

**TENNESSEE BOARD OF REGENTS**  
**Committee Chairs Meeting**  
**Tuesday, November 15, 2022**  
**Agenda**

1. Opening Remarks (Vice Chair Reynolds/Chancellor Tydings)
2. Business and Finance Updates (Fox)
  - Proposed Revisions to TBR Policy
    - a. Policy 4.02.10.00: Purchasing Policy
3. Academic Policies and Programs Updates (Deaton)
  - Proposed Revisions to TBR Policy
    - a. Policy 2.03.01.01: Undergraduate Academic Retention and GPA Standards
4. External Affairs Updates (McCormick)
5. Workforce Development Updates (McCormick)
6. Fiscal Year 2022 System Fundraising Report (McCormick)
7. Chattanooga State Strategic Plan (Deaton and President Ashford)
8. December Board Meeting Information (Chancellor Tydings)
9. Closing Remarks (Vice Chair Reynolds/Chancellor Tydings)

•*This meeting will include members of the Tennessee Board of Regents who are participating by electronic means of communication and will be live-streamed and archived on the TBR website at <https://www.tbr.edu/board/november-15-2022-committee-chairs-personnel-compensation-and-audit-committee-meetings> .*

•*Persons who want to request to address the Board may follow the process authorized by [TBR Policy 1.02.12.00 – Requests to Address the Board](#).*

---

BOARD TRANSMITTAL

---

MEETING: Committee Chairs Meeting

SUBJECT: Revision to Purchasing Policy: 4.02.10.00

DATE: November 15, 2022

PRESENTER: Alisha Fox

PRESENTATION REQUIREMENTS: 10 minutes

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

---

Summary: This policy revision proposes to change the current purchasing bid thresholds to more accurately reflect the current fiscal climate. Public higher education institutions have followed the State's thresholds related to purchasing but have the authority to set their own reasonable thresholds. When the universities severed as part of the Focus Act in 2016, some established individual thresholds.

In addition to the proposed increased limits, a revised written step will be added for the informal bid threshold which will strengthen the process, with Purchasing having a written record for each procurement that can demonstrate fairness and open competition.

# Purchasing Policy : 4.02.10.00

## Policy/Guideline Area

---

Business and Finance Policies

## Applicable Divisions

---

TCATs, Community Colleges, System Office

## Purpose

---

To ensure efficiency, fairness, transparency and maximum level of competition in the procurement of goods and services for the Tennessee Board of Regents System. This policy includes the criteria and process for procurements conducted by Institutions governed by the Tennessee Board of Regents. It is not intended to cover all Tennessee Board of Regents policies and guidelines or all possible issues that may arise in the procurement process; rather, it is intended to give you a general process for how to address procurement issues. Institutions are responsible for complying with all other relevant policies.

## Definitions

---

- Institution – means any of the community colleges, colleges of applied technology and System Office departments within the Tennessee Board of Regents.
- System Office – the administrative offices of the Tennessee Board of Regents.

As used in the Procedure area, the following definitions apply, unless the context otherwise requires:

- “Aggrieved Respondent” means a respondent, who was not awarded a contract and claims their rights were infringed in connection with a solicitation or award by the Institution.
- “Calendar Day” means all days in a month, including weekends and holidays. In the event a final calendar day falls on a weekend, holiday or

other day where offices are closed, the next business day becomes the final calendar day.

- "Central Procurement Office" means the State office established and empowered by T.C.A § 4-56-104.
- "Chief Procurement Officer" means an official of the State as defined by T.C.A. § 4-56-104, the Assistant Vice Chancellor of Procurement and Contracts of the System Office, or the senior procurement official of an Institution, as applicable.
- "Commodity Codes/Classes" means The National Institute of Government Purchasing (NIGP)
- "Contracting Party/Contractor" means a person or legal entity with the independent legal capacity to contract or sue and be sued that has been awarded a contract through proper authority.
- "Cooperative Purchasing Agreement" means a written contract procured for the benefit of two or more governmental entities to make purchases of goods or services.
- "Debarment" means excluding a Vendor from participation in procurements or contracts.
- "Emergency Purchase" means a purchase made during an actual emergency arising from unforeseen causes without the issuance of a competitive solicitation.
- "Evaluation Team" means the committee comprised of persons who will evaluate responses to a RFP, RFI or ITB/RFQ. All persons serving on an evaluation committee shall be adequate to the scope and nature of the procurement.

- “Fully Executed Contract” means a signed contract that has been duly approved by all necessary State signatories as required by policies, procedures, and laws.
- “General Services Administration” means the procuring agency of the U.S. Federal Government.
- “Gift” means a voluntary transfer of goods or services to the Institution made gratuitously and without consideration.
- “Grant” means any grant of money awarded to the Institution, for the furnishing by the Institution of assistance, whether financial or otherwise, to any person or entity to support a program authorized by law. The term “Grant” does not include an award with the primary purpose of procuring an end product, whether in the form of supplies, services, or construction, or any contract resulting from such an award that should otherwise be provided on a competitive basis.
- “Immediate Family” means a spouse, parent, sibling or child.
- “Institution” means the TBR System Office and/or any Institution governed by the Tennessee Board of Regents.
- “Invitation to Bid (ITB)/Request for Quotation (RFQ)” means a procurement method where a contract is awarded to one or more bidders based on the lowest Responsive and Responsible bid which meets the required specifications, taking into consideration quantifiable factors including but not limited to the conformity of the goods and/or services to the specifications, and discount allowed for prompt payment or other reason(s), transportation charges, and the date of delivery specified in the solicitation.
- “Notice of Intent to Award” means an Institution’s written notice to a bidder/proposer of a solicitation that the evaluation is complete, that names

the respondent who is considered for award, and states that the procurement file is open for public inspection.

- "Non-responsive" means failure of a bidder/proposer who submits a response to a solicitation to conform in all material respects to the solicitation's requirements.
- "Proposal" means a Proposer's response to an Institution's solicitation for goods and/or services.
- "Proposer" means any person or legal entity with the legal capacity to enter into contracts and sue and be sued who responds to a written solicitation for goods or services issued by the Institution.
- "Proprietary Purchase" means the procurement of a good or service that is protected under trade secret, patent, trademark, or copyright law by a vendor having exclusive legal right to provide, manufacture, or sell the good or service.
- "Protest" means a written complaint filed by an Aggrieved Respondent in connection with a solicitation or award of a contract by the Institution.
- "Purchase Order" means a written or electronic document issued by the Institution's Procurement Office to a supplier authorizing a purchase.
- "Registered Vendors List" means a list of potential bidders who have successfully completed the Institution's vendor registration process.
- "Request for Information" means a solicitation sent to a broad base of potential suppliers for the purpose of developing strategy, building a database, or preparing for a Request for Proposals or a Request for Quotation.
- "Request for Proposals (RFP)" means a written solicitation for written proposals to provide goods or services to the Institution.
- "Respondent" means a person providing a written response to a solicitation.

- "Response" means a respondent's written response to a solicitation.
- "Responsible Bidder/Proposer" means a vendor who has the capacity in all material respects to perform fully the contract requirements, and the integrity and reliability that will assure good faith performance.
- "Responsive Bidder/Proposer" means a person who has submitted a proposal which conforms in all material respects, to the terms of a solicitation.
- "Small Dollar Purchases" means the procurements of goods or services totaling less than the amount required for competitive bids.
- "Sole Source Purchase" means procurement of a good or service from a single uniquely qualified vendor.
- "Solicitation" means a written document that facilitates the award of a contract to Contracting Parties for goods or services. Examples of solicitations include, but are not limited to, an Invitation to Bid/Request for Quotation, a Request for Information, and a Request for Proposal.
- "Solicitation Coordinator" means the Institution's procurement professionals who acts as the primary point of contact and manages the procurement.
- "State" means the State of Tennessee, including its departments, agencies, and entities that fall under its purview.
- "State Agency" means the departments, agencies, and entities of the State of Tennessee.
- "Statewide Contract" means a contract for goods or services established by the Chief Procurement Officer that all State Agencies must utilize and that may be used by local governments, higher education and not-for-profit entities.
- "Supplier" means a person or legal entity who has the legal capacity to enter into contracts and who supplies goods or services to the Institution through

a contract or a purchase order. A “supplier” includes all persons or legal entities referenced as “vendors” in this policy.

- “TBR System Office” means the central administrative offices of the Tennessee Board of Regents.

“Term Contract” means a contract for goods or services in which a source or sources of supply are established for a specified period of time at an agreed upon price or prices.

## Policy/Guideline

---

### I. Purchasing Authority

- A. The authority to approve procurements of goods and services is delineated in TBR Policy 1:03:02:10.

### II. General Procurement Policies

#### A. Procurement Generally

1. Procurements of goods or services shall be in compliance with all applicable federal and state requirements and TBR Policies and Guidelines.
2. All procurement of goods and services shall be based upon the principle of competitive bidding except when an alternate procurement method is justified in writing and approved by the appropriate authority, as required by TBR Policy 1-03-02-10.
3. A complete record shall be maintained of each procurement transaction to provide a clear audit trail.

#### B. Procurement Procedure

1. The Office of Business and Finance and the Office of General Counsel in conjunction with the Council of Buyers shall maintain a procurement procedure, which may be in electronic format, setting forth all processes and procedures for the procurement of goods



and services to ensure that all procurements are in compliance with federal and state laws, regulations, and all applicable TBR Policies and Guidelines.

2. All Institutional procurements shall be in compliance with the procurement procedures.
3. Each Institution shall maintain a procurement policy, which may be in electronic format, setting forth any procedures of the Institution in addition to or necessary to comply with this Policy.

### III. Council of Buyers

- A. The Chancellor has established a Council of Buyers that shall be chaired by the Chief Procurement Officer for the TBR System Office and shall be comprised of at least one (1) procurement representative from each community college and three (3) regional representatives from the Tennessee Colleges of Applied Technology who shall be appointed by the Chancellor or designee.
- B. The Council should meet quarterly, or at minimum semi-annually, or upon request of the Chancellor or designee.
- C. The Council of Buyers shall develop procurement initiatives, procedures and recommendations which shall be submitted to the Chancellor or designee, related to the following:
  1. Development of uniform procedures, forms, and general conditions governing procurements which may be feasible and practicable for use by all Institutions.
  2. Strategic sourcing initiatives to foster cooperation and cost savings efficiencies.
  3. Consideration of the feasibility and advantages of term contracts for the System and of designation of certain Institutions as

responsible procurement agents for specific materials, supplies, equipment, and/or services for the System.

4. Formulation of a uniform code of ethics for governing the professional conduct of employees responsible for procurement.
5. Any other matters referred to the Council by the Chancellor or designee.

#### IV. Exceptions

- A. The Chancellor or designee may approve exceptions to the requirements of this Policy in appropriate cases.

## Procedures

---

### I. Introduction

- A. The purpose of this section is to provide guidance and detailed procedures concerning procurement methods, administration, award and management. This applies to the Tennessee Board of Regents (TBR) System. For procurements that result in contract documents, the Contract Policy No. 1:03:02:15 and Contracts Guideline G-030 shall apply.

### II. Code of Ethics

- A. This Code of Ethics shall be applicable to all employees in the Tennessee Board of Regents System who are primarily responsible for the purchase of goods and/or services.
- B. Employees must discharge their duties and responsibilities fairly and impartially.
- C. Employees shall grant competitive bidders equal consideration, regard each transaction on its own merits, and foster and promote fair, ethical and legal trade practices.
- D. It shall be a breach of ethical standards for any employee who is involved in procurement to become or be, while such an employee, the employee

of any party contracting with the particular governmental body by which the employee is employed.

### III. Conflict of Interest

- A. It shall be a breach of ethical standards for any employee, in the performance of their official duties, to participate directly or indirectly in any proceeding or application, request for ruling or other determination, claim or controversy, or other particular matter pertaining to any contract, or subcontract, and any solicitation or proposal thereof, in which to their knowledge:
  - 1. They, or any member of their immediate family has a substantial financial interest; or
  - 2. a business or organization in which they or any member of their immediate family has a substantial financial interest as an officer, director, trustee, partner or employee, is a party; or
  - 3. any other person, business, or organization with whom they or a member of their immediate family is negotiating or has an agreement concerning prospective employment is a party.
- B. The determination of whether a substantial financial interest exists shall be based upon the criteria identified in Section VI.A.1.b.(2) of TBR Policy No. 1:02:03:10, Conflict of Interest.
- C. Direct or indirect participation shall include, but not be limited to, involvement through decision-making, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing or in any other advisory capacity.

### IV. Purchasing Authority

- A. Procurement of goods and services made in accordance with the process provided herein may be approved by Presidents of Institutions, with the following exceptions.
- B. Except as provided in TBR Policy 1:03:02:10, the authority of the Presidents shall not include:
  - 1. the purchase or lease of real property;
  - 2. any purchase totaling more than \$249,999.99 annually;
  - 3. the purchase of insurance; or
  - 4. purchases for capital outlay projects from any fund source whatsoever.
    - a. Purchases as noted above, which are not within the authority of the President, require additional approval(s) by the TBR System Office, Fiscal Review, or the State Building Commission (SBC), etc. as appropriate.
    - b. See Exhibit 1 for submittal documentation required for procurements and contracts that require TBR System Office and/or Fiscal Review approval.
- C. Purchase orders issued pursuant to purchase orders and/or contracts which have already received approval by the TBR System Office do not require additional submission to the TBR System Office when the purchase orders clearly specify the goods and services of the contracts or any approved amendments thereto.
  - 1. This exception does not include purchase orders issued from University of Tennessee, State of Tennessee, General Services Administration (GSA) or Cooperative contracts, unless notified otherwise by the TBR System Office.
- D. Goods, Materials and Supplies

1. Procurement of goods, materials, and supplies under this policy shall not require a monitoring plan, but shall comply with TBR and Institution internal controls and audit procedures.
- E. In any instance in this policy in which the Chancellor, President, Chief Business Officer, or Chief Procurement Officer is specified to have approval authority, such officer may delegate the approval authority, as specified in TBR Policy 1:03:02:10 to designees.

#### V. **Procurements Generally**

- A. The procedures set forth in this section shall apply to all procurements of goods or services.
1. In cases where TBR policies and procedures do not address a specific procedure for purchase of a particular item, federal and state requirements will govern, as applicable.
  2. All purchases shall be based upon the principle of competitive bidding except as may be otherwise provided herein. It is the responsibility of the Chief Procurement Officer to ensure that the competitive bid process is fair and open. Required documentation related to competitive bidding shall be routed through the Institution's procurement/contracts office, prior to the purchase, to ensure compliance with applicable policies and guidelines.
  3. No procurement shall be divided or split to circumvent the proper procurement process. For example, if seven items totaling ~~\$1230~~[\\$1230](#),000 are needed for a particular project or purpose and can be obtained from a single source of supply, these items should be obtained via a competitive process instead of multiple Small Dollar Purchases. Similarly, if purchases that fall within the Small Dollar Purchase authority are of a recurring nature and the aggregate total is expected to exceed the amount allowable for Small Dollar

Purchases, the procurement is presumed to exceed the Small Dollar Purchase authority and a competitive procurement method must be used (e.g., RFQ, ITB or informal quotes). If an estimate of total expenditures cannot be determined, but may exceed the bid threshold, a competitive process should be followed.

- B. Purchases from Small/Minority/Women/Service Disabled Veteran Owned Businesses:
  - 1. All Institutions, in accordance with state and federal law, shall actively promote and encourage diversity participation with small, minority, women and service disabled veteran owned businesses as further defined in Exhibit 2 to this policy.
  - 2. Institutions shall encourage business to seek certification by the Governor's Office of Diversity Business Enterprise (GoDBE), as applicable.
- C. Limitations of Liability
  - 1. The Chancellor, President, or their respective designee(s) may authorize the procurement of goods and services with a limitation of a contractor's liability.
  - 2. Unless authorized by the Chancellor or the Chancellor's designee, no contract shall limit a contractor's liability to an Institution in an amount less than two (2) times the maximum liability, estimated liability, or maximum revenue of a contract.
  - 3. A limitation of liability in a contract with an Institution shall not be permitted for the following:
    - a. Liability for intellectual property or to any other liability, including, without limitation, indemnification obligations for infringement of third-party intellectual property rights;

- b. Claims covered by any specific provision in a contract with the Institution providing for liquidated damages; or
  - c. Claims for intentional torts, criminal acts, fraudulent conduct, or acts or omissions that result in personal injuries or death.
- D. A limitation of liability included in a contract with an Institution shall not waive or limit the Institution's legal rights, sovereign immunity, or any other immunity from suit provided by law.
- E. Notwithstanding the above, the Chancellor, President, or their respective designee(s) may authorize:
  - 1. The acquisition of software for use restricted solely to academic teaching or research upon terms that may limit the contractor's liability or warranties in an amount less than two (2) times the maximum liability; provided, that in no event, shall the liability of the contractor be limited for intentional torts, criminal acts or fraudulent conduct; and
  - 2. The acquisition of software or services, materials, supplies and equipment for free or at nominal cost upon terms that may limit the contractor's liability or warranties in an amount less than two (2) times the maximum liability; provided, that in no event, shall the liability of the contractor be limited for intentional torts, criminal acts or fraudulent conduct. T.C.A § 12-3-1210
- F. The provisions of this Section V.E, are not required to be followed for contracts of adhesion; for such contracts, the provisions of G-030, Contracts of Adhesion, may be applied.

