



## TENNESSEE BOARD OF REGENTS

### Quarterly Board Meeting

Thursday, December 1, 2022 – 9:30 a.m. (Central)  
1 Bridgestone Park  
Nashville, Tennessee

### AGENDA

#### I. Minutes

- A. September 23, 2022 Quarterly Board Meeting
- B. October 31, 2022 Special Called Meeting of the Board

#### II. Report of Interim Action (*Chancellor Tydings*)

#### III. Report of the Committees

- A. Consider Approval of the Minutes from the November 15, 2022 Meeting of the Audit Committee (*Regent Burdine*)
- B. Report of the Special Called Meeting of the Personnel and Compensation Committee from November 15, 2022 - Faculty Emeritus Recommendations and Institution Compensation Proposals (*Regent Greene*)

#### IV. Report of the Regents Award for Excellence in Philanthropy (*Regent Varlan*)

#### V. Report of the Chancellor

- Chancellor's Commendation for Military Veterans
- TBR Oral History Reveal (*Deaton*)

#### VI. Unfinished Business

#### VII. New Business

- A. Consent Agenda
  - 1. Proposed Policy Revisions
    - a. TBR Policy 2.03.01.01 - Undergraduate Academic Retention and GPA Standards
    - b. TBR Policy 4.02.10.00 – Purchasing Policy
  - 2. Chattanooga State Community College Strategic Plan
- B. Informational Reporting
  - 1. Clarksville-Montgomery County Partnerships (*Reed*)
  - 2. 2021-22 Financial Report Overview (*Fox*)
  - 3. External Affairs Update (*McCormick/Perkins/Williams*)
    - a. Advancement Foundation Report
    - b. Government Relations Update
  - 4. Board Assessment Report (*Reynolds*)
  - 5. Board Assessment Follow-up—Process for Removal of a Board Member (*Lapps*)
  - 6. Blue Oval City Construction Update (*Tracy*)

C. Action Items

1. FY 2022-23 October Revised Budget (*Fox*)
2. Review and Consider the Dyersburg State Community College Strategic Plan (*Deaton*)
3. Review and Consider the Roane State Community College Strategic Plan (*Deaton*)
4. Review and Consider the Jackson State Community College Strategic Plan (*Deaton*)
5. TCAT Paris Name Change (*Deaton*)
6. Approval of Proposed Program Terminations, Modifications, and New Technical Program Implementations for the Tennessee Colleges of Applied Technology (*Reed*)
7. Review and Consider Building Naming Request from Dyersburg State Community College (*Chancellor Tydings*)
8. Review and Consider Building Naming Request from Chattanooga State Community College (*Chancellor Tydings*)
9. Recommendation for the Next President at TCAT Athens (*Chancellor Tydings*)
10. Recommendation for the Next President at TCAT Murfreesboro (*Chancellor Tydings*)



**TENNESSEE BOARD OF REGENTS**  
**Quarterly Board Meeting**  
**December 1, 2022**

**EXECUTIVE SUMMARY**

**I. Minutes**

The Board will consider approving minutes from the September 23, 2022 regular quarterly meeting and the October 31, 2022 special called meeting.

**II. Report of Interim Action**

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

**III. Report of the Committees**

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

- A. Report of the Audit Committee meeting on November 15, 2022
- B. Report of the Special Called Meeting of the Personnel and Compensation Committee held on November 15, 2022, that includes Faculty Emeritus Recommendations and Institution Compensation Proposals

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

Recipients of the Regents award for Excellence in Philanthropy are selected based on their generous giving of their time, resources, influence on volunteers to become involved in fundraising, active promotion of higher education, leadership in philanthropy, exceptional civic responsibility, and integrity. The Board will receive a report on the following awards presented on November 1, 2022:

**McMinn Economic Development Agency, City of Athens and McMinn County Government**

Representatives from the McMinn County Economic Development Agency, the City of Athens and the McMinn County Government accepted the prestigious 2022 Regents Award for Excellence in Philanthropy as nominated by Cleveland State Community College for their unique partnership. The award was presented by Regent Tom White at the McMinn County Higher Education Center on November 1, 2022.

**David and Pat Coffey**

David and Pat Coffey accepted the 2022 Regents Award for Excellence in Philanthropy as nominated by Roane State Community College. The award was presented by Regent Danni Varlan at Roane State's Oak Ridge Campus on November 1, 2022.

# Executive Summary – December 2022 Quarterly Meeting

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## V. Report of the Chancellor

Chancellor Tydings will present the Commendation for Military Veterans and Veterans Programming updates. Dr. Deaton will present the TBR Oral History Reveal.

## VI. Unfinished Business

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

## VII. New Business

### A. Consent Agenda

#### 1. Proposed Policy Revisions

- a. TBR Policy 2.03.01.01 – Undergraduate Academic Retention and GPA Standards
- b. TBR Policy 4.02.10.00 – Purchasing Policy

#### 2. Chattanooga State Community College Strategic Plan

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.



## **B. Informational Reporting**

### **1. Clarksville – Montgomery County Partnerships**

Academic Affairs will highlight an innovative dual enrollment partnership with the Clarksville-Montgomery County School System (CMCSS) partnership with Nashville State Community College, TCAT – Dickson & Clarksville, and Austin Peay State University.

Presenters will include Dr. Jean Luna- Vedder, Director of Schools for CMCSS, Dr. Shanna Jackson, President of Nashville State, and Dr. Arrita Summers, President of TCAT Dickson & Clarksville.

### **2. FY 2021-22 Financial Report Overview**

Vice Chancellor Fox will provide information regarding the consolidated financial report, including management’s discussion and analysis for FY 2021-22. The state requires that our consolidated financial report include the financial information from the six locally governed institutions. Therefore, the LGI’s information is included in this report. No action is required.

Additionally, information will be provided about the FY 2021-22 financial performance results by sector. No action is required.

### **3. External Affairs Update**

#### **Advancement Foundation Report**

Associate Vice Chancellor Cris Perkins will present the report on FY22 Community College Fundraising.

#### **Governmental Relations Update**

Assistant Vice Chancellor John Williams will present a recap of the 2023 Legislative Priorities that were provided by TBR System Leadership and TBR Presidents. The Department of Government Relations in the Office of External Affairs will advocate on behalf of TBR to the members of the Tennessee General Assembly. AVC Williams will also give an overview of the 2022 Midterm Election results in Tennessee, including the 20 new members elected to the Tennessee General Assembly. In addition, AVC Williams will present legislation filed to date for the 113th General Assembly.

### **4. Board Assessment Report**

Vice Chair Reynolds will present the Board Assessment Report.

### **5. Board Assessment Follow-up – Process for Removal of a Board Member**

As a follow-up to the Board Assessment, General Counsel Lapps will present the procedures for removal of a Board Member as an informational item.

# Executive Summary – December 2022 Quarterly Meeting

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## **6. Blue Oval City Construction Update**

Dick Tracy will give an update on the Blue Oval City construction project.

## **C. Action Items**

### **1. FY 2022-23 October Revised Budget**

The Board will consider the October 31, 2022 revisions to the FY 2022-23 budgets for the institutions governed by the Board and the Board of Regents System Office.

### **2. Review and Consider the Dyersburg State Community College Strategic Plan**

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.

Dyersburg State Community College has presented a revised 2022-2025 Strategic Plan titled “DSCC, The College of Choice: Impact 2025.” The core of the plan is structured around five strategic priorities: Support Student Success, Promote Academic Excellence, Cultivate Community and Workforce Development, Strengthen Campus Culture, and Prioritize Access and Equity. Each priority has related targets, goals or tactics for how the priority would be manifested and measured. President Scott Cook presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Dyersburg 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 Dyersburg State Community College Strategic Plan, as well as its Mission Statement.

### **3. Review and Consider the Roane State Community College Strategic Plan**

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

## Executive Summary – December 2022 Quarterly Meeting

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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.

Roane State Community College has presented a revised 2022-2025 Strategic Plan that is focused on four key goals: Postsecondary Participation, Student Persistence and Success, Quality Learning and Working Environment, and Community Vitality and Workforce Development. As these goals indicate, the RSCC plan is well aligned with the pillars and themes of the TBR Strategic Plan. Each RSCC goal is then linked to a series of objectives and metrics which describe how RSCC plans to pursue the goal and how they will measure progress. President Chris Whaley presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Roane 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 Roane State Community College Strategic Plan, as well as its Mission Statement.

### **4. Review and Consider the Jackson State Community College Strategic Plan**

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.

Jackson State Community College has presented a revised 2022-2025 Strategic Plan with a structure that mirrors the TBR Strategic Plan and its three pillars of Open Access, Completion, and Community and Workforce Development. Within each of these three pillars are several long-range goals that are then accompanied by a series of tactics to help fulfill the goal, with baseline data and a 2025 target. President George Pimentel presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Jackson 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 Jackson State Community College Strategic Plan, as well as its Mission Statement.

### **5. TCAT Paris Name Change**

In 2018, the General Assembly passed a bill that became Public Chapter 877 which granted TBR the authority to "... to establish additional state colleges of applied technology or to combine existing state colleges of applied technology as needed to improve operational and administrative efficiencies," (49-8-101(a)(3)(A)).

## Executive Summary – December 2022 Quarterly Meeting

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At its December 2021 quarterly meeting, the Board gave initial approval for staff to begin the merger process for TCATs Paris and TCAT McKenzie which would combine into a single institution with a targeted implementation date of fall 2024. As a reminder, all existing teaching locations would maintain operations and would continue to serve students and industry in that region. As a next step in that process, staff now recommend that TCAT Paris change its name to TCAT Henry/Carroll, effective May 3rd, 2023, to coincide with the start of the summer trimester. This step is necessary in preparation of the merger at which point TCAT McKenzie will merge into TCAT Henry/Carroll which will be the name of the newly merged institution.

If approved, system and college staff will pursue all necessary steps to effectuate the merger including working on approvals from both the College's accreditor – the Council on Occupational Education (COE) – as well as the US Department of Education.

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

Seven program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries.

Seventeen (17) academic actions were submitted by a TCAT institution to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor.

On October 24, 2022, Tennessee Board of Regents approved the implementation of one (1) Criminal Justice program and one (1) Nursing Aide certificate program through interim action.

### **7. Review and Consider Building Naming Request from Dyersburg State Community College**

The Board is authorized to name buildings in honor of individuals who have made significant contributions to society and who otherwise meet the criteria established in TBR Policy 4.02.02.01, Naming Buildings and Facilities & Building Plaques.

For the reasons explained in the attached recommendation from Dr. Scott Cook, Dyersburg State Community College President, Dr. Carl Christian Andersen meets the requirements in TBR policy and is deserving of the honor of having the Dyersburg State Campus Activities Building renamed Dr. Carl Christian Andersen Hall. Dyersburg State convened an appropriate committee to consider and make the recommendation, and its report establishes that:

- (1) In general, individuals and groups for whom buildings are named must have made a significant contribution to the field of education, government, science, or human betterment.
- (2) To preserve the integrity of all buildings named in the System, this honor must be reserved for individuals of recognized accomplishment and character; no building may bear the name of an individual convicted of a felony.
- (3) With respect to the naming of buildings on a particular campus, special consideration shall be given to:
  - a) The historical significance of the contribution of the individual or group to the institution;

## Executive Summary – December 2022 Quarterly Meeting

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- b) The association of the individual or group with the building to be named.

### **8. Review and Consider Building Naming Request from Chattanooga State Community College**

The Board is authorized to name buildings in honor of individuals who have made significant contributions to society and who otherwise meet the criteria established in TBR Policy 4.02.02.01, Naming Buildings and Facilities & Building Plaques.

For the reasons explained in the attached recommendation from Dr. Rebecca Ashford, Chattanooga State Community College President, Gerald McCormick meets the requirements in TBR policy and is deserving of the honor of having the Chattanooga State Campus Center for Engineering, Technology, Arts, and Science (CETAS) renamed the Gerald McCormick Center for Engineering, Technology, Arts, and Science. Chattanooga State convened an appropriate committee to consider and make the recommendation, and its report establishes that:

- (1) In general, individuals and groups for whom buildings are named must have made a significant contribution to the field of education, government, science, or human betterment.
- (2) To preserve the integrity of all buildings named in the System, this honor must be reserved for individuals of recognized accomplishment and character; no building may bear the name of an individual convicted of a felony.
- (3) With respect to the naming of buildings on a particular campus, special consideration shall be given to:
  - a) The historical significance of the contribution of the individual or group to the institution;
  - b) The association of the individual or group with the building to be named.

### **9. Recommendation for the Next President at TCAT Athens**

The Board approved the search criteria and recruitment for the next president at TCAT Athens on August 8, 2022. The 17-member search committee was comprised of faculty, staff, alum, students, and community members, as well as Board Members.

The committee met for the first time on September 16 and reviewed 19 applicants with experiences all across the country. Virtual interviews took place on October 11. Two candidates participated in on-campus and open forum interviews on November 17.

After careful consideration of the feedback received, Chancellor Flora Tydings will recommend the next president of TCAT Athens.

### **10. Recommendation for the Next President at TCAT Murfreesboro**

The Board approved the search criteria and recruitment for the next president at TCAT Murfreesboro on August 8, 2022. The 16-member search committee was comprised of faculty, staff, alum, students, and community members, as well as Board Members.

## Executive Summary – December 2022 Quarterly Meeting

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The committee met for the first time on September 15 and reviewed 27 applicants with experiences all across the country. Virtual interviews took place on October 6. Two candidates participated in on-campus and open forum interviews on November 10.

After careful consideration of the feedback received, Chancellor Flora Tydings will recommend the next president of TCAT Murfreesboro.

# MINUTES

## TENNESSEE BOARD OF REGENTS

### REGULAR SESSION

September 23, 2022

The Tennessee Board of Regents met in regular session on September 23, 2022, at Pellissippi State Community College located in Knoxville, Tennessee. Vice Chair Emily Reynolds, presiding, called the meeting to order.

Next, she called on Board Secretary Mariah Perry to call the roll. One member (noted below) attended virtually and confirmed they could simultaneously hear and speak to other participants; and that no other people were present in the room. The following members were present:

Dr. MaryLou Apple  
Mr. Miles Burdine  
Mr. Mark George  
Mr. Mark Gill  
Ms. Yolanda Greene  
Commissioner Charles Hatcher (virtual)  
Mr. John Lee  
Mr. John Long  
Ms. Nisha Powers  
Ms. Emily Reynolds  
Ms. Ramona Shelton  
Ms. Danni Varlan  
Mr. Weston Wamp  
Mr. Tom White

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

#### I. MINUTES

Minutes from the June 17, 2022 regularly scheduled Board meeting and the August 8, 2022 special called session were provided to all members prior to the meeting. Given the presumed non-controversial and routine nature of the meeting minutes, Vice Chair Reynolds proposed that these minutes be adopted by unanimous consent. Hearing no objection from members, the minutes of the June 17, 2022 and August 8, 2022 meetings were approved.

## **II. REPORT OF INTERIM ACTION**

Vice Chair Reynolds called upon Chancellor Tydings, who presented the Report of Interim Action, reflecting business transacted by the Office of the Chancellor since the previous meeting of the Board. Chancellor Tydings requested approval of the report. Given the presumed non-controversial and routine nature of the Interim Action Report, Vice Chair Reynolds proposed that the report be ratified and confirmed by unanimous consent. Hearing no objection from members, the Interim Action report was adopted. A copy of the Report is attached to the official copy of the Minutes as Appendix A.

## **III. REPORT OF THE COMMITTEES**

Board members were asked to act on the minutes of the September 22, 2022 meeting of the Academic Policies and Programs and Student Life Committee; the minutes of the September 22, 2022 meeting of the External Affairs Committee; the minutes of the September 22, 2022 meeting of the Workforce Development Committee; and the minutes of the September 7, 2022 meeting of the Audit Committee. Members were provided copies of the minutes prior to acting.

The minutes of the committees are as follows:

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

The Committee on Academic Policies and Programs and Student Life met in regular session on September 22, 2022, at Pellissippi State Community College. A quorum was present and the meeting was called to order by Chair MaryLou Apple.

To begin the Committee meeting, Heidi Leming shared proposed revisions to TBR Policy 3.05.01.00 Classifying Students In-State and Out-of-State for Paying College Fees and Tuition and for Admission Purposes. Regent Varlan made a motion to approve these revisions, and Regent Shelton provided a second. The revisions were approved by voice vote.

Next, the Committee reviewed and considered the Columbia State Community College Strategic Plan presented by President Smith. Regent Varlan made a motion to approve the revised plan and mission statement, and Regent Shelton provided a second. The motion passed by voice vote.

For the third item of business, President Wise presented the Pellissippi State Community College Strategic Plan. Regent Varlan made a motion to approve the revised strategic plan and mission statement, and Regent Shelton provided a second. The motion passed by voice vote.

The Committee then considered the Strategic Plan for Southwest Tennessee Community College. Regent Shelton made a motion to approve the revised strategic plan and mission statement, and Regent Varlan provided a second. This too was approved by voice vote.

The Committee considered approval of twenty-three new programs and nine academic actions.



Following a presentation by Vice Chancellor Jothany Reed, Regent Varlan made a motion to approve twenty-three new programs. Regent Shelton provided a second. A voice vote was taken, and the motion passed. The programs approved include: implementation of a new Criminal Justice: Correctional Officer program at TCAT Crossville-main campus; implementation of a new Criminal Justice: Correctional Officer program at the TCAT Dickson-main campus; implementation of a new Collision Repair Technology program at TCAT Elizabethton-Kingsport Extension Campus (2F); implementation of a new Criminal Justice: Correctional Officer program at TCAT Harriman-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Hohenwald-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Jacksboro-Woodson Mall (2A); implementation of a new Criminal Justice: Correctional Officer program at TCAT Jackson-Humboldt Higher Education Instructional Service Center (J2); implementation of a new Criminal Justice: Correctional Officer program at TCAT Livingston-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT McMinnville-Coffee County Instruction Service Center (2J); implementation of a new Criminal Justice: Correctional Officer program at TCAT Memphis-main campus; implementation of a new Massage Therapy program at TCAT Memphis-main Campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Morristown-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Murfreesboro-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Nashville-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Northwest-main campus; implementation of a new Cosmetology Instructor program at TCAT Oneida/Huntsville-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Paris-main campus; implementation of a new Criminal Justice: Correctional Officer program at TCAT Pulaski-main campus; implementation of a new Criminal Justice: Correctional Officers program at TCAT Shelbyville-main campus; implementation of a new Nursing Aide/Quality Specialist program at TCAT Shelbyville-main campus; implementation of a new Nursing Aide/Quality Specialist program at TCAT Shelbyville-Lincoln Central Academy extension campus (2H); implementation of a new Nursing Aide/Quality Specialist program at TCAT Shelbyville-Franklin County extension Campus (2K); and implementation of a new Residential/Commercial Industrial Electrical program at TCAT Shelbyville-main campus. These items require the Board's approval.

