



Quarterly Board Meeting

December 9, 2021

Nashville, TN



Board Minutes

Vice Chair Emily Reynolds



Interim Action

Chancellor Flora W. Tydings



Report of the Committees

Vice Chair Emily Reynolds



Regents Award for Excellence in Philanthropy

Regent Danni Varlan



DYERSBURG STATE
COMMUNITY COLLEGE

Regents Award for Excellence in Philanthropy

The Lannom Family

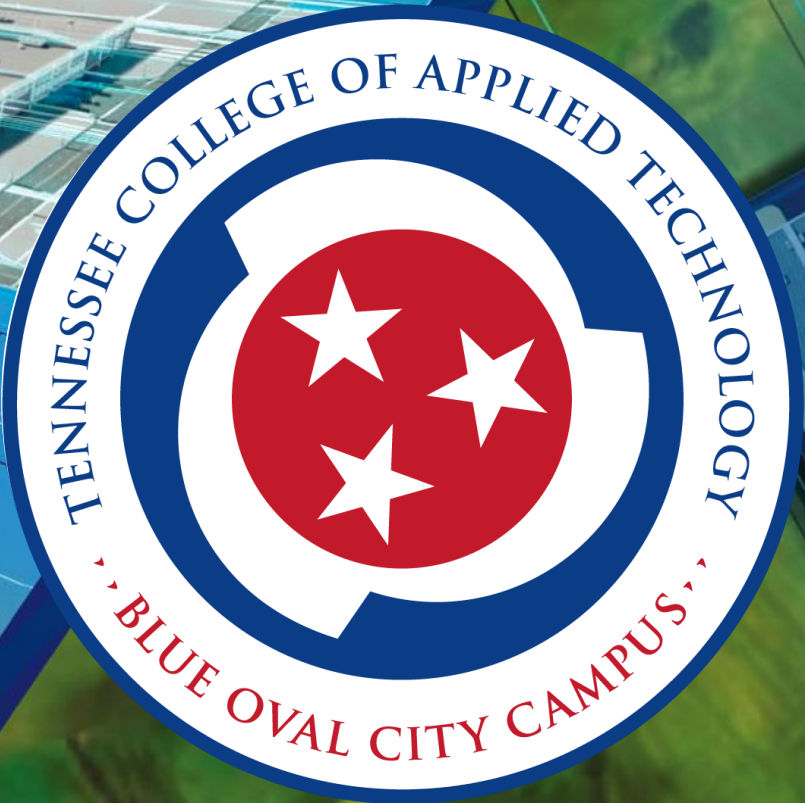
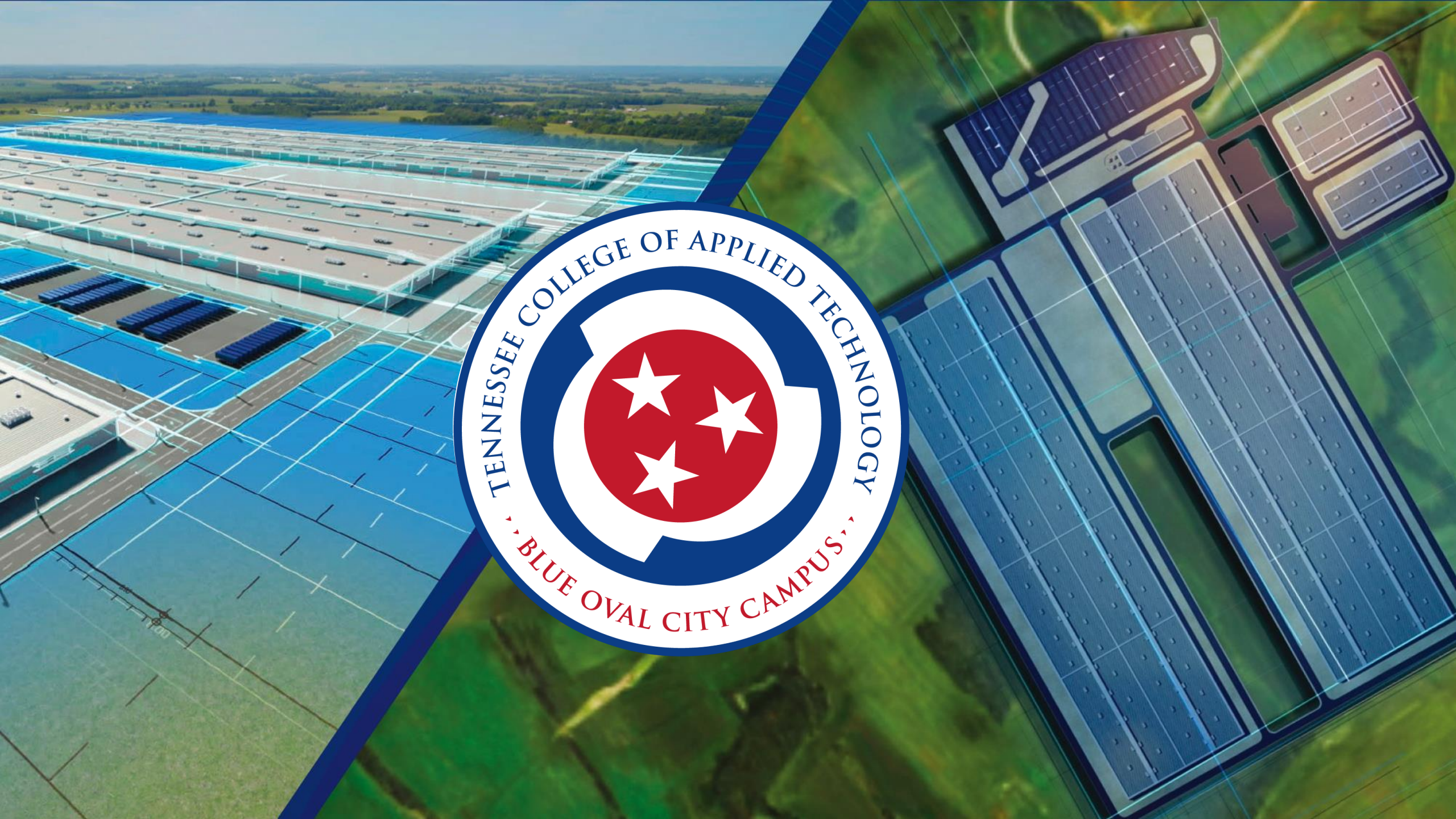
Presented to John Lannom
from Regent Mark George





Report of the Chancellor

Chancellor Flora W. Tydings







TENNESSEE BOARD OF REGENTS
CHANCELLOR'S
tbr
COMMENDATION
THE COLLEGE SYSTEM OF TENNESSEE

THANK YOU
FOR YOUR SERVICE

TENNESSEE BOARD OF REGENTS
CHANCELLOR'S
tbr
COMMENDATION
THE COLLEGE SYSTEM OF TENNESSEE





Nashville State Community College

50

Building Bridges, Changing Lives

Since 1970



Report of the Chancellor

Chancellor Flora W. Tydings



Composite Financial Index Ratios & Scores

Executive Vice Chancellor
Danny Gibbs



Introduction

- **Ninth year for reporting under Board policy on Institutional Financial Performance Review**
- **Report of Adjusted Unrestricted Net Assets**
- **As required by policy, report presents aggregate results for each sector, including:**
 - **Sector average performance**
 - **Expected Performance Level**
 - **Watch Level Performance Level**

Adjusted Unrestricted Net Assets



Summary of Select Financial Information

Community Colleges					
	FY 20-21	FY 19-20	FY 18-19	FY 17-18	FY 16-17
Adjusted Unrestricted Net Assets	\$ 493,636,398	\$ 414,238,856	\$ 374,410,211	\$ 328,654,577	\$ 291,519,020
Increase/(Decrease) in Adj Unrestricted Net Assets	\$ 79,397,542	\$ 39,828,645	\$ 45,755,635	\$ 37,135,556	\$ 12,813,107
Percentage Change in Adj Unrestricted Net Assets	19.2%	10.6%	13.9%	12.7%	4.6%
Unrestricted E&G Revenue per Schedule 2	\$ 624,649,681	\$ 625,121,478	\$ 607,509,029	\$ 566,342,154	\$ 532,752,760
Months of Unrestricted Net Assets Available	9.5	8.0	7.4	7.0	6.6
 TCATS					
	FY 20-21	FY 19-20	FY 18-19	FY 17-18	FY 16-17
Adjusted Unrestricted Net Assets	\$ 94,244,031	\$ 80,530,279	\$ 68,159,523	\$ 54,393,374	\$ 48,262,601
Increase/(Decrease) in Adj Unrestricted Net Assets	\$ 13,713,752	\$ 12,370,757	\$ 13,766,149	\$ 6,130,773	\$ 3,885,621
Percentage Change in Adj Unrestricted Net Assets	17.0%	18.1%	25.3%	12.7%	8.8%
Unrestricted E&G Revenue per Schedule 2	117,263,881	115,066,256	111,824,014	104,950,117	98,441,237
Months of Unrestricted Net Assets Available	9.6	8.4	7.3	6.2	5.9

