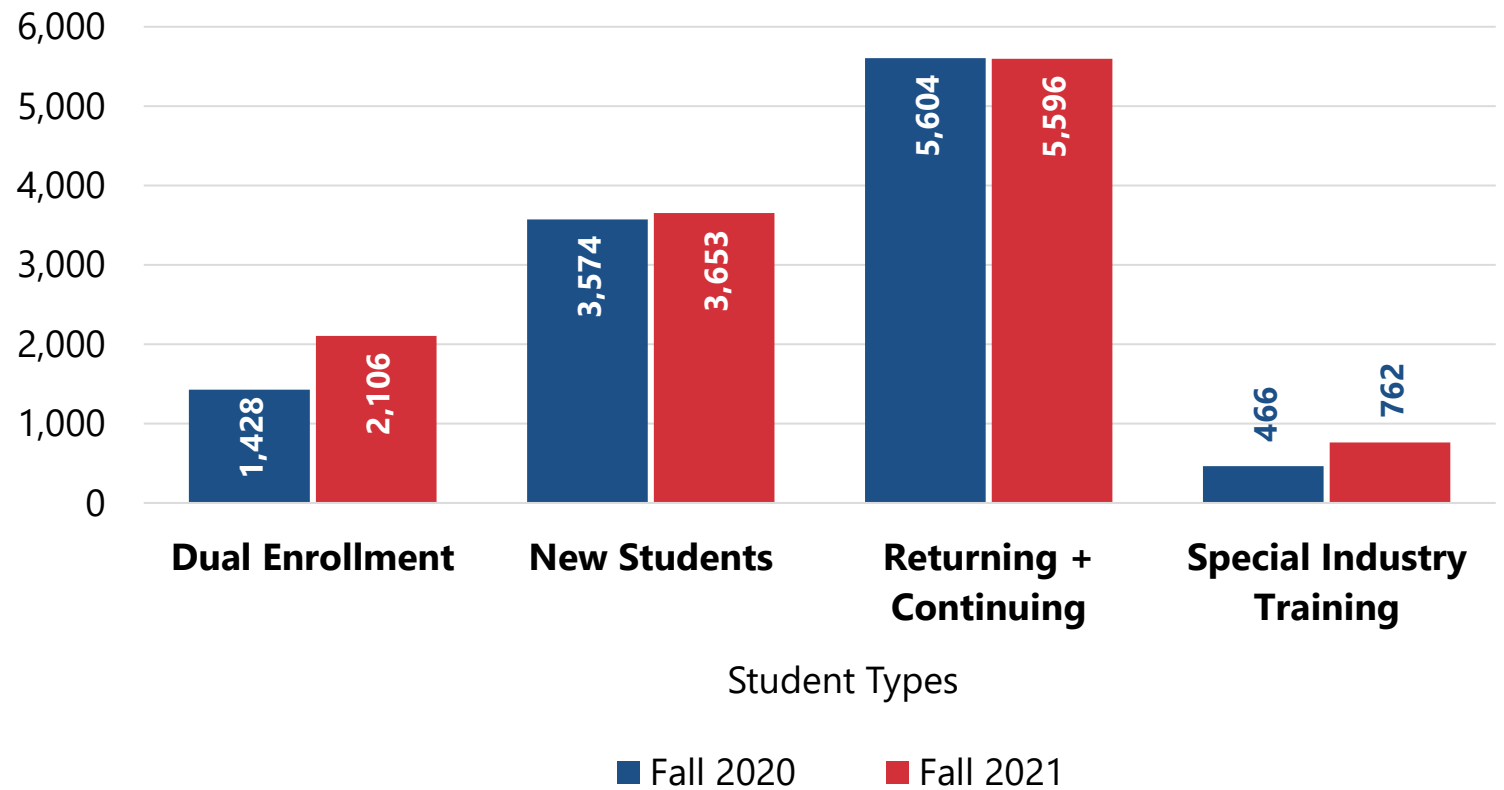


TCAT dual enrollment is rapidly expanding.

This fall, compared to the same time last year:

- Registrations by dual enrolled high school students **increased 47%.**
- Registrations by new students **increased 2%.**
- Registrations by continuing students **held steady.**
- Registrations by special industry training students **increased 64%.**

TCAT Registrations Compared to this Time Last Year



*TCAT registration data reflects the number of students registered for courses as of September 21 in each year. Since TCAT Chattanooga is not in the central student information system, the above data does not include Chattanooga. Registration and attendance will continue to grow throughout the term, so these figures are preliminary.

How are colleges working to boost enrollment and fulfill the system's open-access mission?



TCAT Capacity

TCATs are putting state investments to work by expanding their capacity to serve students in high-demand fields and meet the state's workforce needs.