The following items were provided for the Committee's information: reduce the program length for the Emergency Medical Technician program at TCAT Crump; reduce the program length for the Emergency Medical Technician program at TCAT Jacksboro; termination of the Administrative Office Technology program at TCAT Jackson-Lexington Extension Campus (J3); reduce the program length for the Emergency Medical Technician program at TCAT Murfreesboro; reduce the program length for the Dental Assisting program at TCAT Murfreesboro; termination of the Administrative Office Technology program at TCAT Paris-main campus; termination of the Industrial Electricity program at TCAT Shelbyville; termination of the Nursing Aide program at TCAT Jacksboro; and reduce the program length for the Emergency Medical Technology program at TCAT Oneida/Huntsville.

The following actions were heard as interim action approved on August 17, 2022: implementation of a new Criminal Justice: Correctional Officer program at TCAT Crump-main Campus;

implementation of a new Criminal Justice: Correctional Officer program at TCAT Hartsville-Wilson County Campus (ZM); and relocation of the existing Criminal Justice: Correctional Officer program from TCAT Oneida-Morgan County Career and Technical Center (2A) to TCAT Oneida-main Campus.

Next, the Committee considered proposed Institutional Mission Profiles. Regent Varlan provided a motion to approve, and Regent Shelton seconded. The Institutional Mission Profiles were approved by voice vote.

For the final item of business, Vice Chancellor Heidi Leming presented the TN Postsecondary Skills USA Annual Report. This item was for the Committee's information.

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

Respectfully submitted,

Committee on Academic Policies and Programs and  
Student Life

#### **EXTERNAL AFFAIRS COMMITTEE**

The Committee on External Affairs met in regular session on September 22, 2022, at Pellissippi State Community College. A quorum was present and the meeting was called to order by Chair Danni Varlan.

Chair Varlan called upon Dr. Kim McCormick, Executive Vice Chancellor for External Affairs, to provide an update for Government Relations.

Dr. McCormick presented the following legislative priorities for TBR:

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

Dr. McCormick also presented potential legislative requests in support of the legislative priorities.

Minutes

September 23, 2022

Page 5 of 11

1. Promote education and workforce alignment by pursuing legislation to fund a pilot program that provides financial aid for short-term workforce training in high demand areas;
2. Promote education and workforce alignment by mobilizing the Tennessee Nursing Workforce through expansion of programs in Pre-Practical Nursing and Practical Nursing at TCATs and expansion of A.A.S. Nursing programs at Community Colleges;
3. Address the enrollment and student success challenges by proposing legislation to provide a student support network, to modernize the learning experience, to tell the Tennessee Higher Education story, to expand TCAT and Community College dual enrollment, and to make financial aid more efficient;
4. Enhance campus safety and security measures, including equipment upgrades and an emergency communications center.

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

Respectfully submitted,

Committee on External Affairs

### **WORKFORCE DEVELOPMENT COMMITTEE**

The Committee on Workforce Development met on September 22, 2022, at Pellissippi State Community College. A quorum was present, and the meeting was called to order by Chairman Miles Burdine.

Chairman Burdine called on Vice Chancellor Jothany Reed for the agenda items. The first item on the agenda was an update on Campus and Statewide Workforce Activities. Vice Chancellor Reed reviewed current workforce development projects and activities, including campus workforce training activities, the Center for Workforce Development (CFWD) workshop, and Workforce Month activities.

Next, Vice Chancellor Reed presented on the Tennessee Higher Education Commission (THEC) Workforce Contact Hours Reporting for Community Colleges. Here she shared how THEC collects annual workforce training enrollment and contact hour data from TBR community colleges as part of its Higher Education Funding Formula calculations. The 2021-2022 data is currently being collected for TBR colleges. Results will be reviewed by THEC in late September. However, Vice Chancellor Reed discussed the initial reporting and trends for TBR workforce training across Tennessee.

For the third agenda item, a report of the progress on Ford Blue Oval City was provided. An update of the status on the development of the Tennessee College of Applied Technology (TCAT) in conjunction with Ford Motor Company and SK Innovation's Blue Oval City was delivered. TCAT Jackson President Jeff Sisk and Executive Vice President Heath McMillian joined Vice Chancellor Reed to share an update on the project along with curriculum developments, an open house event, and space allocation.

For the next item, Vice Chancellor Reed presented an update on the TBR/MNPD Law Enforcement Collaborative. An overview of the TBR Law Enforcement Collaborative partnership with the Metropolitan Nashville Police Department, the Metropolitan Government, Metro Nashville Public Schools, and Nashville State Community College was provided.

Next, Vice Chancellor Reed and Assistant Vice Chancellor Zachary Adams spoke about the Correctional Officer Training Programs. In response to funding from the Governor's Office, TBR is leading a statewide expansion of correctional officer programs at 18 TCATs, 5 community colleges, and CFWD to support employment opportunities at jails in underserved counties. An overview was provided on the plans for curriculum and timelines at CC and TCATs, in partnership with the Tennessee Corrections Institute (TCI).

Following that item, a presentation on EMS Partnerships was shared by Vice Chancellor Reed and Assistant Vice Chancellor Adams. Board members received an overview of SB1908 Amendment (Public Chapter 684) that created an opportunity for TBR to partner with ambulance services operation EMT/AEMT training centers.

As the last item of business, Vice Chancellor Reed and Assistant Vice Chancellor Adams shared an update on apprenticeships. The Board heard an overview of how a current United States Department of Labor grant is catalyzing new apprenticeship opportunities across the system and supporting Tennessee's advanced manufacturing employers.

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

Respectfully submitted,

Committee on Workforce Development

### AUDIT COMMITTEE

The Committee on Audit met in regular session on September 7, 2022, at 10:30 a.m. via Microsoft Teams. The roll was called by Secretary Mariah Perry. The roll call confirmed that a quorum was present; all Committee members in attendance and the Board's Vice Chair confirmed that they could simultaneously hear and speak to other participants; and that no other people were present in the room with each Regent. In attendance were system office and institutional staff; the Board's Vice Chair, Regent Emily Reynolds (Interim Chair for the Audit Committee); and other Board members, including the following Audit Committee members:

Regent MaryLou Apple  
Regent Miles Burdine  
Regent Yolanda Greene

The necessity of the electronic meeting was confirmed due to it being the most economically efficient way to have matters considered that require timely action.

## Minutes

September 23, 2022

Page 7 of 11

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

Item I, Informational Reporting, included four topics for discussion. Item I.a., Highlights of Audit Findings and Recommendations, consisted of Mike Batson discussing the following topic: US Department of Defense Compliance Surveys; several external reviews, numerous internal audit reports, and recommendation logs included in the materials. Mr. Batson explained the new recommendation and finding logs format and processes. The new format and processes were introduced to improve the timeliness of corrective action implementation. The new process includes monthly updates by the campus auditors on past due corrective actions, as well as updates to the applicable vice chancellors on recommendations from their areas. The process early on has resulted in better completion of both current and past due actions. Only one vice chancellor has needed to become involved in assisting with resolution of corrective actions at Motlow. This has been productive. This item was for informational purposes and required no action.

Item I.b., Audit Reports and Reviews, consisted of informing the committee that a summary of the Federal Audit Reports, Miscellaneous External Reviews, and the Internal Audit Reports for the fourth quarter of fiscal year 2022 are included in the meeting materials. A listing of the Internal Audit Reports is included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item I.c., System-wide Internal Audit Updates, consisted of discussing the following topics: Suzanne Walker Retirement as Pellissippi's Audit Director, the process for an Interim Audit Director at PSCC, and Internal Audit training for July and October 2022. This item was for informational purposes and required no action.

Item I.d., University Updates, consisted of Mike Batson providing information on the following item: Comptroller's Office Financial and Compliance Audit Report performed at Tennessee Technological University with no findings. Mr. Batson also explained the basis for reporting Comptroller's Office audits of the locally governed universities. This item was for informational purposes and required no action.

Item II, Consent Agenda, included two topics for approval.

Item II.a., Review of Internal Audit Plans for Fiscal Year 2023 was presented by Mike Batson.

Item II.b., Review of Internal Audit Charters, was presented to the Committee. The new internal audit charters were required due to a new Presidents at Northeast State Community College and Cleveland State Community College.

A motion was made by Regent Apple and seconded by Regent Burdine to approve the audit plans and internal audit charters. The Committee voted to approve the audit plans and charters as presented. The audit plans are included as Attachment B to these minutes and the internal audit charters are included as Attachment C to these minutes.

Item III., Review of Internal Audit Year-End Status Reports for Fiscal Year 2022, was presented by Mike Batson. This item was for informational purposes and required no action.

Item IV., Review of Audit Committee Charter, Responsibilities, and the IIA Standards, was presented by Mike Batson. Mr. Batson outlined and highlighted several responsibilities, roles, and authority of the audit committee, and the IIA *Standards*, including independence of the audit staff and the Chief Audit Executive. There were no requested changes to the Audit Committee Charter. A motion was made by Regent Greene and seconded by Regent Apple to approve the recommendation by staff of no changes to the charter. The Committee voted to approve.

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

A list of all internal audit reports issued during the quarter as mentioned in the above minutes are attached as Appendix B. The Internal Audit Plans for Fiscal Year ending June 30, 2023 are attached as Appendix C. The Internal Audit Charters are shown as Appendix D.

Regent Apple moved approval of the September 22, 2022 meeting of the Academic Policies and Programs and Student Life Committee; the minutes of the September 22, 2022 meeting of the External Affairs Committee; the minutes of the September 22, 2022 meeting of the Workforce Development Committee; and the minutes of the September 7, 2022 meeting of the Audit Committee. Regent White provided a second. The motion was approved by a roll call vote.

#### **IV. REPORT OF THE CHANCELLOR**

##### **Enrollment**

Chancellor Tydings mentioned the effects the pandemic and economic changes across the United States and Tennessee have had on the TBR system. Chancellor Tydings asked Dr. Russ Deaton to present the first look at fall 2022 enrollments, as well as new information on credentials and other student outcomes to provide a clear picture of the current state of affairs across our colleges, as well as a foundation for how TBR might build toward goals in the years ahead.

##### **Reimagining the Community College Experience**

Chancellor Tydings reminded everyone that TBR staff presented a concept paper at the June Committee Chairs meeting that builds off the history of Tennessee and TBR reforms, and then rapidly accelerates them in a new direction resulting in a reimagined community college experience. TBR released an internal RFP inviting all 13 community colleges to submit proposals for grants to construct and implement the concept starting fall 2023.

Chancellor Tydings congratulated the four community colleges selected to receive Reimagining the Community College Experience grants: Walters State Community College, Southwest Tennessee Community College, Pellissippi State Community College, and Jackson State Community College.

### **TCAT Athens, TCAT Murfreesboro, and TCAT Livingston Presidential Search Updates**

Due to the announced retirements of President Carol Puryear as of September 30, 2022 and President Stewart Smith as of December 31, 2022, the Board approved the search criteria on August 8, 2022 for the TCAT Murfreesboro and TCAT Athens presidential searches. Chancellor Tydings stated that applications are currently being received for both positions. Chancellor Tydings announced that the TCAT Athens presidential search committee is being chaired by Regent Danni Varlan and other Regents serving on the committee include Regents Tom White and Ramona Shelton. The TCAT Murfreesboro presidential search committee is being chaired by Vice Chair Emily Reynolds. Other Regents serving on the committee include Regents MaryLou Apple, Yolanda Greene, and Ramona Shelton. Chancellor Tydings thanked the Regents for serving in this capacity. Chancellor Tydings shared that an announcement regarding the recommended candidates is expected to be made by December 1, 2022. Chancellor Tydings also announced that President Myra West has recently announced her intent to retire on January 3, 2023. A vote on the criteria for the next President of TCAT Livingston will take place during the New Business portion of this meeting.

Chancellor Tydings stated her appreciation to Dr. Connie Marshall for taking on the Interim President of Northeast State Community College position while the search for the new president was being conducted.

### **Access and Diversity Program Introduction**

Vice Chancellor Wendy Thompson provided an overview of the Access and Diversity program and how these funds are used to impact institutional, system, and state goals. President Tony Miksa and Walters State Community College faculty member Michelle Mitrik highlighted the Recruiting Hispanics to Achieve (“RHita”) program that began with an Access and Diversity grant in 2018. The RHita program has been credited with helping Walters State Community College achieve the highest Hispanic student persistence rates in the TBR system. Testimonials were presented by Walters State Community College students from the program.

## **V. UNFINISHED BUSINESS**

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

## **VI. NEW BUSINESS**

### **A. REPORT OF THE FINANCE AND BUSINESS OPERATIONS COMMITTEE**

Vice Chair Reynolds called on Interim Chair Regent Greene for the report of the Finance and Business Operations Committee meeting held on September 22, 2022, that included the presentation of the proposed TBR System State Funding Requests; review and consideration of proposed revisions to TBR Policy 7.01.00.00, Firearms and Other Weapons; and a Campus Safety and Security Update.

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

A copy of the September 22, 2022, minutes from the Finance and Business Operations Committee meeting is attached as Appendix E. A copy of the proposed TBR System State Funding Requests are attached as Appendix F. The revised TBR policy 7.01.00.00 (Firearms and Other Weapons) is shown as Appendix G.

#### **B. REPORT OF THE PERSONNEL AND COMPENSATION COMMITTEE**

Vice Chair Reynolds then called on Regent Greene for the report of the September 22, 2022, meeting of the Personnel and Compensation Committee. Included in the report are actions taken on tenure and promotion for Chattanooga State, , tenure upon appointment recommendations, faculty promotion increases at Chattanooga State, a faculty promotion correction at Pellissippi State, and faculty emeritus recommendations.

Regent Greene moved adoption of the report with Regent Varlan providing a second. The motion was approved by a roll call vote. A copy of the minutes from the September 22, 2022, meeting of the Personnel and Compensation Committee is attached as Appendix H. A copy of the faculty emeritus recommendation is attached as Appendix I.

#### **C. REVIEW AND CONSIDER CRITERIA FOR THE PRESIDENT OF TCAT LIVINGSTON**

Due to the retirement of Myra West as president of TCAT Livingston effective January 3, 2023, search criteria was presented to recruit for a new president. Upon approval, the position will be posted and the recruitment process will begin. Regent Apple moved approval of the criteria, and Regent Greene provided a second. The motion passed by roll call vote. A copy of the criteria is attached as Appendix J.

#### **D. JACKSON STATE AND DYERSBURG STATE SERVICE AREAS**

TBR staff briefly reviewed the history and status of service areas, as well as proposed changes to the existing county service area array for Dyersburg State Community College and Jackson State Community College that would become effective July 1, 2023. Regent White moved approval of the revised service areas, and Regent Varlan provided a second. The motion passed by roll call vote.

#### **E. APPROVAL OF PROPOSED 2023 MEETING DATES**

Vice Chair Reynolds called on Chancellor Tydings to present the proposed meeting dates for 2023. Regent Varlan moved to approve the meeting dates with Regent Burdine providing a second. The motion carried by roll call vote. The approved meeting dates for 2023 are as follows:



- Thursday, March 30 TBR System Office
- Thursday and Friday, June 15 and 16 Chattanooga State Community College
- Thursday and Friday, September 21 and 22 Motlow State Community College
- Tuesday, December 12 TBR System Office

**F. RESOLUTION OF APPRECIATION FOR PRESIDENT CAROL PURYEAR**

Vice Chair Reynolds called on Regent Greene to present the resolution of appreciation for President Carol Puryear. Regent Greene moved adoption of the resolution with Regent Varlan providing a second. The motion was approved by roll call vote. A copy of the resolution is attached as Appendix K.

**G. RESOLUTION OF APPRECIATION FOR MR. GREGORY M. DUCKETT**

Vice Chair Reynolds presented the resolution of appreciation for former Regent Gregory Duckett. Vice Chair Reynolds moved adoption of the resolution and there was a unanimous second. The motion was approved by roll call vote. A copy of the resolution is attached as Appendix L.

In closing, Vice Chair Reynolds shared the next Board meeting would be held in-person at the TBR System Office on December 1, 2022. Chancellor Tydings thanked Connie Marshall for serving as Interim President for Northeast State Community College while the search was conducted. Vice Chair Reynolds reminded the Regents of the upcoming Board Assessment for completion. Vice Chair Reynolds and Chancellor Tydings thanked Presidents Anthony Wise and Kelli Chaney and their staff for hosting the September board meeting.

**VII. ADJOURNMENT OF THE MEETING**

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

Respectfully submitted,

DocuSigned by:  
*Mariah Perry*  
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\_\_\_\_\_  
Mariah H. Perry, Board Secretary

\_\_\_\_\_  
Flora W. Tydings, Chancellor

\_\_\_\_\_  
Emily J. Reynolds, Vice Chair

**MINUTES**  
**TENNESSEE BOARD OF REGENTS**  
**SPECIAL CALLED SESSION**

October 31, 2022

The Board met virtually in a special called session on October 31, 2022, at 10:00 a.m. central time. The purpose of the meeting was to review and consider the criteria for the next president of TCAT Memphis.

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

Next, she called on General Counsel Brian Lapps to call the roll. In accordance with T.C.A. § 8-44-108(c)(3), members were asked two questions when calling the roll. First, could the Regent simultaneously hear and speak with others participating in the meeting? Second, is the Regent alone in the room? The following members were present, and all responded yes to both questions when the roll was called:

Dr. MaryLou Apple  
Mr. Miles Burdine  
Mr. Mark George  
Ms. Yolanda Greene  
Commissioner Charles Hatcher  
Mr. John Lee  
Mr. John Long  
Ms. Nisha Powers  
Ms. Emily Reynolds  
Ms. Ramona Shelton  
Ms. Danni Varlan  
Mr. Weston Wamp  
Mr. Tom White

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

Vice Chair Reynolds stated that the Board was asked to meet electronically to review and consider the criteria for the president of TCAT Memphis. Given the limited time for the recruitment process, the assembly of a quorum to be physically present was not practicable. Given the necessity to meet electronically is a presumed non-controversial and routine item, Vice Chair Reynolds proposed that the necessity be adopted by unanimous consent. Hearing no objection from members, the necessity was adopted.

Minutes

October 31, 2022

Page 2 of 2

Vice Chair Reynolds called on Chancellor Tydings to present the action item to review and consider the search criteria for the next president of TCAT Memphis.

Due to the retirement of Roland Rayner as president of TCAT Memphis effective February 28, 2023, a search will be conducted to fill the position of president at TCAT Memphis. Criteria for the position was presented for consideration and approval. Regent Ramona Shelton moved approval of the criteria, and Commissioner Charles Hatcher provided a second. The motion carried by roll call vote. A copy of the criteria is attached to the official copy of the Minutes as Appendix A.

Chancellor Tydings thanked everyone for participating in the meeting and reminded Board members of the Committee Chairs and Audit Committee meetings scheduled on November 15, 2022 as well as the December 1, 2022 Board meeting to take place at the TBR System Office.

Vice Chair Reynolds thanked everyone for participating and announced that Regent Miles Burdine has been appointed Chairperson for the Committee on Audit.