## VI. Procurement Methods

- A. The following methods may be used to procure goods and/or services:
  - 1. Small Dollar Purchases. Institutions may make non-recurring purchases totaling less than \$~~2510~~25,000, cumulatively in expense or

revenue, without documenting any quotes or proposals from multiple vendors. Purchasers should take appropriate steps, e.g. conducting price comparisons, processing appropriate agreement documents, etc., to ensure that such Small Dollar Purchases are made based upon terms, conditions and pricing that are in the best interest of the Institution.

2. Informal Solicitations. Except as provided in Section [14](#). above [for Small Dollar Purchases](#), Institutions may make purchases totaling less than \$~~10050~~,000 in expense or revenue, [including renewal terms of multi-year awards](#), based upon written, ~~telephone~~ or electronic bids. [Institutions shall solicit bids, by sending written documentation specifying the good and/or service being requested with detailed specifications. For purchases totaling \\$10,000–\\$49,999.99, bids must be solicited from to](#) at least three (3) Responsive/Responsible Bidders/Proposers. Informal bids do not require an original signature, and bids may be ~~written~~, electronically transmitted ~~or telephoned~~. Complete file documentation shall be maintained, [including documentation evidencing Institution's efforts to achieve competition](#).
3. Formal Solicitations. A formal solicitation process shall be used when the estimated aggregate total of the expense or revenue is \$~~10050~~,000 or more, including renewal terms of multi-year awards. Written sealed bids must be solicited from fifteen (15) vendors or the number of vendors on the Registered Vendors List-- whichever is less and to all that request the specific ITB/RFQ/RFP. The Chief Procurement Officer must approve the use of less than fifteen (15) vendors. In addition, [if the annual estimated](#)



~~aggregate total of the purchase is \$100,000 or more,~~ solicitations must be sent in a manner that verifies proof of delivery.

- a. The types of formal solicitations are provided below.
  - (1) Request for Information (RFI). An RFI may be used to gather information regarding the capabilities, including technical aspects and services offered, by various Suppliers/vendors for particular goods or services. The information resulting from the RFI shall typically be followed by a competitive process for the actual procurement.
  - (2) Invitation to Bid (ITB)/Request for Quotation (RFQ)
    - (a) Goods, materials, and supplies (cumulatively called "goods") should be awarded to the lowest Responsive and Responsible Bidder pursuant to an ITB/RFQ.
    - (b) An ITB/RFQ may be used to procure services, if the specifications for delivery of such services are defined to a level of detail such that award is made to the lowest Responsive and Responsible Bidder. Examples of this type of services may include, but are not limited to:
      - (i) pest control;
      - (ii) security services;
      - (iii) moving and hauling;
      - (iv) refuse collections;
      - (v) charter services;
      - (vi) printing services, and

- (vii) maintenance services
  - (c) At a minimum, Institutions shall use the attached ITB/RFQ Terms and Conditions, Exhibit 3.
- (3) Request for Proposals (RFP).
  - (a) For competitive procurements of goods and/or services, where cost is not the only determining factor for award, a Request for Proposal using the Standard RFP Template (See Exhibit 4) should be used.
  - (b) An RFP shall specify all steps and evaluation criteria as necessary to finalize selection of the successful proposer.
  - (c) A multi-step RFP process should be used when additional steps are necessary to qualify and/or demonstrate the goods and/or services proposed.
- (4) Determining Type of Solicitation.
  - (a) For competitive procurement of goods, an ITB/RFQ is appropriate, and in general, a purchase order may be used to finalize the purchase.
  - (b) Except as permitted under Section VI.A.3.(2)(b), for competitive procurement of services, an RFP is more appropriate, and a purchase order is generally not sufficient to serve as the written contract for the services.

- (c) For procurement of services which will require TBR System Office approval, the Standard RFP Format shall be used.
- 4. Reverse Auction. A reverse auction process allows for specified goods or services to be made electronically during a specified time period. When conditions are favorable, Institutions may elect to use a reverse auction procurement method to achieve maximum competition among qualified Respondents, and to obtain the highest level of quality at the lowest price for goods or services. An award shall be made to the lowest Responsive and Responsible bidder.
- 5. Procurements Under Another State Entity's Bid Process. Institutions may purchase goods or services using the competitive procurement process of another state entity. The process of the other state entity, except for the Central Procurement Office, must have specified that other Institutions would be permitted to purchase under the process. Institutions may purchase goods or services using the competitive procurement process of the Central Procurement Office which do not so specify. Institutions are strongly encouraged to include language in their competitive processes to allow extension of their process for use by other TBR and/or UT institutions as well as state departments. This Section does not preclude Institutions from using a Statewide Contract as a bid in accordance with its competitive bidding process.
- 6. General Services Administration (GSA) Contracts. When a vendor maintains a General Services Administration (GSA) agreement with the United States of America, or any agency thereof, the Institution's procurement office may directly negotiate with that

vendor for the commodity/services provided for in the GSA agreement. The price shall not be higher than that contained in the contract between the General Services Administration and the vendor affected.

7. State Manufactured Goods and Services. Institutions are required to purchase goods and services from other State agencies, e.g. Department of Correction, Tennessee Rehabilitative Initiative in Correction (TRICOR), Tennessee Business Enterprises, and Community Rehabilitation Agencies (CMRA) / TRUST in Tennessee, whenever such items or services are available therefrom and meet the desired conditions and standards. Such contracts may be based upon non-competitive negotiation.
8. Procurements under Cooperatives. Pursuant to the Tennessee Interlocal Cooperation Act, T.C.A. § 12-9-101, Institutions may purchase goods and services through TBR System Office approved Cooperative Purchasing Agreements. The current approved list of TBR contracted cooperatives may be found at: <http://www.tbr.edu/purchasing/cooperatives>
9. Emergency Purchases. Institutions may make purchases of goods or services, without utilizing formal solicitation procedures, to meet bona fide emergencies arising from any unforeseen cause. Bona fide emergency purchases must be approved by the Chancellor, President, or their designee, and file documentation of the circumstances of any such emergency shall be maintained. Emergency purchases must be made on a competitive basis and processed by the Institution's procurement office, if practicable.
10. Competitive Negotiation/Alternative Competitive Procurement Method.

- a. A competitive negotiation process may be used only in cases when the Institution is unable to obtain needed goods and/or services by a traditional competitive bid process. Reasons to use a competitive negotiation process include:
  - (1) Public need will not permit the delay incident to the RFP process;
  - (2) No acceptable proposals have been received after the RFP process;
  - (3) Rates payable for the services are regulated by law;
  - (4) Other circumstances as approved by the TBR System Office.
- b. The requesting party shall work with the Institution's procurement office to define the process to ensure the safeguarding of the information and provide fairness to the vendors in the process.
- c. Use of the competitive negotiation process requires prior approval of the Chancellor, President, or their designee.
- d. File documentation specific to each use of competitive negotiation shall be maintained.

11. Non-Competitive Procurements

- a. Contracting with Another State/Governmental Entity. Personal, professional and consultant service contracts may be obtained by non-competitive negotiation when the contractor is a State Agency, a political subdivision of the state, or any other public entity in Tennessee, or an entity of the federal government.
- b. Sole Source and Proprietary Purchases.

- (1) Whenever specifications are not so worded or designed to provide for competitive bidding, a Sole Source or Proprietary Purchase may be allowed. A Sole Source Purchase is available only from a single Supplier; a Proprietary Purchase allows for a competitive procurement process to be used that specifies a particular good or service.
- (2) Written justification for Sole Source or Proprietary Purchases must be submitted in writing for approval by the Chancellor, President or their designee. The TBR Justification for Non-Competitive Purchases and Contracts Form (See Exhibit 5) must be completed and approved by the TBR System Office (when applicable).
- (3) In addition to the Justification for Non-Competitive Purchases and Contracts Form, the following additional documentation may also be required as a part of the request:
  - (a) A letter from the Supplier, which details the basis for non-competitive procurement, based upon the factors listed in Section b.(4) below.
  - (b) Letter(s) from business and industry which supports the purchase of a particular good or service as industry or business standard.
  - (c) A letter from the manufacturer specifying their distribution practices, i.e. available only directly or through distributors.

(Note: All letters mentioned in this section are

to be provided on the originator's company letterhead and must be signed by an authorized official of the company.)

- (4) Factors to be considered in determining Sole Source and Proprietary Purchases include the following:
- (a) Whether the vendor possesses exclusive and/or predominant capabilities or the items contain a patented or copyrighted feature providing superior utility not obtainable from similar products;
  - (b) Whether the product or service is unique and easily established as one of a kind;
  - (c) Whether the program requirements can be modified so that competitive products or services may be used;
  - (d) Whether the product is available from only one source and not merchandised through wholesalers, jobbers, and retailers;
  - (e) Whether items must be interchangeable or compatible with in-place items;
  - (f) Whether the cost of conversion, including but not limited to disruption, retraining, and replacement precludes bidding competitively;
  - (g) Whether the product is to be used in an instructional setting and the intent is to provide instruction on the specific product or diversity of products;

- (h) For personal, professional and consultant services, whether the use of non-competitive negotiation is in the best interest of the Institution;
    - (i) Other justification(s) as approved by the Chancellor, President, or their designee.
  - c. Purchases for Resale in Auxiliary Enterprises. Certain items for resale for which customers have expressed a preference, and/or promotional items procured under accepted retail merchandising practices, may be purchased without adherence to requirements for minimum notice and number of bids. Appropriate documentation shall be maintained which supports the action taken.

12. Special Purchase Categories

- a. Purchases for Libraries:
  - (1) Each Institution shall be responsible for developing procurement policies and procedures for its library.
  - (2) Purchases of books, electronic or hard copy, are capital expenditures and can be made without formal bids or quotations.
  - (3) Purchases of electronic journals, subscriptions, and databases for libraries shall be procured through the Institution's procurement or contract office in instances when a competitive process can be used or when Fiscal Review Committee is required.
  - (4) In addition, any required electronic or written agreements to license journals, subscriptions, or databases shall be routed through the Institution's



procurement or contracts office for review and approval prior to use.

- (5) Appropriate documentation must be maintained for purchases to support Sole Source Purchase.
- (6) Library purchases for electronic media may be subject to Accessibility Standards. (See Section XIV.)

b. Grant Purchases

- (1) Purchases utilizing grant funding shall comply with the conditions of the grant and applicable state and federal guidelines.
- (2) State grant purchases for goods or services shall not be made from vendors on the State of Tennessee Debarred Vendors List, <https://www.tn.gov/generalservices/procurement/central-procurement-office-cpo-/local-units-of-governments-/procurement-information.html>
- (3) Federal grant purchases for goods or services shall not be made from vendors on the List of Parties Excluded from Federal Procurement and Non-Procurement Programs, available at <https://www.sam.gov/SAM>

c. Utility Contracts

- (1) Institutions shall purchase or contract for all telephone, electric light, gas, power, postal and other services for which a rate for the use thereof has been established by a public authority in such manner as the Institution deems to be in the best interest of the State of Tennessee.

- (2) Each such purchase or contract shall be made on a competitive basis, whenever possible unless it has been determined that such purchase is single source. If such purchase has been determined to be single source, the purchase shall then be made pursuant to the section above related to Non-Competitive Negotiation.
13. Gifts. Gifts do not require a procurement process subject to this policy. See TBR Policy 4:01:04:00 Solicitation and Acceptance of Gifts.
14. Outsourcing. Institutions are encouraged to determine whether some services can be delivered more economically by the private rather than the public sector. The following process is hereby permitted and encouraged:
  - a. The state's cost of the service may be ascertained and kept confidential as part of the evaluation process. This cost must be finally determined and provided to the Chancellor, President, as appropriate, in a sealed envelope prior to bid/proposal due date.
  - b. The service may be the subject of an ITB/RFQ/RFP, as appropriate, which approximately describes the services provided by the TBR/Institution.
  - c. The ITB/RFQ/RFP may require that if the proposer's/bidder's price exceeds the state's confidential cost, the proposal/bid may be rejected.

## VII. Procurement Processes

### A. Initiating a Purchase

1. A Purchase Requisition or other appropriate documentation may be used by an Institutional department to request the Procurement Office procure a given good and/or service. All Purchase Requisitions/requests require sufficient detail, as specified by the Institution's Procurement Office, to allow the proper processing to acquire the good and/or service (e.g. quantity, description, vendor, delivery instructions, etc.).
  2. Purchase requisitions/requests will result in one of the following:
    - a. Purchase Order
    - b. Contract
    - c. Procurement Card Purchase
    - d. Competitive Solicitation
- B. Purchase Order
1. A purchase order means a written or electronic document issued by the Institution's Procurement Office to a Supplier authorizing a purchase. Sending a purchase order to a Supplier constitutes a legal offer to buy products and/or services. Acceptance of a purchase order by a Supplier forms a contract between the TBR Institution and Supplier. Delivery by the Supplier constitutes acceptance of the purchase order. See Exhibit 6 for the Purchase Order (PO) Terms and Conditions.
- C. Contract
1. A contract is a written agreement which conforms to TBR Guideline No. G-030, Contracts and Agreements, <https://policies.tbr.edu/guidelines/contracts-guideline>
- D. Procurement Card Purchase

1. A procurement card purchase is an acquisition of goods and/or services using a payment method whereby purchasers are empowered to deal directly with Suppliers for purchases using a credit card issued by a bank or major credit card provider. Generally, a pre-established credit limit is established for each card issued. Procurement card purchases are subject to the requirements of Institution/TBR policies and applicable state laws.

E. Competitive Solicitations

1. Whenever a purchase necessitates a competitive solicitation, the solicitation may be a formal or informal process and may take the form of a Request for Quotation/Invitation for Bid (RFQ/ITB) or Request for Proposal (RFP), which may involve a multi-step process in order to determine the successful proposer. The steps and components defined below are required in a competitive solicitation, regardless of its form.
  - a. Planning the Solicitation. Proper and sufficient planning should be performed to ensure the successful acquisition of the goods/services. Such planning may include, but not be limited to, the following:
    - (1) Determine appropriate method of procurement, i.e., ITB/RFQ/RFP, based upon nature and scope of deliverables being purchased;
    - (2) Estimate expected total expenditure or revenue;
    - (3) Confirm availability of funds for expenditure;
    - (4) Evaluate historical spending trends for the same or similar items;
    - (5) Draft open specifications using available information sources;

- (6) For all ITB/RFQ/RFPs exceeding \$100,000, written certification from the author or committee that the specifications, to the best of their knowledge, are not proprietary shall be documented in the bid file. (See Exhibit 7)
  - (7) Identify existing equipment, if any, as trade-ins;
  - (8) Define timeline for receipt of deliverables;
  - (9) Determine evaluation criteria, i.e. how an award will be made, i.e. lowest total cost, lowest cost per item or groups of items, best overall evaluated bidder, etc.
  - (10) Identify prospective vendors.
- b. Scope of Work and Specifications. Whenever possible, the scope of work and procurement specifications for goods and services shall be worded or designed to permit open and competitive solicitation.
- (1) The scope of work is a detailed description of what is required of the vendor to satisfactorily perform or deliver what is required under the contract. The scope of work should provide a clear and concise description of the desired goods and/or services.
  - (2) Specifications used for competitive bidding shall be functional or performance specifications, when practicable, and must be clear, unambiguous and written to promote open and fair competition. Specifications may take the following forms:
    - (a) *Descriptive Specifications*. A descriptive format consists of a conventional listing or paragraph

text description of specification data and should; if practicable:

- (i) Identify the product using generic terminology in the description;
  - (ii) List any characteristics that determine performance capability and identify those characteristics that are essential in order to meet performance requirements; and
  - (iii) Detail the minimum or maximum acceptable performance requirements for each characteristic with as much tolerance and flexibility as practicable.
- (b) *Specifications Based on Brand Name.*
- (i) All brand and model numbers used for the purchase of goods must be those in current production and available in the market. The use of brand and model names alone will not be permitted as a substitute for performance or functional specifications, unless providing performance or functional specifications is impracticable. When an item is specified by the use of brand names, the words "or equal" should be included.
  - (ii) Reference to brand names, trade names, model numbers, or other descriptions peculiar to specific brand goods, is

made to establish a required level of quality and functional capabilities. It is not intended to exclude other goods of comparable quality or functionality. Comparable goods of other manufacturers will be considered if proof of comparability is contained in the response.

- (iii) It shall be the responsibility of the vendors, including vendors whose product is referenced, to furnish with the bid such specifications, catalog pages, brochures or other data as will provide an adequate basis for determining the quality and functional capabilities of the product offered. Failure to provide this data may be considered valid justification for rejection of a bid.
- (c) *Specifications Based on Standard Specifications and Scopes of Work.* Institutions may develop standard specifications and scopes of work for the procurement of goods and/or services which fit, insofar as possible, the requirements of the majority of its departments that use the same.
- (d) *Specifications Based on Catalogs, Price List, or Price Schedules.* Specifications may require vendors to respond to a solicitation using a

plus (+) percentage (%), minus (-) percentage (%), or net cost offered as a discount or surcharge applying to the goods listed in the catalog, price list, or price schedule described within the solicitation. Solicitations of this type shall include a specific list of items for competitive analysis.