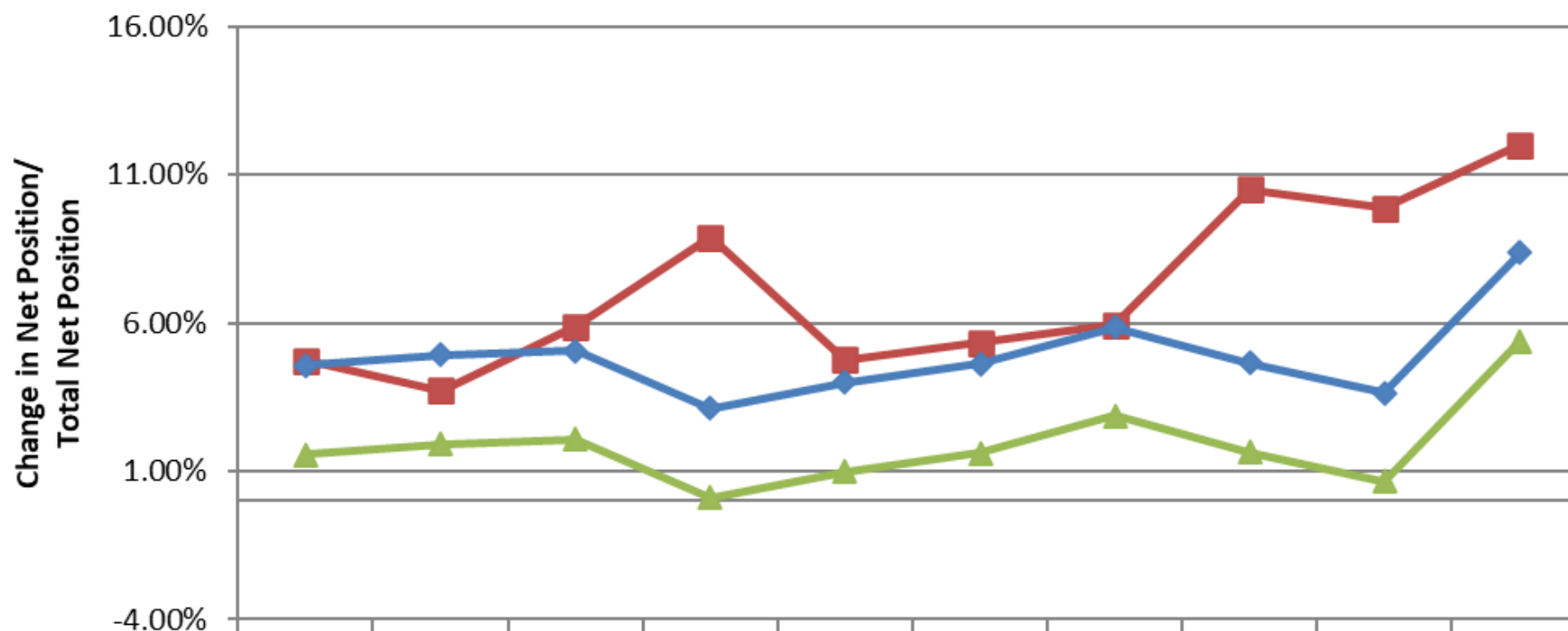
Primary Reserve Ratio

Return on Net Assets Ratio



Community Colleges

Return on Net Assets Ratio

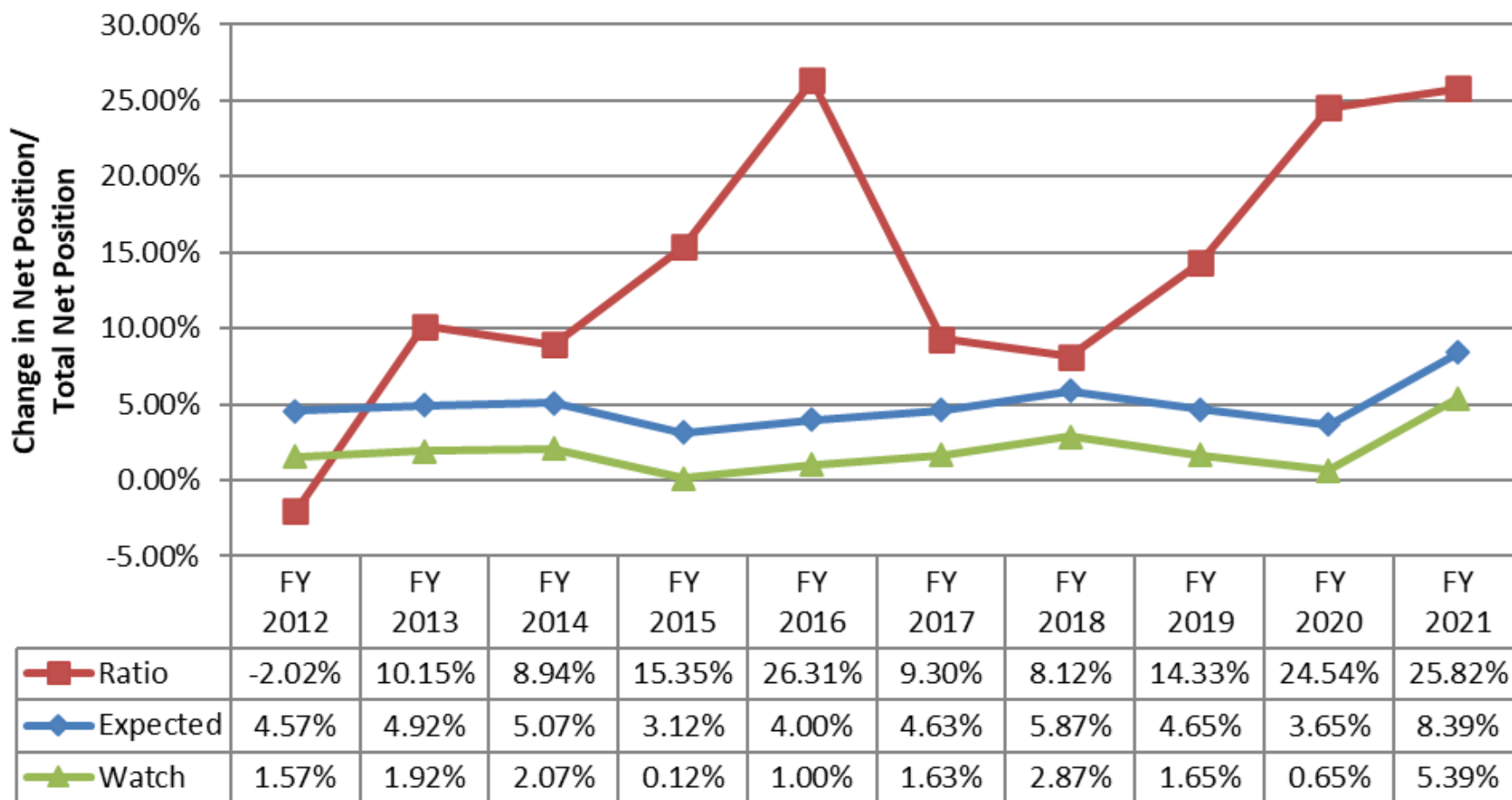


	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Ratio	4.74%	3.73%	5.89%	8.91%	4.76%	5.34%	5.93%	10.50%	9.87%	12.02%
Expected	4.57%	4.92%	5.07%	3.12%	4.00%	4.63%	5.87%	4.65%	3.65%	8.39%
Watch	1.57%	1.92%	2.07%	0.12%	1.00%	1.63%	2.87%	1.65%	0.65%	5.39%



TCATs

Return on Net Assets Ratio



Net Operating Revenues Ratio

Viability Ratio

Composite Financial Index

Budget to Actual Comparisons



Community College Sector

	Estimated June 30, 2021	Actual June 30, 2021	Difference Over/(under)	%
E&G Revenues				
Tuition & fees	277,685,600	280,821,200	3,135,600	1.13%
State Appropriation	295,870,000	298,908,500	3,038,500	1.03%
Sales and Services	4,006,200	3,862,100	(144,100)	-3.60%
Other	28,779,200	43,268,700	14,489,500	50.35%
Total	606,341,000	626,860,500	20,519,500	3.38%
E&G Expenses				
Instruction	290,869,300	271,076,900	(19,792,400)	-6.80%
Research	-	-	-	0.00%
Public Service	3,593,100	2,637,400	(955,700)	-26.60%
Academic Support	48,882,000	42,005,100	(6,876,900)	-14.07%
Student Services	70,104,600	62,475,300	(7,629,300)	-10.88%
Institutional Support	82,177,400	74,457,900	(7,719,500)	-9.39%
Operation & Maint.	67,552,700	60,581,200	(6,971,500)	-10.32%
Scholarships	14,848,900	12,329,900	(2,519,000)	-16.96%
Total	578,028,000	525,563,700	(52,464,300)	-9.08%



TCAT Sector

	Estimated June 30, 2021	Actual June 30, 2021	Difference Over/(under)	%
E&G Revenues				
Tuition & fees	40,831,100	40,450,300	(380,800)	-0.93%
State Appropriation	71,139,400	71,637,800	498,400	0.70%
Sales and Services	1,345,700	1,285,100	(60,600)	-4.50%
Other	4,949,600	4,646,600	(303,000)	-6.12%
Total	118,265,800	118,019,800	(246,000)	-0.21%
E&G Expenses				
Instruction	67,952,400	59,437,800	(8,514,600)	-12.53%
Research	-	-	-	0.00%
Public Service	30,000	6,900	(23,100)	100.00%
Academic Support	964,300	874,600	(89,700)	-9.30%
Student Services	12,373,700	10,796,900	(1,576,800)	-12.74%
Institutional Support	19,909,200	16,560,300	(3,348,900)	-16.82%
Operation & Maint.	12,909,100	11,014,800	(1,894,300)	-14.67%
Scholarships	2,477,200	2,440,800	(36,400)	-1.47%
Total	116,615,900	101,132,100	(15,483,800)	-13.28%



Observations

- Primary Reserve
 - Both sectors are above the expected performance level
- Return on Net Assets
 - Both sectors are above the expected performance level
- Net Operating Revenues
 - Both sectors are above the expected performance level
- Composite Financial Index Score
 - Both sectors are above the expected performance level



Observations

- Adjusted Unrestricted Net Assets
 - Provides a financial performance indicator that negates the impact of recent changes in accounting principles
 - Focuses more on performance that is within the institutions' control
 - Shows trends over time.
 - 12 of 13 community colleges increased their adjusted unrestricted net assets
 - 26 of 27 TCATs increased their adjusted unrestricted net assets.
- Composite Financial Index (CFI and related ratios)
 - Ratios are subject to influence by factors that are outside of the institutions' control such as recent changes in accounting principles related to pensions and other post-employment benefits, depreciation, and capitalization policies.
 - CFI and related ratios will be used to supplement the adjusted unrestricted net asset review.