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

Respectfully submitted,



Brian A. Lapps, Jr., General Counsel

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Flora W. Tydings, Chancellor

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Emily J. Reynolds, Vice Chair



THE COLLEGE SYSTEM  
of TENNESSEE


Office of the Chancellor

1 Bridgestone Park, Third Floor  
Nashville, Tennessee 37214  
615-366-4403 OFFICE 615-366-3922 FAX

tbr.edu

## MEMORANDUM

TO: Members of the Tennessee Board of Regents

FROM: Flora W. Tydings 

DATE: December 1, 2022

SUBJECT: Interim Action Report – Fourth Quarter  
Tennessee Board of Regents Quarterly Board Meeting

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

### **I. PERSONNEL ACTIONS – Tennessee Board of Regents Staff**

#### Appointments:

- Juliette Biondi, SAILS Program Director; Effective 10/31/2022
- Rebekah Flowers, SAILS Field Coordinator; Effective 9/30/2022
- Michael Mallard, Senior Network Specialist; Effective 11/01/2022
- Keith “Cris” Perkins, Associate Vice Chancellor for External Affairs – Strategic Advancement; Effective 10/03/2022
- Jeff Sisk, Executive Director of Economic and Community Development and Interim President – TCAT Murfreesboro; Effective 10/01/2022
- Regina Watkins, Director of Veteran Enrollment and Benefits; Effective 10/31/2022

#### Reclassifications:

- Athena Newsome, Payroll Associate to Payroll Coordinator; Effective 10/01/2022
- Ryan Peters, Assistant Director for Fiscal Services/Interim Director for Fiscal Services to Director for Fiscal Services; Effective 10/01/2022

Promotions: None

Degree Attainment: None

Certified Admin. Prof: None

Retirement: None

Separations: Patrick Pyott, Student Services Associate; Effective 10/28/2022

Appointments: Vice President and Other Executives Appointments: Attachment A

Vice President and Other Executives Increases: Attachment B

Institution Compensation Plan Proposals – Attachment C

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

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

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

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

### **V. TCAT ACADEMIC ACTIONS – INTERIM APPROVALS: Attachment G**

Attachment A

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

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Salary</b>	<b>Effective Date</b>
ChSCC	Bradley McCormick	Interim Vice President	112,161.00	7/1/22
CISCC	Kellie Frank	Executive Director of Employee Engagement and Organizational Culture	90,000.00	9/1/2022
CISCC	Sinthea Reynolds	Vice President of Business and Finance	110,000.00	11/1/2022
CISCC	John Squires	Vice President of Workforce and Economic Development	\$110,000	9/1/2022
TCAT Morristown	Rebecca Campbell	Vice President	92,000.00	10/3/2022

Attachment B

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

<b>Institution</b>	<b>Name</b>	<b>Position</b>	<b>Previous Salary</b>	<b>New Salary</b>	<b>Effective Date</b>
VSCC	Nicholas Bishop	Vice President	108,480.00	116,800.00	1/1/2023
VSCC	Lori Cutrell	Vice President	102,595.00	106,180.00	1/1/2023
VSCC	John Greg McCalley	Vice President	96,520.00	106,180.00	1/1/2023

### Institution Compensation Proposals FY 2022-23

Institution	One-Time Payment	Cost of Benefits	One Time Payment	One-Time Payment
			Amount	
ChSCC	\$ 493,315	\$ 116,373	\$1,000	12/31/2022
MSCC	\$ 155,500	\$ 35,890	\$500	12/22/2022
RSCC	\$ 272,075	\$ 64,449	\$1,000	12/22/2022
VSCC	\$ 389,000	\$ 77,800	\$1,000	11/30/2022
WSCC	\$ 400,000	\$ 108,000	\$1,000	12/31/2022
TCAT Chattanooga	\$ 61,000	\$ 14,390	\$1,000	12/31/2022
TCAT Crossville	\$ 17,500	\$ 5,250	\$500	11/30/2022
TCAT Elizabethton	\$ 48,000	\$ 12,960	\$1,000	12/15/2022
TCAT Hartsville	\$ 19,500	\$ 5,500	\$500	12/22/2022
TCAT Hohenwald	\$ 28,500	\$ 8,450	\$750	12/15/2022
TCAT Jacksboro	\$ 27,000	\$ 7,290	\$1,000	11/30/2022
TCAT Jackson	\$ 80,000	\$ 22,520	\$1,000	12/15/2022
TCAT Livingston	\$ 40,000	\$ 10,800	\$1,000	11/30/2022
TCAT McMinnville	\$ 10,000	\$ 2,700	\$500	12/15/2022
TCAT Morristown	\$ 58,000	\$ 17,400	\$1,000	12/22/2022
TCAT Nashville	\$ 36,610	\$ 4,000	\$500	11/30/2022
TCAT Pulaski	\$ 36,000	\$ 3,600	\$1,000	12/15/2022
TCAT Shelbyville	\$ 18,950	\$ 3,790	\$500	12/15/2022
<b>Total</b>	<b>\$ 2,190,950</b>	<b>\$ 521,162</b>		

Count	18
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Tennessee Board of Regents  
 Summary of State Building Commission Actions  
 September 8, 2022 - November 10, 2022

Date	SBC Number	Institution	Project	Value	SBC Action
<b>9/8/2022</b>					
	166/003-05-2017	APSU	Roof Replacements	41,134	Rec'vd report C.O. #2 @ 25.73%
	166-012-03-2020	ChSCC	Omni Bldg East Roof	-3,000	Rec'vd report C.O. #2 @ -.44%
	166/032-02-2020	PSCC	CPAC Lighting Updates	647,000	Approved a revision in project budget and funding to award a contract (Skilled Services Quality Construction, LLC) (increase budget by \$330,000.00)
	166-009-01-2021	MTSU	Tennis Facility Improvements	7,900,000	Approved a revision in project budget and funding to award a contract (Fuel Tank Maintenance Company, LLC dba FTM Contracting)
	166/013-01-2018	CISCC	Campus Revitalization	25,714,000	Approved a revision in project scope
<b>10/10/2022</b>					
	166/021-02-2020	MSCC	Athletic Field Soccer Expansion	113,153	Rec'vd report C.O. #3 @ 10.49%
	166/017-02-2022	DSCC	Campus Roof Drain Replacements	270,000	Approved project and to select a designer
	166/017-03-2022	DSCC	Master Plan	200,000	Approved project and issuing a Request for Proposal for master planning services.
	166/017-02-2021	DSCC	Baseball and Softball Training Facility	1,820,000	Approved a revision in project budget and funding to award a contract (Universal Contractors LLC)
<b>11/10/2022</b>					
	166/001-01-2017	TSU	Balcony Repairs	1,415,000	Approved a revision in project budget and funding
	166/015-01-2012	CoSCC	Easement		Form of easement approved by OSA and AG
	166/001-10-2019	TSU	Upgrades to Gentry	490,000	Approved a revision in project budget and funding (Increases budget by \$40,000.00)
	166/064-01-2022	NaSCC	Allied Health Building	28,000,000	Approved using CM/GC alternative delivery method

Tennessee Board of Regents A1:E42  
 Summary of State Building Commission Executive Subcommittee  
 September 21, 2022 - October 24, 2022

**September 21, 2022 Executive Subcommittee Meeting**

TSU SBC #166/032-02-2022	Approval of project and to select a designer	Approved project and to select a designer	OFD/Campus to coordinate transaction
MSCC SBC #166/021-02-2020	Approval of a revision in project funding	Approved a revision in project funding (reallocate \$16,000 to Construction Contingency)	OFD/Campus to coordinate transaction
TCAT Nashville SBC #166/064-01-2020	Designer Selection	Approved selection of Johnson Johnson Crabtree Architects, P.C. as designer for the project.	OFD prepares Designer Agreement and continues with project
TCAT Jackson Transaction No. 22-06-006	Acquisition	Approved acquisition in fee with waiver of advertisement	OFD prepares and STREAM continues with project
TCAT Shelbyville Transaction No. 22-58-001	Lease	Approved a lease	OFD prepares and STREAM continues with project
TCAT Elizabethton Transaction No. 22-07-009	Acquisition	Approved acquisition in fee	OFD prepares and STREAM continues with project

**October 24, 2022 Executive Subcommittee Meeting**

NaSCC Transaction No. 22-10-004	Disposal lease	Approved a disposal by lease with waiver of advertisement	OFD prepares and STREAM continues with project
VSCC SBC #166/025-01-2022	Revision in budget and funding	Approved a revision in project budget and funding to award a contract (Carwile Mechanical Contractors) (budget increase of \$20,000.00)	OFD/Campus to coordinate transaction
SWCC SBC #166/033-03-2022	Project cancellation	Approved the cancellation of the project	OFD/Campus to coordinate transaction

**CONSTRUCTION CONTRACTS AWARDED 09/01/2022 - 11/15/2022**  
**Contracts totaling \$15,859,163**

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/ Project Name</u>
Engineering Services Group, Inc.	Volunteer Mechanical, Inc.	190,900.00	09/01/2022	166/000-01-2020E3	TCAT Knoxville HVAC replacements
Engineering Services Group, Inc.	Volunteer Mechanical, Inc.	102,900.00	09/01/2022	166/000-01-2020E4	TCAT Jacksboro HVAC upgrade
Derthick, Henley & Wilkerson Architects, PLLC	Foam-Crete Inc. of Chattanooga Fuel Tank Maintenance Co., LLC dba FTM Contracting	212,136.00	09/02/2022	166/012-02-2021	Chattanooga SCC Warehouse Roof Replacement
Wier Boerner Allin Architecture, PLLC		7,130,000.00	09/26/2022	166/009-01-2021	MTSU Tennis Facility Improvements
ProjX LLC	Kerry G. Campbell, Inc.	2,855,550.00	09/27/2022	166/025-03-2021	Volunteer SCC Wood Dining Operational Enhancements
Gresham Smith Appalachian Consulting Engineers, Inc. Db Spoden	CHC Mechanical Contractors, Inc.  Rembco Geotechnical Contractors, Inc.	323,327.00  513,600.00	09/30/2022  10/12/2022	166/000-01-2020M5  166/038-01-2020	TCAT McMinnville HVAC and Controls Updates  Northeast SCC Powers Building Foundation Stabilization
brg3s, Inc.	A and B Construction Company, Inc.	272,167.00	10/20/2022	166/033-01-2021	Southwest Tn CC Farris Complex Interior Updates
Tinker Ma, LLC	J & J Contractors, Inc.	1,340,500.00	10/20/2022	166/012-01-2021	Chattanooga SCC CAT Building Renovations
Gresham Smith	S. M. Lawrence Company, Inc.	160,190.00	10/21/2022	166/000-01-2020M4	TCAT Hohenwald Plumbing, Electrical and Lighting
ProjX LLC	Office Resources, Inc.	175,792.00	10/24/2022	166/025-03-2021FE	Volunteer SCC Wood Dining Furniture Package
McGehee Nicholson Burke Architects, P.C.	Universal Contractors, LLC	1,604,851.00	10/25/2022	166/017-02-2021	Dyersburg SCC Baseball and Softball Training Facility
I.C. Thomasson Associates, Inc.	Carwife Mechanical Contractors, Inc.	197,750.00	10/25/2022	166/025-01-2022	Volunteer SCC CHEC Electrical and Mechanical Upgrades
HFR Design Inc.	Jarrett Builders, Inc.	779,500.00	11/09/2022	166/000-03-2021M4	TCAT Nashville Parking Lot Repair




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 BOARD TRANSMITTAL
 

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MEETING: Quarterly Board Meeting

SUBJECT: Interim Action Contracts Report

DATE: November 11, 2022

PRESENTER: N/A (Interim Action Report)

PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

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The Interim Action Contracts Report provides a listing of the contracts approved beginning September 1, 2022, and ending November 9, 2022. In addition to the contract listing, a summary of the approved contracts for this reporting period is also provided.

During the reporting period, a total of 187 contracts were approved at the System Office. An overview is provided below:

	Contract Amendments	Clinical Affiliations	Dual Services	Professional Services	Service Agreements	Other
	32	27	13	6	5	104

**Tennessee Board of Regents  
Contracts Approved September 1, 2022, thru November 9, 2022**

ContractNum	Contract Type	Contractor	Department/Institution	Commodity	Yearly Amount	System-	Start Date	End Date	Competitive
						Wide			
106577	Amendment to Existing Contract	EAB Global Inc	TBR	Research Programs	\$ 2,795,000.00		3/15/2018	5/24/2024	yes
106595	Amendment to Existing Contract	Pantheon	External Affairs	Computer Software License	\$ 59,451.60		4/1/2020	3/29/2023	yes
108207	Amendment to Existing Contract	THEC	TCAT Athens	Grant	\$ (83,252.00)		12/2/2019	12/16/2022	yes
108886	Amendment to Existing Contract	Austin Peay State University	PSSC	Facility Use	\$ 3,600.00		9/4/2020	9/3/2025	
109042	Amendment to Existing Contract	VelocityEHS	TCAT Crossville	Computer Software	\$ 2,199.00		11/2/2020	11/1/2023	
109086	Amendment to Existing Contract	U.S. Bank	PSSC	Banking Services	\$ 200,000.00		11/1/2020	10/31/2023	yes
109103	Amendment to Existing Contract	Simple Systems Group, LLC	TNeCampus	Computer Software License	\$ 9,803.00		12/1/2020	7/1/2023	
109674	Amendment to Existing Contract	Education To Go	TCAT Knoxville	Online Courses	\$ -		7/1/2021	6/30/2023	
109715	Amendment to Existing Contract	Volunteer Welding Supply	TCATS	Welding Supplies	\$ 150,000.00		4/1/2021	3/31/2023	yes
109749	Amendment to Existing Contract	Action Security Systems	TCAT Dickson	Fire Alarm Service	\$ 2,240.00		7/1/2021	6/30/2024	
109845	Amendment to Existing Contract	Tusculum University	PSSC	Facility Use	\$ 7,200.00		8/15/2021	8/15/2026	
109886	Amendment to Existing Contract	BrightView Landscape Services, Inc.	TCAT Memphis	Landscaping	\$ 48,761.88		11/1/2021	10/31/2023	yes
109941	Amendment to Existing Contract	Hawks Lawn Care	TCAT Morristown	Mowing Services	\$ 30,675.00		9/8/2021	9/7/2023	yes
109967	Amendment to Existing Contract	Tennessee Wesleyan University	PSSC	Facility Use	\$ 1,000.00		9/15/2021	9/15/2026	
109969	Amendment to Existing Contract	Cintas Corporation	TBR	Facilities Management Products and Solutions	\$ 100,000.00	yes	3/1/2021	10/31/2023	yes
109982	Amendment to Existing Contract	BDI DataLynk LLC	TCAT Knoxville	Curriculum and Instruction Services	\$ 60,000.00		9/27/2021	12/31/2023	
109994	Amendment to Existing Contract	insightssoftware	Business and Finance	Computer Software	\$ 2,855.80	yes	10/8/2021	10/7/2026	
110028	Amendment to Existing Contract	Pennsylvania College of Technology	Academics	Grant	\$ (450,000.00)		10/1/2021	7/14/2024	
110049	Amendment to Existing Contract	Stellar Security Services, LLC	TCAT Memphis	Security Services	\$ 213,096.00		12/15/2021	12/14/2023	yes
110063	Amendment to Existing Contract	Life Care Center of Morgan County	TCAT Oneida	Clinical Experience	\$ -		11/1/2021	10/31/2026	
110163	Amendment to Existing Contract	Accu-Cutt Lawn Care	TCAT Covington	Landscaping	\$ 15,660.00		12/1/2021	11/30/2023	yes
110213	Amendment to Existing Contract	Fresh Start Facility Services, Inc.	TCAT Memphis	Janitorial/Custodial Services	\$ 175,500.00		11/15/2021	11/20/2023	yes
110314	Amendment to Existing Contract	Technolutions, Inc	Student Success	Computer Software License	\$ 125,000.00		3/1/2022	2/28/2027	yes
110471	Amendment to Existing Contract	Elsevier, Inc.	TBR	Academic Assessment	\$ 3,000,000.00		5/16/2022	12/31/2024	
110638	Amendment to Existing Contract	Crockett County Schools/Crockett County High School	TCAT Ripley	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
110641	Dual Enrollment Agreement	Lake County High School	DSCC	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
110671	Amendment to Existing Contract	Dyersburg State Community College	Academics	Subgrant Agreement	\$ 736,500.00		7/1/2022	6/30/2025	
110719	Amendment to Existing Contract	Jackson-Madison County Early College High School	JSCC	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
110734	Dual Enrollment Agreement	Richard Hardy Memorial School	CSCC	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
110773	Dual Enrollment Agreement	Lexington High School	TCAT Crump	Dual Enrollment	\$ -		8/1/2022	5/31/2023	
110781	Dual Enrollment Agreement	Riverside Christian Academy	TCAT Shelbyville	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
110795	Amendment to Existing Contract	Tennessee Board of Regents - Valerie Greenwood	VSCC	Personnel	\$ 17,300.00		7/1/2022	12/31/2022	
110796	Amendment to Existing Contract	Tennessee Board of Regents - Jacqueline Struckmeyer	VSCC	Personnel	\$ 15,700.00		7/1/2022	12/31/2022	
110878	Amendment to Existing Contract	TriStar Health System, Inc.	TBR	Clinical Experience	\$ -		10/22/2022	10/21/2027	
110917	Lease Agreement	City of Savannah & County of Hardin	Facilities	Lease of Space	\$ 1.00		7/1/2022	6/30/2027	
110920	Amendment to Existing Contract	Belmont University	VSCC	Cooperative Educational Offerings	\$ -		7/27/2022	6/30/2023	
110971	Amendment to Existing Contract	College Board	Academics	Course Placement Tests	\$ 100,000.00	yes	11/1/2021	10/31/2023	yes
110972	Clinical Affiliation	Elk River Health and Nursing Center of Winchester	TCAT Shelbyville	Clinical Experience	\$ -		9/1/2022	8/30/2025	
110983	Dual Enrollment Agreement	Monroe County Schools	TCAT Athens	Dual Enrollment	\$ -		9/6/2022	4/28/2023	
111008	Dual Enrollment Agreement	Kingsport City School System	TCAT Elizabethton	Dual Enrollment	\$ -		8/1/2022	7/31/2023	
111023	Banking Services	First Horizon Bank	WSSC	Banking Services	\$ -		10/1/2022	9/30/2023	yes
111032	Clinical Affiliation	CLC Dyersburg LLC dba Oakwood Community Living Ctr	TCAT Newbern	Clinical Experience	\$ -		8/19/2022	8/18/2027	
111045	Clinical Affiliation	Lawrence County Ambulance Service	TCAT Hohenwald	Clinical Experience	\$ -		8/24/2022	8/23/2026	
111046	Lease Agreement	Town of Greeneville, Greene County BoE	Facilities	Lease of Space	\$ 28,800.00		9/1/2022	6/30/2025	
111050	Special Industry Agreement	Powell Valley Electric Cooperative	TCAT Knoxville	Training	\$ (18,000.00)		8/1/2022	7/30/2023	
111051	Cooperative Education Offerings	DTNA Service Network	TCAT Knoxville	Web-Based Training	\$ -		8/12/2022	8/1/2023	
111052	Grant Agreement	TCAT Dickson	Academics	Grant Subcontract	\$ 35,298.12		9/1/2022	7/31/2023	
111058	Dual Enrollment Agreement	Anderson County Schools	TCAT Knoxville	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111060	Dual Service	Tennessee Board of Regents - Angela Gregory Flynn	VSCC	Personnel	\$ 13,000.00		7/1/2022	12/31/2022	
111063	Clinical Affiliation	Blount Memorial Hospital	TCAT Knoxville	Clinical Experience	\$ -		7/1/2022	6/30/2027	
111064	Clinical Affiliation	Kindred Rehab Services, LLC	TCAT Knoxville	Clinical Experience	\$ -		8/9/2022	6/30/2023	
111065	Service Agreement	Momentum Telecom, Inc	TCAT Pulaski	Utility	\$ 13,741.00		10/21/2022	10/20/2025	yes
111067	Clinical Affiliation	South Gibson Family Care	JSCC	Clinical Experience	\$ -		8/23/2022	8/22/2027	
111069	Dual Enrollment Agreement	Clay County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111070	Dual Enrollment Agreement	Jackson County School System	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111071	Dual Enrollment Agreement	Overton County Schools	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2023	
111072	Dual Enrollment Agreement	Pickett County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111073	Dual Enrollment Agreement	Wilson County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2023	
111074	Dual Enrollment Agreement	Sumner County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/30/2023	
111076	Lease Agreement	Woodson's Cash Store, Inc.	Facilities	Lease Agreement	\$ 12,600.00		10/1/2022	9/30/2027	
111077	Grant Agreement	Southwest Tennessee Community College	TNeCampus	Grant Subcontract	\$ 10,000.00		4/1/2022	6/30/2023	
111079	Grant Agreement	Southwest Tennessee Community College	TNeCampus	Grant Subcontract	\$ 10,000.00		4/1/2022	6/30/2023	