- (e) *Specifications Based on Qualified Goods List.* Specifications may include a list of pre-approved brands and model numbers that meet the requirements. Whenever such pre-approved items are listed, the solicitation shall provide an opportunity for the submittal of additional items for consideration by the Institution for inclusion in the approved brands/model numbers. If additional items are approved for bidding, notification shall be provided to all bidders. The decision to approve additional brands/models for bidding shall be at the sole discretion of the Institution.
- (f) *Life Cycle Costing.* The life cycle costs of commodities as developed and disseminated by the federal government shall be used as feasible. In determining life cycle costs, the following factors may be considered in the bid evaluation:
  - (i) the acquisition cost of the product;



- (ii) the energy consumption and the projected energy cost of energy over the useful life of the product; and
  - (iii) the anticipated resale or salvage value of the product.
- (g) *Energy Efficiency Standards.* Energy Star is a joint program of the U.S. Environmental Protection Agency and the U.S. Department of Energy that has established energy efficiency standards utilized by the federal government in its contracting for major energy-consuming goods. The Energy Star website, <http://www.energystar.gov/>, provides a qualified list of goods meeting Energy Star's minimum energy specifications, life cycle costing calculations, life cycle cost formula information, and qualified goods that meet Energy Star's rating for using less energy and helping to protect the environment. Institutions may use goods listed on the Energy Star website's list of qualified goods as "acceptable brands and models" on bid documents. Office equipment, appliances, lighting, and heating and cooling products and systems purchased by Institutions shall be Energy Star qualified; provided, that such Energy Star qualified products and systems are commercially available.

- (h) *Specifications to Permit Remanufactured/Recycled/Re-Refined/ Used Goods.* All goods offered and furnished must be new unless the ITB/RFQ/RFP specifically permits offers of used, remanufactured, or reconditioned. ITBs/RFQs/RFPs which specifically permit offers of used, remanufactured, or reconditioned goods shall require a warranty; however, the Chancellor, President, or designee shall have the authority to waive this requirement. For applicable procurements, whenever an Institution deems such to be advantageous, specifications may be worded or designed so as to permit bidding of remanufactured/recycled/re-refined/used goods. Such specifications shall be comparable in use and quality to new materials, supplies and equipment.
- (i) *Specifications for Purchases of Chemical Products.* Specifications for purchases of chemical products shall require the vendor to provide a material safety data sheet (MSDS) for such chemical products as listed on the national MSDSSEARCH repository. A site, operated by or on behalf of the manufacturer or a relevant trade association shall be acceptable so long as the information is freely accessible to the public.

- c. Drafting the Solicitation. The Institution's procurement office will prepare a solicitation document using the information developed during solicitation planning. The solicitation document shall include sufficient information to permit a complete and accurate bid/proposal and shall, at a minimum, contain the following information:
- (1) The required sole point of contact from the Institution;
  - (2) The time and place that bids will be received and opened;
  - (3) Information describing the purpose of the procurement, technical requirements, bidder qualifications, and any other information considered relevant to the goods or services being acquired;
  - (4) The quantity of goods or services required;
  - (5) If the estimated expenditure or revenue exceeds \$100,000 annually, the solicitation document shall specify at least one question/answer period and/or pre-bidders' conference, with a written record of questions and responses provided to all prospective bidders;
  - (6) Expected time of delivery;
  - (7) Amount of insurance, bid or performance bond, if any;
  - (8) Pro-forma contract, if applicable, containing the terms and conditions required by the Institution;
  - (9) Description of the criteria used to evaluate bids/proposals;

- (10) Date bids/proposals will be available for public inspection;
  - (11) An inquiry to bidder regarding whether other TBR/UT institutions and/or state agencies may purchase from the contract; and if so, the period of time during which the contract terms and pricing will be available to other institutions; and
  - (12) Standard terms and conditions applicable to the solicitation.
- d. Minimum Notice and Number of Bids. The minimum required notice and number of bids for competitive solicitations shall be as follows:
- (1) If the estimated amount of the purchase (or revenue) is ~~\$2510,000~~ but less than \$1050,000, written, ~~telephone~~ or electronic bids must be solicited from at least three (3) qualified vendors. ~~When telephone bids are solicited, a record of the bidders and amounts bid shall be maintained.~~
  - (2) If the estimated amount of the purchase (or revenue) is \$1050,000 or more, written sealed bids must be solicited from fifteen (15) vendors or the number of vendors on the Registered Vendors List--whichever is less and to all that request the specific Solicitation. The Institution's Chief Procurement Officer must approve the solicitation of less than 15 bids.
  - (3) If the annual estimated amount of the purchase is \$100,000 or more, solicitations must be sent in a manner that verifies proof of delivery.

- (4) An ITB/RFQ for goods and services must be sent at least fourteen (14) days (ten (10) days when all vendors are local vendors) before the date that the bids are scheduled to be opened. The Chief Procurement Officer may approve a shorter number of days for policy or electronic informal bids, as applicable.
- (5) For RFPs and applicable ITB/RFQs, e.g. an ITB/RFQ having requirements in addition to or other than the purchase of goods, a minimum of four (4) to six (6) weeks should be allowed for vendors to adequately prepare a competitive proposal based on the method of RFP or ITB/RFQ delivery, bid specifications and pre-bid/proposal questions, comments, and responses. Examples of solicitation processes which would need to allow at least six (6) weeks include, but are not limited to:
  - (a) Banking and other financial services;
  - (b) Bookstore and food services operations;
  - (c) Custom software and or IT system services;
  - (d) Advertising management services, and
  - (e) Any other bid for which the additional time is appropriate.
- (6) A vendor's general or standing request for notice for all Solicitations of a given type shall not suffice as a request for a specific Solicitation and shall create no obligation on the Institution.

- e. Communication with Bidders/Proposers. When specified in the solicitation document, all bidders shall communicate only with the procurement sole point of contact. Failure of the bidder to communicate with the procurement sole point of contact may result in disqualification. Amendment and/or modifications to the requirements shall be in writing and provided to all prospective Respondents. No solicitation may be orally modified or amended.
- f. Pre-Bid/Proposal Conference/Question and Answer Period. If appropriate, a pre-bid/proposal conference and/or a question and answer period shall be included in the solicitation process. The purpose of the pre-bid/proposal conference and question and answer period is to provide prospective bidders/proposers the opportunity to submit questions/comments regarding the solicitation. A written record of all questions/comments submitted along with the Institution's official responses is to be prepared and made available to all prospective bidders, as an addendum to the solicitation document. Bids/proposals shall take into consideration any and all amendments to the solicitation document, and responses shall reflect any changes made to the solicitation. Should extensive changes to a solicitation document be required, the Institution may elect to cancel the solicitation and reissue it based upon a revised solicitation document.
- g. Delivery of Bids/Proposals. Bids/Proposals must be received at the specified location on or before the date and hour designated for bid opening. All bids received shall be date

and time stamped to show compliance with the designated opening date and time. Late bids will be rejected and may be retained unopened in the bid file or returned to the bidder/proposer upon their request. Whenever an unopened bid is returned to a vendor, a written record shall be maintained.

- h. Vendor's Information on Bid. Each bid should include the full name and business address of the bidder. If the vendor is a corporation, the name shall be stated as it appears in its corporate charter. Any resulting contract or purchase order will be issued to the business name specified in the bid.
- i. Bid Format and Signature. Bids must be in the form specified by the Institution. All formal bids must bear a signature. The signatory on the bid must have authority to bind the company in the contract.
- j. Bid Withdrawal, Revision, and Rejection.
  - (1) Bid Withdrawal.
    - (a) Before bid opening, a vendor may be permitted to withdraw a bid entirely and/or submit a substitute bid. The vendor making such a request must submit suitable identification.
    - (b) After bid opening, a vendor will be permitted to withdraw a bid only where there is obvious clerical error in the bid such as a misplaced decimal point, or when enforcement of the bid would impose unconscionable hardship due to an error in the bid resulting in a quotation substantially below the other bids received.

Withdrawal of a bid after bid opening will be considered only upon written request from the vendor. In cases of errors in the extension of prices in the bid, the unit price will govern.

(2) Bid Revision.

- (a) A bid may not be revised after bid opening, however, after evaluation is completed and the successful bidder/proposer is selected, the Institution may initiate negotiations which serve to alter the bid/proposal in a way favorable to the Institution. For example, prices may be reduced, time requirements may be revised, the bid/proposal may be revised to supply omitted contract terms, etc.
- (b) In no event shall negotiations increase the cost or amend the proposal such that the apparent successful proposer no longer offers the best proposal.

(3) Bid Rejection.

- (a) All bids shall be subject to rejection by the Chancellor or designee, or President or designee.
- (b) Any proposal that restricts the rights of the Institution or otherwise qualifies or limits the bid/proposal may be considered to be Non-Responsive, and the bid/proposal may be rejected.



- (c) If the Institution determines that a bidder/proposer has provided information which the proposer knew or should have known was materially incorrect, or was not submitted independently without collusion, the subject bid/proposal may be determined Non-Responsive and may be rejected, and the bidder/proposer may be excluded from the solicitation opportunities.
- (d) Action to reject all bids shall be taken only for unreasonably high prices, errors in the ITB/RFQ/RFP, cessation of need, unavailability of funds, failure of all proposals to meet technical specifications, lack of competition, a determination that the goods/services can be more economically delivered pursuant to an agreement with another TBR institution of other State Agency, or a determination that proceeding with the procurement would be detrimental to the best interests of the Institution, the reason for which must be documented and approved by the Chancellor, President, or their respective designees.
- (e) When it becomes necessary to reject all bids, in a formal solicitation process, the reason for such rejection must be set out in complete detail and made available to all bidders who submitted a bid.

- (f) If another solicitation document is to be issued, all prior bids/ proposals shall remain closed to inspection by the public until the evaluation of the re-bid is complete.
- k. Acceptance of Bids/No Rights Created.
  - (1) Notwithstanding any provision contained herein or in any solicitation document, submission of a bid/proposal shall not create rights, interests or claims of entitlement in any bidder/ proposer, including the successful bidder/proposer. Notwithstanding any action or agreement to the contrary, no such right, interest, or claim shall exist unless and until a purchase order has been issued or a Fully Executed Contract is issued.
- l. Evaluation of Bids Received in Response to an ITB/RFQ.
  - (1) When more than one item is specified in the bid, the Institution may specify in the bid document that it shall have the right to determine the low vendor(s) either on the basis of each individual item, a group of items, or the total of all items.
  - (2) The contract for purchase shall be awarded to the lowest Responsive and Responsible bidder which meets the required specifications, taking into consideration quantifiable factors including but not limited to the conformity of the goods and/or services to the specifications, any discount allowed for prompt payment or other reason(s), transportation charges, and the date of delivery specified in the solicitation.

- m. Evaluation of Bids Received in Response to an RFP.
- (1) An RFP includes subjective as well as objective evaluation criteria. Evaluation of proposals submitted in response to an RFP is based upon a points system, whereby a contract for purchase of goods or services is made to the best evaluated proposer and not necessarily the lowest cost proposer.
  - (2) The RFP requires that a proposal contain separately sealed technical and cost proposals. The goal is to permit the evaluation of a proposal's technical capabilities by a selected group of evaluators without considering the cost factor.
  - (3) Compliance with the mandatory RFP requirements shall be determined by the Solicitation Coordinator in consultation with the Chief Business Officer or designee.
  - (4) Evaluation of technical offers shall be determined by an Evaluation Team. Members of the Evaluation Team should be adequate and appropriate to the scope and nature of the RFP. Members of the Evaluation Team must complete the Evaluator Conflict of Interest/Confidentiality Form (See Exhibit 8)
  - (5) Procurement department representatives shall review the proposals to ensure procurement procedures were followed and shall offer guidance to the Evaluation Team, but shall not serve on the Evaluation Team, and shall not score technical proposals received, except in instances where the RFP is directly

related to a good/service needed by the procurement department.

- (6) Any technical offers shall be evaluated based on the criteria of the RFP and other information learned during the technical evaluation process.
  - (7) Technical offers not deemed acceptable will not proceed to the pricing phase. Cost proposals shall not be opened if the associated technical proposal has been deemed Non-Responsive and is rejected by the Institution.
  - (8) Technical proposals must not include any cost proposal information. Inclusion of cost proposal information in a technical proposal will result in automatic disqualification of the proposal without further consideration.
  - (9) Technical proposals are opened and scored separately prior to cost proposals being opened/evaluated. Once technical scores are finalized, the Solicitation Coordinator will open and score the cost proposals based upon the criteria as set out in the RFP, with the lowest cost bidder receiving the highest score and remaining proposers receiving a pro-rated score thereafter.
- n. Site Visits and Presentations.
- (1) A solicitation may provide for site visits to bidder/proposer locations by evaluators and/or presentations by bidders/proposers as part of the evaluation process. In such event, any scores resulting

from these activities will be applied prior to the opening of the cost proposal.

o. Tied Responses – Resolution.

(1) A tie exists when two or more Respondents offer goods or services that meet all specifications, terms and conditions at identical prices including cash discount offered for prompt payment. A tie will be broken by considering the following factors, in descending order:

- (a) First preference shall be given to a “Tennessee Bidder”. Pursuant to T.C.A. § 12-4-121(c)(2), a “Tennessee Bidder” means a business that is:
  - (i) Incorporated in this State;
  - (ii) Has its principal place of business in this State; or
  - (iii) Has an established physical presence in this State.
- (b) Second preference shall be given to certified Disadvantaged Business Enterprise (DBE) bidder.
- (c) Third preference shall be given to the bidder who was the low bidder on other items being bid for the same requisition.
- (d) Fourth preference shall be given to the bidder who offers the best delivery.
- (e) If a tie remains, it shall be broken by lot or coin toss.

- p. Notice of Intent to Award.
  - (1) For RFPs and applicable ITB/RFQs, a notice of intent to award shall be sent to all responsive and Responsible Bidder/Proposers containing, at a minimum, the content provided by the TBR System Office.
- q. Alternate Bids.
  - (1) Alternate bids will not be considered unless specifically called for in the bid.
- r. The scope of the good(s)/service(s), as defined in the solicitation, shall form the basis of the resulting contract and cannot be expanded beyond the scope of the final solicitation document.
- s. In order to provide a clear audit trail, the ITB/RFQ/RFP file (hard-copy or electronic) shall contain, at a minimum, the following:
  - (1) Documentation from the requesting department
  - (2) A copy of the ITB/RFQ/RFP issued (including specifications),
  - (3) A list of vendors for the solicitation, including the date vendors were sent the ITB/RFQ/RFP and bidders actions,
  - (4) For RFPs and applicable ITBs/RFQs, any pre-bid questions/responses or addendums to the ITB/RFQ/RFP,
  - (5) Any vendor correspondence (i.e. intent to propose letters, questions, etc.),

- (6) For RFPs and applicable ITB/RFQs, all documentation relating to the composition of the Evaluation Team and the evaluation documentation used to make the award,
- (7) As applicable, any documentation that warrants a re-bid of the ITBs/RFQ/RFP,
- (8) Any informal bid complaints and the respective responses/actions,
- (9) Any formal bid protests,
- (10) As applicable, copies of intent to award letters,
- (11) Purchase order and/or contract or respective reference information, and
- (12) And any other documentation applicable to the procurement.

F. Exemptions

1. Certain procurements/payments, as specified by the Institution, may be exempted from these processes/procedures. These include but are not limited to the following:
  - a. Telephone bills
  - b. Utility bills, including connection fees
  - c. Internet Connection Fees
  - d. Freight charges
  - e. Postage charges
  - f. Notary public fees
  - g. Fees in connection with titles or title searches
  - h. Vehicle rental while on approved travel

- i. Tuition, fees, and supplies for state employees
- j. Emergency medical expenses

## VIII. **Protested Bids**

### A. Right to Protest.

1. Protest procedures shall be included, or a link thereto, in all ITBs/RFQs/RFPs.
2. An Aggrieved Respondent may protest, in writing, to the Chief Procurement Officer within seven (7) Calendar Days from the date of notice to award. Protests must be received by the Institution's Procurement Office no later than the close of business of the seventh Calendar Day.
3. The following are the sole grounds for a protest:
  - a. The contract award was arbitrary, capricious, an abuse of discretion, or exceeded the authority of the awarding entity;
  - b. The procurement process violated a constitutional, statutory, or regulatory provision;
  - c. The awarding entity failed to adhere to the rules of the procurement as set forth in the solicitation and this failure materially affected the contract award;
  - d. The procurement process involved responses that were collusive, submitted in bad faith, or not arrived at independently through open competition; and
  - e. The contract award resulted from a technical or mathematical error during the evaluation process.
4. Any issues not raised by the protesting party after the seven (7) Calendar Day period shall not be considered as part of the protest.



5. Protests shall include the required bond, as specified in Section VIII.C, below. Protests received which do not include the required bond shall not be considered. See Exhibit 9 for sample protest bond.
- B. Signature on Protest Constitutes Certificate.
1. A protest must be signed by an authorized company representative, who certifies that they have read such document, that to the best of their knowledge, it is well grounded in fact and that it is not submitted for any improper purpose, such as to harass, limit competition, or to cause unnecessary delay or needless increase in the cost of the procurement or of the litigation.
  2. If the protest is submitted in violation of any provisions of this Section VIII.B, appropriate sanctions, which may include removal from future bid opportunities and forfeiture of the protest bond, may be imposed.
- C. Protest Bond
1. The protesting party shall post, with the Chief Procurement Officer of the Institution, at the time of filing a notice of protest, a bond payable to the Institution in the amount of five percent (5%) of the lowest cost proposal evaluated or five percent (5%) of the highest revenue proposal evaluated. Calculation of the value of the bond shall be made based on the total value of the procurement, including any renewals thereof. Such protest bond shall be in form and substance acceptable to the Institution and shall be immediately payable to the Institution conditioned upon a decision by the Chief Financial Officer or designee that:
    - a. A violation of Section VIII.B.;
    - b. The protest has been brought or pursued in bad faith; or

- c. The protest does not state on its face a valid basis for protest.
2. The Institution shall hold such protest bond for at least eleven (11) Calendar Days after the date of the final determination by the Chief Financial Officer.
3. At the time of filing notice of a protest of a procurement in which the lowest evaluated cost proposal is less than one million dollars (\$1,000,000), or in which the highest evaluated revenue proposal is less than one hundred thousand dollars (\$100,000), a minority, women, small or service disabled veteran-owned business protesting party may submit a written petition to the Chief Financial Officer for exemption from the protest bond requirement.
  - a. Such a petition must include clear evidence of business classification which shall be validated with the ethnicity information supplied with the solicitation. The petition shall be submitted to the Chief Financial Officer who has seven (7) Calendar Days in which to make a determination.
  - b. If an exemption from the protest bond requirement is granted, the protest shall proceed as though the bond were posted.
  - c. Should the Chief Financial Officer deny an exemption from the requirement, the protesting party shall post the bond with the Chief Procurement Officer of the Institution as required in Section VIII.C.1. within five (5) Calendar Days of the determination.
4. Authority to Resolve Protest.
  - a. The Institution's Chief Procurement Officer has the authority to resolve the protest. If deemed necessary, the Institution's

Chief Procurement Officer may request a meeting with the protesting party to seek clarification of the protest issues.