 [More Information](#)



Strategic Enrollment Management

All colleges in our system have developed specific goals and actionable strategies to boost recruitment and retention.

 [More Information](#)



Achieving the Dream

All colleges are working with Achieving the Dream to increase retention, improve teaching & learning, and close equity gaps.

 [More Information](#)



Center for Innovation in Teaching & Learning

TBR's Center for Innovation in Teaching & Learning equips faculty and staff with resources to improve student learning and boost student success.

 [More Information](#)

Key Takeaways



Overall enrollment

- Community college enrollment fell **8.8%** from fall 2020 to 2021.
- TCAT registrations rose **9.4%** from fall 2020 to 2021.

New students

- The number of first-time freshmen at community colleges fell **6%**.
- The number of dual enrolled high school students held steady or even increased.

Returning or continuing students

- The number of continuing students at community colleges fell 15%.
- The number of continuing students at TCATs held steady.



Completion

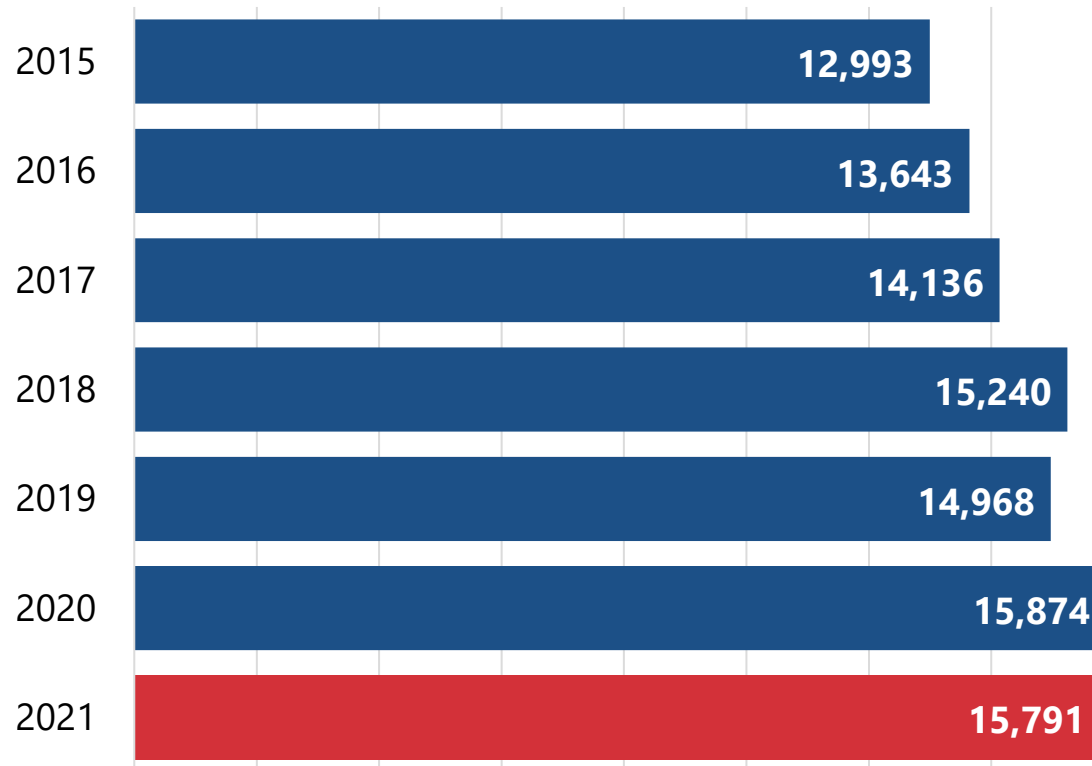
TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a transfer degree, a diploma, a short-term certificate or other credential.

Key Metrics: *Credentials earned, graduation rates, and progress toward the Drive to 55.*