Observations

- Financial Results for FY 20-21 were overall good
- Cautionary Items
 - Community Colleges experienced significant enrollment declines in FY 20-21. Additional enrollment declines were experienced in FY 21-22
 - We are unsure when enrollments will begin to increase again
 - CARES Act funding was used to replace lost revenue as a result of the enrollment declines in FY 20-21
 - CARES Act funding will be available again in FY 21-22 to replace lost revenue
 - If colleges are approved for a one-year extension of CARES Act funding, then funds would be available to replace lost revenue (if any) in FY 22-23
 - Enrollment declines as a result of the pandemic will most likely have a negative impact on outcomes-based funding in future years



Composite Financial Index Ratios & Scores

Executive Vice Chancellor
Danny Gibbs



**Center for Workforce
Development**

Dr. Carol G. Puryear



Project Updates

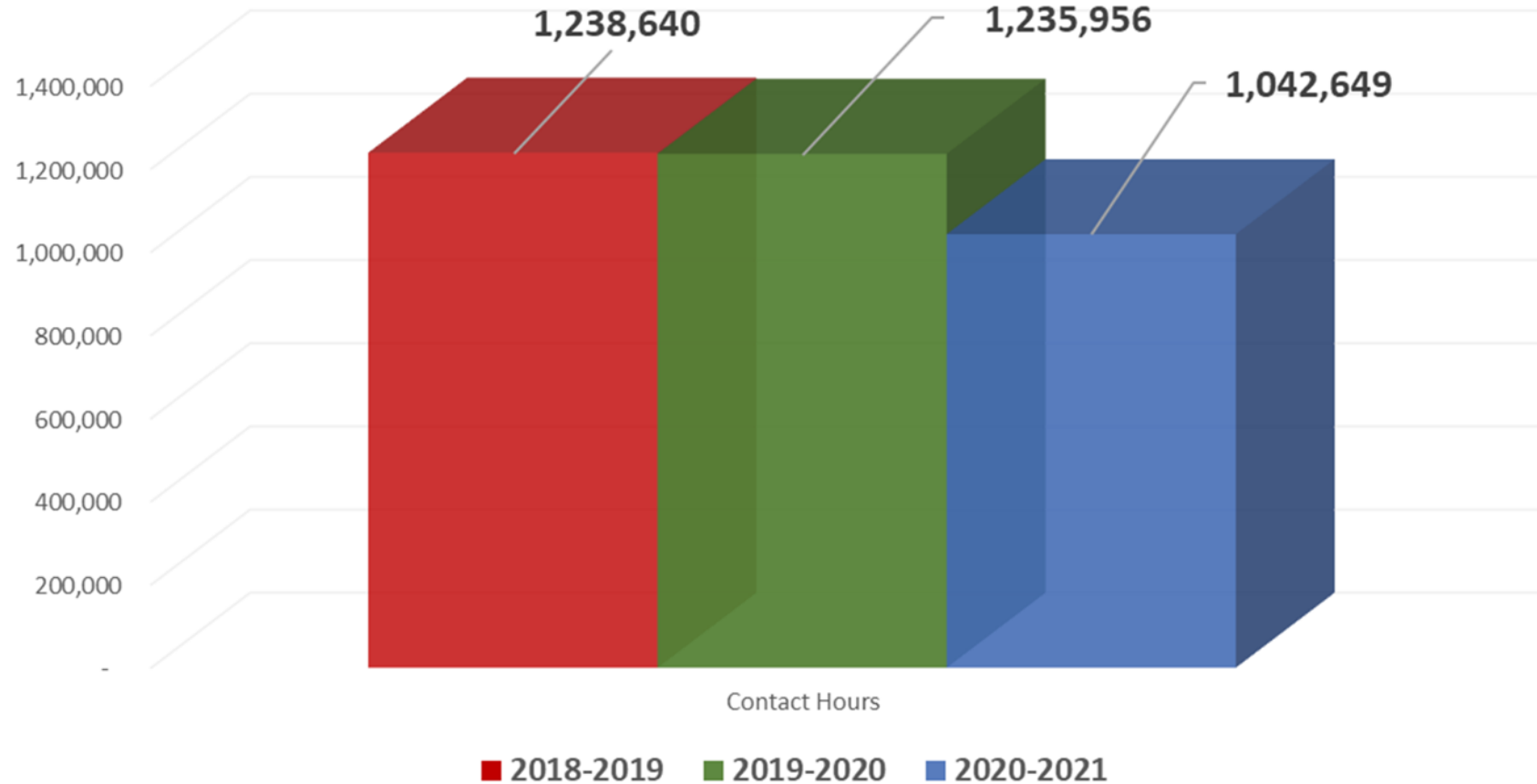
- Workforce Training Contact Hour Reporting
- Spotlight on Workforce Success





THEC Workforce Contact Hour Reporting

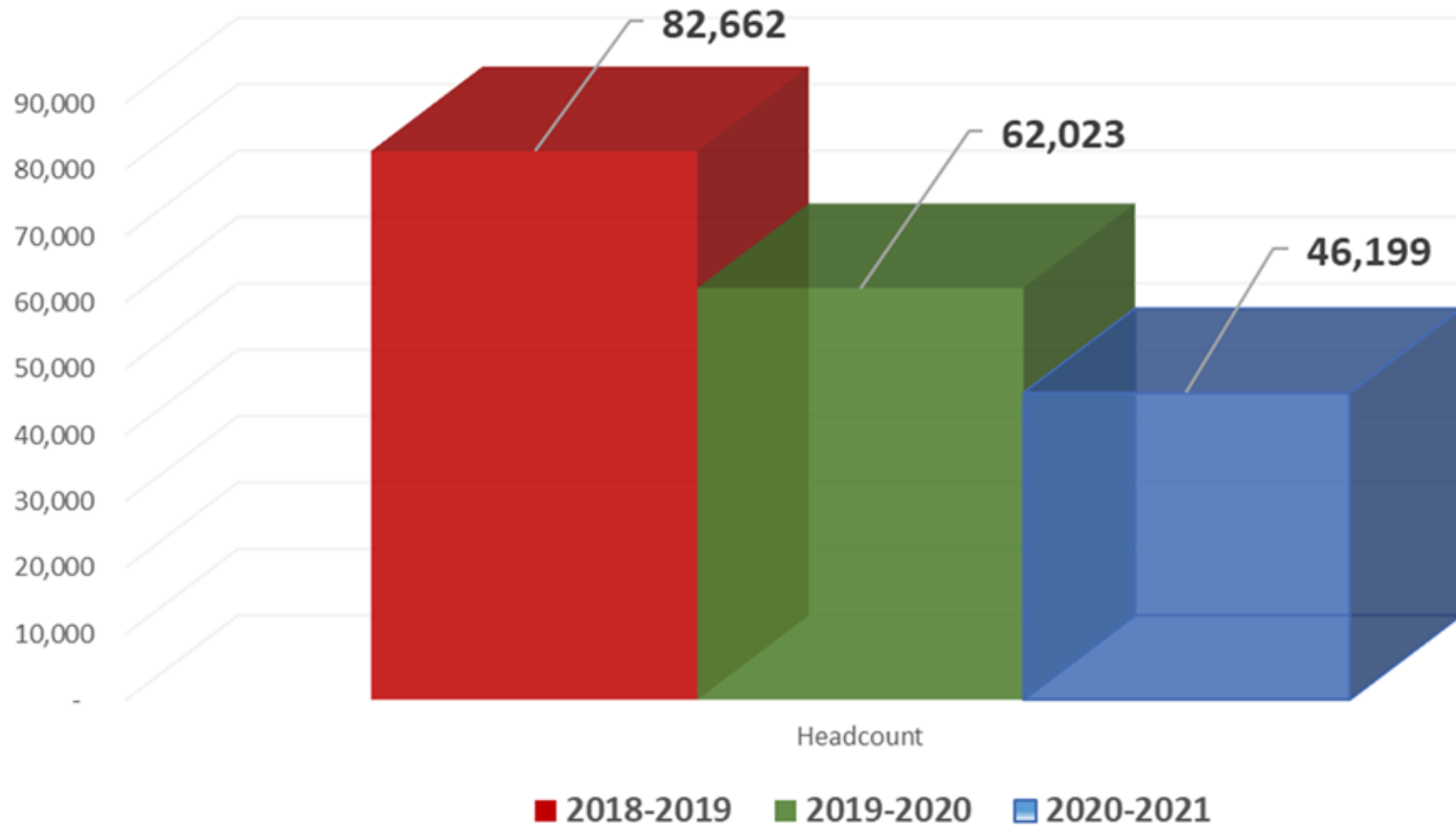
WORKFORCE INDUSTRY TRAINING CONTACT HOURS





THEC Workforce Contact Hour Reporting

WORKFORCE INDUSTRY TRAINING HEADCOUNT





Spotlight on Workforce Success



Higher Education

+



Industry

+



Community

=



Workforce Success





**Center for Workforce
Development**

Dr. Carol G. Puryear





Relational Advising

Vice Chancellor
Heidi Leming



Show Me the Way

“Providing advice is a unidirectional relationship in which a person who ‘knows better’ tells another person what to do. Rather, advising is a helping relationship between two people and a dynamic process of mutual discovery and self-determination.”

Academic Advising at TN Community Colleges

- All 13 community colleges offer relational advising programs
- 116 professional advisors at 13 colleges
- Student to Advisor Ratio 569:1



The Relational Advising Process

Information

Skills

**Cognitive
Development**



Peer Mentoring

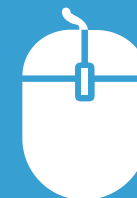
2019



94 mentors
serving
6,147
students



2021



294 mentors
Serving
11,613
students



Advising Innovation Grants

- In 2020-21, the System provided funds to 10 institutions to implement targeted professional development, program assessment or technology innovations to improve advising practices.



Three-Year Review

Legislatively required

End-of-year reports and final budget reports for FY 2019, 2020, 2021 evaluated by a review team.