- b. The final determination of the Institution's Chief Procurement Officer shall be given in writing and submitted to the protesting party.
- c. The protesting party may request that the final determination of the Institution's Chief Procurement Officer be considered by the Institution's Chief Financial Officer. The request for consideration shall be made in writing to, and received by, the Institution's Chief Financial Officer within seven (7) Calendar Days from the date of the final determination by the Institution's Chief Procurement Officer.
- d. The Institution's Chief Financial Officer has the authority to review and resolve the protest. If deemed necessary, the Institution's Chief Financial Officer may request a meeting with the protesting party to seek clarification of the protest issues. The final determination of the Institution's Chief Financial Officer shall be given in writing and submitted to the protesting party.
- e. The protesting party may request that the final determination of the Institution's Chief Financial Officer be considered by the Chief Executive Officer, or President of the Institution. The request for consideration shall be made in writing to, and received by, the Chief Executive Officer or President within seven (7) Calendar Days from the date of the final determination by the Institution's Chief Financial Officer.

- f. The Institution shall have no longer than sixty (60) Calendar Days from receipt of the protest to resolve the protest.
  - g. The protesting party may request that the final determination of the President be considered by the Chancellor. The request for consideration shall be made in writing to, and received by, the Chancellor within seven (7) Calendar Days from the date of the final determination by the President.
  - h. The determination of the Chancellor or designee is final and shall be given in writing and submitted to the protestor.
  - i. Should the Institution fail to acknowledge receipt of a protest within fifteen (15) Calendar Days and to resolve the protest within sixty (60) Calendar Days, the protesting party may request that the Chancellor consider the protest. Such request shall be in writing and received by the Chancellor within seven (7) Calendar Days from the expiration of the sixty (60) day period.
5. Stay of Award
- a. Prior to the award of a contract, a proposer who has protested may submit to the Institution's Chief Procurement Officer a written petition for stay of award. Such stay shall become effective upon receipt by the Institution's Chief Procurement Officer.
  - b. The Institution's Chief Procurement Officer shall not proceed further with the solicitation process or the award until the protest has been resolved in accordance with this section, unless the Institution's Chief Financial Officer makes a written determination that continuation of the solicitation process or

the award without delay is necessary to protect substantial interests of the Institution.

## IX. Reports

- A. Reports shall be submitted to the TBR System Office as follows:
1. Small/Minority/Women/Veteran-Owned Business Report. This quarterly report, required by T.C.A. § 12-3-1107, consists of transactions with minority-owned, women-owned, small, service disabled veteran-owned businesses shall be reported to the TBR System Purchasing and Contracts Office on a quarterly basis (January March, April June, July-September, and October December). A comprehensive report is submitted to the Governor's Office of Diversity Business Enterprise (GoDBE).
  2. Contracts Report. This quarterly report consists of contracts for all personal, professional, and consulting contracts exceeding \$5,000. This report shall also include non-competitive contracts with a value of \$50,000 and greater. This report shall be reported to the TBR System Purchasing and Contracts Office. A comprehensive report is then submitted to the State's Fiscal Review Committee.
  3. ITB/RFQ/RFP Diversity Report. This quarterly report consists of contracts/purchase orders issued from request for quotations and request for proposals for goods and/or services pursuant to T.C.A. § 12-3-1107 and shall be reported to the TBR System Purchasing and Contracts Office. A comprehensive report is then submitted to the Governor's Office of Diversity Business Enterprise (GoDBE).
  4. Senate, Finance, Ways and Means Report. This annual report consists of a list of all contracts (both goods and services) with a value of \$50,000 or greater (both revenue and expenditure contracts). This request includes all contracts currently active. This

shall be reported to the TBR Business and Finance Office. A comprehensive report is then submitted to the Senate Finance, Ways and Means Committee.

## X. Vendors

- A. Vendor Registration. Each Institution shall maintain a process by which prospective vendors may register to conduct business with the Institution.
  - 1. The Institution's registration system shall enable the Institution to generate a list of vendors who have registered to provide specific commodity classes.
  - 2. The Institution may require the vendor to submit information (other than the vendor application) which demonstrates its ability to provide certain goods or services prior to inclusion on the list of vendors.
- B. Tennessee Statutory Vendor Requirements/Registration
  - 1. Illegal Immigrants
    - a. No person may enter into a contract to supply goods or services to the Institution without first attesting in writing that the person will not knowingly utilize the services of illegal immigrants in the performance of the contract, and will not knowingly utilize the services of any subcontractor who will utilize the services of illegal immigrants in the performance of the contract. T.C.A. § 50-1-103.
  - 2. Sales and Use Tax
    - a. No person may enter into a contract to supply goods or services to an entity without first registering registered or receiving an exemption from the Department of Revenue for the collection of Tennessee sales and use tax. T.C.A. § 67-6-601-608.

3. Pursuant to T.C.A § 62-6-101 et seq., construction bids with an estimated total of \$25,000 or greater require bidders to provide its TN contractor's licensure information, including classification and date of expiration with its bid response.
- C. Removal from Vendors List
1. Vendors who fail to provide adequate goods and/or services may be removed from the vendors list.
  2. Reported failure to comply with bids, awards, and/or orders, etc. shall be documented and maintained.
  3. Examples of failure to comply include but are not limited to:
    - a. Over, under and/or late shipments;
    - b. Failure to ship;
    - c. Damaged and/or defective products;
    - d. Shipments not in conformance with specifications;
    - e. Unauthorized substitutions.
  4. Other principal causes for removal from the vendor list are:
    - a. Billing Errors;
    - b. Service Deficiencies;
    - c. Unethical Practices;
    - d. Misrepresentation of Merchandise;
    - e. Unwillingness to amend impermissible clauses;
    - f. State or federal debarment status.
  5. Failure of a vendor to perform satisfactorily in any of the above areas may result in a vendor's liability for damages to the Institution.

## XI. Receiving

A. Freight, Shipping, Receipt, Storage and Inspection of Goods.

1. Freight and Shipping. There are two (2) types of shipping: FOB Destination and FOB Origin.

a. Free On Board (FOB). "FOB" is an acronym for "free on board" when used in a sales contract. The seller agrees to deliver merchandise, free of all transportation expense, to the place specified by the contract.

(1) FOB Destination. Under "FOB Destination," title and risk remain with the seller until it has delivered the goods to the location specified in the contract. FOB Destination is the standard method for institutional shipments.

(2) FOB Origin. "FOB Origin" means that title and risk pass to the buyer at the moment the seller delivers the goods to the carrier. The parties may agree to have title and risk pass at a different time or to allocate shipping charges by a written agreement. In order to agree to FOB Origin, the vendor or Institution must provide shipment protection for the Institution's interest.

b. Receipt. Upon receipt of supplies, materials, and equipment, the receiving Institution shall promptly make a written certification that the items received were equal in quality and quantity to those purchased by entering verification on the receipt documents (hard-copy or eProcurement). The Institution's copy of the Purchase Order may be used to verify goods or services received.

c. Shipping Documents. Upon delivery, the Institution shall:



- (1) Verify that the shipping documentation names the Institution as the actual consignee and that the number of cartons, crates, etc., listed is the same as the amount received.
- (2) Examine containers for signs of external damage or pilferage. If signs of damage or pilferage are obvious or suspected, it must be noted on each copy of the freight bill and signed (not initialed) by the delivering driver.
- (3) Sign the freight bill and retain a copy for Institution's records. The notation "SUBJECT TO FURTHER INSPECTION" may accompany the Institution or central receiving's signature.
- (4) Count and inspect the internal contents of all boxes, crates or cartons to determine that the material received matches the description listed on the packing slip, receiving documents, and/or purchase order, in regard to quantity, quality, size, color, model number, specifications, etc. and record in the Institution's eProcurement system.
- (5) If any discrepancies (i.e. wrong item(s), overages, shortages, damages) exist, they must be noted on the packing slip, receiving report, and/or purchase order. Appropriate corrective action shall be taken for all discrepancies.
- (6) All receiving records should indicate the quantity and date received and any other information pertinent to the receiving process.

- (7) The material received must be retained or sent to the proper department. Damaged goods deemed unacceptable are to be retained for further disposition.

## XII. Contract Monitoring

- A. Service Contracts. All service contracts shall contain a provision that states that the contractor's activities shall be subject to monitoring by the Institution and/or state officials. These contract types include, but are not limited to:
  1. Personal Service
  2. Professional Service
  3. Software Related Agreements
  4. Grants, including subcontracts
  5. Memorandums of Understanding
- B. Monitoring Plan. Institutions shall maintain a monitoring plan (See Exhibit 10) for all service contracts to ensure the following:
  1. Contract performance in terms of progress and compliance with contract provisions;
  2. Communication with Contractor to ensure maximum performance and intended results;
  3. Financial obligations of the Institution do not exceed the contract pricing;
  4. Deliverables are received;
  5. Appropriate approval and remittance of payments for acceptable work are in accordance with contract provisions and applicable law;

6. Maintenance of records for each contract that documents activities such as procurement, management, and sub-recipient monitoring, if applicable; and
  7. Evaluation of contract results in terms of the achievement of organizational objectives.
- C. Goods, Materials and Supplies. Procurement of goods, materials, and supplies under this policy shall not require a monitoring plan, but shall comply with TBR and Institution internal controls and audit procedures.

### XIII. Surplus Property

- A. Surplus property is personal property which has been determined obsolete, outmoded, unusable or, no longer usable by the Institution, or property for which future needs do not justify the cost of maintenance and/or storage.
- B. Disposal of such property must be in accordance with TBR Policy No. 4:02:20:00, Disposal of Surplus Personal Property.

### XIV. Accessibility

- A. Institutions shall seek to afford persons with disabilities the opportunity to use Informational/instructional and technologies to acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability in an equally effective and equally integrated manner, with substantially equivalent ease of use.
- B. Institutions shall include language in applicable procurements that the products/services, including any updates, provided to the Institution will meet the accessibility standards set forth in WCAG 2.0 AA (also known as ISO standard, ISO/IEC 40500:2012), EPub 3 and Section 508 of the Vocational Rehabilitation Act.

- C. When signature is required by the Institution, to demonstrate that the vendor's product complies with the aforementioned accessibility standards, the vendor shall verify accessibility by completing the Vendor Product Accessibility Statement and Documentation Form (See Exhibit 11). If the vendor is not compliant with the aforementioned accessibility standards, the vendor shall describe by using the Accessibility Conformance and Remediation Form its plan for product/service compliance.

#### XV. **Fiscal Review**

- A. Certain procurements/contracts must be also filed with and reviewed by the State's Fiscal Review Committee. This includes procurements/contracts that meet all of the following criteria:
  - 1. Contracts that are non-competitive; and
  - 2. Contracts that have the potential of being for a period of more than one year; and
  - 3. Contracts that exceed \$250,000 in total value (including all potential renewals)
- B. For all procurements/contracts that meet these criteria, the Institution shall work with the TBR System Office to produce/coordinate the documentation required for Committee submittal/review.

#### XVI. **Bonds**

- A. Performance Bonds
  - 1. The Institution may require a bond to secure a Contracting Party's performance of a contract.
  - 2. When required, the amount of the bond shall be stated as a percentage of the contract price (but may not exceed 100 percent (100%) of the total contract price), and the amount may be reduced

proportionately after contract award or performance under the contract moves forward successfully.

3. All bonds must be filed with the Institution within fourteen (14) Calendar Days after receipt of request. Personal checks shall not be acceptable in the place of performance bonds. However, bank cashier's checks shall be accepted.
4. An irrevocable letter of credit or a certificate of deposit, which shall be held by the Institution from a State or national bank or a State or federal savings and loan association having a physical presence in Tennessee may be accepted by the Institution in lieu of a performance bond, subject to approval of the terms and conditions of said irrevocable letter of credit or certificate of deposit.

B. Bid bonds.

1. A bid bond is a surety bond issued by an insurance company, bank, or other financial institution, to ensure that the winning proposer will enter into a contract.
2. All bid bond amounts shall be stated as a set amount or as a percentage of the contract value. In no event shall the bid bond amount exceed five percent (5%) of the estimated value of the contract.
3. Bid bonds submitted by unsuccessful Respondents shall be returned upon contract award.
4. Personal checks shall not be accepted in the place of bid bonds.
5. Other forms of security to guarantee a bid bond may include an irrevocable letter of credit or a certificate of deposit or cashier's check from a state or national bank or a state or federal savings and

loan association or other financial institution having a physical presence in Tennessee.

6. The terms and conditions of all forms of security to guarantee a bid bond shall be approved by the Institution before they are accepted as security for the Respondent's performance.
7. In addition to any applicable requirement of T.C.A. § 12-4-201, no contract for the services of a construction manager shall be awarded for any public work in this state by any city, county or state authority or any board of education unless there is posted at the time of the submittal of a bid for services by a construction manager a bid bond equal to ten percent (10%) of the value of the services proposed and the value of the work to be managed or may at the time of contracting provide payment and performance bonds in amounts equal to the combined monetary value of the services of the construction manager and the value of the work to be so managed. T.C.A. § 62-6-129.

C. Payment Bonds

1. A payment bond is a good and solvent bond to ensure that the contractor will pay for all the labor and materials used by the contractor, or any subcontractor under the contractor, in such contract.
2. No institution shall award any contract in excess of \$100,000.00 for public work until a payment bond of twenty-five percent (25%) of the contract price is provided by the contractor to the Institution.
3. Where advertisement is made, the solicitation shall include the bond requirement. T.C.A. § 12-4-201.

D. Protest Bond - Refer to Section VIII. C., above.

## XVII. Strategic Sourcing Group

- A. The Strategic Sourcing Group, primarily a subset of the Council of Buyers, shall seek opportunities to improve system-wide efficiencies by leveraging purchasing and sourcing resources across the TBR system. The Group shall seek advice and input from key functional areas in which procurement and sourcing needs are often common and substantial.
- B. The Group's activities shall include, but not be limited to:
  - 1. Developing a framework of shared governance and accountability to ensure the System's approach to strategic sourcing is effective, responsive, and sustainable;
  - 2. Establishing new collective agreements and enhancing existing agreements to ensure that procurements are in the best interest of the System.
  - 3. Serving in an advisory capacity for system-wide agreements

## XVIII. Prohibited Transactions

- A. No personal items shall be purchased through the Institution or from funds of the Institution for any employee of the Institution or any Immediate Family of any employee.
- B. No employee of an Institution responsible for initiating or approving requisitions shall accept or receive, directly or indirectly, from any person, firm or corporation to whom any contract may be awarded, by rebate, gift or otherwise, any money, or any promise, obligation or contract for future awards or compensation.
- C. Whenever any contract is awarded contrary to the provisions of TBR Purchasing Policy 4:02:10:00, the contract may be void and of no effect, and if the violation was intentional, the employee responsible for the purchase may result in disciplinary proceedings under TBR and Institutional policy. TBR Policy 1:02:03:10, Conflict of Interest.

## XIX. Procurement Policy










- A. Each institution shall maintain a written procurement policy (may be in electronic format) which sets forth any procedures of the Institution which are in addition to and necessary to comply with this policy.

## XX. Exceptions

- XXI. Any exceptions to the procedures outlined in this policy shall be subject to the approval of the Chancellor or designee and shall be requested in writing by the President or designee. Exceptions shall be made on a case-by-case basis. If an exception is made, a written determination signed by the Chancellor or designee shall be included in the procurement file.

## Exhibits

---

-  [Exhibit 1 - Contract Submittal Checklist](#)(doc /29 KB)
-  [Exhibit 2 - Minority-Ethnicity Form & Information](#)(doc /56 KB)
-  [Exhibit 3 - RFQ Standard Terms & Conditions](#)(doc /55 KB)
-  [Exhibit 4 - Standard Request for Proposal \(RFP\) Format](#)(docx /211.02 KB)
-  [Exhibit 5 - Non Competitive Justification](#)(docx /12.58 KB)
-  [Exhibit 6 - Purchase Order Terms & Conditions](#)(doc /47 KB)
-  [Exhibit 7 - Written Bid Certification Form](#)(doc /24.5 KB)
-  [Exhibit 8 - Conflict of Interest-Confidentiality Form](#)(docx /70.62 KB)
-  [Exhibit 9 - Sample Protest Bond](#)(docx /17.02 KB)
-  [Exhibit 10 - Contract Monitoring Plan Form](#)(docx /20.61 KB)
-  [Exhibit 11 - Vendor Product Accessibility Statement & Documentation](#)(docx /18.19 KB)

## Sources

---



## **Authority**

T.C.A. § 49-8-203; All State and Federal statutes, codes, Acts, rules and regulations referenced in this policy

## **History**

Source: TBR Meetings, March 5, 1976; June 30, 1978; December 12, 1980; September 18, 1981; June 25, 1982; September 30, 1983; September 20, 1985 ; December 4, 1987; June 24, 1988; June 30, 1989; September 22, 1989; September 21, 1990; June 28, 1991; June 25, 1993; September 23, 1994; September 20, 1996, March 7, 1997, December 5, 1997; March 27, 1998, December 4, 1998; June 28, 2002; June 27, 2003, April 2, 2004; September 30, 2005; December 8, 2006; March 30, 2007; June 29, 2007; September 28, 2007; March 28, 2008; December 4, 2008; June 19, 2009; TBR Board Meeting September 25, 2009. Revisions to Exhibits: 9/13. March 30, 2016: Complete policy revision and renaming (changed from Purchasing Policies and Procedures); Sept. 2018 ministerial revisions due to FOCUS Act and policy & guideline revamp, and deletion of Guideline B-120.