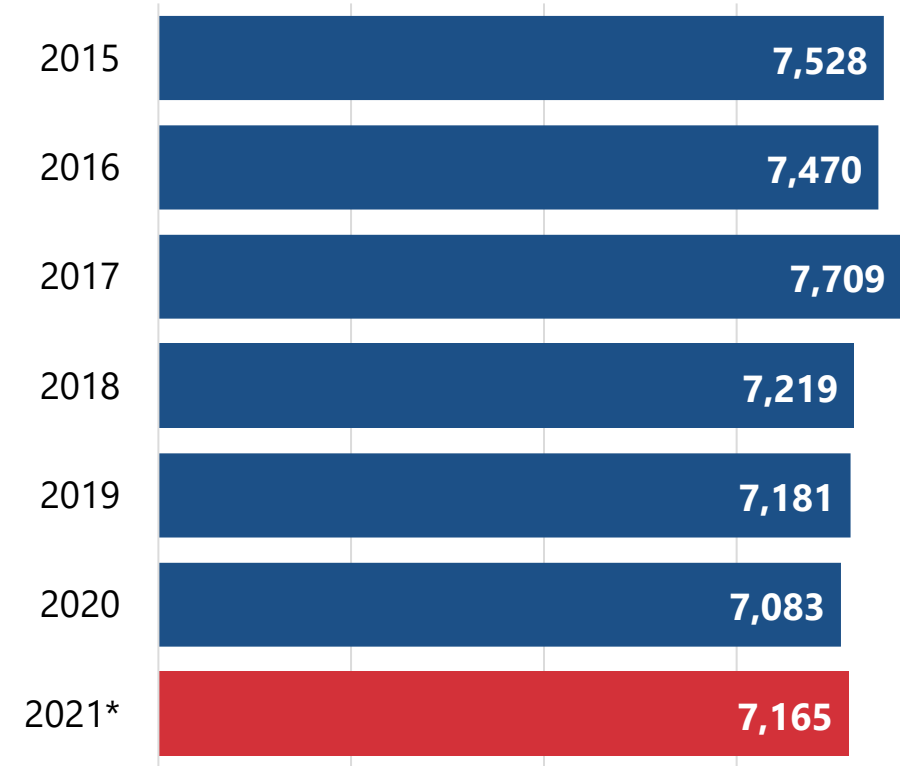
Students earned degrees, certificates, and diplomas at high rates in 2021.



Community College Awards



TCAT Awards

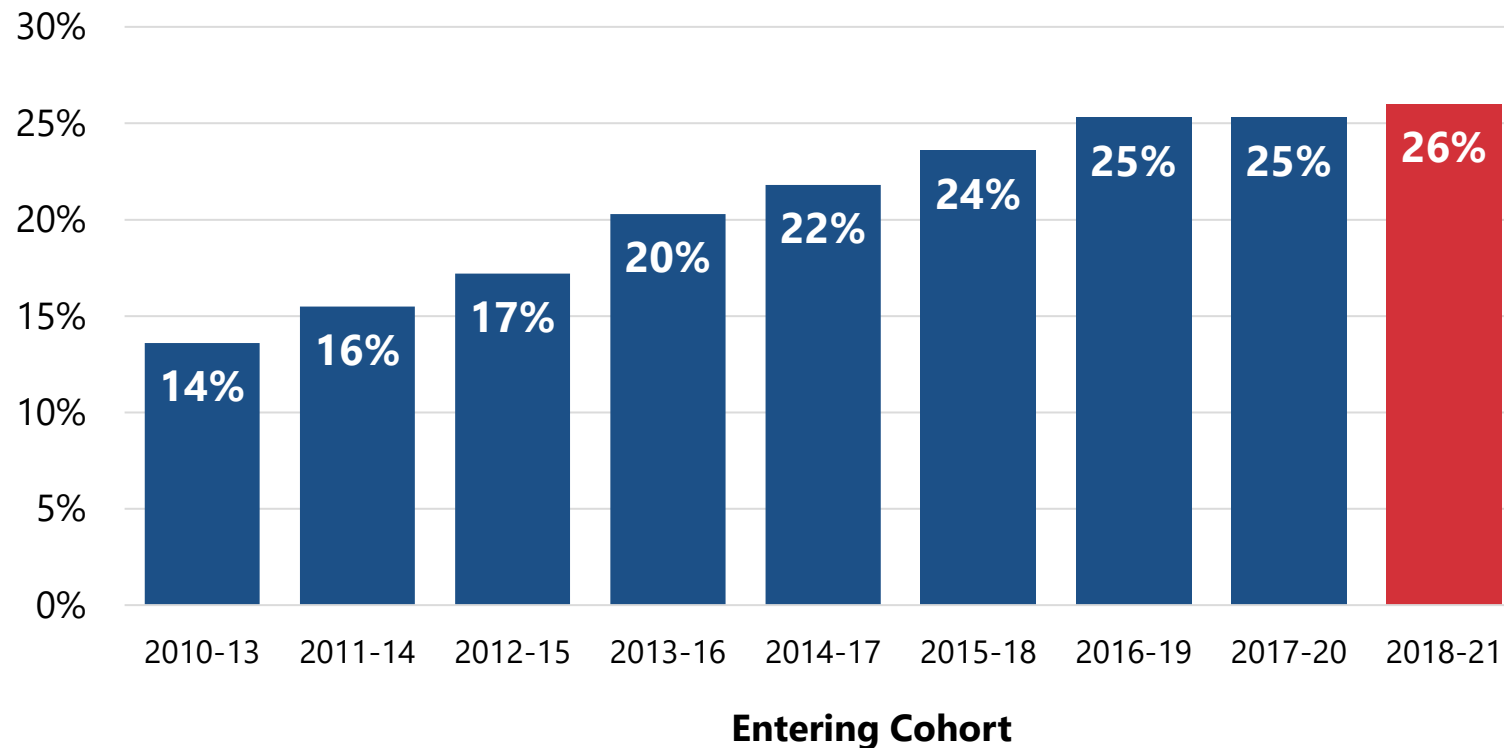


*Community college awards include associate degrees and technical certificates earned during the academic year of preceding summer, fall, and spring terms. TCAT awards include diplomas and certificates earned during the academic year of fall, spring, and trailing summer. TCAT 2020-21 awards are preliminary and will be revised when final data is available. 2020-21 awards for TCAT Chattanooga are calculated using summer 2020 data.