Evaluation rubric components:

Relational Advising Model
Implementation
Peer Mentoring/Advising Taxonomy
Alignment
Student Demographics
Key Priority Indicators
Project Goals/Objectives
Budget

Final report in Board Materials



**FIRST
YEAR
STUDENT SUCCESS**



Relational Advising

Vice Chancellor
Heidi Leming



External Affairs Update

Executive Vice Chancellor
Kim McCormick



2021 Advancement Report

- In FY 21, TBR's 13 Community College Foundations Raised \$13,467,920, an increase of \$1,078,083 over last year's total of \$12,389,837.
- Dyersburg State raised the largest amount at \$2,360,283.
- The Foundation of the College System of Tennessee (FCST) showed an increase in private support from FY21, bringing in a record high of \$507,108, from last year's total of \$284,536.



2021 Advancement Report

- Through 5 months of FY22, FCST has raised \$487,667 on pace to shatter FY21's record mark.
- The total amount of dollars in the Foundation of the College System of Tennessee is \$1,741,776.28.
- The FY 21 value of foundation endowments in the System total more than \$117 million and is up from FY 20 by nearly \$20 million.



Largest Gifts

Largest Gifts to System Foundation in FY21

Denso North American Foundation

\$100,000

TCAT Athens/Advanced Manufacturing

Nissan

\$35,000

TBR/Skills USA

Ayers Foundation

\$25,000

Dr. Allana Hamilton Memorial Scholarship

FedEx Corporation

\$25,000

TCAT Memphis/Purple Runway Aviation Maintenance Scholarship



Stanley Black & Decker

\$10,000

TCAT Jackson

Hamblen County Government

\$100,000

TCAT Morristown/Advanced Manufacturing Training Center

Comcast

\$30,000

TBR/Veterans Laptop Fund

Gene Haas Foundation

\$25,000

TCAT Newbern & Covington

World Wrestling Entertainment

\$20,000

TCAT Knoxville/Mayor's Knox County Applied Technology Scholarship

Source: Foundation of the College System for Tennessee 2020-21 Report.



FY22 Foundation Gifts

- \$230,000 from GM for TCAT Pulaski
- \$130,000 from AT&T for Community College Scholarships for academics and certifications.



Scholarships

- In FY21, The Foundation for the College System of Tennessee was able to award \$123,495 in scholarships to students across the state after a record \$132,566 in scholarships awarded the prior year.
- In the past two years, the Foundation has given over \$250,000 in scholarships to its students.
- We awarded 34, \$1,000 scholarships to Community College Nursing Students in FY 21.
- Also saw 32 TCAT students receive a combined \$8,750 in James Berdet Brown Scholarship awards.



Upcoming Events

- Will announce our partnership with Cummins on Tuesday, January 18 at TCAT Memphis and Thursday, January 20 at TCAT Nashville.
- Our next Foundation Board Meeting will be Thursday, February 24, 2022.



2022 SOAR Awards

- March 29 & 30
- Doubletree Hotel in Nashville, TN
- \$58,500 in Sponsorship





External Affairs Update

Executive Vice Chancellor
Kim McCormick



Student Access & Success Data

Executive Vice Chancellor
Russ Deaton



Enrollment in Fall 2021





Community College Enrollment in Fall 2021

Community college enrollment grew since the start of the fall semester, as students enrolled in accelerated courses that began mid-semester.

Based on **new projections**, enrollment declined 6-7% from fall 2020 to 2021. *(Preliminary data showed a 10% decline.)*





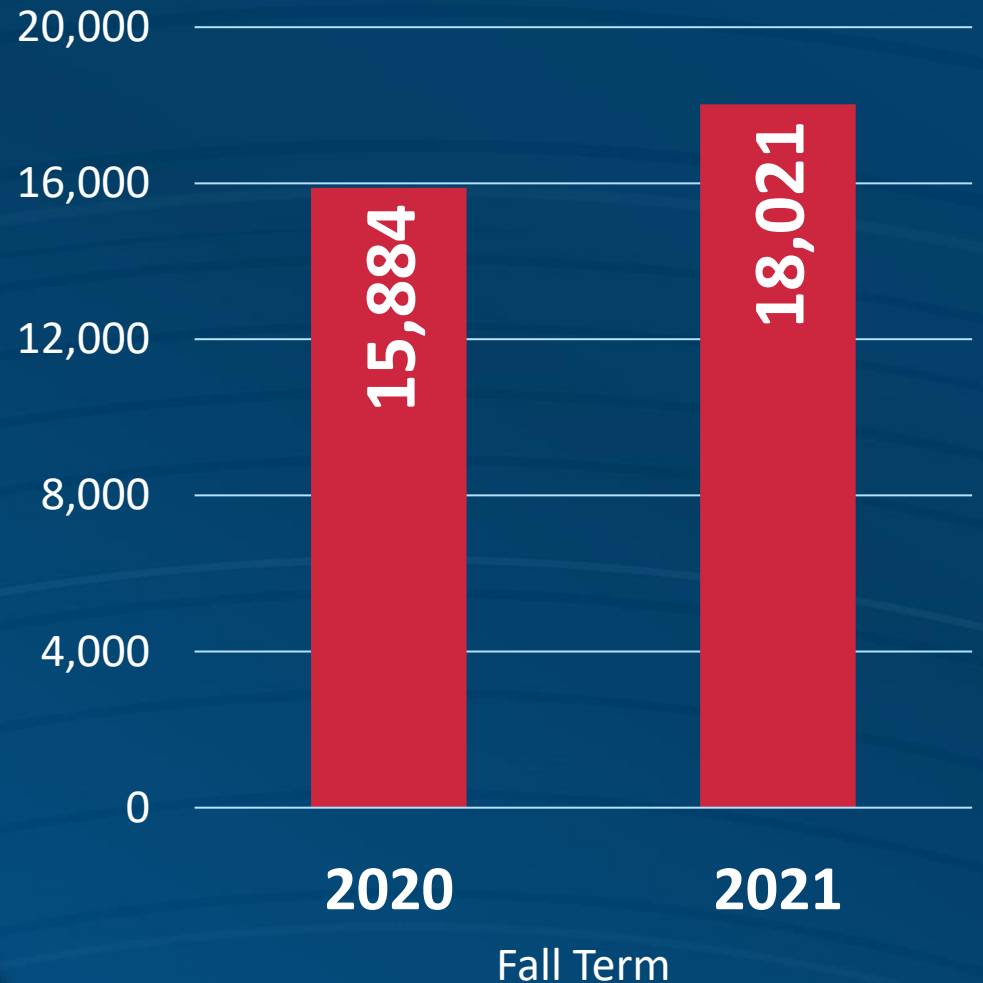
TCAT Enrollment in Fall 2021

TCAT registrations **rose 13%**
in fall 2021 compared to fall 2020.

18,021 students registered
at TCATs in fall 2021.

That's *2,137 more students*
than in fall 2020.

TCAT registrations rose 13%.

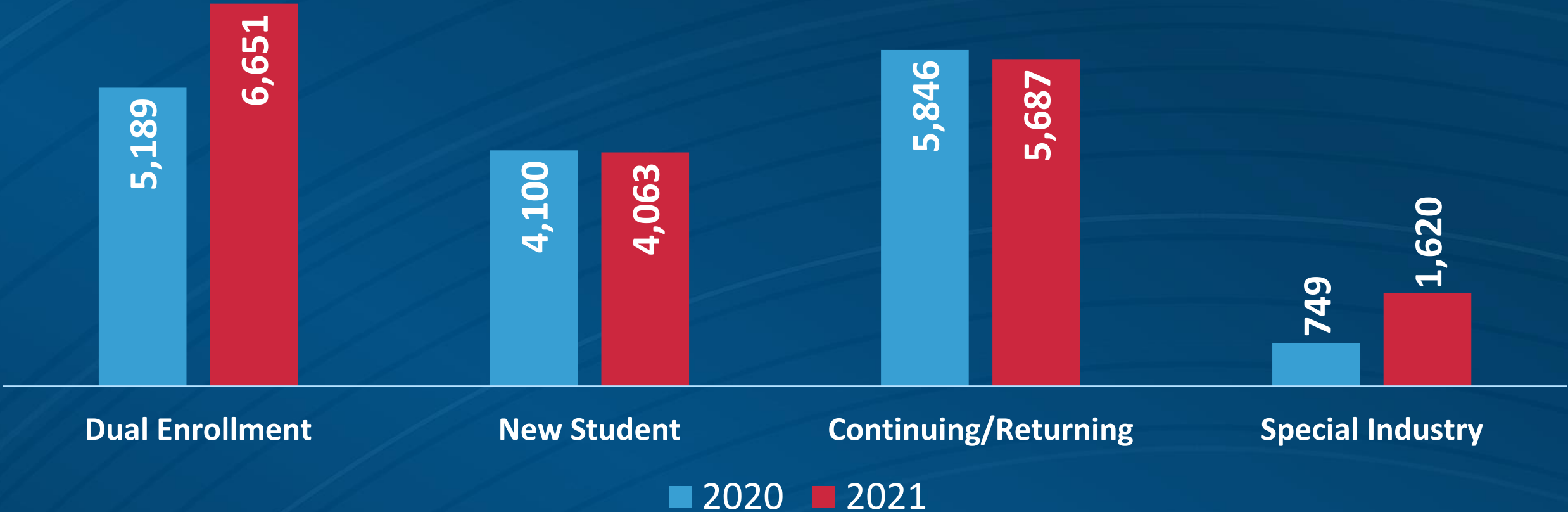


*Registrations as of 11/30. Does not include TCAT Chattanooga.



TCAT Enrollment by Student Type

Dual enrollment at TCATs rose 28% from fall 2020 to 2021.



*Registrations as of 11/30. Does not include TCAT Chattanooga.