---

BOARD TRANSMITTAL

---

MEETING: Committee Chairs Meeting

SUBJECT: Revisions to TBR Policy 2.03.01.01: Undergraduate Academic Retention and GPA Standards

DATE: November 15, 2022

PRESENTER: Dr. Russ Deaton on behalf of Dr. Heidi Leming

PRESENTATION REQUIREMENTS: 2 minutes

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

---

This policy establishes minimum criteria for undergraduate academic retention standards at the community colleges under the governance of the Tennessee Board of Regents. Revision of the policy is to allow for students who are seeking admission or readmission as a certificate-seeking student to be eligible for Academic Fresh Start. The added language can be found in Section IV. G. 1. b.

This policy has been previously reviewed and approved by the Academic and Student Affairs Subcouncils at their fall quarterly meeting and the Presidents Council at the November 2, 2022 meeting.

## Undergraduate Academic Retention & GPA Standards: 2.03.01.01

### Policy/Guideline Area

---

Academic Policies

### Applicable Divisions

---

Community Colleges

### Purpose

---

The Tennessee board of Regents will establish minimum criteria for undergraduate academic retention standards at the institutions under the governance of the Tennessee Board of Regents.

### Policy/Guideline

---

- I. This policy establishes minimum criteria for undergraduate academic retention standards at the community colleges under the governance of the Tennessee Board of Regents.

### Procedures

---

- I. **Establishment of Criteria**
  - A. Each institution will develop specific criteria, in compliance with this policy, to be implemented and enforced as the undergraduate academic retention standards of the institution.
  - B. Initial institutional standards and all subsequent revisions will be submitted to the Chancellor for review and approval.
  - C. The approved undergraduate academic retention standards of the institution are to be clearly expressed in the catalog, uniformly applied to all students, and promptly enforced at the close of each semester.
- II. **Grade Point System**
  - A. The following grade point system is to be used in determining averages:
    1. For each credit hour of A: 4 grade points.
    2. For each credit hour of B: 3 grade points.

3. For each credit hour of C: 2 grade points.
  4. For each credit hour of D: 1 grade point.
  5. For each credit hour of F: 0 grade points.
- B. The grade point average is determined by dividing the total number of grade points earned by the total number of credit hours which the student attempted except for credit hours in courses from which the student withdraws in good standing (see Drop and Withdrawal Standards) or for courses in which the student receives grades such as pass/fail and which are not considered when determining the GPA.
- C. If an institution elects to award grades which are not considered in computing the GPA, it must describe these in the catalog or bulletin and explain the application of such grades.
- D. In addition, it must provide a statement within the catalog which limits the number of hours of such grades per semester and the maximum number of such hours a student may receive in toto.
- E. Finally, a single student transcript will include term and cumulative GPA calculations which ensure that all TBR institutions treat learning support hours alike in calculating GPA. The transcript will include the following:
1. A GPA comprised only of hours taken in courses numbered college level courses 1000 and above ("college only" GPA) and
  2. A GPA comprised of hours taken in college level courses 1000 and above and hours taken in learning support courses ("combined" GPA).
- F. The following uses are based on each calculation:

1. The "college only" GPA will be used in calculating the required GPA for graduation.
  2. The "college only" GPA will be used in determining graduation honors.
  3. The "college only" GPA will be used in determining term honors.
  4. The "combined" GPA will be used in determining suspension and probation.
  5. The "combined" GPA will be used in determining financial aid eligibility.
  6. The "combined" GPA will be used in determining athletic eligibility.
- G. For the purpose of increasing mastery in a course when such is necessary for successful performance in a subsequent course or for the purpose of increasing the grade point average (and only for these purposes) institutions may permit students to repeat courses in which their final grades are C or lower.
- H. Thus, in computing the grade point average, the question of how to count repeat courses must be specifically addressed in the catalog or bulletin of each institution, and courses may not be repeated more than twice (three attempts) unless the grades in the third and subsequent attempts are used in calculating the quality point average.
- I. Students may be permitted to repeat a course in which a grade of B or higher was earned only with the approval of the chief academic officer as an exception to this policy.

### III. Retention Standards

A. GPA Community Colleges

1. The minimum quality point average required to achieve the associate degree is 2.0.
2. In addition, a student who fails during any term to attain a cumulative GPA of at least 2.0 for the credit hours attempted will be placed on academic probation for the subsequent term.
3. At the end of the next term of enrollment, a student on academic probation who has failed to attain a 2.0 GPA for that term will be suspended for a minimum of one term. The summer term may not be counted as the term of suspension, unless institutional policies provide for multiple term suspension.
4. Each institution may develop specific readmission policies to enable the suspended student to appeal for readmission.
5. The policies shall be based on factors of extenuating circumstances and hardship.

IV. [Minimum Criteria for Institutional Academic Fresh Start Policies](#)

- A. "Academic Fresh Start" is a plan of academic forgiveness which allows undergraduate students who have experienced academic difficulty to make a clean start upon returning to college after an extended absence.
- B. The Academic Fresh Start allows eligible students to resume study without being penalized for his/her past unsatisfactory scholarship and signals the initiation of a new GPA/GPA to be used for determining academic standing.

- C. Readmitted students who were formally enrolled in the institution as well as transfer students who meet institutional requirements for admission and who have been separated from all institutions of higher education for a minimum of four (4) years are eligible for the Fresh Start.
- D. Institutional policies governing the readmission of former students and admission of transfer students must be in compliance with TBR policy 2.03.00.00 Admissions.
- E. This policy requires that the "transfer applicant's grade point average on transferable courses must be at least equal to that which the institution requires for the readmission of its own students.
- F. Applicants who do not meet the institution's standards may be admitted on scholastic probation or other appropriate condition. (2.03.00.00 Section II.B.3.)
- G. Each institution may establish an Academic Fresh Start provision which must meet the following minimum criteria:
  - 1. Student Requirements
    - a. Separation from all collegiate institutions for at least four (4) years.
    - b. Any time after the readmission or admission as a degree-seeking **or certificate-seeking** student, file a formal application to the office as defined by the institution's catalog requesting the Academic Fresh Start and describing an academic plan.
  - 2. Terms of the Academic Fresh Start

- a. Once the student has satisfied the above requirements, the institution may grant the Academic Fresh Start. The student may be granted a Fresh Start only once.
- b. The student's permanent record will remain a record of all work; however, courses taken and previously failed will be excluded from the calculation of the GPA. Courses with a D grade will also be excluded from the calculation when a grade of C or better is required in the student's current major. GPA and credit hours will reflect courses for which passing grades were earned and retained.
  1. Retained grades will be calculated in the Fresh Start GPA.
  2. Courses with D or F grades must be repeated at the institution when they are required in the student's current major. All remaining courses for the current degree objectives must be completed at the institution. No transient credit will be accepted after invoking Academic Fresh Start.



3. The application of retained credit toward degree requirements will be determined by the requirements currently in effect at the time the academic renewal status is conferred on the student. Specific program regulations must also be met.
  4. Previously satisfied and approved standardized test requirements will not be forfeited.
- c. Upon degree admission, Fresh Start applicants who did not satisfy approved standardized test requirements at the time of previous enrollment and whose academic plan includes completion of a college-level English or mathematics course must meet current approved standardized test requirements regarding enrollment in college English and mathematics courses.
  - d. The student's transcript will note that the Fresh Start was made and the date of the Fresh Start.
  - e. The student will apply for the Fresh Start with the understanding that all TBR

institutions will honor a Fresh Start provision granted at another TBR institution. The student should also signify understanding that non-TBR institutions may not accept the GPA as it is calculated with the Fresh Start.

- f. This policy is independent of financial aid regulations. Financial aid requirements at the time of application will apply. Therefore, a Fresh Start applicant should check with his/her financial aid counselor for guidance.

#### V. Drop and Withdrawal Standards

- A. After the official registration period is over, students may make adjustments in their schedule through the process of adding and/or dropping courses.
- B. The last date for students to add or drop a course without a penalty is to be clearly indicated and expressed in the catalog or bulletin of each institution.
- C. After the last day to add or drop a class without a penalty, and not later than two-thirds into the part-of-term, a student may officially drop a course(s) or withdraw from the institution and receive a "W" or other appropriate symbol/grade.
  - 1. When calculating two-thirds, calendar days shall be used, not just class or working days.
- D. In general, such symbol/grade counts as no hours attempted.
  - 1. Community Colleges

- a. A student who is withdrawn after two-thirds of the part-of-term is complete will receive a "W" or other appropriate symbol in the course or courses passing.
  - b. However, the student will receive a failing grade (usually denoted by an "F") in the course or courses failing unless it can be clearly demonstrated that an unusual condition or hardship exists.
  - c. Each institution must develop institutional guidelines outlining specific types of conditions or hardships which will be considered as acceptable.
- E. Students who desire to drop a course (s) or withdraw from the institution before the established deadline must do so according to the published procedure defined by the institution.
- F. A student who does not officially drop or withdraw from a course, but receives a failing grade, will receive an "F" if their last day of attendance was not earlier than two-thirds into the part-of-term.
- G. A student who does not officially drop or withdraw from a course, but receives a failing grade, will receive an "FA" if their last day of attendance was earlier than two-thirds into the part-of-term. The student will be considered as an unofficial withdrawal from the course.

**Sources  
Authority**

---

T.C.A. § 49-8-203

## History

TBR Meetings, June 24, 1977; March 20, 1981; September 30, 1983; June 24, 1988; September 20, 1991; March 15, 2002; Board Meeting June 20, 2014; Revised at Board Meeting, March 31, 2017; Revised at Board Meeting, September 28, 2018; Revised at June 18, 2021 Board Meeting.

## Related Policies

---

- [Admission at the Community Colleges](#)

---

BOARD TRANSMITTAL

---

MEETING:	Committee Chairs Meeting
SUBJECT:	Chattanooga State Community College Strategic Plan
DATE:	November 15, 2022
PRESENTER:	Russ Deaton and President Rebecca Ashford
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

---

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.

Chattanooga State Community College has structured its Strategic Plan around a Vision 2027 goal of “5,000 Chattanooga State students of every race and income-level will earn a credential that creates a pathway to family-sustaining wages.” The Plan’s foundation includes five strategic themes of (1) Holistic student support, (2) Teaching excellence, (3) Program innovation, (4) Organizational culture & inclusive practice, and (5) Fiscal stewardship. These themes are derived from extensive campus and community engagement and are philosophically consistent with the pillars of TBR’s Strategic Plan of Open Access, Completion, and Community & Workforce Development. President Rebecca Ashford presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Chattanooga 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 Chattanooga State Community College Strategic Plan, as well as its Mission Statement.



## Holistic Student Support

We will demonstrate care for the well-being of students through evidence-based, integrated, and intentional academic and non-academic support services and programming.

### What will this look like?

Student success encompasses more than a student's personal aptitude, preparation, and dedication. Addressing both the academic and non-academic needs of students is essential to fostering student success. Chattanooga State is committed to ensuring

students receive what they need to reach their goals through sustained, strategic, integrated, proactive, and personalized supportive services. We use the Guided Pathways model to improve the number of students who earn their credentials while closing equity gaps. We work together to create personalized success plans and connect students to services to address academic, personal, and financial issues that impact student learning. This includes onboarding, orientation, academic advising, career planning, student financial health, basic needs, tutoring, academic support, mental health, co-curricular and extra-curricular events, and other support services.



## Teaching Excellence

We will train for, utilize, and reward evidence-based instructional practices that cultivate an inclusive learning environment, narrow inequitable student outcomes, and support continuous instructional improvement.

### What will this look like?

Chattanooga State Community College demonstrates teaching excellence by using evidence-based instructional practices that foster student learning. This requires

that Faculty be engaged to adapt, test, and refine new pedagogical approaches that fit our campus context. Faculty use student assessment and learning data to inform their process of reflecting on and improving classroom practices. Faculty structure student experiences to ensure equity, belongingness, accessibility, and relevance in academic, student life and co-curricular activities. These experiences could be in the form of internships, apprenticeships, co-ops, work-based learning, clinical placements, group projects outside of class, and High Impact Practices such as service learning, first-year experience, student research, learning communities and study abroad. The College prioritizes faculty professional development; thus, faculty are expected to engage in professional development opportunities provided by the College and in their respective disciplines for their continuous improvement. In order to ensure that the College maintains teaching excellence, hiring, faculty support through a peer mentoring process, and promotion policies are intentionally aligned with the institutions teaching and learning priorities.



## Program Innovation

We encourage fearless innovation and resiliency through opportunities to pilot or deploy at scale new programs, supports, and services and to enhance or improve existing programs, supports, and services.

### What will this look like?

Chattanooga State, understanding the rapidly changing educational environment, is intently focused on innovation through programs and programming. Technology and innovation are reshaping how education is supported, delivered and consumed.

Through a systematic approach to financial stewardship, academic programs will be reviewed based on labor and wage data; giving priority for expansion to areas of study that are likely to yield the highest measurable post-completion outcomes for students (job acquisition/transfer) or to provide opportunities for viable pipelines and stackable credentials within early college (high school programs). Faculty development programming will focus on equipping faculty with best practices, technological advancements and robustly support pedagogical training. Additionally, this theme will provide a mechanism to pilot and scale evidence-based student supports that are proven to narrow identified inequities in student outcomes. Finally, this theme will support programming to enhance the College's organizational culture and to promote inclusive practices.



## **Organizational Culture & Inclusive Practices**

We will improve our organizational culture and inclusive practices through the demonstration of our values within operational, administrative, and personnel development plans.

### **What will this look like?**

Chattanooga State Community College is committed to inclusive practices, academic well-roundedness, cultural diversity, and facilitating educational opportunities for all students. Our campus community embraces the continuous effort to live these values, particularly as challenges emerge in a constantly changing world. Our institution understands that the success of students and employees is rooted in a culture of inclusivity, opportunity, trust, collaboration, excellence, and care. The College fosters and promotes an organizational culture where belonging is considered vital to our organizational well-being (e.g. measured through climate surveys). Through ongoing dialogue, we abide by the long-held value in higher education of welcoming diverse views and engaging in vigorous, well-informed, and respectful exchanges. The College celebrates that our campus and the wider Chattanooga community are intersectional spectrums of backgrounds, cultures, attributes, identities, abilities, beliefs, and ideas. These various experiences enrich our personal lives and the entire College community. The College's thriving learning environment recognizes that a diverse curriculum and inclusive campus-wide experiences are best practices to enhance student and employee connectedness.



## **Fiscal Stewardship**

We will collaboratively demonstrate financial stewardship to build for a better future, instilling trust through integrity and transparency.

### **What will this look like?**

The current and future financial health of Chattanooga State depends directly upon the commitment to steward all resources: the organizational environment in which we function; the budgetary, human resources, philanthropic and grant funds for current, as well as aspirational operations; the relationships among all stakeholders that comprise our community; and the strategic plan that organizes the College's dedication to continuous improvement. Spending decisions are planned and balanced with the appropriate evaluation of short- and long-term financial consequences before activities are started, eliminated, or changed. In conjunction with systematic program evaluation, fiscal priority will be granted to innovative programming aimed at new student populations and training for high demand workforce needs. Investments in evidence-based faculty and staff development and pedagogical training generate positive financial returns through the cost savings and funding growth associated with retaining and graduating more students annually. Research shows that when college students receive quality instruction and contextual supports, the rates of successful course completion and retention increase, achievement gaps narrow, and graduation numbers improve. These positive student outcomes influence the funding formula, state appropriations, further grant opportunities, and philanthropic interest for continued data-informed investments. Proper stewardship of resources provides a means to fulfill our mission, be more efficient and effective, lead to increased net revenue, and thus, support for data-informed continuous improvement.



Dear Chattanooga State Family,

October 10, 2022

Welcome back after fall break. If you were able to take time away, I hope you had a relaxing and joyful break. While last week may have officially been fall break, the College was brimming with activity aligned with our [purpose, mission, and values](#).

On Saturday, October 1, the office of Organizational Culture and Engagement (OCE) hosted Latin Festival. This event was an enormous success with approximately 750 guests enjoying the celebration of American Latino culture from food to dance to arts. This event was a collaborative effort led by Silang Sam in OCE, who had the help of many people on-campus and off-campus to create an impactful event. I am so grateful to the volunteers who spent their Saturday making this event a success. Many thanks to the facilities staff who setup and broke down the event tables and chairs, and who kept the campus looking good during and after this celebration. Thank you to all who demonstrated our values of cultivating an inclusive environment and of collaborating to build a better future.

In addition to the theatric and artistic displays at the Latin Festival, the Theatre Department hosted multiple productions of the student-led performance of *Rumpelstiltskin* over the weekend leading into Fall Break. The fine arts are an important component of enriching the lives of our students and community.