Tennessee community college students graduated at the highest rate *ever*.



This graduation rate measures how many students who began as first-time, full-time students earned a degree or certificate within three years.



26.0% of students from the 2018 cohort graduated within three years.

At four community colleges, graduation rates in 2021 exceeded 30%.

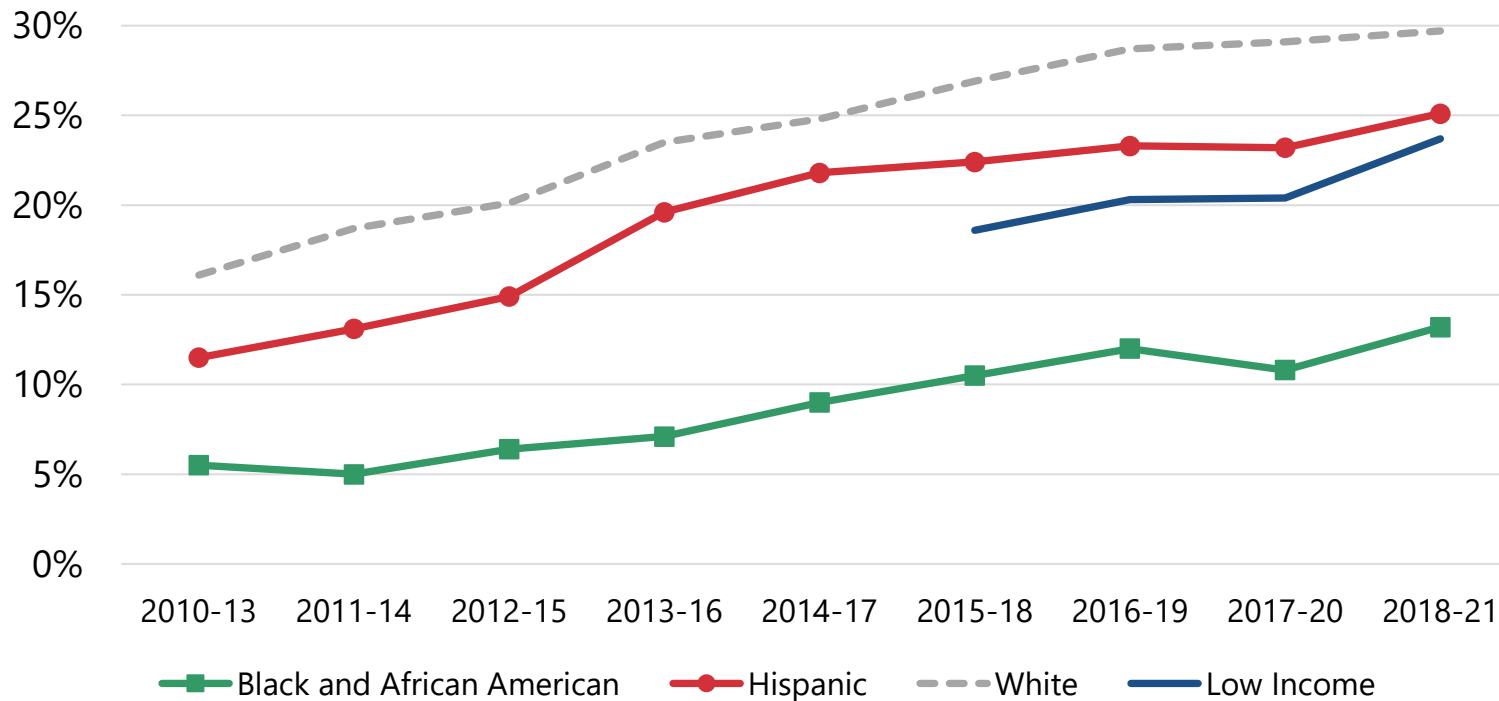
Motlow had the highest rate at 34%.

Graduation rates have nearly doubled since 2010.

Graduation rates increased for Black, Hispanic, and low-income students. Yet, gaps persist.