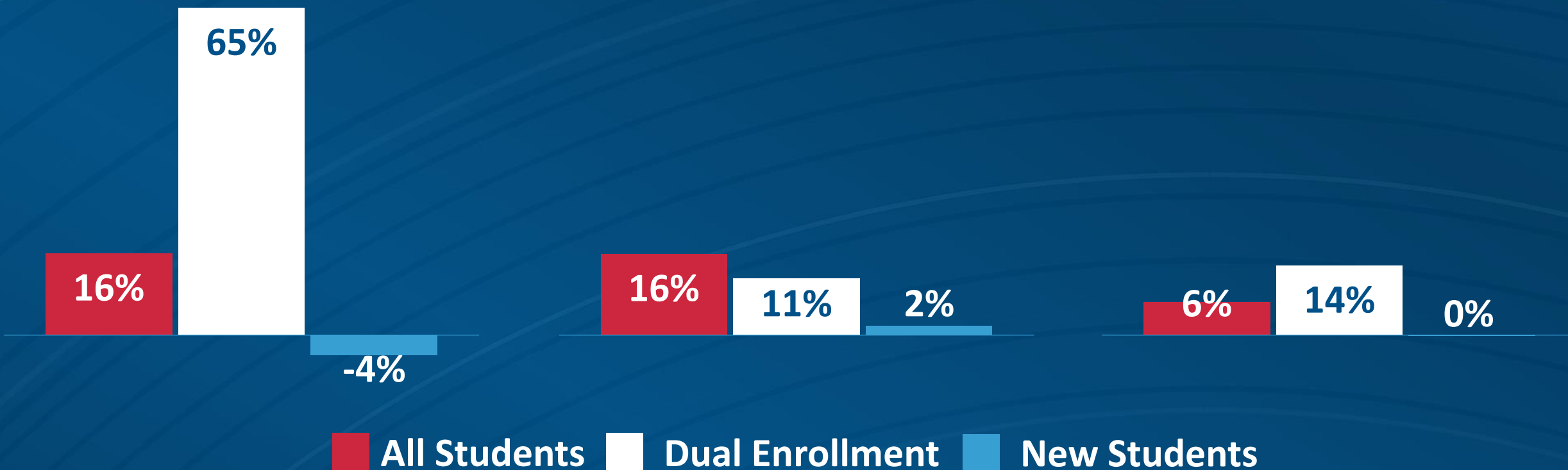
Growth in TCAT Enrollment by Region

West Tennessee TCATs saw the most growth in dual enrollment.

West TN TCATs

Middle TN TCATs

East TN TCATs

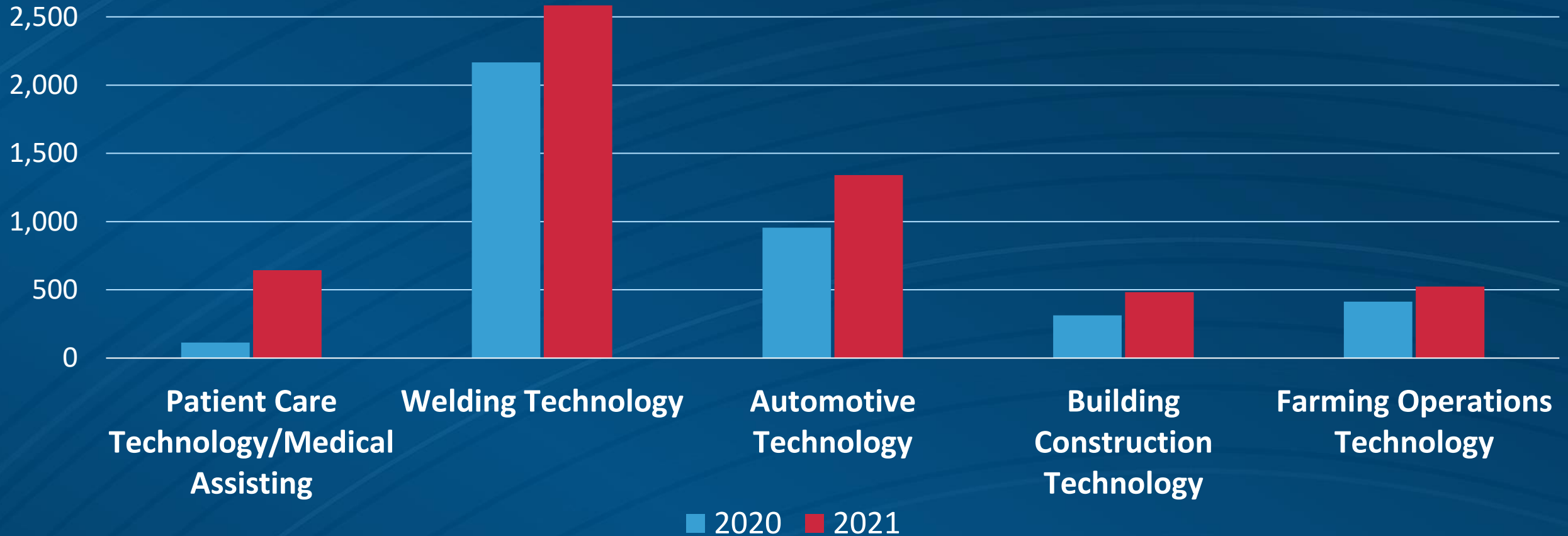


*Registrations as of 11/30. Does not include TCAT Chattanooga.



TCAT Enrollment by Program

These five programs saw the most growth in fall 2021.



*Registrations as of 11/30. Does not include TCAT Chattanooga.



TCAT Graduates in 2020-2021





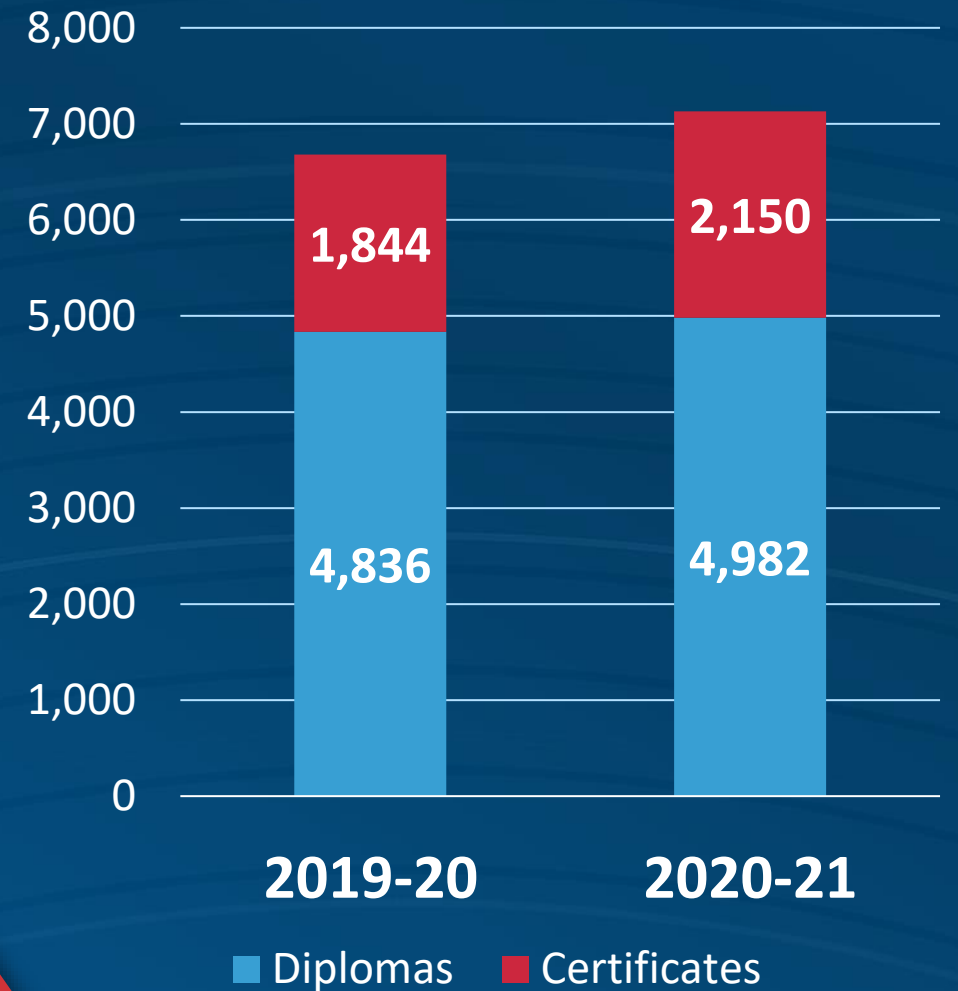
TCAT Awards in 2020-21

7,132 certificates and diploma were earned by TCAT students in the 2020-2021 academic year.

The number of awards **rose 7%** in 2020-2021.

That's *452 more awards* than in 2019-2020.

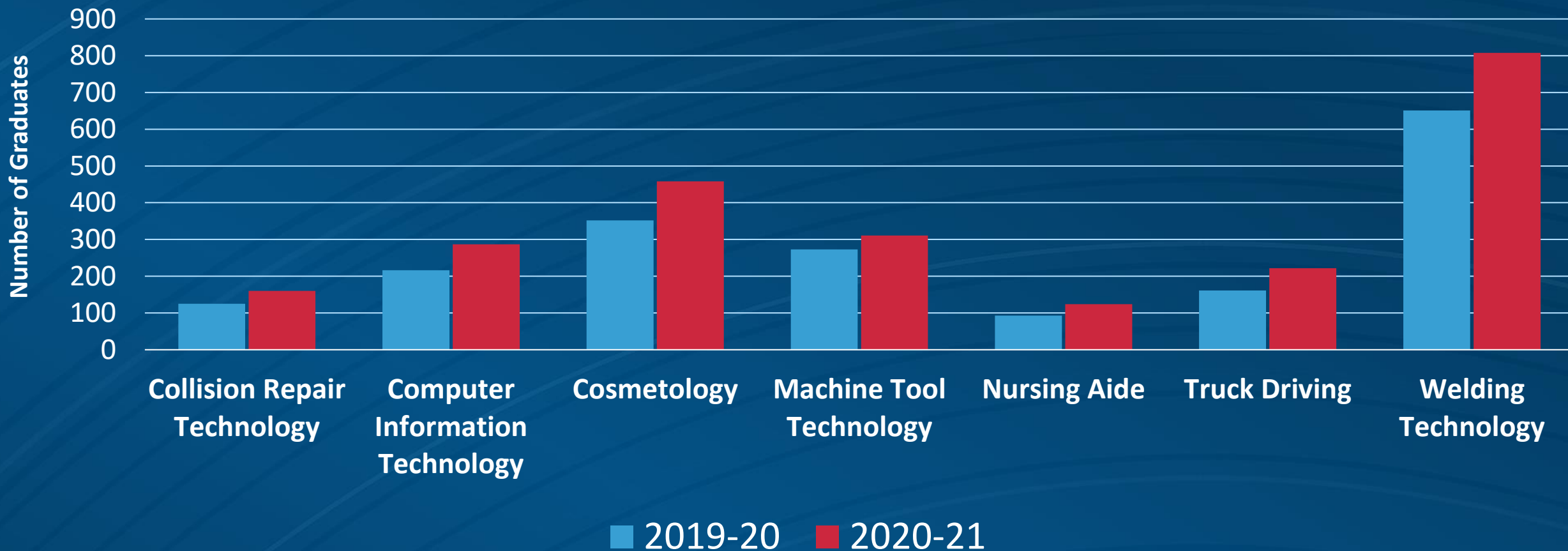
TCAT awards rose 7%.