On Monday, staff from Economic and Workforce Development (EWD) had an outstanding meeting with the leadership of Komatsu. Thanks to the work of Pam Gitta, Chattanooga State has already collaborated with Komatsu and Hamilton County Schools to develop an apprenticeship program for high school students. Now, EWD is building on this partnership to help Komatsu train their new employees in skills such as assembling, welding, quality, robot operations, machining, painting, and supervisory training. Not only does this work reflect our value of collaboration, but it further advances our mission of providing accessible, innovative learning opportunities and developing a talented workforce.

On that same day, Jimmy Jones from the TCAT led a meeting with automotive industry partners and the Automotive Technology faculty in how our industry partners can support our automotive students to enable them to focus on their education, rather than on burdensome program costs, like the expense of tool sets. I am hopeful that this collaboration will help our automotive students *learn without limits*.

On Tuesday and Wednesday, the College hosted our two Achieving the Dream coaches, Renee Garcia and Tanya Scott. The focus of their visit was on [Holistic Student Support](#), one of the themes of our strategic plan. During my exit interview with the coaches, they communicated that they are incredibly impressed with our innovative approaches to supporting students. They are particularly pleased with our openness to suggestions and new approaches to our work.

On Thursday morning, Shawn Gilbreath in the Admissions and Records Office announced that the staff in that office completed end of term processing for the first seven-week session. Many thanks to Shawn and Nancy Raby for working extra hours to complete this important work before our deadline, enabling



students to enroll for the second seven-week session without delay. Thank you for the great collaborative effort to support our students to learn without limits!

Also on Thursday, the Early College team led a collaborative effort to host on campus micro-college dual enrollment students from Howard and East Ridge high schools. Our dual enrollment students from these schools completed a scavenger hunt developed by Angie Wood, who is leading the Global Scholars Honors Program. Our students also participated in a mini career fair focused on their discipline interests—business, engineering, and health care. Thank you to everyone who collaborated to make this event a reality. It was a true testament to our collaborative spirit in providing innovative learning opportunities.

Writing this communication reminds me of all the amazing work the members of the Chattanooga State family are doing each day, whether that work is behind the scenes or visible for all to see. Thank you for your continued commitment to our students, our community, and each other.

Have a wonderful week!

---

## Kudos

*If you wish to express your gratitude to someone at the College in the Kudos section of the Employee Communication, please send your kudos to [Chris Lykins](#) or [Leasa Summey](#) by Thursday of each week.*

Kudos to everyone who had a hand in executing such a successful Latin Festival 2022: Jaime Butler, Caroline Couch, Joshua Carlisle, Juan Antonio Alonso, Jose Lopezgonzalez, Ken Henderson, Rilie Bynum, Susan Thomas, Fernando Shipley, Randy Griffith, Doug Morris, Bruce Alston, Kristie Farris, Luke Kilburn, Brenda Ingram, Suzanne Harris, Nancy Patterson, Chris Lykins, John Phillips, Betty Proctor, Heidi Cawood, Stan Furlow, Ryan Tate, Shirley Moore, McKenzie Bramlett, Ann Cho, Renee Kennebrew, Tiffany Scruggs, Cindy Sherlin, Amanda Jordan, April Crenshaw, and Cheryl Byrd. Special thanks to Mary Knaff and Jaime Kerns of Culture Chatt for co-chairing Latin Festival 2022. Another set of special thanks to Mary Knaff, Dr. Angie Wood, Dr. Kisha Thomas, and Dr. Quincy Jenkins for donating to fund such a special open house event in support of our growing Latinx community.

Kudos to the many folks who helped Early College welcome over 100 dual enrollment students from East Ridge and Howard on campus Thursday and give them a great experience! Thanks to Ryan Tate and his awesome student recruiting team and Angie Wood and her amazing global scholar student ambassadors for leading groups of students on a scavenger hunt, serving on a student panel and just being amazing examples of the great students we have at ChattState! Kudos to all of the faculty that represented their programs in a mini-career fair for students; Chad Jaynes, Carl Miller, Nancy Draper, Jodi Seiber, Ann Cho, Sherrie Releford, Lyn Potter, Kristi Slack, Jerry Roberts, and Kimberly Steifert. Thanks to Mary Knaff and her team for helping students obtain their college IDs. Thanks to President Ashford for taking the time to welcome students and remind them that they are ChattState Tigers! Also, Bruce Alston saved the day with some last-minute IT assistance and Stan Furlow saved the day for some very thirsty students by helping us get some last-minute drinks! Lastly, kudos to the Early College team for working hard to put together a great event; Toni Crow, Kelsey West, and Cortney Warner.

Kudos to Stephanie Hollis and Robin Career Services and Reed in Financial Aid for engaging Signal Mountain High School Dual Enrollment Students last week. for conducting seminars at Signal Mountain Middle High School (SMMHS) for Dual Enrollment (DE) students over fall break. These staff arrived before the sun to inform students about financial aid opportunities and career interest inventories. There are over 100 DE students at SMMHS, and they were so appreciative of the information they received. The Assistant Principal commented that students learned a lot and enjoyed the enrichment.

### Become a tnAchieves Mentor

tnAchieves is in need of more than 5,000 volunteer mentors to support the TN Promise Class of 2023! Mentors commit just one hour per month to provide support and encouragement for local students as they navigate the college-going process. In 2023 all mentors will have the opportunity to work with their students in-person and will have more time to guide their college-going journey. All tnAchieves mentors complete a 30-minute virtual training and are provided with a comprehensive handbook guide to the program. While tnAchieves mentoring is not a significant time commitment, it does have a significant impact in ensuring students can realize their full potential!

Please join me in serving as a mentor in 2023. Last year, Chattanooga State the TCAT had the highest number of employees serving as mentors of all the community colleges and TCATs in the state. Let's do it again this year!

You can help reverse negative enrollment trends brought on by the pandemic. It takes just ONE student to make a difference!

The deadline to apply as a mentor is October 21, 2022.

[Apply & Learn More](#)

Community Colleges	2023 Mentors	2022 Mentors
CC - Chattanooga	53	78
CC - Cleveland	14	31
CC - Columbia	18	40
CC - Dyersburg	19	45
CC - Jackson	21	48
CC - Motlow	20	58
CC - Nashville	25	55
CC - Northeast	19	23
CC - Pellissippi	25	49
CC - Roane	21	29
CC - Southwest	43	41

CC - Volunteer	32	71
CC - Walters	19	29
<b>TOTAL</b>	<b>322</b>	<b>597</b>

---

## CARE Workshops & Book Chat(t)

CARE will s host several workshops for October including Planning: Identifying Significant Learning Goals, Objectives, and Outcomes and Planning: Assessing & Grading. [Learn more about all of CARE's workshops and register.](#)

CARE will also be hosting a [book chat\(t\)](#) featuring the book What Excellent Community Colleges Do: Preparing All Student for Success over the course of five Thursdays in November and December.

---

Sincerely,

Rebecca Ashford, Ed.D.

President



Dear Chattanooga State Family,

August 26, 2022

At [Convocation](#) earlier this month, I shared the new College Vision 2027 statement: 5,000 Chattanooga State students of every race and income-level will earn a credential that creates a pathway to family-sustaining wages.

We have two upcoming opportunities to help support us as we move forward in our work already underway.

TBR has invited the 13 community colleges to submit proposals for a [Reimagined Community College](#) pilot program. This request for proposals asks colleges to redesign the student experience to provide in-depth career exploration and advising; a workforce-focused certificate in the first semester; a work-force contextualized general education program; re-envisioned transfer pathways allowing students to earn associate degrees or TCAT credentials that build on the first-semester certificate; and ongoing career advising. A team of people from Economic and Workforce Development, Academic Affairs, TCAT, and Student Affairs are working with Jeff Lemon to develop our proposal.

The Aspen Institute and the Community College Research Center are creating a [network of 10 community colleges](#) that will learn and work together to create pathways for students to achieve greater post-graduation outcomes. Their goal for the network is “thousands more community college students, including student of color and those from lower-income backgrounds, entering and completing programs that lead directly to jobs that pay a family-sustaining wage or to efficient and effective completion of a bachelor’s degree.” We intend to submit an application to participate in this network.

This new vision and the growing momentum toward post-graduation outcomes aligns with our mission to enrich the lives of students and their families; develop a talented workforce; and partner with our community to lead boldly into the future. It is exciting that our work at Chattanooga State aligns with the future direction of TBR as well as with the broader national conversation and work related to the future of community colleges. It will be challenging, and it will require us to re-envision our work to meet ever-evolving needs of students and our community. We have proved that we can accomplish anything we set our minds to, and I know each of us is up to this worthy challenge.

---

## Kudos

*If you wish to express your gratitude to someone at the College in the Kudos section of the Employee Communication, please send your kudos to [Chris Lykins](#) or [Leasa Summey](#) by Thursday of each week.*

Kudos to Zack Castroverde, Tiffany Hammond, Scotty Holland, and Rex Weeks; four TCAT faculty who were promoted from Associate Instructors to Instructors, Congratulations!

Kudos to Stacy Swallows for his great work on the CDL trucks. He gets them done quickly and correctly.

Kudos to Jessica Green for her excellent work on the Orientation videos. Dr. Barrott said it is nice for our students and faculty to access the videos whenever they need a refresh.

Kudos to Jimmy Jones for his help with eLearn for the Business Programs and others he assists daily.

Kudos to Houston Graham he brought the Kimball MA class ice cream yesterday! Houston is so very kind and thoughtful. My students were very thankful, as our classroom has no air conditioning, and it gets very hot! It was a great “cool” treat!

Kudos to Sandra Lambertino for the care and concern she has for her students. Some of the students were struggling to understand financial aid, so Sandra asked Jessica if she would come and speak to the class. She cares a lot about her students.

Kudos to the TCAT Medical Faculty who came together to help while Rebecca wasn't unavailable during the beginning of the fall term.

Kudos to the TCAT faculty for their patience with the Time Clock challenge.

Kudos to Scotty Holland and his students for putting together two standing desks, one for Diane's office and one for Aesthetics.

Kudos to the CDL instructors for doing a great job while the Department of Homeland Security monitored the CDL program. They looked at how we teach, grade, etc. They passed with flying colors!

Kudos to Eugenia Johnson and Morgan Bailey, Aesthetics Instructors, who are doing a good job as new faculty.

Kudos to Victor Palacios and Kenny Wright for their assistance with traffic control during the first week of the fall semester. Thanks, guys, we could not have done it without you!

Kudos to the Chattanooga State Campus Police and Security Officers for doing such a great job during the first week. Thanks so much!

Kudos to Ruth Kirkendall and Loraine Crouch for always being there to quickly answer questions and helping find the right person if they are not the ones that I need to talk to about an issue. They are both wonderful assets to the college!

Kudos to Amanda Roper for the AMAZING work that she is doing with the Bledsoe justice-involved students!

Kudos to Dr. Kristi Strode, Jaime Butler, Pam Weeks, and Brittany Lawson for an outstanding C.A.A.D.S. open house event. It was wonderful to see the renovated space and the impact it is making for our students. It is a vibrant, functional department with an amazing team.

Kudos to Dr. Laura Matravers for assisting a student with online textbook access. We are grateful to faculty who are able to step in to resolve issues and communicate with our students!

Kudos to Jeremy O'Brien for tirelessly working to support faculty and students through the ups and downs of Tiger access. We are exceedingly grateful for your support!

Kudos to Lyn Potter for working with marketing to get videos of classes and other students.

Kudos to Stephanie Hollis who is leading all SOAR nominations for ChattState Community College's student, faculty, and staff of the year!

Kudos to the Engineering and Information Technologies division for opening their classroom for Marketing photography and videography for commercial content.

Kudos to the E & IT division's Mechatronics Technology program for receiving ABET accreditation.

Kudos to Jennifer Tedder and her team for all the work they are doing with enrolling and onboarding dual enrollment students. Dual Enrollment is approximately 23% of the College's enrollment. And special kudos to the Bursar's Office team for their help to enroll DE students.

Kudos to Patrick O'Hagan and the Kimball faculty and staff for help with those dual enrollment students; there has been a great turn out.

Kudos to Rhonda McWhorter who continues to provide outstanding Student Life events on the main campus as well as Dayton and Kimball. Great job, Rhonda!

Kudos to Brad Carlyle for his work with Slate in Recruiting – and congratulations to Brad who will move into the Functional/Technical Coordinator position on September 1 to continue and expand this great work.

Kudos to everyone who has assisted Dr. Angie Wood in her transition to Global Scholars Director. Special thanks to Dr. Traci Williams, Melissa Johnston, Dr. Beth Norton, Nancy Patterson, Brenda Ingram, Dr. Amanda Bennet, Chris Lykins and Alyssa Moss.

---

## **Become a tnAchieves Mentor**

tnAchieves is in need of more than 5,000 volunteer mentors to support the TN Promise Class of 2023! Mentors commit just one hour per month to provide support and encouragement for local students as they navigate the college-going process. In 2023 all mentors will have the opportunity to work with their students in-person and will have more time to guide their college-going journey. All tnAchieves mentors

complete a 30-minute virtual training and are provided with a comprehensive handbook guide to the program. While tnAchieves mentoring is not a significant time commitment, it does have a significant impact in ensuring students can realize their full potential!

Please join me in serving as a mentor in 2023. Last year, Chattanooga State the TCAT had the highest number of employees serving as mentors of all the community colleges and TCATs in the state. Let’s do it again this year! =

You can help reverse negative enrollment trends brought on by the pandemic. It takes just ONE student to make a difference!

The deadline to apply as a mentor is October 21, 2022.

[Apply & Learn More](#)

Community Colleges	2023 Mentors	2022 Mentors
CC - Chattanooga	39	78
CC - Cleveland	14	31
CC - Columbia	18	40
CC - Dyersburg	12	45
CC - Jackson	20	48
CC - Motlow	14	58
CC - Nashville	20	55
CC - Northeast	17	23
CC - Pellissippi	24	49
CC - Roane	17	29
CC - Southwest	31	41
CC - Volunteer	26	71
CC - Walters	18	29
<b>TOTAL</b>	<b>270</b>	<b>597</b>

## Student Fees Due

On **Day 10, Aug 24th**, prior to census, faculty will receive a list of students enrolled in their course sections who are at risk of deletion for non-payment from the Enrollment Services Center (Subject Line: “Students May Be Deleted”).

1. Faculty should inform students privately in class or via individual eLearn email they are at risk of deletion for non-payment.
  2. Student must email or visit ESC to clear up all obligations in Admissions, Records, and Financial Aid ([esc@chattanoogaastate.edu](mailto:esc@chattanoogaastate.edu)).
  3. Student must resolve financial issues and be prepared to:
    - pay in full
    - pay remaining balance
    - secure financial aid (meaning 22-23 FAFSA has been completed and all required documents are signed and turned in) prior to the **Day 14, Aug. 28th** deletion.
- 

•

## Grad Finale & Commencement

Please Save-the-date for two of our most exciting days: the day graduates pick up their caps and gowns and the day they wear their caps and gowns. See below for both Fall 2022 and Spring 2023 dates, times, and locations.

### Fall 2022

Grad Finale – Tuesday, November 15 - 9:00 AM to 5:30 PM in the Fac/Staff Dining Room.

Commencement – Friday, December 9 – in the Gymnasium (HPF Building) – ceremony times\* of 2:00 PM and 4:00 PM.

### Spring 2023

Grad Finale – Tuesday, April 11 and Wednesday, April 12. Both days will be from 9:00 AM to 5:30 PM in the Fac/Staff Dining Room.

Commencement – Friday, May 5 – in the Gymnasium (HPF Building) – ceremony times\* of 10:00 AM, 12:00 noon (Collegiate High only), 2:00 PM, 4:00 PM, and 6:00 PM.

---

## United Way Impact Days

To celebrate their 100th anniversary, the United Way of Greater Chattanooga will hold Impact Days September 16 and 17. They need 2,000 volunteers to meet the needs of community non-profit organizations on those days. Chattanooga State Cabinet members will team-up and volunteer. Please consider forming a team for a day of team-building service, or even volunteer as an individual. Let's show our Chattanooga State community spirit! United we are better together.

[Sign Up as an Individual or a Team](#)



---

Sincerely,

Rebecca Ashford, Ed.D.

President



Dear Chattanooga State Family,

March 25, 2022

I recently listened to a [podcast](#) featuring two community college leaders, Monty Sullivan, president of the Louisiana Community and Technical College System, and Anne Kress, president of Northern Virginia Community College, who **addressed the growing importance of and demand for short-term training**. They shared some key insights into why community and technical colleges must meet this growing need and why financial aid should be available to cover the costs.

Some key takeaways include:

- The gap between the rich and poor in our country is widening.
- More and more jobs that pay family-sustaining wages require technical skills but not necessarily a degree.
- Thousands of jobs in this country are unfilled due to the lack of skilled candidates, and employers are desperate to find skilled candidates.
- Adults living in poverty do not have time to complete a college degree before they start earning a family-sustaining wage. They need the job now.

Our own [Economic and Workforce Development](#) (EWD) division offers this kind of short-term training. Through EWD, the College offers training in Google IT Support and Manufacturing. With support from the philanthropic and business communities, these students are able to earn a living wage during the six weeks they are participating in full-time training. By “earning and learning,” students are able to focus on this intensive, short-term training and still provide for their families. In many cases, students get job offers as soon as they complete the program or even before they complete.

The demand for the College to increase our short-term training offerings is growing. **As we serve more students in this model, we need to provide pathways for them to continue their education to earn certificates and degrees. Doing so will enable these students to increase their earning potential.** The need for all areas of the College to work collaboratively to provide multiple pathways and seamless transitions across programs, program types, and credentials is growing increasingly important. We must begin thinking of what is needed within our operations to **make these collaborations the standard for how we operate as a college.**

Short-term training and a seamless transition among all of our educational offerings for students will increase our ability to support and empower our community to learn without limits.