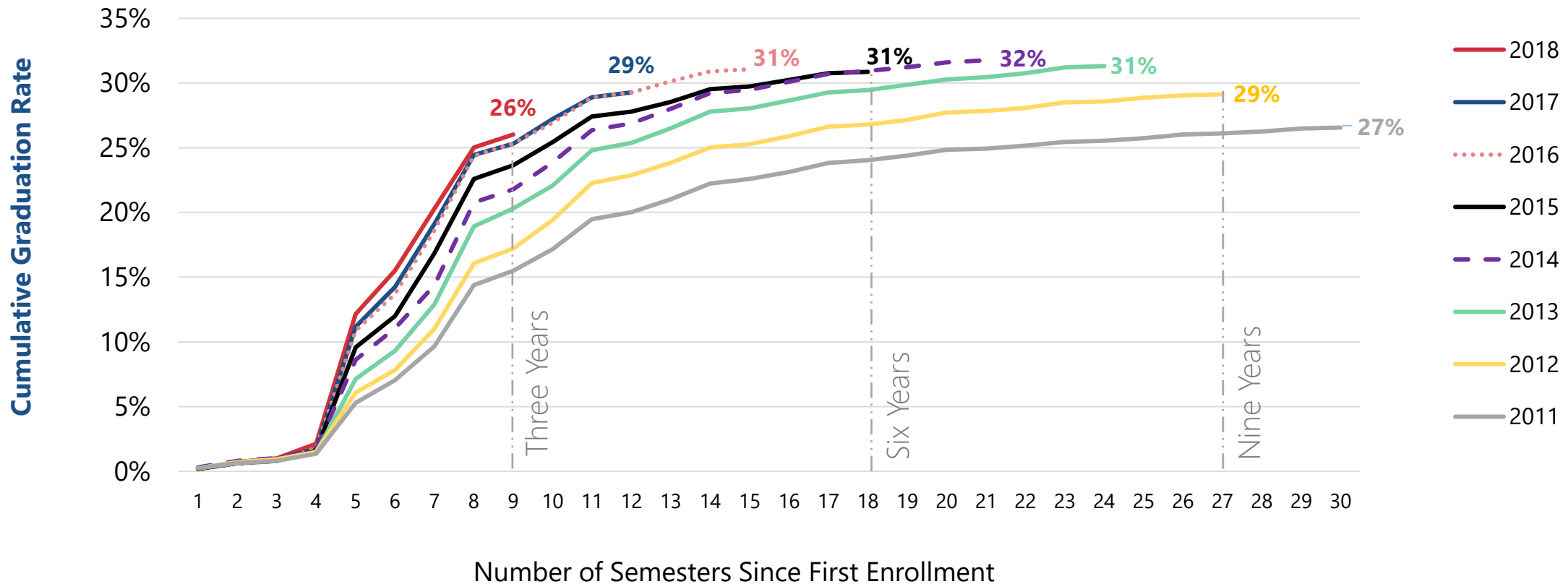
Three-Year Graduation Rate by Race and Ethnicity



For students who began in 2018:

- **23%** of low-income students graduated within three years.
- **25%** of Hispanic students graduated within three years.
- **13%** of Black students graduated within three years.
- To close the gap between White and Black students from the 2018 cohort, community colleges would have needed to graduate **523 additional Black students.**

Community college graduation rates have **accelerated** over time, but many students graduate after the three-year mark.



*The cumulative graduation rate reflects the cumulative number of students in a cohort who earned a technical certificate or degree from any TBR community in each semester, beginning with the student's first semester of enrollment as a first-time, full-time freshman. The count of semesters includes fall, spring, and summer terms.



Key Takeaways

Credentials earned

- Community college students earned **15,791** awards in 2020-21, including 7,980 degrees designed to transfer to a university and 7,811 workforce-ready degrees and certificates.
- TCAT students earned **7,165** diplomas & certificates.

Graduation rates

- Tennessee community college students graduated at the highest rate ***ever***.
- Among students who began in 2018, 26% have graduated.

Equity

- In 2021, graduation rates **rose** for Black, Hispanic, and low-income students.
- But significant gaps persist.

A group of people, including men and women, are seated at long workbenches in a technical training facility. They are focused on their work, with some looking at electronic equipment and others at documents. The room is filled with various tools, equipment, and materials, suggesting a hands-on learning environment. The lighting is bright, and the overall atmosphere is one of concentration and collaboration.