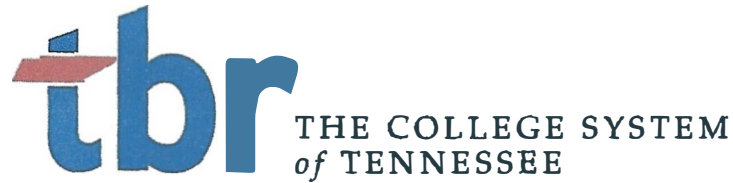
111081	Dual Enrollment Agreement	Roane County Virtual Academy	TCAT McMinnville	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111082	Dual Service	TCAT Newbern - Amanda Capps	ETSU	Personnel	\$ 8,000.00		8/22/2022	12/2/2022	
111083	Dual Service	TCAT Crossville - Dana Ragle	ETSU	Personnel	\$ 6,000.00		8/22/2022	12/2/2022	
111084	Dual Service	Motlow State Community College - Houston Austin	TCAT McMinnville	Personnel	\$ 3,836.47		9/1/2022	12/20/2022	
111086	Clinical Affiliation	Macon Community Hospital	TCAT Nashville	Clinical Experience	\$ -		10/1/2022	9/30/2024	
111087	Dual Enrollment Agreement	University School of Jackson	JSCC	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111089	Dual Enrollment Agreement	Family Christian School	JSCC	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111092	Lease Agreement	Cocke County Board of Education	Facilities	Lease Agreement	\$ 3,600.00		9/1/2022	6/30/2027	
111093	Academic Articulation Agreement	TCAT Crossville	ETSU	Memo of Understanding	\$ -		9/1/2022	8/31/2023	
111094	Advertising Agreement	Roland Digital Media, Inc.	TCAT Crossville	Advertising - Bulletin Board	\$ 5,940.00		10/1/2022	9/30/2023	
111096	Clinical Affiliation	Lewis County Board of Education	TCAT Hohenwald	Clinical Experience	\$ -		9/8/2022	9/7/2027	
111098	Dual Enrollment Agreement	Metropolitan Nashville Public Schools	TCAT Nashville	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111101	Academic Articulation Agreement	TCAT Nashville	ETSU	Memo of Understanding	\$ -		9/1/2022	8/31/2023	
111102	Clinical Affiliation	Morning Pointe of Spring Hill	TCAT Hohenwald	Clinical Experience	\$ -		9/9/2022	9/8/2027	
111103	Use of Facilities	Mosaic Church	TCAT Dickson	Facility Use	\$ 500.00		12/14/2022	12/14/2022	
111104	Dual Enrollment Agreement	Lisa Pattison on behalf of Buffalo Street Academy	CSCC	Dual Enrollment	\$ -		9/15/2022	6/30/2023	
111106	Professional Service	The Sully Corp. dba Signworks	TCAT Jackson	Graphics for Truck Driving Equipment	\$ 33,625.00		9/9/2022	12/31/2022	yes
111108	Grant Agreement	Tennessee Dept. of Labor and Workforce Services	Academics	Grant	\$ (300,000.00)		9/15/2022	6/30/2023	
111109	Professional Service	BDI Datalynk, LLC	JSCC	Curriculum and Instruction Services	\$ 60,750.00		1/1/2023	12/31/2023	
111111	Academic Articulation Agreement	University of Tennessee at Chattanooga	CSCC	Cooperative Educational Offerings	\$ -		9/9/2022	9/8/2027	
111112	Grant Agreement	Southwest Tennessee Community College	Academics	Grant Subcontract	\$ 1,034,000.00		7/1/2022	6/30/2025	
111113	Grant Agreement	TCAT Nashville	Academics	Grant Subcontract	\$ 505,000.00		7/1/2022	6/30/2025	
111114	Grant Agreement	Roane State Community College	Academics	Grant Subcontract	\$ 541,000.00		7/1/2022	6/30/2025	
111115	Dual Enrollment Agreement	Macon County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111116	Dual Enrollment Agreement	Trousdale County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111117	Dual Enrollment Agreement	Smith County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111118	Dual Enrollment Agreement	Robertson County Schools	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111119	Dual Enrollment Agreement	Putnam County Board of Education	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111120	Dual Enrollment Agreement	Clarksville - Montgomery County School System	VSCC	Dual Enrollment	\$ -		8/1/2022	7/31/2027	
111121	Academic Articulation Agreement	East Tennessee State University	WSCC	Cooperative Educational Offerings	\$ -		9/1/2022	8/31/2027	
111124	Dual Enrollment Agreement	Elizabethton City Schools	TCAT Elizabethton	Dual Enrollment	\$ -		8/1/2022	7/31/2023	
111125	Clinical Affiliation	NHC Tullahoma	TCAT Shelbyville	Clinical Experience	\$ -		10/1/2022	9/30/2025	
111126	Clinical Affiliation	Viviant Healthcare of Shelbyville	TCAT Shelbyville	Clinical Experience	\$ -		9/15/2022	8/15/2025	
111129	Dual Enrollment Agreement	Bradley County Schools	TCAT Chattanooga	Dual Enrollment	\$ 10,000.00		7/1/2022	6/30/2023	
111134	Software License	LinkedIn Corporation	TCAT Dickson	Computer Software License	\$ 8,150.00		11/2/2022	11/1/2023	
111136	Memorandum of Understanding	Tennessee Department of Corrections	TCAT Oneida	Special Industry Training Certifications	\$ 10,000.00		5/1/2022	6/30/2025	
111138	Clinical Affiliation	Ascension Saint Thomas Hickman Hospital	TCAT Dickson	Clinical Experience	\$ -		9/26/2022	9/25/2027	
111139	Clinical Affiliation	Spring Hill Smiles	TCAT Murfreesboro	Clinical Experience	\$ -		9/9/2022	9/8/2027	
111140	Clinical Affiliation	Legacy Village of Cleveland	TCAT Athens	Clinical Experience	\$ -		10/1/2022	9/30/2027	
111141	Software License	QuestionPro, Inc.	OE	Computer Software	\$ 14,000.00	yes	12/2/2022	12/1/2024	yes
111143	Dual Enrollment Agreement	Rutherford County Schools	MSCC	Dual Enrollment	\$ -		8/1/2022	6/20/2025	
111144	Clinical Affiliation	Southern Tennessee Regional Health System Winchester	TCAT Shelbyville	Clinical Experience	\$ -		10/1/2022	9/30/2025	
111145	Special Industry Agreement	University of Tennessee	TCAT Knoxville	Training	\$ (25,395.00)		7/1/2022	6/30/2024	
111146	Clinical Affiliation	Ascension Saint Thomas Hickman Hospital	TCAT Hohenwald	Clinical Experience	\$ -		9/23/2022	9/22/2027	
111147	Dual Enrollment Agreement	Oak Ridge Board of Education	TCAT Knoxville	Dual Enrollment	\$ -		7/1/2022	6/30/2023	
111148	Clinical Affiliation	Southern Tennessee Regional Health Systems-Lawrenceburg	TCAT Hohenwald	Clinical Experience	\$ -		10/3/2022	10/2/2027	
111153	Memorandum of Understanding	University of Tennessee	TCAT Knoxville	Memo of Understanding	\$ -		7/1/2022	6/30/2025	
111155	Purchase Agreement	Axon Enterprise, Inc.	TBR	Campus Safety and Security Supplies and Software	\$ 164,865.78		9/30/2022	9/29/2023	
111156	Clinical Affiliation	AHC Paris	TCAT Paris	Clinical Experience	\$ -		9/23/2022	9/22/2023	
111157	Clinical Affiliation	Baptist Memorial Hospital	TCAT Paris	Clinical Experience	\$ -		10/3/2022	10/2/2023	
111158	Service Agreement	Billy Rogers Plumbing, Heating and Air Inc.	TCAT Newbern	Preventative Maintenance	\$ 6,238.47		9/1/2022	8/31/2023	
111159	Clinical Affiliation	Hardin Medical Center	JSCC	Clinical Experience	\$ -		10/1/2022	9/30/2023	
111160	Service Agreement	Charter Communications Operating, LLC (Spectrum)	TBR	Internet Service	\$ 1,200.00		10/15/2022	10/14/2027	
111161	Grant Agreement	Cleveland State Community College-Correctional Officer Training	Academics	Grant Subcontract	\$ 106,666.67		10/21/2022	10/20/2025	
111162	Grant Agreement	Jackson State Community College-Correctional Officer Training	Academics	Grant Subcontract	\$ 106,666.67		10/21/2022	10/20/2025	
111163	Grant Agreement	Nashville State Community College-Correctional Officer Training	Academics	Grant Subcontract	\$ 106,666.67		10/21/2022	10/20/2025	
111165	Grant Agreement	Southwest TN Community College-Correctional Officer Training	Academics	Grant Subcontract	\$ 106,666.67		10/21/2022	10/20/2025	
111166	Grant Agreement	Volunteer State Community College-Correctional Officer Training	Academics	Grant Subcontract	\$ 106,666.67		10/21/2022	10/20/2025	
111167	Memorandum of Understanding	Jackson County, TN/Jackson County Board of Education	TCAT Harisville	Memo of Understanding	\$ 60,000.00		7/1/2022	6/30/2023	
111168	Purchase Agreement	Howard Technology Solutions	TCAT Oneida	Road Signage and Installation	\$ 67,602.00		9/12/2022	11/11/2022	
111169	Purchase Agreement	Howard Technology Solutions	TCAT Oneida	Road Signage and Installation	\$ 53,244.00		9/12/2022	11/11/2022	
111170	Dual Service	TCAT Murfreesboro - Michael Simmons	COSCC	Personnel	\$ 650.21		10/1/2022	11/30/2022	
111171	Dual Service	TCAT Murfreesboro - Jeremy Cates	COSCC	Personnel	\$ 158.39		10/1/2022	11/30/2022	
111175	Clinical Affiliation	Henry County Medical Center	JSCC	Clinical Experience	\$ -		10/1/2022	8/31/2027	
111177	Professional Service	Nathan Vaughn	JSCC	Custodial Services	\$ 20,100.00		10/1/2022	9/30/2023	yes
111179	Use of Facilities	Rock Island Partners	TCAT McMinnville	Facility Use	\$ -		10/17/2022	6/30/2023	

111180	Dual Enrollment Agreement	Carter County School System	TCAT Elizabethton	Dual Enrollment	\$ -	1/1/2023	7/31/2023	
111181	Dual Enrollment Agreement	Bristol City School System	TCAT Elizabethton	Dual Enrollment	\$ -	1/1/2023	7/31/2023	
111182	Software License	TargetSolutions Learning, LLC	Business and Finance	Computer Software License	\$ 2,570.00	10/31/2022	10/30/2023	
111184	Dual Enrollment Agreement	Arlington Community Schools Board of Education	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2023	
111185	Dual Enrollment Agreement	Germantown School District	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2023	
111186	Dual Enrollment Agreement	KIPP Collegiate High School	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2023	
111187	Dual Enrollment Agreement	Memphis School of Excellence	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2023	
111188	Dual Enrollment Agreement	Fayette County Schools	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2023	
111191	License Agreement	Workforce Essentials	TCAT Hartsville	Facility Use	\$ 33,174.00	12/1/2022	11/30/2023	
111193	Professional Service	Emma Inc.	External Affairs	Computer Software	\$ 4,956.00	10/1/2022	9/30/2023	yes
111196	Dual Service	University of Memphis - Charles Kubicek	JSSC	Personnel	\$ 4,199.40	8/22/2022	12/7/2022	
111197	Dual Service	TCAT Dickson - Patrick Davis	JSSC	Personnel	\$ 2,331.54	8/22/2022	12/7/2022	
111198	Dual Service	Tennessee Board of Regents - Robin Marek	JSSC	Personnel	\$ 2,331.54	8/22/2022	12/7/2022	
111200	Service Agreement	West Tennessee Motor Coach LLC	JSSC	Charter Bus Services	\$ 35,000.00	10/15/2022	5/31/2023	yes
111202	Lease Agreement	Catholic Charities of Tennessee	VSCC	Lease of Space	\$ -	10/1/2022	10/1/2023	
111203	Clinical Affiliation	Christian Care Center of Bolivar	TCAT Jackson	Clinical Experience	\$ -	10/17/2022	10/17/2023	
111204	Memorandum of Understanding	Aspen University	MSSC	Memo of Understanding	\$ -	9/12/2022	9/1/2023	
111206	Professional Service	Clean and Green Lawn Care, LLC	TCAT Pulaski	Landscaping	\$ 11,916.00	10/1/2022	9/30/2023	yes
111207	Dual Credit Agreement	Moore County Schools	MSSC	Cooperative Educational Offerings	\$ -	8/1/2022	6/30/2023	
111212	Hotel/Lodging Agreement	Hampton Inn & Suites Nashville-Smyrna	Student Success	Lodging	\$ 5,000.00	12/8/2022	12/8/2022	
111213	Hotel/Lodging Agreement	Hilton Garden Inn Nashville/Smyrna	Student Success	Lodging	\$ 5,000.00	12/8/2022	12/8/2022	
111217	Dual Service	TCAT Crump - Angelique Kendall	JSSC	Personnel	\$ 2,098.80	10/12/2022	12/9/2022	
111218	Clinical Affiliation	Northside Medical Professionals	TCAT Pulaski	Clinical Experience	\$ -	10/19/2022	10/18/2027	
111223	Cooperative Agreement	Associated General Contractors of America	TCAT Dickson	Training Unit Sponsorship	\$ 1,000.00	8/1/2022	7/31/2023	
111225	Dual Enrollment Agreement	Lenoir City Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111226	Dual Enrollment Agreement	Fentress County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111228	Dual Enrollment Agreement	Scott County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111229	Dual Enrollment Agreement	Alvin C. York Institute	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111231	Dual Enrollment Agreement	Maryville City Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111232	Dual Enrollment Agreement	Roane County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111233	Dual Enrollment Agreement	Cumberland County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111234	Dual Enrollment Agreement	Rhea County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111236	Dual Enrollment Agreement	Meigs County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111237	Dual Enrollment Agreement	Blount County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111238	Dual Enrollment Agreement	Anderson County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111239	Dual Enrollment Agreement	Alcoa City Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111240	Dual Credit Agreement	Union City High School	DSSC	Cooperative Educational Offerings	\$ -	10/1/2022	7/30/2023	
111241	Dual Enrollment Agreement	Morgan County Schools	RSCC	Dual Enrollment	\$ -	10/1/2022	9/30/2027	
111242	Clinical Affiliation	Ascension St. Thomas River Park	TCAT McMinnville	Clinical Experience	\$ -	9/1/2022	8/31/2025	
111243	Dual Service	East Tennessee State University - Andrew Slap	Academics	Personnel	\$ 1,764.75	11/1/2022	1/31/2023	
111244	Dual Service	Pellissippi State Community College - Nathan Widener	Academics	Personnel	\$ 1,749.00	11/1/2022	1/31/2023	
111247	Grant Agreement	Clay County School System	TCAT Livingston	Grant Subcontract	\$ 25,000.00	1/1/2023	6/14/2024	
111249	Academic Articulation Agreement	Lipscomb University	VSCC	Cooperative Educational Offerings	\$ -	11/1/2022	8/31/2023	
111250	Grant Agreement	Cocke County Board of Education	TCAT Morristown	Grant Subcontract	\$ 115,000.00	7/1/2022	6/14/2024	
111252	Dual Service	Tennessee Department of Corrections - Brian Arnold	TCAT Elizabethton	Personnel	\$ 5,000.00	10/15/2022	10/14/2025	
111254	Grant Agreement	Douglas Cherokee Economic Authority, Inc.	TCAT Morristown	Grant Subcontract	\$ 113,300.00	1/1/2023	6/14/2024	
111256	Dual Enrollment Agreement	Memphis Shelby County Schools	SWCC	Dual Enrollment	\$ -	7/1/2022	6/30/2025	
111258	Service Agreement	Trimech	TCAT Onelda	Training	\$ 2,150.00	10/27/2022	11/30/2022	
111260	Memorandum of Understanding	LeMoyné-Owen College	JSSC	Cisco Academy Support	\$ 1,000.00	7/1/2022	6/30/2023	
111261	Clinical Affiliation	NHC Murfreesboro	TCAT Shelbyville	Clinical Experience	\$ -	11/1/2022	10/31/2025	
111262	Clinical Affiliation	Methodist LeBonheur Healthcare	TCAT Memphis	Clinical Experience	\$ -	10/17/2022	10/16/2027	
111264	Clinical Affiliation	Infinity Family Practice and Womens Health Service	TCAT Livingston	Clinical Experience	\$ -	2/14/2023	2/13/2028	
111272	Memorandum of Understanding	Nashville State Community College	JSSC	Cisco Academy Support	\$ 1,000.00	7/1/2022	6/30/2023	
111273	Memorandum of Understanding	Dyersburg State Community College	JSSC	Cisco Academy Support	\$ 1,000.00	7/1/2022	6/30/2023	
111274	Memorandum of Understanding	Millington High School	JSSC	Cisco Academy Support	\$ 1,000.00	7/1/2022	6/30/2023	
111276	Dual Credit Agreement	Grundy County Schools	MSSC	Cooperative Educational Offerings	\$ -	8/1/2022	6/30/2023	
111283	Memorandum of Understanding	Columbia State Community College	JSSC	Cisco Academy Support	\$ 1,000.00	7/1/2022	6/30/2023	
111285	Professional Service	ABM Industries, LLC	TCAT Murfreesboro	Custodial Services	\$ 38,000.00	11/3/2022	11/2/2023	yes
111286	Use of Facilities	Workforce Essentials, Inc.	TCAT Murfreesboro	Facility Use	\$ -	11/7/2022	10/31/2023	



**Summary by Type of Contract**  
**Contracts Approved from September 1, 2022 - November 9, 2022**

Dept./Institution	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Service	Service Agreement	Other	Contract Total
<b>TBR Offices</b>							
Academics						10	15
eCampus	1					2	3
TBR Combined	7				1	9	18
Subtotal	11		2		1	21	38
<b>Institutions</b>							
APSU							
ETSU							
MTSU							
TSU							
TTU							
UOM							
CSCC							
CISCC							
CoSCC							
DSCC							
JSCC							18
MSCC							
NSCC							
NeSCC							
PSCC							
RSCC						13	
STCC						6	
VSCC						14	18
WSCC						2	2
TCAT Combined	13	24	2		3	30	75
Subtotal	21	27	11		4	83	151
Grand Total	32	27	13			104	187



MEMORANDUM

**To:** Members of the Tennessee Board of Regents  
**From:** Jothany Reed, Vice Chancellor of Academic Affairs  
**Date:** October 10, 2022  
**Re:** Tennessee Colleges of Applied Technology- 14 Day Process

Dr. Jothany Reed Digitally signed by Dr. Jothany Reed  
Date: 2022.10.10 14:57:04 -0500

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

Attached you will find program proposals submitted by the Tennessee Colleges of Applied Technology in response to local workforce needs. The TBR staff members and I have reviewed these proposals and recommend approval. In accordance with TBR *Policy: 2:01:02:00, Vocational Program Review and Approval*, this information is provided for your consideration.