---

## **Kudos**

Kudos to the 21 faculty members who have submitted an OER and/or OEP grant application to TBR: Ken Goldsmith, Dana Hanson, Wesley Foster, Ryen Lapham, Theresa Underwood-Lemons, Rebecca Aslinger, Tania Henson, Juan Antonio Alonso, Nick Mansito, Bill Taylor, Skylar Davidson, Michael Anderson, Karen Eastman, Hersh Patel, Anita Polk-Conley, April Crenshaw, Eric Niemi, Brian Hale, Josh Tucker, Laura Matravers and Kim Carter. Grant decision notifications are expected around April 12; hopefully all are selected for funding!

Kudos to Pam Weeks, Dr. Evelyn Mobley, Dr. German Gomez, Dr. Karen Eastman and Dr. Terri Hernandez for their commitment and efforts to ensure the academic success for a single student. And what's even more exciting is this, they are doing the same for multiple students. It is this type of effort that allows students to learn without limits and provides a hope to expect something greater.

Kudos to Andy Cross who successfully defended his dissertation yesterday afternoon. Congratulations, Andy!

Kudos to Be Caffeinated for receiving a perfect 100 score on their health inspection at their 3rd Street location.

Kudos to Gardner Long and his team for their willingness to be responsive on short notice!

Kudos to Cynthia Brooks, Kristi Mead, Venita Howell, Pam Gitta, Patrick O'Hagan for their resilience and dedication to our team and the mission of the College. Amazing group!

Kudos to the employees who helped plan and /or participated in the Howard School Leadership Symposium held on campus last Friday, March 18: Dr. Amanda Bennett, Dr. Quincy Jenkins, Amanda Jordan, Jen Tedder, Blair Ryan, Silang Sam, Juan Antonio Alonso, Dr. Trae Cotton, Ivory Roberts, Paul Morley, Dr. Andy Cross, Dr. Rebecca Ashford, and Brenda Ingram.

---

## **Feeling the Pinch from Gas Prices or Inflation?**

ChattState has resources to help faculty/staff and students. Whether you feel you can help a colleague or student or if you need help, please check out the following resources

**Employee Assistance Fund:** This fund is for faculty/staff who need financial assistance. [Give](#). For help receiving funds reach out to [Brian Evans](#).

**Helping Hands Fund:** [The Helping Hands Fund](#) is designed to support current Chattanooga State students in need who encounter unforeseen financial emergencies that would otherwise prevent them from staying in school and completing their program of study. [Give](#).

**Food:** The [Tiger Cupboard](#) provides supplemental food and other necessities for faculty/staff/students in need. If you are able to donate your time, food, or money—we appreciate it.

**Ride CARTA for Free:** Chattanooga State students and employees may ride CARTA for free with a valid ChattState ID through August 31, 2022. This agreement covers [all routes](#).

---

## Current Purpose, Values, and Mission Statements

We are currently working to chase down the old mission statement from the website, catalog, and everywhere else it may exist. If you see the old one, please do not use it. Use the following purpose, values, and mission statements.

### Purpose

We support and empower everyone in our community to learn without limits.

### Values

We cultivate an inclusive environment.

We care about the well-being of each other.

We instill trust through integrity and transparency.

We encourage fearless innovation and resilience.

We collaborate to build a better future.

## Mission

We are Chattanooga State, a dedicated team that delivers accessible, innovative learning opportunities that surpass expectations.

Together, we enrich the lives of students and their families; develop a talented workforce; and partner with our community to lead boldly into the future.

## Feeling the Pinch from Gas Prices or Inflation?

ChattState has resources to help faculty/staff and students. Whether you feel you can help a colleague or student or if you need help, please check out the following resources

- **Employee Assistance Fund:** This fund is for faculty/staff who need financial assistance. [Give](#). To receive funds, reach out to [Brian Evans](#).
- **Helping Hands Fund:** [The Helping Hands Fund](#) is designed to support current Chattanooga State students in need who encounter unforeseen financial emergencies that would otherwise prevent them from staying in school and completing their program of study. [Give](#).
- **Food:** The [Tiger Cupboard](#) provides supplemental food and other necessities for faculty/staff/students in need. If you are able to donate your time, food, or money—we appreciate it.
- **Ride CARTA for Free:** Chattanooga State students and employees may ride CARTA for free with a valid ChattState ID through August 31, 2022. This agreement covers [all routes](#).

## Applications are now being accepted for the Lyndhurst Arts & Culture Fund

In 2019, we were pleased to be awarded \$50,000 from the Lyndhurst Foundation to establish a new Lyndhurst Arts & Culture Fund through the Chattanooga State Foundation. These funds may be invested in arts and culture activities over the next five years, and applications are now open for those seeking funds for the year ahead (FY23).

The application deadline is March 31. Please submit your applications to [Dr. Trae Cotton](#), Interim Dean of Humanities and Fine Arts. The application is attached.

---

## **Edible Book Festival, March 28, 1PM, Library**

The Kolwyck Library and Information Commons is once again hosting the Edible Book Festival! All students, staff, and faculty are welcome to attend. Visit the Library on Monday, March 28 at 1:00 PM to view the entries and vote for your favorite book-inspired edible creation.

## **Summer Camp Programs Now Open for Registration**

Chattanooga State's Economic & Workforce Development Division are accepting reservations for their summer camp programs for kids. This summer promises camp themes are offered for children between the ages of eight to sixteen. Check out all the [camps offered and be sure to register](#).

---

We are resilient. We are innovative. We are united. We are ChattState.

Sincerely,

Rebecca Ashford, Ed.D.

President



Dear Chattanooga State Family,

October 31, 2022

Happy Halloween!

Last week was an exciting week for Chattanooga State. On Monday, TCAT students and employees signed the “topping beam” for the new building, and the beam was raised into place on Wednesday. On Tuesday, Career Services took their services “on the road” with Careers on the Move. On Thursday, Career Services hosted a transfer fair, and the Symphonic Band held a Happy Halloween Concert. On Friday and Saturday, the College hosted the TCCAA Volleyball Tournament, with the Lady Tigers Volleyball Team coming in second on Saturday. Recruiting and Orientation hosted the Oktoberfest Open House Saturday, and many people from across the College volunteered to share information about the College and its programs with the prospective students and families who attended. **It is wonderful to see so many people collaborating in pursuit of the College’s [purpose, mission, and values](#).**

The mission of the College was on full display on Friday at the ribbon-cutting for the [Construction Career Center \(CCC\)](#). The CCC is the new educational facility located on Roanoke Avenue, near downtown Chattanooga, where the TCAT provides instruction in the construction trades for dual enrollment students from East Ridge and Howard High Schools. Economic and Workforce Development will also offer short-term, non-credit training in this state-of-the-art facility. **In this space, the College fulfills its [mission](#) by offering accessible, innovative educational opportunities.**

Planning for the CCC began months before the pandemic and was in response to the need for employers in the construction industry to develop future employees for hard-to-fill, but high-paying jobs. At this facility, **the College will fulfill its [mission](#) of developing a talented workforce and enriching the lives of students and their families.**

Many area [organizations](#) came together to make the CCC a reality, including Hamilton County, the City of Chattanooga, TN State Government, Hamilton County Schools, Associated General Contractors, the Chattanooga Chamber, as well several philanthropic partners, and sponsoring organizations. **The CCC is a true example of the College [partnering with our community to lead boldly into the future](#).**

Keep up the excellent work you do every day. It is a privilege to work with you in service to our students, our community, and to each other.

# Kudos

If you wish to express your gratitude to someone at the College in the Kudos section of the Employee Communication, please send your kudos to [Chris Lykins](#) or [Leasa Summey](#) by Thursday of each week.

Kudos to Heather Akers who has recently received this commendation from a student, “I am 43 years old and have had many teachers in my lifetime. Can I take a moment and just tell you about Professor Akers?! I am in the nursing program, and I was SO nervous about starting the program at my age, but I am doing well so far! I really feel like that is in large part due to Professor Akers. Her lectures are AMAZING. She is knowledgeable, kind, funny and teaches so well. It's hard to explain. She actually *helps* us learn. She makes study questions, Kahoots, attaches tons of videos and funny stuff, makes crossword puzzles for us, adds cute, funny stuff to her PowerPoints, asks us questions in her lectures...and she helps us with mnemonics and stuff to help us remember...but the most important thing I think is that she really teaches us what we need to know...”

Kudos to AJ Coleman and Cindy Lyon for coordinating another successful Career Services event. The Transfer Fair was a success and all their hard work made it happen.

Kudos to Tammy Swenson and Kristy Lenoir for the volleyball tournament this past weekend. They received this commendation from Foster Chasen, the Tennessee Community College Athletic Association (TCCAA) Commissioner, “THANK YOU for being such tremendous hosts for the Region 7 Volleyball Tournament! The Chattanooga State family put together an unparalleled level of organization and hospitality. The Hospitality Room was without a doubt the best ever for this tournament and the generosity, courtesy, and caring/heartfelt and helpful attitude by each of you and the entire Chattanooga State family made the tournament special. Every eye was dotted and every “t” crossed. Attendance too was great. For me it was special to visit with former colleagues and friends and a number of former players from Chattanooga State.”

Kudos to all of those who played some part in getting Chattanooga Construction Center up and running. The ribbon cutting was Friday, October 28. The energy in the room from elected official, community leaders, community members, and students was palpable!

- From the RFPs and RFQs to check processing and purchasing, a big thank you to Tammy Swenson, Susan Joseph, Kristie Farris, and Paula Waston.
- Bruce Alston, Jeff Hannah, and Joshua Carlisle went above and beyond getting the media systems functional and ready for Friday's CCC grand opening.
- Brian Dinse, Jay Crow, and Ted Kennel for getting the network functional to allow the security systems to be online.
- A big shout out to everyone who did something to help, large and small. Dr. Jim Barrot, Jimmy Jones, David Burgess, Carl Miller, Jessica Green, Tim Belcher, and Travis Olingy. Whether teaching classes, building curriculum, or helping to motivate the team, each individual played an important role.

---

•



## Critical Thinking AIM Team is Collecting Student Work

The Assessment in the Major (AIM) team will be scoring student work related to Critical Thinking in the spring semester. You can submit student assignments directly to by emailing your DropBox from eLearn in a zip file to Traci Williams. If you need to refresh on the ISLO rubrics, check [this rubric web page](#).

Contact [Traci Williams](#) or [Joe Boshears](#) for more information.

We would love to gather evidence of the impact of 7-weeks on student learning using your student assignments

---

## Caspian January Relaunch

January will see the relaunch of Caspian, the student and employee engagement program. We will have a soft relaunch for students this November to encourage registration. Students who register through November 30 will have a chance to win one of twenty \$100 gift cards. Students who register by November 15th will have their name entered twice into the drawing!

Historically, January registrants are overwhelmingly returning students. This promotion provides an excellent opportunity for us to help students register while they are on campus. Students must have met with their advisor to receive their PIN to register on November 7. Encourage students to schedule an appointment with their advisor now.

Find a “Schedule an Appointment with Your Advisor” poster and other materials for your classroom, eLearn News, and social media channels in our Marketing Toolkit.

---

## Reminder on Collecting Money from Students

TBR Chief Audit Executive Mike Batson presented a gentle reminder that, in general, faculty and staff should not collect cash from students, nor deposit those funds into bank accounts faculty and staff have opened. Usually with best intentions, this sometimes occurs in connection with student organizational dues, conference fees, etc. Instead, money for these student-related activities should be collected by the business office and deposited into college accounts.

---

## 24th Annual Food Drive Challenge Is Nov. 1 - Dec. 9

Everyone is a winner in this challenge, but the institution with the highest total, per size/category, also wins bragging rights. Over 1,490,700 units and funds converted to items have been collected to date.

Please submit the number of your total units collected through this event through the [Annual Food Drive Reporting Form](#) by noon CT, Dec. 14. Questions can be directed to [Kristina Krau Waymire](#), Director of Student Initiatives.

---

## **2023 International Education/Study Abroad Program Applications Due by Dec. 1**

Applications for the 2023 [Tennessee Consortium for International Studies](#) (TnCIS) Administrative Program to the Alps are due no later than Dec. 1. [More information](#).

---

## **Soar 2023 Art Gallery Submissions Due by Dec. 9**

[Virtual art gallery submissions](#) are due by Dec. 9, 2022, to allow students time to create work based on this year's theme "Tennessee on my Mind."

The fifth annual SOAR celebration is set for March 28-29, 2023, in Nashville.

---

## **CARE Workshops & Book Chat(t)**

CARE will be hosting a number of workshops for October including Planning: Identifying Significant Learning Goals, Objectives, and Outcomes and Planning: Assessing & Grading. [Learn more about all of CARE's workshops and register](#).

CARE will also be hosting a [book chat\(t\)](#) featuring the book *What Excellent Community Colleges Do: Preparing All Student for Success* over the course of five Thursday in November and December.

---

Sincerely,

Rebecca Ashford, Ed.D.

President





Dear Chattanooga State Family,

January 28, 2022

At our spring Convocation earlier this month, members of the [Data Team](#) shared disaggregated data related to Early Momentum Metrics (EMM). EMMs help us to understand which of our students are likely to make progress towards their degree and graduate. EMMs are measures such as the number of hours students successfully complete in their first semester, whether or not students complete a college-level math or English course in their first year and fall to spring persistence. These leading indicators help us to understand which of our students are at risk of stopping out of school and which are likely to persist and graduate. They also help us to understand where we need to focus additional resources and supports for students.

The Data Team shared that race and ethnicity, followed by income levels are the greatest predictors of whether or not students will successfully achieve these EMMs. We have seen that Black students are least likely to achieve EMMs.

The Data Team went on to share disaggregated EMM data from the fall 2021 semester compared to the previous five years of fall semesters. In the fall 2021 semester, we saw a reduction of the percent of students earning zero credit hours in their first semester of attendance at the College. We also saw an increase in the percent of hours successfully earned by these students. We saw these increases for Black students and low-income students. **These data points give me hope that all of your hard work to implement 7-week semesters, high impact practices, early alert, holistic advising, tutoring, Helping Hands emergency funds, the Tiger Cupboard, and many other supports for students is paying off and will lead to more equitable student success.**

Why does this matter? In our service area, 33% of the Black population and 31% of the Hispanic population lives in poverty. In comparison, 17% of the White population lives in poverty. Not surprisingly, the percent of Black (26%) and Hispanic (38%) individuals with an associate's degree or higher is lower than the percent of White (48%) individuals with a college degree in our service area.

I am inspired to know that Chattanooga State has a role to play in changing these statistics. We help community members become our students. When our students earn their degrees or other credentials, they are prepared to transfer and earn a four-year

degree or to be gainfully employed, both leading to a higher income for themselves and prosperity for their families.

Without question, our work is hard. Supporting and empowering *everyone* in our community to learn without limits is a tall order. But the impact we can have on our community is profound. Thank you for making an impact.

---

## **Kudos**

Kudos to Chattanooga State Police Officers Alexander Tedrick, Jonathan Sekiya, and Craig Bodnar for taking the Chattanooga State Police Department Oath of Honor on January 26. This signifies their commitment to uphold the integrity and character of Chattanooga State.

Kudos to Linda Bales Jewusiak who is always responsive and helpful.

Kudos to Amanda Davis for her work on the Bledsoe County prison project.

Kudos to Darrin Hassevoort and Dr. Joel Henderson for their solid and steadfast leadership for Humanities and Fine Arts. Darrin will be leaving the College at the end of January, and we wish him well in his next position. Joel will be stepping down as department head of Humanities after the spring semester. We owe both Darrin and Joel a huge debt of gratitude for their great work.

## **Thank You Darrin Hassevoort**

Academic Affairs would like to extend a heartfelt “Thank you” to Darrin Hassevoort for his nearly 22 years of service to the College. Darrin came to Chattanooga State as an Instructor of Music and Choral Director in 2000. In 2006, he became the Fine Arts Department Chair and after an interim dean role was selected as the Dean for Humanities and Fine Arts in 2014 where he is currently serving the College. Best wishes on your new endeavor as the Director of Music at First Presbyterian Church in Chattanooga. We will miss you, Darrin!

---

## **Registration Hold for Financial Aid Recipients**

Students who have been paid Financial Aid will now see a hold on their account to prevent registration changes unless they first consult an academic advisor. The Banner hold code is ER, and the description is "See advisor to change schedule." Advisors will discuss the implications - both academic and financial - of the student's desired schedule change. If the advisor gives the green light, they will remove the hold from the student's account and the student can make the

desired change in Banner/TigerWeb. The hold will go back on the student's account on the next nightly run so that further changes require further conversations.

The hold will be applied to accounts shortly after the census date for each semester. It will affect students who have been paid any type of Financial Aid including TN Promise, TN Reconnect, grants, loans, and scholarships.

Please call the Academic Advising Center at 423-697-2456 or visit our [Advising Virtual Office for assistance](#).

---

## **Annual “Share the Love” Food Drive, sponsored by the C.AD.R.E. Adult Student Club**

The C.AD.R.E. Adult Student Club is sponsoring the annual “Share the Love” Food Drive to restock the Chattanooga State Tiger Cupboard. For your convenience, a box will be placed in each academic division by Thursday. The donations will be collected on Tuesday, February 15.

We are especially in need of the following items: shampoo, conditioner, detergent, deodorant, bars of soap, pancake mix, dill pickles, boxes of cereal, applesauce, cooking oil, mixed vegetables, whole milk, boxes of regular saltine crackers, self-rising flour, sugar.