TCAT Graduates by Program

Growth in these programs drove the increases in TCAT awards.



*End-of-term data. Reflects the number of graduates per program per year. Each graduate is counted once regardless of the number of awards earned in the year.



New Data Resources for TCATs

A new set of interactive dashboards allows TCAT presidents and staff to:

- **Track real-time data** on registrations and attendance.
- **Review data trends** about enrollment and graduates by program and demographic characteristics.





Student Access & Success Data

Executive Vice Chancellor
Russ Deaton

My
Cleveland State
COMMUNITY COLLEGE



Criteria for the
President of
Cleveland State
Community College



Strategic Plan

My

Cleveland State
COMMUNITY COLLEGE



**We build strong
minds, careers and
communities through
exceptional teaching
and learning,
workforce
development
and service.**

This is our
MISSION

My
Cleveland State
COMMUNITY COLLEGE

CLEVELAND STATE VISION 2025 PLAN

Grow Student
Recruitment,
Retention and
Completion

Nurture a Vibrant
Campus
Environment

Provide
Exceptional
Teaching and
Learning

Deliver Quality
Workforce and
Economic
Development

Strengthen
Our College
Economy to Power
Our Mission

Mission: We build strong minds, careers and communities through exceptional teaching and learning, workforce development and service.

Overview of the Strategic Plans:

Cleveland State Community College:

Cleveland State recognizes that the needs and interests of the community - particularly students - should always be at the heart of all we do. The college established five primary overarching goals, which align with the TBR Strategic Plan and help lay the groundwork for the vision of the college from 2021-2025 and beyond.

Tennessee Board of Regents (TBR):

The essence of the TBR Plan is three pillars - Open Access, Completion, and Community & Workforce Impact - that intersect with four cross-cutting themes. Together, these elements are the foundation of the plan and provide a framework for how TBR pursues its mission, as well as a roadmap for its colleges to build their institution-specific Strategic Plans.

Alignment to TBR Strategic Plan:

With an emphasis on building strong minds, careers, and communities, the Cleveland State mission statement is a strong match with the TBR Strategic Plan. Accomplishing this mission through exceptional teaching and learning, workforce development, and service will allow the college to impact its students, industries, and communities.

The Cleveland State Values also have a strong alignment with the TBR Strategic Plan and its four pillars, with an emphasis on completion, meaningful employment, and equity, while meeting the needs of a dynamic and changing workforce.

The following pages will provide a detailed crosswalk between the two strategic plans.

How to Read the Strategic Planning Crosswalk:

Please see Cleveland State's five overarching strategic goals and TBR's overarching pillars outlined below. Each CLSCC goal is aligned with one of the TBR overarching pillars.



Cleveland State Vision 2020-2025 Overarching Strategic Goals

- Provide Exceptional Teaching and Learning
- Grow Student Recruitment, Retention, and Completion
- Nurture a Vibrant Campus Environment
- Deliver Quality Workforce and Economic Development
- Strengthen Our Economy to Power Our Mission



Tennessee Board of Regents 2015-2025 Overarching Pillars

- Open Access
- Completion
- Community & Workforce Development (CWD)



Cleveland State Strategic Goal 1

Provide Exceptional Teaching and Learning

- Goal 1 Update the 5-Year Academic Plan and implement new and expanded programs, with consideration to academic interests in a post-pandemic environment. (Open Access)
- Goal 2 Infuse the curriculum with inclusive materials and learning opportunities. (Open Access)
- Goal 3 Each student will graduate with at least three High Impact Practice Experiences in our AA, AS, and AAS programs. (Completion)
- Goal 4 Expand non-traditional learning formats including fully online, hybrid, and shorter-term classes to meet student needs. (Open Access)
- Goal 5 Develop and implement the Center for Entrepreneurship and Innovation. (Open Access, Completion, CWD)
- Goal 6 Strengthen faculty professional development and new instructor orientation and training. (Open Access)

Cleveland State Strategic Goal 2

Grow Student Recruitment, Retention & Completion

- Goal 1 Achieve an overall student enrollment of 3,576 Headcount and 2,500 FTE, growing 1% Headcount and 1% FTE each year. (Open Access)
- Goal 2 Achieve 80% fall-spring and 55% fall-fall retention rate of first-time freshmen by 2025, improving by 1% each year. (Completion)
- Goal 3 Achieve a 3-year graduation of 35%. (Completion)
- Goal 4 Minimize Equity Gaps for African-American and low-income students. (Open Access, Completion, CWD)

Cleveland State Strategic Goal 3

Nurture a Vibrant Campus Environment

- Goal 1 Complete construction of the Health & Science Center and the Mary T. Booker Humanities Building renovation. (Open Access)
- Goal 2 Complete construction of the McMinn Higher Education Center. (Open Access)
- Goal 3 Create a campus community that embraces equity, inclusion and social justice. (Open Access, CWD)
- Goal 4 Make Cleveland State a “Best Place to Work”. (Open Access)
- Goal 5 Measures of student engagement will surpass the benchmark means for TBR and National Small Community Colleges on CCSSE and SENSE. (Completion)

Cleveland State Strategic Goal 4

Deliver Quality Workforce & Economic Development















- Goal 1 Successfully implement the Advance Technology Institute funded through the GIVE Grant. (Open Access, Completion, CWD)
- Goal 2 Provide a quality work-based learning experience for all AAS and Certificate students. (CWD)
- Goal 3 Achieve 25,000 Workforce Development Contact Hours annually. (CWD)
- Goal 4 CSCC will be known as the preferred regional choice for workforce training and consulting. (CWD)

Cleveland State Strategic Goal 5

Strengthen Our Economy to Power Our Mission

- Goal 1 Balance budgets with funds added to reserves annually. (Open Access, Completion, CWD)
- Goal 2 Increase reserves to cover six months of operations. (Open Access, Completion, CWD)
- Goal 3 Maintain a Composite Financial Index (CFI) that exceeds 3.0. (Open Access, Completion, CWD)
- Goal 4 CSCC Foundation total assets will exceed \$15 million. (Open Access, Completion, CWD)

Cleveland State Vision 2025 Strategic Goals

	TBR (Access)	TBR (Completion)	TBR (CWD)
Provide Exceptional Teaching and Learning			
Goal 1 Update the 5-Year Academic Plan and implement new and expanded programs, with consideration to academic interests in a post-pandemic environment.			
Goal 2 Infuse the curriculum with inclusive materials and learning opportunities.			
Goal 3 Each student will graduate with at least three High Impact Practice Experiences in our AA, AS, and AAS programs.			
Goal 4 Expand non-traditional learning formats including fully online, hybrid, and shorter-term classes to meet student needs.			
Goal 5 Develop and implement the Center for Entrepreneurship and Innovation.			
Goal 6 Strengthen faculty professional development and new instructor orientation and training.			
			
			
Grow Student Recruitment, Retention, and Completion			
Goal 1 Achieve an overall student enrollment of 3,576 Headcount and 2,500 FTE, growing 1% Headcount and 1% FTE each year.			
Goal 2 Achieve 80% fall-spring and 55% fall-fall retention rate of first-time freshmen by 2025, improving by 1% each year.			
Goal 3 Achieve a 3-year graduation of 35%.			
Goal 4 Minimize Equity Gaps for African-American and low-income students.			
			

Cleveland State Vision 2025 Strategic Goals

	TBR (Access)	TBR (Completion)	TBR (CWD)
Nurture a Vibrant Campus Environment			
Goal 1 Complete construction of the Health & Science Center and the Mary T. Booker Humanities Building renovation.			
Goal 2 Complete construction of the McMinn Higher Education Center.			
Goal 3 Create a campus community that embraces equity, inclusion and social justice.			
Goal 4 Make Cleveland State a "Best Place to Work".			
Goal 5 Measures of student engagement will surpass the benchmark means for TBR and National Small Community Colleges on CCSSE and SENSE.			
Deliver Quality Workforce and Economic Development			
Goal 1 Successfully implement the Advance Technology Institute funded through the GIVE Grant.			
Goal 2 Provide a quality work-based learning experience for all AAS and Certificate students.			
Goal 3 Achieve 25,000 Workforce Development Contact Hours annually.			
Goal 4 CSCC will be known as the preferred regional choice for workforce training and consulting.			
Strengthen Our Economy to Power Our Mission			
Goal 1 Balance budgets with funds added to reserves annually.			
Goal 2 Increase reserves to cover six months of operations.			
Goal 3 Maintain a Composite Financial Index (CFI) that exceeds 3.0.			
Goal 4 CSCC Foundation total assets will exceed \$15 million.			