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

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

Two (2) program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. Please see corresponding implementation proposals for each program following the list below. The proposals are:

1. Implementation of a Criminal Justice: Correctional Officer program at TCAT Chattanooga-main campus.
2. Implementation of a Nursing Aide program at TCAT Jacksboro- main campus.

## PROGRAM IMPLEMENTATION PROPOSAL – 1

**INSTITUTION:** Tennessee College of Applied Technology  
Chattanooga

**PROPOSED PROGRAM TITLE:** Criminal Justice: Correctional Officer

**PROPOSAL:** Tennessee College of Applied Technology  
Chattanooga is proposing to implement the  
Criminal Justice: Correctional Officer program at  
the main campus. The program length is 864 clock  
hour program and awards a Master Correctional  
Officer certificate.

**PROGRAM ACCREDITATOR:** N/A

**EFFECTIVE DATE:** Spring 2023

**NEED:** The Criminal Justice curriculum contains a broad  
range of courses design to equip jailers and guards  
with the knowledge and understanding of inmate  
processing, maintaining order in the jail and  
invoking disciplinary measures when necessary. In  
addition, a jailer may also perform cell searches for  
drugs and other contraband, inspect the facility for  
cleanliness and stand guard during exercise periods.  
This training program, which may be completed  
over two trimesters, provides jailers and guards with  
knowledge of emergency procedures, mental health  
and first aid, defensive tactics and use of force,  
ethics and legal issues, investigations, and personal  
development, among other items. Also incorporated  
into this curriculum are the classes required for an  
individual to meet Tennessee POST requirements.

College's were identified to participate in the  
Correctional Officer program by the Office of  
Academic Affairs. The Criminal  
Justice: Correctional Officer program responds to  
the Governor's investment in "Tennessee Law  
Enforcement Hiring, Training, and Recruitment  
Program – Correctional Officer Training."

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	20	18
	3	20	18

PROJECTED COSTS:	YEAR	COST
	1st Year:	\$100,000
	2nd Year:	\$3,000
	3rd Year:	\$3,000

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

**FISCAL RESOURCES:** TCAT Chattanooga received \$145,000 in start-up funds from the Governor's Investment in "Tennessee Law Enforcement Hiring, Training, and Recruitment Program – Correctional Officer Training." In addition, the college will receive \$80,000 in recurring funds.

**FACILITIES:** Facilities will be provided at the TCAT Chattanooga main campus.

**ACTION REQUIRED:** Staff recommends approval

## PROGRAM IMPLEMENTATION PROPOSAL – 2

**INSTITUTION:** Tennessee College of Applied Technology  
Jacksboro

**PROPOSED PROGRAM TITLE:** Nursing Aide

**PROPOSAL:** Tennessee College of Applied Technology  
Jacksboro is proposing to implement the Nursing  
Aide program at the main campus. The program  
length is 120 clock hour program and awards a  
Nursing Assistant certificate.

**PROGRAM ACCREDITATOR:** Department of Health

**EFFECTIVE DATE:** Fall 2022

**NEED:** This program trains students to provide direct care  
to patient under direction of nursing staff. Certified  
Nursing Assistants perform duties that include  
feeding, bathing, dressing, grooming, and/or  
moving patients. Employment opportunities for  
nursing care attendants, nursing aides, or nursing  
attendants include assisted living, home health,  
long-term health care facilities, hospitals, and  
hospice.

The program will consist of 80 hours of classroom  
training and 40 hours of clinical training for a total  
of 120 clock hours. Upon successful completion of  
the program, the student will be eligible to apply for  
the State exam to obtain licensure.

The local job opportunity is strong. LaFollette  
Medical Center and numerous nursing homes and  
local physician's offices have expressed urgent need  
for trained Nurse Aides.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	25	22

3

25

22

**PROJECTED COSTS:**

<b>YEAR</b>	<b>COST</b>
1st Year:	\$500
2nd Year:	\$500
3rd Year:	\$500

**NEW FACULTY NEEDED:**

No new faculty needed

**FISCAL RESOURCES:**

Current facilities provide adequate space and equipment. Consumables will be included in the regular yearly budget.

**FACILITIES:**

Current facilities provide adequate space and equipment.

**ACTION REQUIRED:**

Staff recommends approval

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Report of the Committee on Audit

DATE: December 1, 2022

PRESENTER: Regent Miles Burdine

PRESENTATION  
REQUIREMENTS: 2 minutes

ACTION REQUIRED: Roll Call Vote

STAFF  
RECOMMENDATION: Recommend Approval

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The Board will consider approval of the minutes from the November 15, 2022, meeting of the Committee on Audit.



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

November 15, 2022

The Committee on Audit met in regular session on November 15, 2022, at 9:50 a.m. via Microsoft Teams. The roll was called by General Counsel Brian Lapps. The roll call confirmed that a quorum consisting of all Committee members was present. In addition to Committee members Regent Miles Burdine, Chair, Regent MaryLou Apple, and Regent Yolanda Greene, Vice Chair Emily Reynolds participated as a voting member due to the small size of the Committee. All voting members confirmed that they could simultaneously hear and speak to other participants and that no other people were present in the room. Also in attendance were other Board members, as well as system office and institutional staff.

The necessity of the electronic meeting was confirmed by unanimous consent due to it being the most economically efficient way to have matters considered that require timely action.

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

Item I, Informational Reporting, included four topics for discussion. Item I.a., Highlights of Audit Findings and Recommendations, consisted of Mike Batson discussing the following topic: Comptroller's Office-Financial and Compliance Audits; an external review by the Tennessee Student Assistance Corporation, internal audit reports, and recommendation logs included in the materials. This item was for informational purposes and required no action.

Item I.b., Audit Reports and Reviews, consisted of informing the committee that a summary of the Comptroller's Office Audit Reports, Miscellaneous External Reviews, and the Internal Audit Reports for the first quarter of fiscal year 2023 are included in the meeting materials. A listing of the Internal Audit Reports is included as Attachment A to these minutes. This item was for informational purposes and required no action.

Item I.c., System-wide Internal Audit Updates, consisted of discussing the following topics: External Quality Assurance Review team members have been determined; Jason Patterson appointed Interim Director of Internal Audit for Pellissippi State Community College; and the Internal Audit Conference held October 19-21, 2022. This item was for informational purposes and required no action.

Item I.d., Review of Annual Audits and Expenses for the Chancellor and Presidents, included a summary of the results from internal audits of offices selected for audit and a summary of the expenses of all offices for the year ended June 30, 2022. Mr. Batson provided a brief background of the requirements for these audits. Audits were performed of the president's expenses for Dyersburg State Community College, Motlow State Community College, Nashville State Community College, Roane State Community College, Volunteer State Community College, and Walters State Community College. There was one recommendation for the Motlow State Audit. There were no findings. This item was for informational purposes and required no action.

Item II, Consent Agenda, included one topic for approval. Item II.a., Review of Revisions to Fiscal Year 2023 Audit Plans was presented by Mike Batson.

A motion was made by Regent Apple and seconded by Regent Greene to approve the audit plans and internal audit charters. The Committee voted to approve the audit plans and charters as presented. The audit plans are included as Attachment B to these minutes.

Item III., Review of Salaries for the Office of System-wide Internal Audit, included a review of salaries for the Chief Audit Executive, Director of Internal Audit, three auditors, and one Administrative Assistant in the system office. A motion was made by Regent Apple and seconded by Regent Greene to approve the salaries. The Committee voted to approve the salaries in a roll call vote. The salaries are included as Attachment C to these minutes.

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

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

Respectfully submitted,

Committee on Audit

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Miles Burdine, Committee Chair

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Report of the Committee on Personnel and Compensation

DATE: December 1, 2022

PRESENTER: Regent Yolanda Greene

PRESENTATION  
REQUIREMENTS: 2 minutes

ACTION REQUIRED: Roll Call Vote

STAFF  
RECOMMENDATION: Recommend Approval

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The Board will consider approval of the minutes from the November 15, 2022, special called meeting of the Personnel and Compensation Committee.

**REPORT OF THE COMMITTEE ON PERSONNEL AND  
COMPENSATION**

**NOVEMBER 15, 2022**

The Committee on Personnel and Compensation met electronically on November 15, 2022. At the beginning of the meeting, Regent Greene requested during roll call for members to respond if they could hear and speak with others in the meeting; and also, if they were alone. All members present responded yes to both questions. Roll call was taken, and a quorum was present.

Next, Regent Greene stated that the meeting was being held electronically as it is the most economically efficient way, and the matters to be considered required timely action that was required prior to the regularly scheduled quarterly board meeting. The necessity to meet electronically was adopted by unanimous consent.

For the first item on the agenda, the Committee considered the faculty emeritus requests from two (2) community colleges. Regent Burdine

made a motion to accept the recommendation for faculty emeritus as presented. Regent White provided a second. A roll call vote was taken and the motion was passed.

The second item on the agenda was the approval of the Institution Compensation Proposals. There were requests from five (5) community colleges to provide a recurring increase. Two (2) submitted proposals for an across the board increase, and three (3) submitted requests to pay on their compensation plan. Regent White made a motion to accept the recommendations as presented. Regent Varlan provided a second. A roll call vote was taken and the motion was passed.

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

Respectfully submitted,  
Committee on Personnel and Compensation

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Yolanda Greene, Chair



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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Report of the Regents Award for Excellence in Philanthropy

DATE: December 1, 2022

PRESENTER: Regent Danni Varlan

PRESENTATION REQUIREMENTS: 8 Minutes

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

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Recipients of the Regents award for Excellence in Philanthropy are selected based on their generous giving of their time, resources, influence on volunteers to become involved in fundraising, active promotion of higher education, leadership in philanthropy, exceptional civic responsibility, and integrity. The Board will receive a report on the following awards presented on November 1, 2022:

**McMinn Economic Development Agency, City of Athens and McMinn County Government**

Representatives from the McMinn County Economic Development Agency, the City of Athens and the McMinn Count Government accepted the prestigious 2022 Regents Award for Excellence in Philanthropy as nominated by Cleveland State Community College for their unique partnership. The award was presented by Regent Tom White at the McMinn County Higher Education Center on November 1, 2022.

**David and Pat Coffey**

David and Pat Coffey accepted the 2022 Regents Award for Excellence in Philanthropy as nominated by Roane State Community College. The award was presented by Regent Danni Varlan at Roane State's Oak Ridge Campus on November 1, 2022.

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Approval of Undergraduate Academic Retention and GPA Standards Policy 2.03.01.01

DATE: December 1, 2022

PRESENTER: Russ Deaton

PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Recommend Approval

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TBR Staff recommends approval of the new Undergraduate Academic Retention and GPA Standards Policy.

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**

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Academic Policies

### **Applicable Divisions**

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Community Colleges

### **Purpose**

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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**

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- 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**

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- 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**

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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

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- [Admission at the Community Colleges](#)

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Approval of Purchasing Policy 4.02.10.00

DATE: December 1, 2022

PRESENTER: Alisha Fox

PRESENTATION  
REQUIREMENTS: None

ACTION REQUIRED: Roll Call Vote

STAFF  
RECOMMENDATION: Recommend Approval

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TBR Staff recommends approval of the new Purchasing Policy.

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

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Business and Finance Policies

## Applicable Divisions

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TCATs, Community Colleges, System Office

## Purpose

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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

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- 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

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### 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

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### 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

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-  [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

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## **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.

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Approval of the Chattanooga State Community College Strategic Plan

DATE: December 1, 2022

PRESENTER: Russ Deaton

PRESENTATION REQUIREMENTS: None

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Recommend Approval

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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.

# CHATTANOOGA STATE

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## COMMUNITY COLLEGE

COLLEGE *for our* COMMUNITY

a strategic plan

5,000 Chattanooga State students of every race and income-level will earn a credential that creates a pathway to family-sustaining wages.

**Vision 2027**

**CHATTANOOGA STATE**  
COMMUNITY COLLEGE



## Our Purpose

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

## Our 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.

## Our 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.



Holistic Student Support



Teaching Excellence



Program Innovation



Organizational Culture & Inclusive Practices



Fiscal Stewardship

# Purpose, Values, Mission, and Strategic Themes



Holistic Student  
Support



Teaching Excellence



Program Innovation

## Strategic Themes

# Strategic Themes



Organizational  
Culture & Inclusive  
Practices



Fiscal Stewardship

# 5000 Students

with pathways to family-sustaining wages

## FTE

5500 (CC)  
635 (TCAT)

## Completions

1400 (CC)  
730 (TCAT)

## Workforce Training Hours

80,000

## Recognition

SOAR  
LCOD  
LMAA  
Aspen Finalist

# What results do we want?



## 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!

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## 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>

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## 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.

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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.

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## 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.

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## **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.
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## 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.

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## 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](#)

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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.

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## **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.

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## **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](#).

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## 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](#).
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- **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.

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## **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](#).

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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.

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# 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.

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## **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

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## **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.

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## **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.

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## **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.

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## **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](#).

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## **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.

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## **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.

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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.

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## **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!

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## **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](#).

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## **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](#).

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## 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](#)

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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!**

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## 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.

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## **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](#).

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## **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.

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# 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.

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# 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!

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## 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.

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## 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.)

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## **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.

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## **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.

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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.

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# 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](#).**

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## 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).

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

Sincerely,

Rebecca Ashford, Ed.D.

President

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Clarksville - Montgomery County Partnerships

DATE: December 1, 2022

PRESENTER: Dr. Jothany Reed, Vice Chancellor for Academic Affairs

PRESENTATION REQUIREMENTS: 10 Minutes with Discussion

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Not Applicable

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Academic Affairs will highlight an innovative dual enrollment partnership with the Clarksville-Montgomery County School System (CMCSS) partnership with Nashville State Community College, TCAT – Dickson & Clarksville, and Austin Peay State University.

Presenters will include Dr. Jean Luna-Vedder, Director of Schools for CMCSS, Dr. Shanna Jackson, President of Nashville State, and Dr. Arrita Summers, President of TCAT Dickson & Clarksville.



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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	2021-22 Financial Report Overview
DATE:	December 1, 2022
PRESENTER:	Alisha Fox, Vice Chancellor of Business and Finance
PRESENTATION REQUIREMENTS:	5 minutes
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

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Vice Chancellor Fox will provide information regarding the consolidated financial report, including management's discussion and analysis for FY 2021-22. The state requires that our consolidated financial report include the financial information from the six locally governed institutions. Therefore, the LGI's information is included in this report. No action is required.

Additionally, information will be provided about the FY 2021-22 financial performance results by sector. No action is required.

# TENNESSEE BOARD OF REGENTS



## ANNUAL FINANCIAL REPORT OF

FLORA TYDINGS  
CHANCELLOR

2021-22

**TENNESSEE BOARD OF REGENTS**

**Table of Contents**

<b>Management’s Discussion &amp; Analysis .....</b>	<b>1</b>
<b>Statement of Net Position .....</b>	<b>12</b>
<b>Statement of Revenues, Expenses &amp; Changes in Net Position.....</b>	<b>13</b>
<b>Statement of Cash Flows .....</b>	<b>14</b>
<b>Fiduciary Statement of Net Position .....</b>	<b>16</b>
<b>Fiduciary Statement of Changes in Net Position .....</b>	<b>17</b>
<b>Notes to the Financial Statements .....</b>	<b>18</b>
<b>RSI – Schedules of Proportionate Share of the Net Pension (Asset)/Liability .....</b>	<b>86</b>
<b>RSI – Schedules of Contributions.....</b>	<b>88</b>
<b>RSI – Schedule of Proportionate Share of the Collective OPEB Liability .....</b>	<b>90</b>
<b>RSI – Schedule of Contributions OPEB .....</b>	<b>92</b>
<b>SI – Statement of Cash Flows – Component Units .....</b>	<b>93</b>

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

This section of the Tennessee Board of Regents' (TBR) systemwide annual financial report presents a discussion and analysis of the financial performance of the System during the fiscal year ended June 30, 2022, with comparative information presented for the fiscal year ended June 30, 2021. This discussion has been prepared by management along with the financial statements and related note disclosures and should be read in conjunction with the financial statements and notes. The financial statements, notes, and this discussion are the responsibility of management.

The System has one discretely presented component unit for the System's foundations. More detailed information about the foundations is presented in Note 28 to the financial statements. This discussion and analysis focuses on the System and does not include the foundations.

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

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

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

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

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

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

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

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

The following table summarizes the System’s assets, liabilities, deferred outflows/inflows, and net position at June 30, 2022, and June 30, 2021:

Statement of Net Position (in thousands of dollars)		
	<u>2022</u>	<u>2021</u>
<b>Assets:</b>		
Current assets	\$ 808,320	\$ 714,362
Capital assets, net	3,649,531	3,507,384
Other assets	1,450,712	1,226,115
<b>Total Assets</b>	<b>5,908,563</b>	<b>5,447,861</b>
<b>Deferred Outflows of Resources</b>	<b>304,906</b>	<b>181,058</b>
<b>Liabilities:</b>		
Current liabilities	341,501	317,156
Noncurrent liabilities	942,628	1,243,201
<b>Total Liabilities</b>	<b>1,284,129</b>	<b>1,560,357</b>
<b>Deferred Inflows of Resources</b>	<b>481,627</b>	<b>101,054</b>
<b>Net Position:</b>		
Net investment in capital assets	2,871,554	2,738,581
Restricted – nonexpendable	11,771	11,790
Restricted – expendable	282,756	195,978
Unrestricted	1,281,632	1,021,159
<b>Total Net Position</b>	<b>\$ 4,447,713</b>	<b>\$ 3,967,508</b>

Current assets increased approximately \$94.0 million or 13%. This is due primarily to a \$113.8 million increase in current cash and cash equivalents. Cash and cash equivalents increased primarily at the TBR Central Office (\$30.3 million), Southwest Tennessee Community College (STCC) (\$24.6 million), and Volunteer State Community College (VSCC) (\$15.7 million). The increase at the TBR Central Office is due to receiving \$32.9 million in state appropriations for the TCAT Waitlist Initiative. The increase at STCC and VSCC is due to receiving Higher Education Emergency Relief Fund (HEERF) funding to offset lost revenues and expenses related to the COVID 19 pandemic.