## **2nd Annual Black History Seminar**

Join the Bond Arts and Culture Series for our 2nd annual Black History Seminar with our forever family, Dr. Felysha Jenkins!

Dr. Jenkins, now Vanderbilt University’s Diversity, Equity, and Inclusion program manager for basic sciences, will educate us on “How to Speak Up – From Bystander to Participant.”

[Registration Required.](#)

**Date:** Tuesday February 1, 2022

**Time:** 12:30p – 1:30p

**Location:** Zoom

## ***Big Fish* at ChattState in the Chattanooga State Humanities Theatre**

January 28 & 29 at 7:30pm (Friday and Saturday)  
January 30 at 2:30pm (Sunday)

With music by Andrew Lippa and book by John August, this musical is based on the novel by Daniel Wallace and the 2003 film by John August directed by Tim Burton. *Big Fish* tells the story of Edward Bloom and his son Will as they explore the importance of imagination, honesty, and family. Tickets for this event are free, but [reservations are required](#).

---

## AIM Teams and 2021 Student Artifact Collection

Assessment of Institutional Student Learning Outcomes (ISLOs) in the Major (AIM) Teams are looking for student artifacts from fall 2021 to score! Help us to determine if the shift to 7-week session affected student learning to our ISLOs by submitting your student artifacts directly (email the downloaded submission folder from eLearn) to [Traci Williams](#). If you want to use the process within your faculty goal(s) or your assignment only uses some of a rubric but not all, please let IERP know that using the appropriate form below. You can [review the AIM Team rubrics used for evaluation of student artifacts](#).

### AIM Submission Forms

[Critical Thinking](#)

[Information Literacy](#)

[Global and Cultural Awareness](#)

[Written Communication](#)

---

We are resilient. We are innovative. We are united. We are ChattState.

Sincerely,

Rebecca Ashford, Ed.D.

President



Dear Chattanooga State Family,

October 15, 2021

In case you missed it, two Chattanooga State partnerships were recently highlighted in local news coverage. **These two programs illustrate the College living our mission and purpose.**

First, a [WDEF news segment highlighted](#) the work the TCAT is doing at Sequoyah High School. At Sequoyah, high school students can participate in welding, machining, automotive, industrial electricity, building construction, and cosmetology. Students in these programs will complete the majority of the hands-on coursework required for the TCAT diplomas and certificates at their high school. At the [September 8 Virtual Campus Update](#), we learned from Dr. Traci Williams and Jennifer Tedder that these students are much more likely to enroll at the College after high school and more likely to graduate from college. Additionally, **these students are gaining skills that will lead them to high-wage jobs.** By offering these programs at the high school, the TCAT has removed limits that may prevent students from participating in these outstanding educational opportunities. More importantly, **this partnership creates an educational pathway for students who have not historically participated in early post-secondary opportunities, helping us to close equity gaps.**

Second, the **Economic and Workforce Development (EWD) division, in partnership with multiple community organizations, gained attention by removing limits to learning through a [Skill-Up program](#)** in the Youth and Family Development Center in College Hill, an underserved area of our community recently plagued by gun violence. Students participating in this 9-week IT training program will gain marketable skills that will lead to good-paying job opportunities. An important component to the success of this program is that **students earn a salary while being trained, enabling them to support themselves while in the program. By offering the program in the community, the EWD department has eliminated the transportation barrier. The earn-and-learn model eliminates the often-overlooked opportunity costs of higher education.**

By being proximate to the communities we serve, programs like the TCAT dual enrollment program at Sequoyah and the Skill-Up IT program in College Hill are **shining examples of the College fulfilling our mission to enrich the lives of our students, develop a talented workforce, and partner with our community. They are also perfect examples of the College empowering everyone in our community to learn without limits. I am so proud of this work!**



---

## Kudos

Kudos to Dr. Ashford, Tammy Swenson, Dr. Norton, and Dr. Bennett for speaking at our first PSA Meeting last week.

Kudos to everyone in the records office, the Bursar's office, and financial aid for their quick work in getting end of processes completed; they did an outstanding job and really worked around the clock to get this completed.

Kudos to Dr. Bennett, Tonya Teets, and Libby Jenno for coordinating lunch for employees at last Saturday's event.

Kudos to Julius Dodds for his article, "A Focus on Completion," published in the AAC&U [Paths to Success](#) digital publication. Kudos also to Dr. Martina Harris, Dr. Karen Eastman, Matt Raghianti, and their faculty for supporting student success and the efforts of this grant. Special thanks to Dr. Traci Williams and her staff for managing the assessment efforts.

Kudos to Dr. Martina Harris and Chattanooga State's Registered Nursing program being named as the best associate degree program in the [State of Tennessee by Nursing Schools Almanac](#).

Kudos Hollyanna White for her assistance with getting classes ready.

Kudos to Tim Dills in Academic Resources; Tim is always quick to respond and resolve issues.

Kudos to Donna Bettis, Shawn Gilbreath, and Nancy Raby for completing end of term processing for the first 7 weeks. It was a manual and labor-intensive process, but they worked tirelessly to get the job done.

Kudos to the Bursar's Office and Financial Aid Office staff for completing end of term processing for the first 7 weeks quickly.

Kudos also to Enrollment Services, Student Life, Academic Advising, Financial Aid, Bursar, and Bookstore for being open on Saturday, October 9th. This ensured students had an opportunity to get everything they need to successfully start the 2nd 7-week session.

Kudos to Ivory Roberts and Student life for fun and different activity called Goat yoga--it was a great crowd on October 11 and cute goats!

Kudos to the creative genius of Kelli Yates, Jeff Hanna, David Wollert, Karen Eastman, Brenda Schwab, and Suzanne Harris, who collectively turned a sow's ear into a shiny pear in the new Sweet Donation music video!

Kudos to Faculty for turning in mid-terms grades on time; 98% of faculty had their grades in on time.

Kudos to the advising team who through the first 7 weeks not only turned around the grades from faculty and helped students get re-advised into the classes they needed, but for also going through two registration periods to close the loop for students and get them where they need to be. Thanks to all these efforts, the College increase enrollment in the second 7-week session by about 540 students. Instead of being down 13% from last year, we are now down only 6%.

Kudos to Sonja Sanders and Leigh Ward in payroll for their thorough work to ensure all adjunct contracts are processed, so that these instructors are paid for both 7-week sessions.

Kudos to our cafeteria staff who have brought many new creative and yummy options!

---

## **Kudos in our Weekly Employee Communication**

Have you experienced the awesomeness of one of your co-workers or noticed someone doing an amazing job? We want to hear from you! Please email your kudos to [Chris Lykins](#) to get them into our weekly communication.

---

## **Virtual Campus Update**

If you were unable to attend the virtual update on October 13, please find the video on the [Office of the President's Campus Guide](#).

---

## **Compensation and Benefits Statement**

In the coming days, Human Resources will send a Compensation and Benefits Statement via email to all employees, with the subject line "2021 Total Compensation Letter." This is a summary estimate of your salary plus your employer-paid benefits. The information is effective October 15, and the statement is for your information only.

# tnAchieves Needs You

Please join me in serving as a mentor for TN Promise students.

tnAchieves, the non-profit partnering organization to the TN Promise, **needs 9,000 volunteer mentors** to support the Class of 2022 in the college-going process! Mentors spend about one hour per month reminding students of important deadlines, serving as a trusted college resource, and, most importantly, encouraging students to reach their full potential. Many TN Promise students will be the first in their families to go to college and need just a little extra assistance. Mentors provide an important local support system that helps students to achieve their college-going goals!

The role of tnAchieves mentors has never been more important. Since the pandemic, Tennessee's college-going rate has dropped by 6%, the lowest it has been since the TN Promise program began. As you can see from the information sheets linked below, all counties in our service area have experienced this decline in the college-going rate, some at an even sharper rate than the state's decline.

Click here to view a one-page document highlighting tnAchieves mentoring and the impact it is having in our service area:

- [Hamilton County](#)
- [Sequatchie County](#)
- [Marion County](#)
- [Rhea County](#)
- [Bledsoe County](#)

In 2022, tnAchieves will support mentors in serving their students either in-person or virtually using tnAchieves CONNECT. tnAchieves' priority is ensuring that every mentor can build a safe, effective and meaningful relationship with each student. Mentors will have the flexibility to pick their preferred meeting format and will have access to tnAchieves staff support throughout their time serving students.

Please consider applying to serve with the class of 2022! While the time commitment of mentoring is not significant, the opportunity to have a positive impact on a student's post-secondary prospects certainly is! Mentors will be provided with a comprehensive handbook and training, along with constant support from the tnAchieves team. **[Attend an upcoming 20-minute info session about the mentoring role and its impact.](#)**

Those interested in serving as a mentor can [learn more and apply](#) or contact [Tyler Ford](#) for more information.

I hope you will join me in becoming a tnAchieves mentor.

# Annual Charitable Giving Campaign

The annual charitable giving campaign runs until October 29. You can opt for a monthly donation in 2022 or a one-time donation in January, and you can select from hundreds of charities including the United Way, American Cancer Society, St. Jude, and many others. More information is found in the attached brochure, and you just need to return the attached contribution form to Ryan Hall by Friday, October 29 (fillable form available at the end of the brochure).

Thank you for your generosity!

---

## Hunger & Homelessness Awareness Week

The Student Support Center at Chattanooga State Community College will sponsor its annual Hunger and Homelessness Awareness Week event during October 18-21. This multi club, organization and department event was carefully planned out to engage and educate students, faculty, staff, and community members about the plight of hunger and homelessness in our area.

### Area Food Bank

[Sign up to volunteer](#) with the Student Support Center at the Chattanooga Area Food Bank on Monday, October 18.

[Sign up to volunteer](#) with the BOSS program participants at the Chattanooga Area Food Bank on Tuesday, October 19.

### Student Support Center

[Sign up to volunteer](#) with the Student Support Center to make PB&J sandwiches on Wednesday, October 20.

---

## Fall Festival, October 30

We've celebrated on "JUNETEENTH" and we've vacationed at "RESERVATION RESORT" in recent weeks. Now, we are in the FALL world of football, fairs, and festivals. GUESS WHAT everyone? We are having our very own FALL FESTIVAL on Saturday, October 30, from 11:00 a.m. until 2:00 p.m.

We need your help—visitors will be able to meet faculty/staff, admin, and students to learn about admissions, financial aid and scholarships, career planning, etc.

Let's think FALL DECORATIONS, and pumpkins, squash, pinecones, candy, etc., and set up our department and organization tables accordingly! \*(There is a very strong rumor afloat that there will even be a prize for the best decorated table.)

---

## **Volunteer for the Tiger Cupboard**

As we look to getting volunteers for the Tiger Cupboard know that this work could not be done without the many volunteers who give of themselves. Volunteers are ordinary people with extra ordinary hearts! The Cupboard has received 24 requests so far in the month of September. The food no more than gets on the shelf and it is packed up to go home with a student. Please [sign up to volunteer](#).

If you are unable to volunteer no worries. We still need items to fill the shelves and you can use the [Amazon Smile Wish List](#) that is always available. Once items are purchased items are delivered right to the Tiger Cupboard's door.

---

## **Global Honors Scholars Program**

Do you have an extraordinary student in your class? If you want to recommend them to join our Global Scholars Honors Program, please send [Juan Alonso](#) their name and A number at your earliest convenience.

---

We are resilient. We are innovative. We are united. We are ChattState.

Sincerely,

Rebecca Ashford, Ed.D.

President



Dear Chattanooga State Family,

July 23, 2021

The month of July is passing quickly, and we are just three weeks out from the start of the fall 2021 semester. As we celebrate TCAT graduates this week, I am reminded that our academic cycle is one of constant renewal. Each academic year and each semester brings with it a new start and new opportunities and concludes with accomplishment and a sense of closure.

Helping to bring a sense of closure to the 2019-2020 academic year is the [Annual Report](#) covering that time period. I hope you will take a few moments to review it and reflect on where we have been and the accomplishments we made during that historic year in our lives.

As we start the fall 2021 semester, I believe our College is on the path towards renewal. We are renewing our purposes, values, and strategic plan that will be our guiding light as we move into the future. We are embarking on an exciting, promising— albeit scary and challenging — new academic calendar with seven-week classes being the norm, rather than the exception. We are creating new partnerships with Hamilton County Schools, Associated General Contractors (AGC), and county and city governments to create a Construction Center. We are rethinking dual enrollment to offer Micro Colleges in several Hamilton County Schools. There are so many other exciting and new adventures ahead of us that I am not sure I could name them all. But, I am incredibly optimistic about our future!

Until August 16, we still have a lot of work to do to enroll students. You may have seen an email from Sheila Albritton asking for volunteers to assist with a call campaign directed to students who need to submit their college transcripts. If you are able to assist, please email [Sheila.albritton@chattanoogastate.edu](mailto:Sheila.albritton@chattanoogastate.edu).

While I would like for our fall 2021 enrollment to be higher than it is, I am confident that we will continue to adjust to account for the decline in enrollment. I am also confident that this season we are in will indeed pass. We will one day be in a period of enrollment growth. Until then, we will continue to renew our college through fearless innovation and resilience.

I appreciate all you do to support and empower everyone in our community to learn without limits.

---

## **Kudos**

Kudos to Liz Norell for her acceptance into the Chattanooga Women's Leadership Institute (CWLI) Game ChangeHer leadership training program.

Kudos to Tabitha Banks for her suggestion to have crisis information on the back of Student ID cards, that is now completed.

Kudos to Pam Ellison, Bill Crum, and Judy Kitson for compiling five years of statistics from Nursing, Allied Health, and TCAT Healthcare programs of study for the Rural Innovation Stronger Economy (RISE) grant application. They did a phenomenal job on very short notice.

Kudos to Savitha Pinnepalli for her leadership with the Girls Inc. Hour of Code coding workshop where girls were motivated and inspired to learn coding. Thank you to all of the volunteers: Dr. Tremaine Powell, Tiffany Scruggs, Rhonda McWhorter, Dr. Lyn Potter, John Jones, and Hanadi Mohamed.

Kudos to Timothy Barfield, Andrew Finch, Terry Coffelt, Peter Kriener, Lisa Garvey and Benny Hall for working to get the facilities ready quickly for the Girls Inc. Hour of Code.

Kudos to Tabitha Banks for her work on putting together the SSA professional development series, Silang Sam for her work on design, and to those those who led the sessions and participated. Speakers: Stephanie Hollis, Dr. Liz Norell, Philip Wade, Hersh Patel, April Crenshaw, and Robin Smith. Attendees: Tabitha Banks, Silang Sam, Desiree Decker, Shannon Minter, Tonya Teets, Sheila Gholston, Cindy Sherlin, Marvis McKeldin, Lori Anderson, Pamela Ellison, Suzanne Roach, Shirley Moore, Delnita Evans, Pam Weeks, Nancy Raby, AJ Coleman, Linda Bales, Victoria Smith, Peggy Fortune, Cindy Lyon, Shannon Marsh, Vickie Brown, Kimberly Siefert, Lisa Garner, Cheryl Byrd, Karen Kissinger, Moriah Thomas, and Nikishia Burson.

Kudos to Judy Lowe and Ray Bertani for their work on the 7-weeks classes training.

Kudos to DeVonte Pope for his acceptance into the Police Academy.

---

# Advising Office & Enrollment Services Center Extended Hours

The extended hours are Monday—Thursday 8AM–6PM & Friday 8AM–4:30PM.

## Walk-in Hours for the month of August

August 2-6: 9AM–1PM, 2PM–5PM

August 9, 11-13: 9AM–1PM, 2PM–5PM

August 10: 2PM–5PM

## Volunteer Recruitment Opportunities on Campus

We are working to create opportunities for students to come to campus to complete their applications and registration in an effort to bolster our enrollment for this Fall. **We will have special events on July 31st and August 14th. If you are able to volunteer, please reach out to [Dr. Karen Eastman](#), [Dr. Kisha Thomas](#), or [Dr. Amanda Bennett](#).**

---

## Enrollment Reporting

The weekly enrollment report sent to Faculty/Staff Announcements (and the daily report that some of you also receive) monitors census enrollment. Census enrollment has always only included the headcount, credit hours, and full-time equivalency (FTE) for students enrolled in courses that are in the first 7-week (first half session) and full semester sessions only. The logic behind excluding enrollment to these courses that begin in the second 7-week session is because they have not begun at census date and therefore, the enrollment to those courses can change. Due to our intentional offering of more courses within the first and second 7-week terms within the semester and the registration of students to all available sessions, the credit hours and FTE for census reporting are lagging further behind previous semester's counts. This change in our enrollment trend does not make census reporting less valid, less accurate, or less useful for our monitoring purposes.

Holistic enrollment reporting can be viewed on the [Campus Intelligence Portal \(CIP\)](#) Enrollment flip card. To access CIP, you can watch this [video](#) or navigate to CIP from TigerWeb's Faculty/Staff tab under Resources. You may have to use Login/Logout



to enter your TigerWeb credentials in order to view the flip cards available. Click the Enrollment flip card, then click View Dashboard –Community College. (Note: you must be on the College’s network to view the dashboard.) Explore the various tabs of information by clicking the Run Report button when it is available. The 2nd Half Session tab now includes two tables: the top table includes the headcount of new students who are only enrolled in the second 7-week session and the bottom table displays the headcount, credit hours, and FTE of all enrollment to the semester (first 7-week, second 7-week, and full semester).

---

We are resilient. We are innovative. We are united. We are ChattState.

Sincerely,

Rebecca Ashford, Ed.D.

President