Report of the Committee on Personnel & Compensation

Regent Yolanda Greene



October 31, 2021 Budget Revisions

Executive Vice Chancellor
Danny Gibbs



Approval of the Revised Budget for Fiscal Year 2021-22

- In June 2021, the Board approved the Proposed Budget, providing the System with initial budgetary operating authority for the 2021-22 fiscal year
- The Proposed Budget did not recognize factors such as fall enrollment changes, level of grant or revenue contract activity, and any final state budget adjustments
- The Revised Budget addresses factors such as enrollment changes, final state budget adjustments, carryover funds from the 2020-21 FY as well as updating other budget estimates based on more current information



Total Budgeted Revenues Comparison of Revised Budgets

	2020-21	2021-22	Change	
	Revised	Revised	Amount	%
State appropriations	\$ 386,223,700	\$ 453,956,200	\$ 67,732,500	18%
Student fees				
Maintenance and tuition	289,294,000	272,570,200	(16,723,800)	-6%
Mandatory fees	19,591,900	19,755,300	163,400	1%
Other fees	14,454,600	11,096,200	(3,358,400)	-23%
Subtotal student fees	323,340,500	303,421,700	(19,918,800)	-6%
Sales/services/other	33,818,800	68,625,500	34,806,700	103%
Restricted	424,015,900	553,026,600	129,010,700	30%
Auxiliary	7,521,300	7,160,900	(360,400)	-5%
Total	\$ 1,174,920,200	\$ 1,386,190,900	\$ 211,270,700	18%



State Appropriation Reconciliation

October 2020 Revised Budget	\$	386,223,700
PY Non-recurring improvements		(1,984,600)
Formula adjustments		2,976,500
Outcomes funding		11,614,600
Salary increase		13,565,800
Legislative amendments		39,152,000
Group insurance adjustment		1,741,400
OPEB adjustments		(764,900)
Risk Management premium adjustment		1,033,300
TCRS adjustment		398,400
October 2021 Revised Budget	\$	453,956,200



Unrestricted Educational & General (E&G) Expenditures by Function

	<u>2020-21</u> <u>Revised</u>		<u>2021-22</u> <u>Revised</u>		<u>Difference</u>	<u>%</u>			
Instruction	\$	362,427,800	49%	\$	381,264,500	46%	\$	18,836,700	5%
Research		-	0%		-	0%		-	0%
Public Service		3,729,500	1%		4,650,000	1%		920,500	25%
Academic Support		49,879,300	7%		56,515,300	7%		6,636,000	13%
Student Services		85,160,200	12%		89,790,400	11%		4,630,200	5%
Institutional Support		138,724,700	19%		182,110,500	22%		43,385,800	31%
O&M		81,379,100	11%		88,041,900	11%		6,662,800	8%
Scholarships & Fellowships		16,898,900	2%		19,065,600	2%		2,166,700	13%
	\$	<u>738,199,500</u>		\$	<u>821,438,200</u>		\$	<u>83,238,700</u>	



Unrestricted Educational & General (E&G) Expenditures by Natural Classification

	<u>2020-21</u> <u>Revised</u>		<u>2021-22</u> <u>Revised</u>		<u>Difference</u>		<u>%</u>	
Salaries	\$	393,777,700	53%	\$	419,849,800	51%	\$ 26,072,100	7%
Benefits		154,277,300	21%		162,114,000	20%	7,836,700	5%
Travel		5,632,500	1%		7,648,000	1%	2,015,500	36%
Operating		180,445,400	24%		226,510,500	28%	46,065,100	26%
Capital Outlay		4,066,600	1%		5,315,900	1%	1,249,300	31%
	\$	<u>738,199,500</u>		\$	<u>821,438,200</u>		<u>\$ 83,238,700</u>	



Unrestricted & Restricted Funds Expenditures & Transfers

	<u>2020-21 Revised</u>	<u>2021-22 Revised</u>	<u>Difference</u>	<u>%</u>
Unrestricted E&G	\$ 738,199,500	\$ 821,438,200	\$ 83,238,700	11%
Auxiliaries	5,456,400	5,306,400	(150,000)	-3%
Restricted	420,048,500	547,121,400	127,072,900	30%
Transfers	65,292,500	74,875,400	9,582,900	15%
Total	<u>\$ 1,228,996,900</u>	<u>\$ 1,448,741,400</u>	<u>\$ 219,744,500</u>	18%



Transfer Activity Detail

	<u>2020-21 Revised</u>	<u>2021-22 Revised</u>	<u>Difference</u>	<u>%</u>
Retirement of Indebtedness	\$ 1,981,800	\$ 2,042,800	\$ 61,000	3%
Unexpended Plant	23,344,000	25,306,700	1,962,700	8%
Renewal & Replacement	39,966,700	47,525,900	7,559,200	19%
Other funds	-	-	-	0%
	<u>\$ 65,292,500</u>	<u>\$ 74,875,400</u>	<u>\$ 9,582,900</u>	

Note: Transfers are (to)/from unrestricted funds.



Summary of Unrestricted Funds Available & Applied

	FY 2021-22 Revised	
	<u>Detail</u>	<u>Summary</u>
Beginning Fund Balance		\$ 265,630,100
Unrestricted E&G		
Revenues	826,003,400	
Expenses	821,438,200	
Transfers	69,207,900	
Subtotal - Expenses & Transfers	<u>890,646,100</u>	
Revenues Over (Under) Expenses & Transfers		(64,642,700)
Auxiliaries		
Revenues	7,160,900	
Expenses	5,306,400	
Transfers	5,667,500	
Subtotal - Expenses & Transfers	<u>10,973,900</u>	
Revenues Over (Under) Expenses & Transfers		(3,813,000)
Total		
Revenues	833,164,300	
Expenses	826,744,600	
Transfers	74,875,400	
Subtotal - Expenses & Transfers	<u>901,620,000</u>	
Revenues Over (Under) Expenses & Transfers		<u>(68,455,700)</u>
Ending Fund Balance		<u>\$ 197,174,400</u>



FY 2021-22 Revised Budget: Authorized Positions

	Community Colleges	TCAT's	Central Office	TBR Grand Total	% Within Employee Classification
Unrestricted					
Faculty	1,990	633		2,623	41%
Admin.	123	57	13	193	3%
Clerical Support	1,650	257	63	1,970	31%
Professional	1,425	121	100	1,646	26%
Subtotal	5,188	1,068	176	6,432	100%
% Unrestricted	94%	86%	74%	92%	
Restricted					
Faculty	21	105		126	24%
Admin.	3		1	4	1%
Clerical Support	79	42	7	128	24%
Professional	199	21	55	275	52%
Subtotal	302	168	63	533	100%
% Restricted	6%	14%	26%	8%	
Total					
Faculty	2,011	738	-	2,749	39%
Admin.	126	57	14	197	3%
Clerical Support	1,729	299	70	2,098	30%
Professional	1,624	142	155	1,921	28%
Grand Total	5,490	1,236	239	6,965	100%



Revised Budget for FY 2021-22

Recommended Action

Unrestricted E&G Expenditures	\$ 821,438,200
Restricted Expenditures	547,121,400
Auxiliary Expenditures	5,306,400
Total Transfers	74,875,400
Total Expenditures and Transfers	<u>\$ 1,448,741,400</u>
Total Authorized Positions	<u>6,965</u>
Unrestricted	6,432
Restricted	533



FY 2021-22 Revised Budget

Unrestricted Funds Available & Applied - LGIs

	APSU	ETSU	MTSU	TSU	TTU	UOM
Beginning Fund Balance	27,971,500	46,378,300	51,649,900	4,865,300	30,694,400	59,160,000
Unrestricted E&G						
Revenues	155,467,300	241,926,400	341,657,500	137,668,700	175,322,600	415,434,700
Expenses	152,187,900	262,064,600	367,691,900	133,694,700	185,989,800	461,488,300
Transfers	3,646,200	8,326,200	11,849,800	2,514,900	10,197,300	(20,192,700)
Subtotal - Expenses & Transfers	<u>155,834,100</u>	<u>270,390,800</u>	<u>379,541,700</u>	<u>136,209,600</u>	<u>196,187,100</u>	<u>441,295,600</u>
Revenues Over (Under) Expenses & Transfers	(366,800)	(28,464,400)	(37,884,200)	1,459,100	(20,864,500)	(25,860,900)
Auxiliaries						
Revenues	13,792,200	24,834,200	33,929,700	28,957,000	18,489,500	31,731,300
Expenses	8,038,900	14,222,400	18,600,100	25,887,400	8,201,800	21,401,700
Transfers	5,753,300	10,402,200	15,329,600	3,069,600	10,345,200	10,392,700
Subtotal - Expenses & Transfers	<u>13,792,200</u>	<u>24,624,600</u>	<u>33,929,700</u>	<u>28,957,000</u>	<u>18,547,000</u>	<u>31,794,400</u>
Revenues Over (Under) Expenses & Transfers	-	209,600	-	-	(57,500)	(63,100)
Total						
Revenues	169,259,500	266,760,600	375,587,200	166,625,700	193,812,100	447,166,000
Expenses	160,226,800	276,287,000	386,292,000	159,582,100	194,191,600	482,890,000
Transfers	9,399,500	18,728,400	27,179,400	5,584,500	20,542,500	(9,800,000)
Subtotal - Expenses & Transfers	<u>169,626,300</u>	<u>295,015,400</u>	<u>413,471,400</u>	<u>165,166,600</u>	<u>214,734,100</u>	<u>473,090,000</u>
Revenues Over (Under) Expenses & Transfers	(366,800)	(28,254,800)	(37,884,200)	1,459,100	(20,922,000)	(25,924,000)
Ending Fund Balance	<u>27,604,700</u>	<u>18,123,500</u>	<u>13,765,700</u>	<u>6,324,400</u>	<u>9,772,400</u>	<u>33,236,000</u>



Consideration of University Budgets

- University budgets have been received and reviewed in accordance with TBR Policy 4:01:00:05, *Consideration of University Budgets*
 - University budgets have been determined to meet debt service coverage requirements;
 - University budgets have been found to be mathematically correct and internally consistent;
 - Universities have certified compliance with required representations; and
 - Except as noted above, no judgments have been made regarding university budgets.
- Universities budgets are recommended for approval as being in compliance with the above TBR policy

	<u>Actual FY 2019-20</u>	<u>Actual FY 2020-21</u>	<u>FY 2021-22 Revised Budget</u>	<u>Certified Compliance With Required Representations</u>
APSU	20.04	30.04	22.05	✓
ETSU	22.95	20.33	21.16	✓
MTSU	21.68	21.82	21.16	✓
TSU	44.19	44.33	42.60	✓
TTU	20.58	19.21	20.14	✓
UOM	30.52	28.38	31.53	✓

Note: Unrestricted revenues must be at least two times the debt service amounts.