Other assets increased approximately \$224.6 million or 18%. This is primarily due to increases in noncurrent cash and cash equivalents of \$127.6 million and net pension asset of \$111.2 million. The increase in noncurrent cash and cash equivalents is due to the HEERF grants, which funded lost revenues and operating expenses related to the COVID 19 pandemic. This funding allowed for additional operating dollars to be invested in cash equivalent instruments. The increase in net pension asset is due to the closed legacy pension plan converting last year's net pension liability into a net pension asset this year through funding increases and investment earnings.

Deferred outflows of resources increased approximately \$123.9 million or 68%. This occurred primarily in the deferred outflows related to pensions (\$129.0 million). In FY 2022, the changes in assumptions resulted in a \$112.3 million increase in deferred outflows related to pensions. For FY 2021, the changes in assumptions resulted in a \$170,882 increase in deferred outflows related to pensions.

Noncurrent liabilities decreased approximately \$300.6 million or 24%. This is primarily due to the closed legacy pension plan converting last year's net pension liability of \$273.3 million into a net pension asset this year through funding increases and investment earnings.

Deferred inflows of resources increased approximately \$380.6 million or 377%. This occurred primarily in the deferred inflows related to pensions (\$387.1 million). In FY 2022, the net difference between projected and actual earnings on pension plan investments increased the deferred inflows of resources by \$363.3 million. For FY 2021, there was no increase in deferred inflows of resources related to the net difference between projected and actual earnings.

Restricted, expendable net position increased approximately \$86.8 million or 44%. This increase is primarily due to the closed legacy pension plan converting last year's net pension liability into a net pension asset this year through funding increases and investment earnings. The increase in restricted, expendable net position for pensions for \$111.2 million.

Unrestricted net position increased approximately \$260.5 million or 26%. This is due to the infusion of federal HEERF funding, which allowed operational funds to be directed to reserves for funding the ongoing impact of the COVID 19 pandemic, as well as future strategic academic initiatives, deferred maintenance projects, and other operational needs.

Additionally, institutions that experienced enrollment declines, particularly community colleges, made targeted reductions to operational expenses.

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

The Statement of Revenues, Expenses, and Changes in Net Position presents the results of operations for the fiscal year. Revenues and expenses are recognized when earned or incurred, regardless of when cash is received. The statement indicates whether the System’s financial condition has improved or deteriorated during the fiscal year. The statement presents the revenues received by the System, both operating and nonoperating, and the expenses paid by the System, operating and nonoperating, and any other revenues, expenses, gains, or losses received or spent by the System.

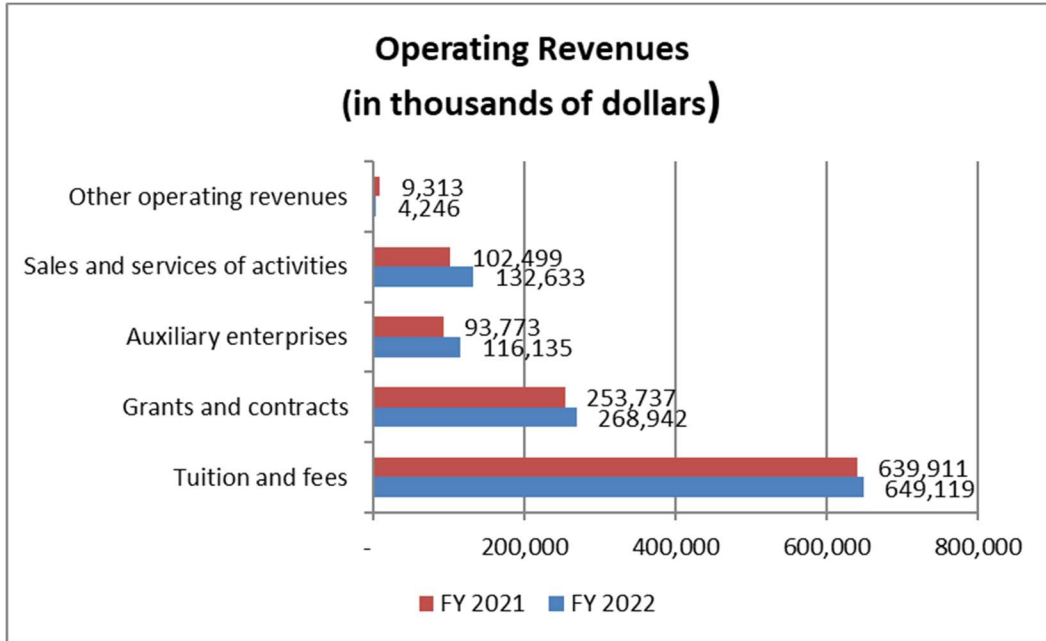
Generally speaking, operating revenues are received for providing goods and services to the various customers and constituencies of the System. Operating expenses are those expenses paid to acquire or produce the goods and services provided in return for the operating revenues, and to carry out the mission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

A summary of the System’s revenues, expenses, and changes in net position for the year ended June 30, 2022, and June 30, 2021, follows.

Statement of Revenues, Expenses, and Changes in Net Position (in thousands of dollars)		
	2022	2021
Operating revenues	\$ 1,171,075	\$ 1,099,233
Operating expenses	(2,927,014)	(2,737,450)
Operating loss	(1,755,939)	(1,638,217)
Nonoperating revenues and expenses	2,100,734	1,868,598
Income (loss) before other revenues, expenses, gains or losses	344,795	230,381
Other revenues, expenses, gains, or losses	138,681	198,472
Increase (decrease) in net position	483,476	428,853
Net position at beginning of year	3,967,508	3,539,889
Cumulative effect of change in accounting position	(9)	57
Net position, beginning of the year, restated	3,967,499	3,539,946
Prior period adjustment	(3,262)	(1,291)
Net position at end of year	\$ 4,447,713	\$ 3,967,508

## Operating Revenues

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

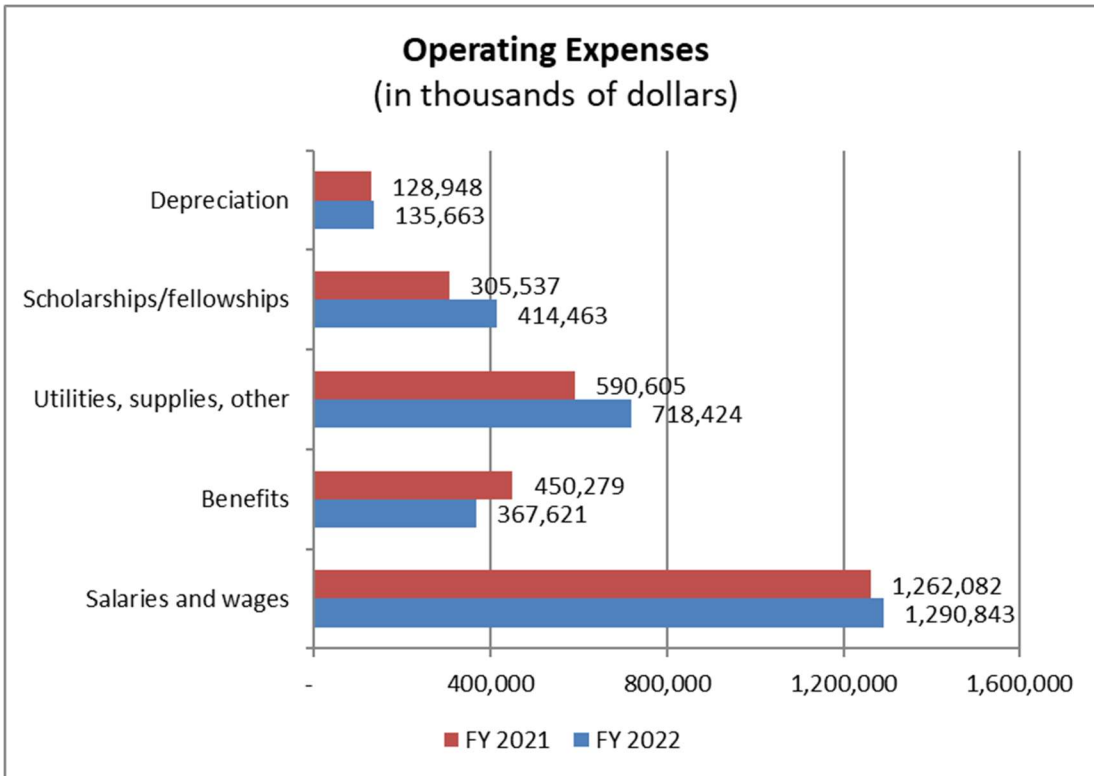


Auxiliary enterprise revenues increased approximately \$22.4 million or 24%. Additionally, sales and services of activities revenues increased approximately \$30.1 million or 29%. These increases are primarily due to campuses returning to normal after shutting down in March 2020. While most campuses lifted the shutdown restrictions during FY 2021, many students continued to forego the campus experience and enrolled in online courses. During FY 2022, enrollment in on-ground courses and campus activities returned to a level more closely approximating that of pre-COVID 19.

## Operating Expenses

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





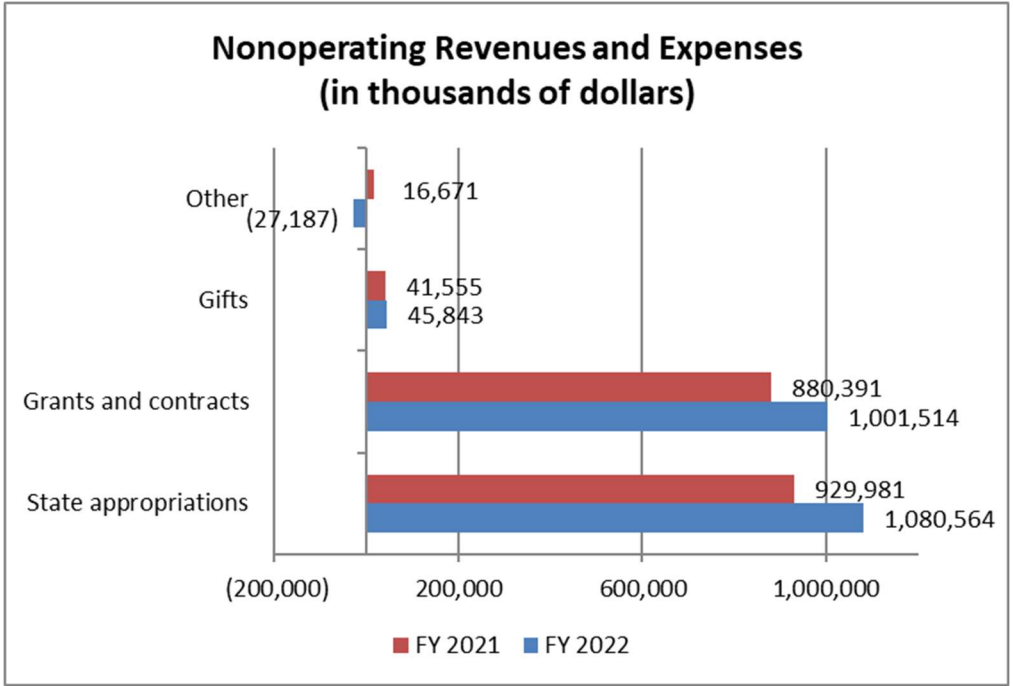
Benefit expenses decreased approximately \$82.7 million or 18% due primarily to reductions in the State’s retirement expense. Actuarial valuations for the closed legacy pension plan resulted in a negative expense amount for FY 2022 of approximately (\$12.7 million) while the expense for FY 2021 was a positive \$79.9 million.

Utilities, supplies, and other operating expenses increased approximately \$127.8 million or 22%. Coming out of COVID restrictions, increased level of activity and resulting expenses were incurred in travel, maintenance and repair, rentals and insurance, grants and subsidies and other operating expenses. Additionally, inflation hit 8% or above for the months of March 2022 through June 2022 and fuel prices surged during these same months, to over \$5 per gallon in some parts of the State.

Scholarships and fellowships increased approximately \$108.9 million or 36%. This is primarily due to the use of HEERF funds for grants to students for current semester costs or used to eliminate prior semester unpaid student debts.

**Nonoperating Revenues and Expenses**

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



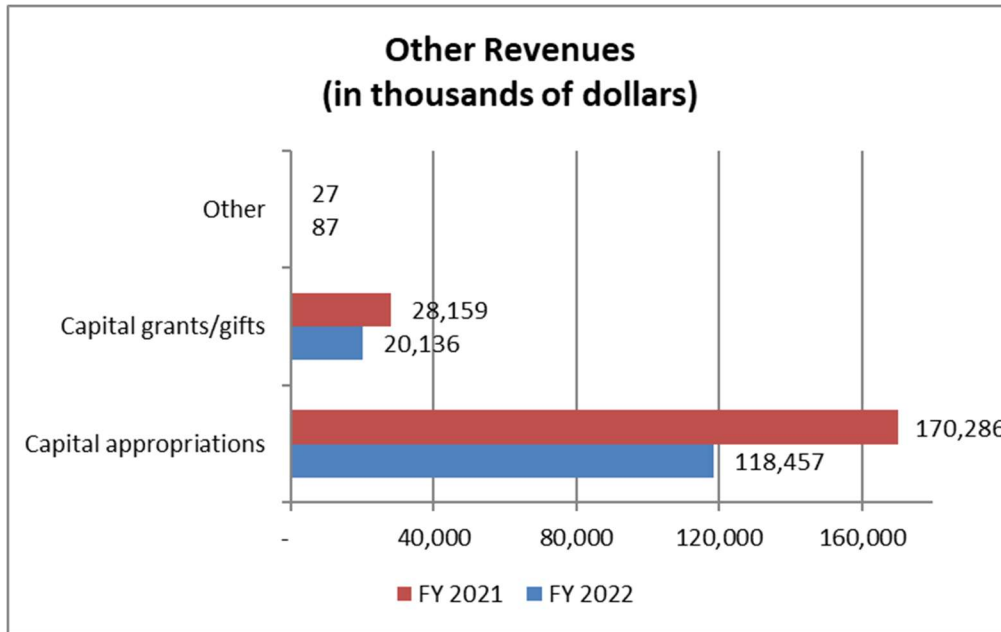
State appropriations increased approximately \$150.6 million or 16%. This is due to an additional payment of approximately \$40.7 million made to the closed legacy pension plan on the institutions’ behalf, a TCAT Waitlist Initiative funded at \$32.9 million, outcomes funding of approximately \$25.5 million, and salary increase funding of \$35.9 million.

Grants and contracts increased approximately \$121.1 million or 14%. This was primarily due to continued utilization of the HEERF grants institutions of higher education received as part of the economic stimulus package passed by the federal government in response to the COVID 19 pandemic. Additionally, in prior fiscal years, VSCC had erroneously classified these grants as operating. VSCC reported them correctly as nonoperating in the current fiscal year.

Other non-operating revenues decreased \$43.9 million or 263%. This was primarily due to investment income which fell from a \$17.0 million gain in FY 2021 to a \$9.9 million loss in FY 2022. Additionally, in FY 2021, Tennessee State University (TSU) erroneously reported approximately \$20.9 million in lost revenue funding received from HEERF grants as nonoperating revenue. These recoveries were appropriately reported as operating revenues in FY 2022.

**Other Revenues**

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



Capital appropriations decreased approximately \$51.8 million or 30%. This decrease occurred primarily at Cleveland State Community College (CLSCC) (\$25.1 million) due to the completion of the Health/Sciences Center, the McMinn Higher Education Center, and the Humanities building renovation; Pellissippi State Community College (PSCC) (\$9.8 million) due to the completion of the Haslam Building, HVAC electrical updates and exterior lighting project; and at the College of Applied Technology at Morristown (\$10.8 million) due to the completion of construction of the new classroom building.

Capital grants and gifts decreased approximately \$8.0 million or 28%. This occurred primarily at the University of Memphis, who received a gift for the Music Center of \$7.96 million in FY 2021 that was not repeated in FY 2022.

**Capital Assets and Debt Administration**

**Capital Assets**

The System had \$3.65 billion invested in capital assets, net of accumulated depreciation of \$2.26 billion at June 30, 2022; and \$3.51 billion invested in capital assets, net of accumulated depreciation of \$2.14 billion at June 30, 2021. Depreciation charges totaled \$135.7 million and \$128.9 million for the years ended June 30, 2022, and June 30, 2021, respectively.

Schedule of Capital Assets, Net of Depreciation (in thousands of dollars)		
	2022	2021
Land	\$ 164,231	\$ 162,924
Land improvements & infrastructure	316,698	300,205
Leasehold improvements	3,835	4,232
Buildings	2,688,258	2,670,558
Equipment	152,407	135,327
Library holdings	9,653	10,064
Intangible assets	14,166	16,245
Art & historical collections	2,590	2,621
Projects in progress	276,752	205,208
Right-to-use land	57	
Right-to-use infrastructure	1,527	
Right-to-use buildings	16,289	
Right-to-use equipment	3,068	
<b>Total</b>	<b>\$ 3,649,531</b>	<b>\$ 3,507,384</b>

Significant increases to projects in progress that occurred in fiscal year 2022 include the renovations at Lamb Hall and the College of Medicine building at ETSU; the Murphy Center curtain wall replacement, Concrete Industry Management Building, Applied Engineering Building, Student Athlete Performance Center, and Tennis Facility Improvements at MTSU; and the student housing project at TSU. Additionally, the System implemented GASB 87, *Leases*, during FY 2022 that resulted in the capitalization of right-to-use assets of approximately \$20.9 million.

At June 30, 2022, outstanding commitments under construction contracts totaled \$634.1 million for various renovations and repairs of buildings and infrastructure. Future state capital outlay appropriations will fund \$388.3 million of these costs.

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

### **Debt**

The System had \$774.2 million and \$792.4 million in debt outstanding at June 30, 2022, and June 30, 2021, respectively. The table below summarizes these amounts by type of debt instrument.

Outstanding Debt by Instrument Type (in thousands of dollars)		
	2022	2021
Notes payable	\$ 148	\$ 283
TSSBA debt:		
Bonds	626,324	665,392
Unamortized premium	62,468	69,131
Revolving credit facility	84,469	56,526
Bonds		
Commercial paper	768	1,108
<b>Total</b>	<b>\$ 774,177</b>	<b>\$ 792,440</b>

The Tennessee State School Bond Authority (TSSBA) issued bonds with interest rates ranging from 0.17% to 5.00% due 2049 on behalf of the System. The System is responsible for the debt service of these bonds. The current portion of the \$626.3 million outstanding at June 30, 2022, is \$44.3 million.

The TSSBA issues loans from the revolving credit facility program to finance costs of various capital projects during the construction phase. The entire \$84.5 million outstanding at June 30, 2022, is considered noncurrent debt.

The Tennessee State Funding Board issued commercial paper on behalf of the System to finance the acquisition of certain sites and existing structures for expansion purposes. The entire \$767,870.30 outstanding at June 30, 2022, is considered noncurrent debt.