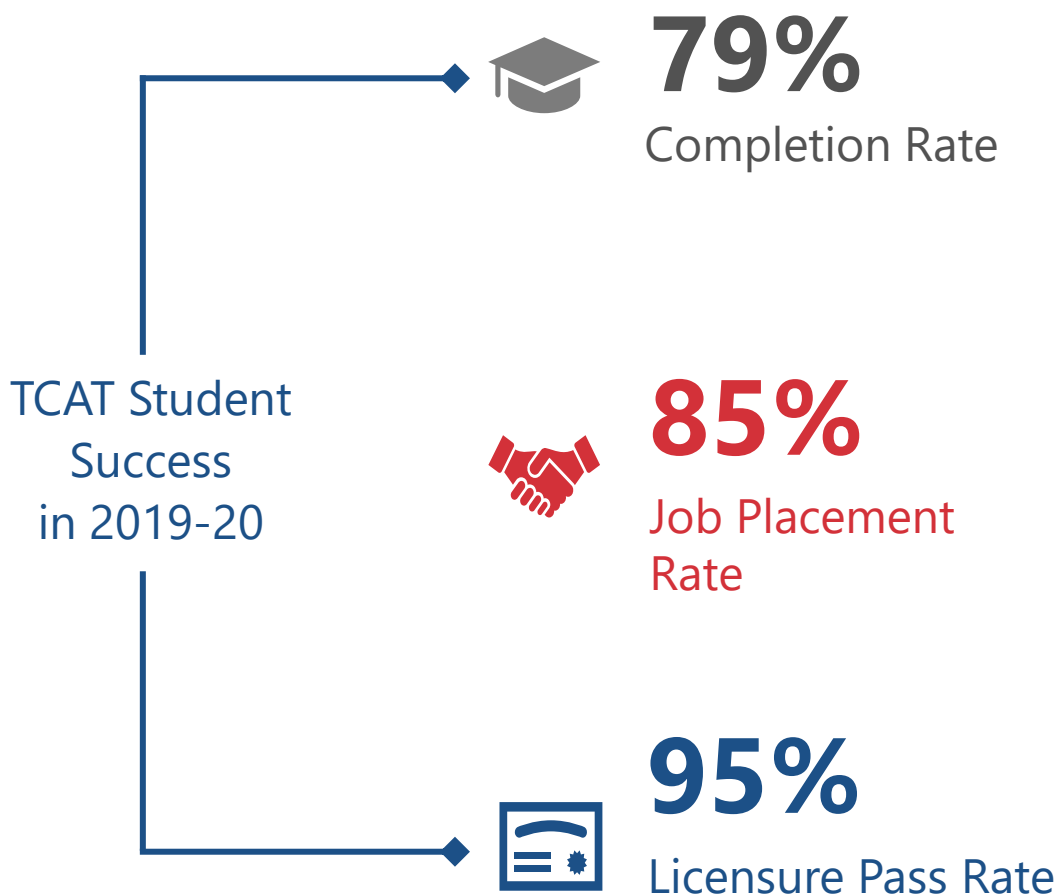
Community & Workforce Development

TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities it serves.

Key Metrics: *job placement rates and impact on the community.*

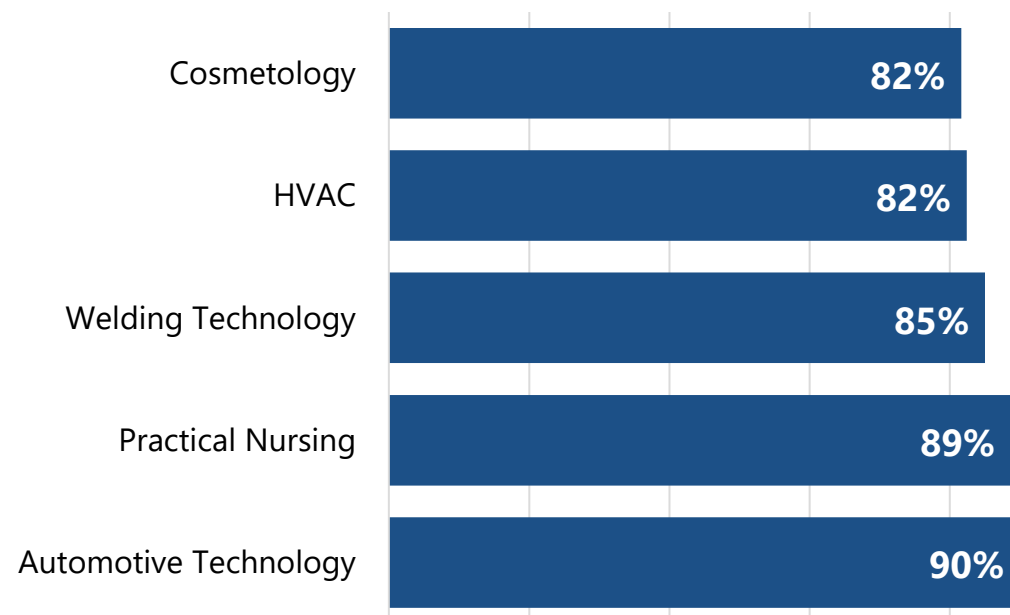


Job placement rates remained high at TCATs in 2020.