October 31, 2021 Budget Revisions

Executive Vice Chancellor
Danny Gibbs



College Mergers

Executive Vice Chancellor
Russ Deaton



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— COVINGTON —



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— NEWBERN —



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— RIPLEY —



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— NORTHWEST —



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— PARIS —



TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
— MCKENZIE —



College Mergers

Executive Vice Chancellor
Russ Deaton



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

**Assistant Vice Chancellor
Tachaka Hollins**



TCAT Dickson

- Duplicate the existing Welding Technology program at the TCAT Dickson-Clarksville Extension Campus (AA). The program will expand from part-time evening to full-time evening. (See Implementation Proposal #1)



TCAT Harriman

- Replicate the existing Building Construction Technology program at the TCAT Harriman- Lenoir City Instructional Service Center for adults (evenings) and dual enrollment students (pending THEC site code approval). (See Implementation Proposal #2)
- Replicate the existing Residential/Commercial/Industrial Electricity program at the TCAT Harriman- Loudon County Instructional Service Center (2H). (See Implementation Proposal #3)



TCAT Hohenwald

- Relocate the existing evening Practical Nursing program from the TCAT Hohenwald-Wayne Medical Instructional Service Center (2F) to the TCAT Hohenwald- Bevis Educational Instructional Service Center (2T). (See Implementation Proposal #4)



TCAT Jackson

- Implementation of a Pipefitting and Plumbing Technology program at TCAT Jackson main campus. (See Implementation Proposal #5)



TCAT Knoxville

- Relocate the existing Heating, Ventilation, Air Conditioning and Refrigeration program from the TCAT Knoxville- Pellissippi State Community College Strawberry Plains (2G) to the TCAT Knoxville- Anderson County Higher Education Center Extension Campus (3A). (See Implementation Proposal #6)



TCAT Livingston

- Implementation of an Injection Molding Technology program at TCAT Livingston- Cookeville High Education Center (2F). (See Implementation Proposal #7)
- Relocate the existing Diesel Technology program from the TCAT Livingston-Fitzgerald Collision and Repair Instructional Service Center (2G) to the main campus. The College will close the Fitzgerald Collision and Repair Instructional Service Center (2G) once the program is relocated. (See Implementation Proposal #8)
- Replicate the existing Power Line Construction Maintenance Technology program at the TCAT Livingston main campus. (See Implementation Proposal #9)



TCAT McMinnville

- Replicate the existing Welding Technology program at the TCAT McMinnville-Warren County Jail Instructional Service Center (pending THEC site code approval). (See Implementation Proposal #10)



TCAT Morristown

- Implementation of an Advanced Manufacturing Education program at TCAT Morristown main campus. (See Implementation Proposal #11)
- Replicate the existing Cosmetology program at the TCAT Morristown- Hawkins County Extension Campus (PC). (See Implementation Proposal #12)



TCAT Murfreesboro

- Implementation of a Computer-Aided Design Technology program at TCAT Murfreesboro main campus. (See Implementation Proposal #13)



TCAT Nashville

- Implementation of a Truck Driving program at the TCAT Nashville Extension Campus (PA). (See Implementation Proposal #14)



Program Modifications

- To meet the requirements of the Council on Occupational Education (COE) accrediting body, six (6) program modifications are being presented for the Board's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. The program modifications are included in your materials.



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

**Assistant Vice Chancellor
Tachaka Hollins**



Proposed A.A.S. in Aviation Operations Technology

Vice Chancellor
Jothany Blackwood



Aviation Operations Technology

First A.A.S. in TN for Aviation Operations Technology with three concentrations:

- Aviation Administration
- Flight Dispatcher
- Professional Pilot

Location: Maxine Smith Center
880 East Shelby Drive
Memphis, Tennessee 38125

Implementation: Spring Semester 2022



Professional Pilot Concentration

- Admission requires FAA Private Pilot Certificate
- In addition to A.A.S., the graduate earns:
 - FAA Instrument Rating Certificate
 - FAA Commercial Pilot Certificate
- Students will complete Certified Flight Instructor Ground School

These certificates, with a total of 1500 flying time while employed, will enable graduates to earn the Airline Transport Pilot (ATP) Certificate.



Increased Access

A.A.S provides increased access, shorter training time, reduced costs, and career advancement at an earlier age.

Advisory Board and Partners

- FedEx Express
- Luke Weathers Flight Academy
- Organization of Black Aerospace Professionals
- East High School T-Stem Academy, Shelby County

Contract for Flight Training

- Air Venture Flight Academy in Olive Branch, MS



Credit Hours

<u>Curriculum</u>	<u>SCH</u>
General Education	15
Aviation Core	15
Concentration Core	15 to 24
Aviation Electives	6 to 15
TOTAL	60 SCH



Opportunities

- Dual enrollment
- Articulation and transfer with MTSU and The UoM
- PLA credit (up to 21 SCH) for the FAA Commercial Pilot Certificate
- FAA Part 141 approval
- VA approval
- AABI approval



THEC Financial Projections

THEC Financial Projections

Southwest Tennessee Community College-Aviation Operations Technology (AAS)

	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures					
A. One-time Expenditures					
Equipment	50,000	-	-	50,000	-
Other	50,000	-	-	-	-
Sub-Total One-time	\$ 100,000	\$ -	\$ -	\$ 50,000	\$ -
B. Recurring Expenditures					
Faculty					
Salary	\$ 72,680	\$ 101,499	\$ 111,785	\$ 116,977	\$ 129,880
Benefits	23,338	25,898	27,047	27,814	29,179
Sub-Total Faculty	\$ 96,018	\$ 127,397	\$ 138,832	\$ 144,791	\$ 159,059
Operating					
Travel	\$ -	\$ 450	\$ 450	\$ 600	\$ 600
Liability Insurance	15,000	15,750	16,538	17,364	18,233
Flight Training	130,000	260,000	260,000	260,000	260,000
Other	3,800	3,990	22,414	4,399	4,619
Sub-Total Operating	\$ 148,800	\$ 280,190	\$ 299,402	\$ 282,363	\$ 283,452
Total Recurring	\$ 244,818	\$ 407,587	\$ 438,234	\$ 427,154	\$ 442,511
TOTAL EXPENDITURES	\$ 344,818	\$ 407,587	\$ 438,234	\$ 477,154	\$ 442,511



THEC Financial Projections

THEC Financial Projections

Southwest Tennessee Community College-Aviation Operations Technology (AAS)

	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL EXPENDITURES	\$ 344,818	\$ 407,587	\$ 438,234	\$ 477,154	\$ 442,511
II. Revenue					
Tuition and Fees	\$ 246,300	\$ 511,220	\$ 588,168	\$ 692,608	\$ 911,040
TOTAL REVENUES	\$ 246,300	\$ 511,220	\$ 588,168	\$ 692,608	\$ 911,040
SURPLUS/(DEFICIT)	(98,518)	103,633	149,935	215,454	468,529



Professional Pilot Track

Professional Pilot Track

	Credit Hrs.	Tuition & Mandatory Fees	Aviation Fees	FAA Exam Cost (including Airplane rental)	Syllabus & Start Kit	Total
<i>1st Semester</i>	16	\$ 2,363	\$ 6,622	\$ 775	\$ 483	\$ 10,243
<i>2nd Semester</i>	16	\$ 2,363	\$ 11,719	\$ 175	\$ 407	\$ 14,664
<i>3rd Semester</i>	13	\$ 2,252	\$ 11,923	\$ 700	\$ -	\$ 14,875
<i>4th Semester</i>	15	\$ 2,326	\$ -	\$ -	\$ -	\$ 2,326
Totals	60	\$ 9,304	\$ 30,263	\$ 1,650	\$ 890	\$ 42,107

Tuition and Mandatory Fees \$ 9,304

Flight Fees \$ 32,803

Total Cost \$ 42,107

Note: Flight Fees could vary from \$32,803 to \$37,291 depending on aircraft used and/or hours needed.



Potential Sources of Aid

Potential Sources of Aid

Source	AY Year 22-23	AY Year 23-24
Pell Grant	\$ 6,495	\$ 6,495
SEOG	1,200	1,200
TSAA	1,300	1,300
Lottery (Hope Scholarship)	3,000	3,000
Foundation Book Scholarship	1,000	1,000
OBAP	11,394	4,206
Total Potential Aid	\$ 24,389	\$ 17,201
Cost Per Year	\$ 24,907	\$ 17,201
Deficit	\$ (518)	



Cost Comparison

Aviation Professional Pilot Program Cost Comparison

\$ 86,004 University of Memphis

\$ 64,636 Mercer County Community College

\$ 42,107 Southwest Tennessee Community College



Proposed A.A.S. in Aviation Operations Technology

Vice Chancellor
Jothany Blackwood



Policy Revisions

General Counsel
Brian Lapps



Proposed Policy Revisions

- 1.02.10.00 – Annual Reports
- 1.03.02.00 – Duties of Institutional Presidents
- 2.01.00.05 – Early Postsecondary Opportunities



Annual Reports Policy

- Changes conform to September 2021 Bylaws revisions.
- Reporting is an ongoing process.
- Annual institutional reports not required.
- Adds additional types of information to report.



Duties of Institutional Presidents Policy

- Adds a new section:
 - “Because the president is expected to build and maintain strong relationships in the community, the president is required to live in the institution’s service area, unless an exception is approved by the Chancellor.”
- Inclusion is to emphasize the expectation.
- Provides flexibility when appropriate.



Early Postsecondary Opportunities

- The purpose of the policy revision is to be more TCAT inclusive throughout.
- Removing Section 6 - Demonstration of Procedure Compliance and Reporting; this data is now available via centralized Banner instance
- Removing TCAT enrollment limitation of one occupational area
- Adding the following documents to the Exhibits section:
 - EPSO agreement templates
 - Standards for College Level Examination Program (CLEP) and Advanced Placement (AP) credit award. (Effectuated through Policy 2.01.00.04 Awarding of Credits Earned Through Extra-Institutional Learning to Community Colleges)



Policy Revisions

General Counsel
Brian Lapps



**Resolution of
Appreciation for
President Karen Bowyer**





Quarterly Board Meeting

December 9, 2021

Nashville, TN