The ratings on debt issued by the Tennessee State School Bond Authority at June 30, 2022, were as follows:

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

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

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

Since March 11, 2020, when the WHO declared COVID-19 to be a global pandemic, the Tennessee Board of Regents has taken steps to soften or offset the effects of the public health crisis. These steps included employees whose job responsibilities allowed were instructed to begin an alternate work-from-home schedule beginning March 17, 2020, and all classes starting March 30, 2020, followed an online format through the Spring and Summer 2020 semesters. A combination of ground and online courses were offered during the Fall 2020 and Spring 2021 semesters. TBR institutions fully resumed the normal combination of ground and online classes for the Fall 2021 semester. COVID-19 still could

have a negative impact on the State’s revenue collections, State funding for higher education, higher education enrollment, the fair value of higher education’s investments, demand for on-campus housing, and interest in the System’s programs involving international travel. Some of these adverse effects have been temporarily offset by federal assistance programs. The full impact of COVID-19 and the scope of any adverse impact on the System’s finances and operations cannot be fully determined at this time.

In June 2022, the Tennessee Board of Regents approved the following increases in undergraduate tuition rates for the System’s community colleges and TCATs. The university rates are now set by their own local governing board.

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

Full-time equated enrollment growth for community colleges for Fall 2022 ranged from a positive 0.5% to a negative 19.7%, with an overall rate of -6.6% for the System. The TCAT full-time equated enrollment growth for Fall 2022 was a negative 0.9%.

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Net Position**  
**June 30, 2022**

	<b>System</b>	<b>Component Units</b>
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents (Notes 2 & 28)	\$ 554,083,309.15	\$ 66,410,515.47
Short-term investments (Notes 3 & 28)	241,237.33	16,012,654.03
Accounts, notes, and grants receivable (net) (Note 5)	192,809,416.97	8,531,222.53
Due from primary government	26,700,678.82	124,108.57
Due from component unit	11,879,911.17	-
Pledges receivable (Notes 6 & 28)	26,600.00	16,230,340.95
Inventories (at lower of cost or market)	3,168,755.79	22,188.18
Prepaid expenses	16,577,034.32	576,158.93
Accrued interest receivable	2,630,290.25	209,277.83
Other assets	202,806.60	79,631.09
Total current assets	<u>808,320,040.40</u>	<u>108,196,097.58</u>
Noncurrent assets:		
Cash and cash equivalents (Notes 2 & 28)	991,514,625.62	76,074,490.44
Investments (Notes 3 & 28)	308,961,000.88	698,223,462.43
Investment in Tennessee Retiree Group Trust	20,294,860.55	-
Accounts, notes, and grants receivable (net) (Note 5)	3,978,867.45	3,404,956.15
Due from primary government	4,593,100.87	-
Net pension asset (Note 13)	117,301,791.44	-
Pledges receivable (Note 28)	-	53,446,693.98
Capital assets (net) (Notes 7 & 28)	3,649,530,633.76	54,646,012.40
Other assets	4,068,440.81	1,308,741.65
Total noncurrent assets	<u>5,100,243,321.38</u>	<u>887,104,357.05</u>
Total assets	<u>5,908,563,361.78</u>	<u>995,300,454.63</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Deferred amount on debt refunding	16,817,190.28	-
Deferred outflows related to OPEB (Note 15)	54,019,106.66	-
Deferred outflows related to pensions (Note 13)	234,070,015.13	-
Total deferred outflows of resources	<u>304,906,312.07</u>	<u>-</u>
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable (Note 9)	59,687,695.19	1,847,472.04
Accrued liabilities	81,822,838.47	4,103,218.89
Due to grantors (Note 10)	392,518.93	-
Due to primary government	27,898,295.56	11,783,218.17
Due to component unit	124,108.57	-
Student deposits	3,248,248.20	-
Unearned revenue (Note 10)	93,455,631.70	650,947.21
Compensated absences (Notes 10 & 28)	17,153,731.07	133,430.00
Accrued interest payable	3,767,174.75	26,022.72
Lease liability (Notes 8 and 28)	3,632,136.46	366,392.63
Long-term liabilities (Notes 10 & 28)	44,417,682.15	2,288,909.92
Deposits held in custody for others	5,204,251.93	332,782.00
Other liabilities	696,551.09	567,032.72
Total current liabilities	<u>341,500,864.07</u>	<u>22,099,426.30</u>
Noncurrent liabilities:		
Due to primary government	-	96,693.00
OPEB liability (Note 15)	118,695,946.27	-
Unearned revenue (Note 10)	175,000.00	-
Compensated absences (Notes 10 & 28)	70,610,527.81	533,720.00
Lease liability (Notes 8 and 28)	17,095,360.12	2,670,720.21
Long-term liabilities (Notes 10 & 28)	729,758,721.02	12,677,590.74
Due to grantors (Note 10)	6,292,552.48	-
Other liabilities	-	1,033,191.16
Total noncurrent liabilities	<u>942,628,107.70</u>	<u>17,011,915.11</u>
Total liabilities	<u>1,284,128,971.77</u>	<u>39,111,341.41</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Deferred gain on debt refunding	4,039,580.44	-
Deferred inflows related to OPEB (Note 15)	78,943,521.53	-
Deferred inflows related to pensions (Note 13)	394,806,814.00	-
Deferred inflows related to split interest agreements	3,040,656.40	1,295,648.38
Deferred inflows related to leases (Notes 8 and 28)	796,982.85	3,372,248.87
Total deferred inflows of resources	<u>481,627,555.22</u>	<u>4,667,897.25</u>
<b>NET POSITION</b>		
Net investment in capital assets	2,871,554,415.94	48,922,980.33
Restricted for:		
Nonexpendable:		
Scholarships and fellowships	7,976,111.27	281,217,136.84
Research	-	4,243,136.76
Instructional department uses	4,604.53	49,514,837.73
Other	3,790,213.26	132,311,065.23
Expendable:		
Scholarships and fellowships	17,520,488.20	144,901,008.82
Research	7,928,452.63	10,533,264.23
Instructional department uses	10,579,856.62	57,090,774.75
Loans	4,831,707.69	75,280.16
Capital projects	17,602,174.75	40,726,423.04
Debt service	13,535,895.61	-
Pensions	117,301,791.44	-
Other	93,455,755.37	128,728,927.91
Unrestricted	<u>1,281,631,679.55</u>	<u>53,256,380.17</u>
Total net position	<u>\$ 4,447,713,146.86</u>	<u>\$ 951,521,215.97</u>

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

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Revenues, Expenses, and Changes in Net Position**  
**For the Year Ended June 30, 2022**

	System	Component Units
<b>REVENUES</b>		
Operating revenues:		
Student tuition and fees (Note 16)	\$ 649,119,430.93	\$ -
Gifts and contributions, including \$9,598,062.00 from component units	-	115,618,428.12
Endowment income (per spending plan)	-	6,529,337.02
Governmental grants and contracts	227,589,406.55	3,250.00
Non-governmental grants and contracts, including \$1,096,688.76 from component units (Note 16)	41,352,381.45	8,066,833.00
Sales and services of educational activities (Note 16)	32,232,695.89	5,300.00
Sales and services of other activities (Note 16)	100,400,340.72	6,190,970.86
Patient charges	-	47,992,831.00
Auxiliary enterprises:		
Residential life (Note 16)	49,003,572.14	-
Bookstore (Note 16)	5,300,173.92	-
Food service (Note 16)	34,479,655.00	-
Wellness facility (Note 16)	5,782,393.68	-
Other auxiliaries (Note 16)	21,569,096.71	363.00
Interest earned on loans to students (Note 16)	348,422.36	-
Other operating revenues	3,897,544.71	5,636,832.56
Total operating revenues	<u>1,171,075,114.06</u>	<u>190,044,145.56</u>
<b>EXPENSES</b>		
Operating Expenses (Note 21)		
Salaries and wages	1,290,842,977.87	43,630,129.69
Benefits	367,621,381.35	5,332,359.35
Utilities, supplies, and other services	718,423,504.20	28,045,936.53
Scholarships and fellowships	414,462,795.28	14,032,056.41
Depreciation expense	135,663,083.76	1,971,067.94
Payments to or on behalf of component unit	-	59,580,961.01
Total operating expenses	<u>2,927,013,742.46</u>	<u>152,592,510.93</u>
Operating income (loss)	<u>(1,755,938,628.40)</u>	<u>37,451,634.63</u>
<b>NONOPERATING REVENUES (EXPENSES)</b>		
State appropriations	1,080,563,889.78	-
Gifts, including \$40,077,916.93 from component units to institutions	45,842,604.54	-
Grants and contracts	1,001,514,507.30	-
Investment income (net of investment expense of \$351,533.14 for the system and \$2,707,773.10 for component units)	(9,901,463.54)	(70,690,081.00)
Interest on capital asset-related debt	(19,311,456.90)	-
Bond issuance costs	157.62	-
Payments to or on behalf of ETSU or ETSU Foundation University/College support (Note 28)	-	(2,048,781.00)
Other non-operating revenues/(expenses)	-	7,749,031.14
Net nonoperating revenues	<u>2,025,610.96</u>	<u>(2,137,961.06)</u>
Income before other revenues, expenses gains, or losses	<u>2,100,733,849.76</u>	<u>(67,127,791.92)</u>
Capital appropriations	118,456,980.79	-
Capital grants and gifts, including \$10,857,074.32 from component units	20,136,296.52	5,740,021.39
Additions to permanent endowments	87,475.50	27,692,040.73
Other capital	-	(1,501.80)
Total other revenues	<u>138,680,752.81</u>	<u>33,430,560.32</u>
Increase (decrease) in net position	<u>483,475,974.17</u>	<u>3,754,403.03</u>
<b>NET POSITION</b>		
Net position - beginning of the year	3,967,507,710.80	947,605,004.01
Cumulative effect of change in accounting position (Note 26)	(9,030.87)	-
Net position - beginning of the year, restated	<u>3,967,498,679.93</u>	<u>947,605,004.01</u>
Prior period adjustment (Notes 25 and 28)	(3,261,507.24)	161,808.93
Net position - end of year	<u>\$ 4,447,713,146.86</u>	<u>\$ 951,521,215.97</u>

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



**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Cash Flows**  
**For the Year Ended June 30, 2022**

**Cash flows from operating activities:**

Tuition and fees	\$ 650,996,397.14
Grants and contracts, including \$318,072.34 from component unit	299,069,258.73
Sales and services of educational activities	31,824,460.60
Sales and services of other activities	96,207,299.00
Payments to suppliers and vendors	(705,677,403.23)
Payments to employees	(1,293,284,996.48)
Payments for benefits	(471,357,885.48)
Payments for scholarships and fellowships	(414,767,270.66)
Loans issued to students	(108,856.66)
Collection of loans from students	827,195.03
Interest earned on loans to students	651,329.87
Funds received for deposits held for others	1,090,495,411.69
Funds dispersed for deposits held for others	(1,088,705,752.59)
Auxiliary enterprise charges:	
Residence halls	49,366,825.44
Bookstore	5,155,346.15
Food services	35,424,599.56
Wellness facility	5,898,141.44
Other auxiliaries	22,617,487.94
Other receipts (payments)	5,153,524.76
Net cash flows provided (used) by operating activities	<u>(1,680,214,887.75)</u>

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

State appropriations	1,029,696,077.28
Gifts and grants received for other than capital or endowment purposes (including \$40,222,593.31 from the component units)	1,051,055,824.18
Private gifts for endowment purposes	87,475.50
Federal/state student loan receipts	362,889,014.82
Federal/state student loan disbursements	(365,937,567.38)
Principal paid on noncapital debt	(1,801,235.25)
Interest paid on noncapital debt	(230,864.47)
Other non-capital financing receipts (payments)	3,293,477.95
Net cash flows provided (used) by non-capital financing activities	<u>2,079,052,202.63</u>

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

Proceeds from capital debt	605,360.90
Capital - state appropriation	685,352.01
Capital grants and gifts received (including \$7,697,033.79 from the component units)	15,001,511.43
Proceeds from sale of capital assets	161,340.62
Purchase of capital assets and construction	(91,461,314.05)
Principal paid on capital debt and lease	(54,161,449.50)
Interest paid on capital debt and lease	(25,702,511.03)
Bond issue costs paid on new debt issue	(6,640,047.28)
Other capital and related financing receipts (payments)	617,640.23
Net cash flows provided (used) by capital and related financing activities	<u>(160,894,116.67)</u>

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Statement of Cash Flows**  
**For the Year Ended June 30, 2022**

**Cash flows from investing activities:**

Proceeds from sales and maturities of investments	93,872,445.43
Income on investments	12,718,185.57
Purchase of investments	(98,165,255.83)
Other investing receipts (payments)	(886,304.04)
Net cash provided (used) by investing activities	<u>7,539,071.13</u>
Net increase (decrease) in cash and cash equivalents	245,482,269.34
Cash and cash equivalents - beginning of year	<u>1,300,115,665.43</u>
Cash and cash equivalents - end of year (Note 2)	<u>\$ 1,545,597,934.77</u>

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

Operating loss	\$ (1,755,938,628.40)
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:	
Noncash operating expenses	148,775,917.26
Other adjustments	17,775,290.27
Change in assets, liabilities, and deferrals:	
Receivables, net	21,265,697.64
Due from component unit/primary government	2,739,779.69
Inventories	(67,651.90)
Prepaid items	(4,131,197.94)
Net pension asset	(89,372,513.26)
Other assets	(156,205.89)
Deferred outflows	(105,790,698.61)
Accounts payable	5,376,699.67
Accrued liabilities	(14,482,417.22)
Due to component unit/primary government	(2,241,949.83)
Unearned revenues	9,232,407.81
Deposits	(152,185.40)
Compensated absences	(501,660.45)
Net pension liability	(269,534,196.43)
Net OPEB obligation	(16,264,533.71)
Due to grantors	(1,814,560.16)
Loans to students	366,298.44
Deferred inflows	374,402,997.36
Other	298,423.31
Net cash provided (used) by operating activities	<u>\$ (1,680,214,887.75)</u>

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

Gifts in-kind - capital	3,936,660.17
Unrealized gains/(losses) on investments	(16,170,937.97)
Gain/(loss) on disposal of capital assets	(1,028,204.19)
Change in value of split interest agreement	(656,291.28)
Proceeds of capital debt held by State	31,361,234.33
Capital appropriation held by State	103,418,925.51
Purchase and construction of capital assets by State	(38,423,270.76)
Other capital receipts/(expenses) held by State	(207,740.35)

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

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Fiduciary Statement of Net Position**  
**June 30, 2022**

	<b>System</b>
<b>ASSETS</b>	
Cash and cash equivalents (Note 2)	\$ 2,088,478.43
Receivables	
Student receivables	94,500.54
Other receivables	100,762.12
Total receivables (Note 5)	<u>195,262.66</u>
Total assets	<u><u>2,283,741.09</u></u>
 <b>LIABILITIES</b>	
Accounts payable and accrued liabilities (Note 9)	<u>1,300,473.70</u>
Total liabilities	<u><u>1,300,473.70</u></u>
 <b>NET POSITION</b>	
Restricted for:	
Individuals, organizations, and other governments	903,980.69
Other	79,286.70
Total net position	<u><u>\$ 983,267.39</u></u>

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

**TENNESSEE BOARD OF REGENTS**  
**Unaudited Fiduciary Statement of Changes in Net Position**  
**For the Year Ended June 30, 2022**

	<b>System</b>
<b>ADDITIONS</b>	
Contributions	
Contributions from student organizations	\$ 55,718.40
Contributions from participants	2,163,908.19
Other Contributions	5,791,867.44
Total contributions	8,011,494.03
Total additions	8,011,494.03
 <b>DEDUCTIONS</b>	
Payments for student organizations	48,337.09
Payments for participants	2,190,239.53
Other deductions	5,562,112.67
Total deductions	7,800,689.29
Net increase/(decrease) in fiduciary net position	210,804.74
Net position - beginning of year	772,462.65
Net position - end of year	\$ 983,267.39

## TENNESSEE BOARD OF REGENTS

### Notes to the Financial Statements

June 30, 2022

#### 1. Summary of Significant Accounting Policies

##### REPORTING ENTITY

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

The foundations are considered a component unit of the System. Although the System does not control the timing or amount of receipts from the foundations, the majority of resources, or income thereon, that the foundations hold and invest are restricted to the activities of the System by the donors. Because these restricted resources held by the foundations can only be used by, or for the benefit of, the System, the foundations are considered a component unit of the System and are discretely presented in the System's financial statements. See Note 28 for more detailed information about the component units and how to obtain their reports.

##### BASIS OF PRESENTATION

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

##### BASIS OF ACCOUNTING

In June 2017, the GASB issued Statement No. 87, *Leases*. This Statement requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract, or outflows of resources based on the payment provisions of the contract. This Statement establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources. The System implemented this standard as of July 1, 2021.

In June 2020, the GASB issued Statement No. 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans*. This Statement requires that for purposes of determining whether a primary government is financially accountable for a potential component unit, the absence of a governing board should be treated the same as the appointment of a voting majority of a governing board if the primary government performs the duties that a governing board typically would perform. This Statement also requires that the financial burden criterion in Statement No. 84, *Fiduciary Activities*, be applicable to only defined benefit pension plans and defined benefit OPEB plans that are administered through trusts. This Statement (1) requires that a Section 457 plan be classified as either a pension plan or an other employee benefit plan depending on whether the plan meets the definition of a pension plan and (2)

clarifies that Statement 84, as amended, should be applied to all arrangements organized under IRC Section 457 to determine whether those arrangements should be reported as fiduciary activities. The System implemented this standard as of July 1, 2021.

In October 2021, the GASB issued Statement No. 98, *The Annual Comprehensive Financial Report*. This Statement establishes the term annual comprehensive financial report and its acronym ACFR. That new term and acronym replace instances of comprehensive annual financial report and its acronym in generally accepted accounting principles for state and local governments. The System implemented this standard as of July 1, 2021.

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

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

Nonoperating revenues and expenses include activities that have the characteristics of nonexchange transactions, such as gifts and contributions, and other activities that are defined as nonoperating by GASB Statement 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities that Use Proprietary Fund Accounting*, and GASB Statement 34, *Basic Financial Statements – and Management’s Discussion and Analysis – For State and Local Governments*, such as state appropriations and investment income.

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

#### CASH EQUIVALENTS

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

#### INVENTORIES

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

#### COMPENSATED ABSENCES

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

## CAPITAL ASSETS

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

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

These assets, with the exception of works of art and historical treasures/collections deemed inexhaustible and land, are depreciated/amortized using the straight-line method over the estimated useful lives of the assets, which range from 1+ to 60 years.

## LWIA EQUIPMENT

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

## PENSIONS

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

## OTHER POSTEMPLOYMENT BENEFITS

For purposes of measuring the net other postemployment benefits (OPEB) liability, as well as deferred outflows of resources and deferred inflows of resources related to OPEB and OPEB expense, information about the fiduciary net position of the Closed Employee Group OPEB Plan and additions to/deductions from the plan's fiduciary net position have been determined on the same basis as they are reported by the State of Tennessee Postemployment Benefits Trust. For this purpose, benefits are recognized when due and payable in accordance with the benefit terms of the Closed Employee Group OPEB Plan. Investments are reported at fair value.