Job Placement Rates in 2019-20

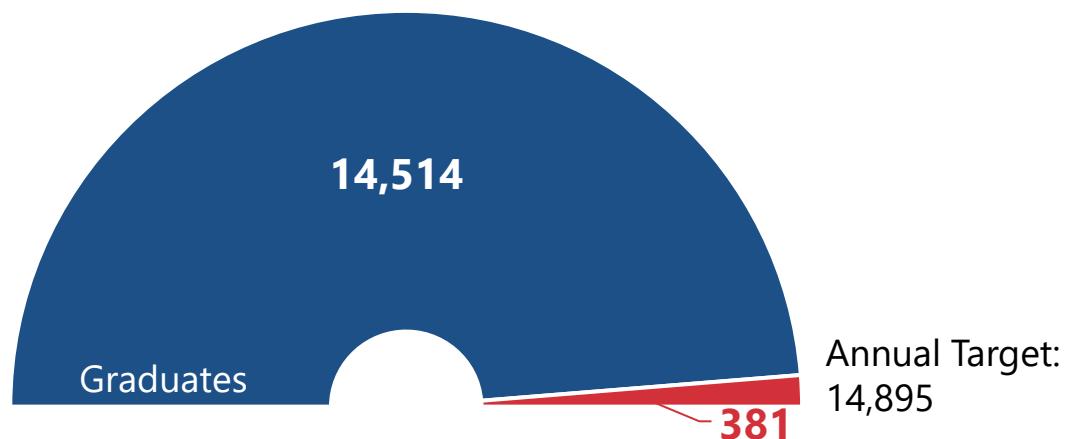
For five of the largest programs





As we work toward the **Drive to 55**, the statewide postsecondary educational attainment rate has risen to 47%. Community colleges and TCATs are making progress toward their Drive to 55 goals.

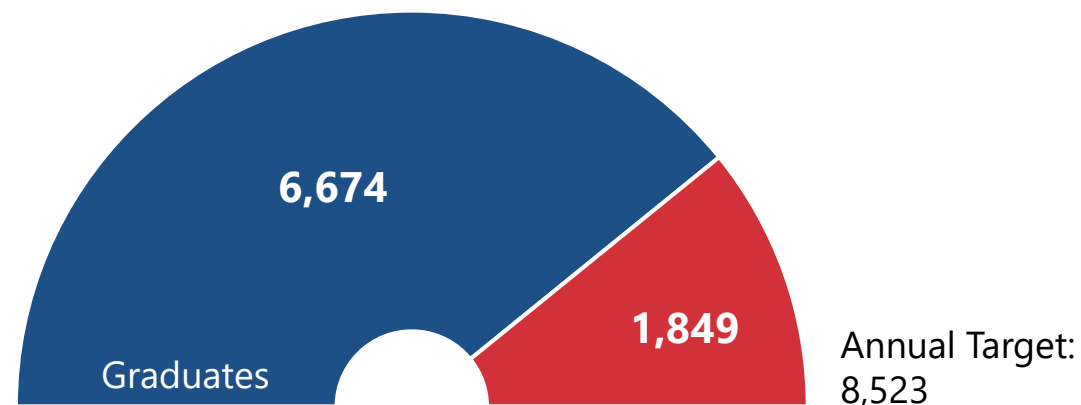
Community College Goal



In 2020-21, **14,514** students graduated from community colleges.

An additional **381** graduates next year will help us reach the annual target.

TCAT Goal



In 2019-20, **6,674** students graduated from TCATs.

An additional **1,849** graduates next year will help us reach the target.

Key Takeaways



OPEN ACCESS

The number of new and continuing students fell at community colleges, but TCAT registrations increased and dual enrollment at community colleges held steady. Declines in first-time enrollment for Black students were significant, just as in 2020.



COMPLETION

Community college students completed degrees and certificates at high rates. Community college students graduated at the highest rate **ever**.



COMMUNITY & WORKFORCE DEVELOPMENT

TCATs and community colleges are preparing students for careers in high-demand fields. In 2020, TCAT students achieved a job placement rate of 85% and a licensure pass rate of 95%.

Name, Image, & Likeness Resolution

Summary of Resolution

- Supports the recommendation of the Presidents Athletic Council
- Recognizes changing landscape in collegiate sports
- Delegates to PAC the ability to adopt NIL procedures
- Chancellor reviews and approves procedures
- Board retains authority to become more involved
- Consistent with the discussion at Committee Chairs



THE COLLEGE SYSTEM
of TENNESSEE

Committee on Academic Policies and Programs and Student Life



THE COLLEGE SYSTEM
of TENNESSEE

Finance and Business Operations

September 23, 2021

Agenda

- Review and Consideration of Parking and Traffic Fines (Brian Lapps)
- Dual Enrollment Tuition Rate (Danny Gibbs)
- Technology Access Fee Spending Plans (Danny Gibbs)
- Potential System Budget Requests to Tennessee Higher Education Commission (Danny Gibbs)
- Capital Outlay Recommendations (Dick Tracy)

Parking & Traffic Fine Approval

Summary

- To be consistent with changes in law and the concept of open government, Board is required to approve amounts of fines
- Only CCs impose fines
- Educational in nature and less than corresponding municipal fines
- Police have authority to issue municipal citations for serious, flagrant, and repeat offenses
- Specific amounts are listed in the materials
- Chancellor has approved

Dual Enrollment Fee

➤ 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.
- For the community colleges students, the dual enrollment 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.

Dual Enrollment Fee

➤ Legislative Changes

- 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.
- Eliminates 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.

Technology Access Fee Spending Plans

- Guideline B-060, Section VII.B.4. requires Board staff to annually review 25% of TAF Spending Plans

- For FY 2021-22, TAF spending plans were reviewed for
 - Cleveland State Community College
 - Columbia State Community College
 - Motlow State Community College
 - Walters State Community College
 - TCATs Chattanooga, Dickson, Elizabethton, Knoxville, Paris, Pulaski and Whiteville

- All plans reviewed were found to be in compliance with TAF use guidelines

Budget Requests to THEC

➤ Budget Request Process Overview

Budget Requests to THEC

Description	Recurring	Non-Recurring	Total
Safety and Security TCATS	\$ 5,200,000	\$4,140,000	\$ 9,340,000
TCAT Student Success Support	2,700,000		2,700,000
Enhancing Student Success and Workforce Development	1,500,000		1,500,000
Total	<u>\$ 9,400,000</u>	<u>\$ 4,140,000</u>	<u>\$ 13,540,000</u>

Budget Requests to THEC

Safety and Security TCATS – \$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, along with appropriate equipment and vehicles.
- 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.

Budget Requests to THEC

TCAT Student Success Support Personnel: \$2.7 million (recurring)

- Each of the 27 TCATs would receive additional funds to expand their student access and support capacity, consistent with best practices and campus needs to improve student success. This will allow for expanded support from recruitment and transition from K-12 through postsecondary graduation and into the workforce.

Budget Requests to THEC

Enhancing Student Success and Workforce Development: \$1.5 recurring

➤ Part 1: Center for Innovation in Teaching and Learning (\$750,000 recurring)

- 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.
- 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.

Budget Requests to THEC

Enhancing Student Success and Workforce Development continued

- Part 2: Student Success Technologies (\$750,000 recurring)
 - To improve student success by leveraging the benefits and lower costs of system level technology solutions.
 - Acquire software solutions that 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.
 - 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.



THE COLLEGE SYSTEM
of TENNESSEE

Summary of Capital Outlay Budget Request **2022 – 2023**

TBR System Office

September 23, 2021

Capital Outlay – Renovation Projects

	Institution	Projects	Description	2022-2023
1	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. This work will include reconfiguration and replacement of related finishes, fixtures, and systems.	25,000,000
2	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
3	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 existing window wall, and redevelop landscaping to provide an exterior courtyard space.	9,500,000
Capital Outlay Renovation Total:				\$42,100,000

Capital Outlay – New Construction

1	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
2	RSCC	Campus Expansion and Simulation Hospital	Purchase land and construct a new Allied Health Higher Education campus in Knoxville. New 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. Project includes site development, landscaping, and utilities.	79,020,000
3	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
Additional Capital Outlay Total:				164,732,000

Capital Outlay – Potential Outyears

Campus	Project	Clean Request Amount
NeSCC	Powers Math and Science Building Addition	10,600,000
RSCC	Fentress County Higher Education Center	14,000,000
VSCC	Wilson County Campus	31,300,000
TCATCovington	Healthcare Building Expansion	3,360,000
TCATHohenwald	Industrial Training Center Building	9,200,000
TCATJackson	Truck Driving Classroom Building	4,220,000
TCATMcMinnville	New Construction and Renovation	28,000,000
	Potential Outyear Capital Outlay	\$100,680,000

Capital Outlay Request

\$ 42,100,000	Renovation Outlay
<u>\$164,732,000</u>	New Construction Outlay
\$206,832,000	Total

Potential Outyears: \$164,732,000
(7 additional projects)

Summary of the Capital Budget Request

		This Request
Outlay	Renovation	\$42,100,000
Outlay	New Construction (New/Renovation)	<u>\$164,732,000</u>
TOTAL	Outlay	\$206,832,000



THE COLLEGE SYSTEM
of TENNESSEE

Summary of Capital Outlay Budget Request **2022-2023**

TBR System Office

September 23, 2021

End of Finance and Operations Presentation

Quarterly Board Committee Meetings

September 23, 2021