## FIDUCIARY ACTIVITIES

The System's institutions hold deposits as custodian or fiscal agent for students, student organizations, and certain other organized activities related to the System's institutions. These amounts are not System funds and are shown in separate statements

## NET POSITION

The System's net position is classified as follows:

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

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

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

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

## SCHOLARSHIP DISCOUNTS AND ALLOWANCES

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

### 2. Cash and Cash Equivalents

In addition to demand deposits and petty cash on hand, this classification includes instruments which are readily convertible to known amounts of cash and which have original maturities of three months or less. At June 30, 2022, cash and cash equivalents consists of \$197,934,888.37 in bank accounts, \$202,015.43 of petty cash on hand, \$1,327,593,976.02 in the State of Tennessee Local Government Investment Pool administered by the State Treasurer, \$15,183,737.54 in the LGIP Deposits – Capital Projects account, \$5,730,311.84 in money market accounts, and \$1,041,484.00 in various other cash equivalents. Of the \$1,547,686,413.20 total cash and cash equivalents, \$2,088,478.43 is held by the fiduciary fund.

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



The Local Government Investment Pool (LGIP) is administered by the State Treasurer and is measured at amortized cost. The LGIP is part of the State Pooled Investment Fund. There are no minimum or maximum limitations on withdrawals. The fund's required risks disclosures are presented in the *State of Tennessee's Treasurer's Report*. That report is available on the state's website at <http://treasury.tn.gov> or by calling (615) 741-2956.

3. Investments

In accordance with GASB Statement 31, as amended, investments are reported at fair value, including those with a maturity date of one year or less at the time of purchase, unless otherwise noted.

As of June 30, 2022, the System had the following investments and maturities:

Investment Type	Fair Value	Investment Maturities (In Years)				
		Less than 1	1 to 5	6 to 10	More than 10	No Maturity Date
US treasury	\$ 118,954,086.15		\$ 118,954,086.15			
US agencies	141,868,680.12	19,654,139.03	114,035,548.29	4,897,535.55	3,281,457.25	
Corporate bonds	9,773.20		9,773.20			
Mutual bond funds	2,739,239.88	37,692.73	1,032,414.08	1,112,731.41		556,401.66
<b>Total debt instruments</b>	<b>263,571,779.35</b>	<b>\$ 19,691,831.76</b>	<b>\$ 234,031,821.72</b>	<b>\$ 6,010,266.96</b>	<b>\$ 3,281,457.25</b>	<b>\$ 556,401.66</b>
Mutual equity funds	32,650,157.28					
Certificates of deposit	10,540,554.82					
Other	2,439,746.76					
<b>Total</b>	<b>\$ 309,202,238.21</b>					

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

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

System policy restricts investments in banker's acceptances and commercial paper. The policy requires that prime banker's acceptances must be issued by domestic banks with a minimum AA rating or foreign banks with a AAA long-term debt rating by a majority of the rating services that have rated the issuer. Prime banker's

acceptances are required to be eligible for purchase by the Federal Reserve System. To be eligible, the original maturity must not be more than 270 days, and it must 1) arise out of the current shipment of goods between countries or with the United States, or 2) arise out of storage within the United States of goods under contract of sale or expected to move into the channel or trade within a reasonable time and that are secured throughout their life by a warehouse receipt or similar document conveying title to the underlying goods.

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

As of June 30, 2022, the System’s investments were rated as follows:

Investment Type	Fair Value	Credit Quality Rating					
		AA	A	BBB	B	CC	Unrated
LGIP	\$ 1,342,777,713.56						\$ 1,342,777,713.56
US agencies	141,844,380.85	141,844,380.85					
Corporate bonds	9,773.20			9,773.20			
Mutual bond funds	2,739,239.88		1,150,424.14		1,032,414.08	4,310.13	552,091.53
<b>Total</b>	<b>\$ 1,487,371,107.49</b>	<b>\$ 141,844,380.85</b>	<b>\$ 1,150,424.14</b>	<b>\$ 9,773.20</b>	<b>\$ 1,032,414.08</b>	<b>\$ 4,310.13</b>	<b>\$ 1,343,329,805.09</b>

Custodial Credit Risk. For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the System will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The System does not have a deposit policy for custodial credit risk. At June 30, 2022, the System had \$9,895,236.97 of uninsured and unregistered investments for which the securities are held by the counterparty and \$1,112,731.41 of uninsured and unregistered investments for which the securities are held by the counterparty’s trust department or agent but not in the System’s name.

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

More than five percent (5%) of the individual institution’s investments were invested in the following single issuers at June 30, 2022:

Institution	Issuer	Percentage of Total Investments
ETSU	Federal Farm Credit Bank	45%
	Federal Home Loan Bank	24%
	Federal Home Loan Mortgage Co.	16%
	Federal National Mortgage Assoc.	15%
TSU	Federal Home Loan Mortgage Co.	45%
	Federal National Mortgage Assoc.	43%
	Federal Home Loan Bank	5%

Alternative Investments

The System has investments in alternative investments. The estimated fair value of these assets is \$1,033,098.30 at June 30, 2022.

The System believes that the carrying amount of its alternative investments is a reasonable estimate of fair value as of June 30, 2022. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. These investments are made in accordance with the System’s investment policy that approves the allocation of funds to various asset classes to ensure the proper level of diversification. These investments are designed to enhance diversification and provide reductions in overall portfolio volatility. These fair values are estimated using various valuation techniques.

4. Fair Value Measurement

The System categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The System has the following recurring fair value measurements as of June 30, 2022:

	June 30, 2022	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at the Net Asset Value (NAV)
<b>Assets by Fair Value Level</b>					
Debt Securities					
US Treasury	\$ 118,954,086.15	\$ 118,954,086.15			
US Agencies	141,868,680.12	59,735,600.00	82,133,080.12		
Corporate bonds	9,773.20		9,773.20		
Mutual bond funds	2,739,239.88	1,308,109.46	318,399.01		1,112,731.41
<b>Total debt securities</b>	<b>263,571,779.35</b>	<b>179,997,795.61</b>	<b>82,461,252.33</b>		<b>1,112,731.41</b>
Equity Securities					
Mutual equity funds	32,650,157.28	32,643,487.57	6,669.71		
Hedge funds	843,595.30			843,595.30	
Other	1,574,499.82	1,384,996.82		189,503.00	
<b>Total equity securities</b>	<b>35,068,252.40</b>	<b>34,028,484.39</b>	<b>6,669.71</b>	<b>1,033,098.30</b>	
Other assets	3,040,656.40	3,040,656.40			
<b>Total assets</b>	<b>\$ 301,680,688.15</b>	<b>\$ 217,066,936.40</b>	<b>\$ 82,467,922.04</b>	<b>\$ 1,033,098.30</b>	<b>\$ 1,112,731.41</b>

Assets and liabilities classified in Level 1 of the fair value hierarchy are valued using prices quoted in active markets for those securities. Assets and liabilities classified in Level 2 of the fair value hierarchy are valued at amounts provided by statements from investment companies and use of a third-party investment manager (US agencies), use of a third-party investment manager (US Treasuries), price quotes for identical or similar assets in non-active markets (corporate bonds), use of third-party pricing services and guidance provided by custodians and trading counterparties for fair value estimates (mutual bond funds and mutual equity funds). Assets and liabilities classified in Level 3 are valued based on modelling techniques that are unobservable to the System. These values are obtained from independent valuation services or provided by an external source.

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

Assets and Liabilities Measured at the NAV	Fair Value	Unfunded Commitments	Redemption Frequency (if currently eligible)	Redemption Notice Period
Mutual bond funds	\$ 1,112,731.41	-	Monthly	5 business days

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

5. Accounts, Notes, and Grants Receivable

Accounts receivable included the following:

	June 30, 2022
Student accounts receivable	\$ 98,612,238.44
Grants receivable	112,356,288.17
Notes receivable	1,371,374.04
Lease receivable	798,897.97
Other receivables	25,053,941.61
Subtotal	238,192,740.23
Less allowance for doubtful account	(44,360,796.22)
Total	\$ 193,831,944.01

Federal Perkins Loan Program funds include the following:

	June 30, 2022
Perkins loans receivable	\$ 10,362,688.77
Less allowance for doubtful accounts	(7,211,085.70)
Total	\$ 3,151,603.07

Of the \$196,983,547.08 total accounts, notes, and grants receivable, \$195,262.66 is held by the fiduciary fund.

6. Pledges Receivable

Pledges receivable are promises of private donations that are reported as a receivable and revenue, net of the estimated uncollectible allowance of \$0.00 at June 30, 2022.

7. Capital Assets

Capital asset activity for the year ended June 30, 2022, was as follows:

	Beg Balance	Additions	Transfers	Reductions	End Balance
Land	\$ 162,924,220.10	\$ 1,289,660.25	\$ 22,417.81	\$ (5,368.99)	\$ 164,230,929.17
Improvements/infrastructure	622,014,700.08	23,402,780.23	20,265,303.50	(171,794.39)	665,510,989.42
Leasehold improvements	5,993,140.76	-	-		5,993,140.76
Buildings	4,086,219,491.04	33,937,033.27	53,647,129.77	(1,712,178.44)	4,172,091,475.64
Equipment	472,620,076.75	46,871,176.03	889,783.92	(13,461,615.85)	506,919,420.85
Library holdings	25,759,251.39	2,013,236.02		(3,710,414.60)	24,062,072.81
Intangible assets	65,072,192.28	1,679,966.98		(202,827.20)	66,549,332.06
Art & historical collections	2,641,747.12			(25,000.00)	2,616,747.12
Projects in progress	205,207,901.62	146,420,987.55	(74,824,635.00)	(52,390.34)	276,751,863.83
Right-to-use asset - land	63,062.30				63,062.30
Right-to-use asset - infrastructure	797,618.72	1,140,120.77			1,937,739.49
Right-to-use asset - buildings	4,530,815.80	14,416,514.96		(165,431.01)	18,781,899.75
Right-to-use asset - equipment	442,590.37	4,548,289.76		(849,475.38)	4,141,404.75
Total	5,654,286,808.33	275,719,765.82		(20,356,496.20)	5,909,650,077.95
Less accumulated depreciation/amortization:					
Improvements/infrastructure	321,810,027.30	27,111,945.72		(108,666.08)	348,813,306.94
Leasehold improvements	1,760,713.73	397,215.88			2,157,929.61
Buildings	1,415,661,218.24	69,838,493.43		(1,666,206.58)	1,483,833,505.09
Equipment	337,293,097.33	29,686,618.61		(12,467,346.86)	354,512,369.08
Library holdings	15,695,011.86	2,424,244.13		(3,710,414.70)	14,408,841.29
Intangible assets	48,827,429.75	3,759,032.95		(202,827.20)	52,383,635.50
Art & historical collections	20,969.53	6,111.50			27,081.03
Right-to-use asset - land		6,306.24			6,306.24
Right-to-use asset - infrastructure		410,601.61			410,601.61
Right-to-use asset - buildings		2,492,511.32			2,492,511.32
Right-to-use asset - equipment	38,801.95	1,034,554.53			1,073,356.48
Total	2,141,107,269.69	137,167,635.92		(18,155,461.42)	2,260,119,444.19
Capital assets, net	\$ 3,513,179,538.64	\$ 138,552,129.90		\$ (2,201,034.78)	\$ 3,649,530,633.76

8. Leases

Leases Receivable

The System leases property, buildings, and classroom space, to various third parties, the terms of which expire in various years through 2028. Payments increase annually based upon such items as the lessee's enrollment, an agreed-upon interest rate, or the annual rate for maintenance, operations, utilities, and janitorial expenses as approved by the Tennessee Higher Education Commission. One lease included usage-based payments that are not included in the measurement of a lease receivable because the payments are not fixed in substance. The leases were measured based upon various factors at commencement. One lease includes options to extend for an additional 5-year period, representing increments of no more than one year and a total contract term of no more than 10 years.

Revenue recognized under lease contracts during the year ended June 30, 2022, was \$174,138.80, which includes both lease revenue and interest. The System recognized lease revenue of \$55,493.21 for the year ended June 30, 2022 for variable payments, residual value guarantees, and/or termination penalties not previously included in the measurement of the lease receivable.

Lease Liabilities

The System leases equipment, buildings, and classroom space, the terms of which expire in various years through 2036. Variable payments of certain leases are based upon such items as an incremental borrowing rate, usage, and common-area maintenance charges. Variable payments are not included in the lease liability because they are not fixed in substance.

During the year ended June 30, 2022, the university/college recognized \$282,953.47 of rental expense for variable payments, residual value guarantees and/or termination penalties not previously included in the measurement of the lease liability.

The following is a schedule by year of payments under the leases as of June 30, 2022:

For the Year(s) Ended June 30	Principal	Interest	Total
2023	\$ 3,632,136.46	\$ 314,459.29	\$ 3,946,595.75
2024	3,609,935.76	259,959.52	3,869,895.28
2025	3,364,461.94	209,569.24	3,574,031.18
2026	3,009,281.15	159,714.21	3,168,995.36
2027	1,371,800.45	137,888.61	1,509,689.06
2028-2032	5,156,516.39	293,795.33	5,450,311.72
2033-2037	333,016.43	55,333.57	388,350.00
2038-2044	250,348.00	14,954.00	265,302.00
<b>Total</b>	<b>\$ 20,727,496.58</b>	<b>\$ 1,445,673.77</b>	<b>\$ 22,173,170.35</b>

9. Accounts Payable

Accounts payable included the following:

	June 30, 2022
Vendors payable	\$ 53,145,041.36
Unapplied student payments	1,637,547.12
Other payables	6,205,580.41
<b>Total</b>	<b>\$ 60,988,168.89</b>

Of the \$60,988,168.89 total accounts payable, \$1,300,473.70 is held by the fiduciary fund.

10. Long-term Liabilities

Long term liability activity for the year ended June 30, 2022, was as follows:

	Beg Balance	Additions	Reductions	End Balance	Current
Payables:					
Notes payable		\$ 283,377.54	\$ (134,954.36)	\$ 148,423.18	\$ 72,910.38
TSSBA debt:					
Bonds	\$ 665,436,032.27	630,177.36	(39,742,385.96)	626,323,823.67	44,344,771.77
Unamortized premium	69,138,116.55		(6,670,603.25)	62,467,513.30	
Revolving facility credit	52,905,206.41	34,423,566.31	(2,860,000.00)	84,468,772.72	
GO debt:					
Commercial paper	1,108,219.30		(340,349.00)	767,870.30	
Subtotal	788,587,574.53	35,337,121.21	(49,748,292.57)	774,176,403.17	44,417,682.15
Other liabilities:					
Compensated absences	88,265,919.33	48,985,331.88	(49,486,992.33)	87,764,258.88	17,153,731.07
Due to grantor	10,726,315.54	528,088.58	(4,569,332.71)	6,685,071.41	392,518.93
Unearned revenue	81,679,341.01	90,866,510.91	(78,915,220.22)	93,630,631.70	93,455,631.70
<b>Total</b>	<b>\$ 969,259,150.41</b>	<b>\$ 175,717,052.58</b>	<b>\$ (182,719,837.83)</b>	<b>\$ 962,256,365.16</b>	<b>\$ 155,419,563.85</b>



Notes Payable

The System, on behalf of East Tennessee State University, borrowed funds to purchase equipment. The note bears an annually adjusted interest rate of 4.1% of the prime rate (not to exceed 4.1%), a face amount of \$148,423.18, a minimum annual debt service of \$78,934.28, and a due date of June 2024. The university’s share of the note was \$148,423.18. The balance owed by the university was \$148,423.18 at June 30, 2022.

Debt service requirements to maturity for all notes payable at June 30, 2022, are as follows:

For the Year(s) Ended June 30	Principal	Interest	Total
2023	\$ 72,910.38	\$ 6,023.90	\$ 78,934.28
2024	75,512.80	3,421.48	78,934.28
<b>Total</b>	<b>\$ 148,423.18</b>	<b>\$ 9,445.38</b>	<b>\$ 157,868.56</b>

TSSBA Debt - Bonds Payable

Bonds, with interest rates ranging from 0.17% to 5.00%, were issued by the Tennessee State School Bond Authority. The bonds are due serially until 2049 and are secured by pledges of the facilities’ revenues to which they relate and certain other revenues and fees of the System, including state appropriations; see Note 12 for further details. The bonded indebtedness with the Tennessee State School Bond Authority included in long-term liabilities on the Statement of Net Position is shown net of unexpended bond proceeds. The unexpended bond proceeds were \$10,256,681.81 at June 30, 2022.

Debt service requirements to maturity for the System’s portion of TSSBA bonds at June 30, 2022, are as follows:

For the Year(s) Ended June 30	Principal	Interest	Total
2023	\$ 44,344,771.77	\$ 20,904,842.82	\$ 65,249,614.59
2024	41,510,852.91	19,356,099.24	60,866,952.15
2025	42,379,193.02	17,885,352.45	60,264,545.47
2026	42,231,561.28	16,318,436.26	58,549,997.54
2027	40,990,596.03	14,745,685.65	55,736,281.68
2028-2032	152,825,086.49	50,136,525.72	202,961,612.21
2033-2037	106,320,563.52	39,044,439.72	145,365,003.24
2038-2044	92,489,405.10	22,661,680.38	115,151,085.48
2043-2047	48,891,538.60	9,159,064.73	58,050,603.33
2048-2052	14,340,254.95	1,065,365.54	15,405,620.49
<b>Total</b>	<b>\$ 626,323,823.67</b>	<b>\$ 211,277,492.51</b>	<b>\$ 837,601,316.18</b>

## TSSBA Debt – Revolving Credit Facility

The Tennessee State School Bond Authority issues loans from the revolving credit facility to finance costs of various capital projects during the construction phase. When projects are placed in service, long-term, fixed-rate debt is issued by TSSBA to finance the project over its useful payback period and the revolving credit facility debt is redeemed. The amount outstanding for projects of the System was \$84,468,772.72 at June 30, 2022. This includes \$75,000.00 in projects TSSBA has not yet withdrawn from the revolving credit facility debt.

More detailed information regarding the bonds and the revolving credit facility can be found in the notes to the financial statements in the financial report for the Tennessee State School Bond Authority. That report is available on the state’s website at <https://comptroller.tn.gov/boards/tennessee-state-school-bond-authority/investor-information/tssba-financial-reports.html>.

## General Obligation Debt - Commercial Paper

The Tennessee State Funding Board issues commercial paper for, among other things, acquisition of certain sites and existing structures for expansion purposes for the TBR on behalf of the System. The amount outstanding for projects of the System was \$767,870.30 at June 30, 2022. More detailed information regarding the commercial paper can be found in the notes to the financial statements in the financial report for the Tennessee State Funding Board. The Tennessee Annual Comprehensive Financial Report is available on the state’s website at <https://www.tn.gov/finance/rd-doa/fa-accfin-ar.html>.

### 11. Endowments

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

While some institutions spend all investment income, others choose to spend only a portion of the investment income (including changes in the value of investments) each year. Under the various spending plans established by each institution, different percentages and/or amounts have been authorized for expenditure. The remaining amounts, if any, are retained to be used in future years when the amount computed using the spending plan exceeds the investment income. At June 30, 2022, net appreciation of \$2,079,548.61 is available to be spent, of which \$1,604,308.93 is included in restricted net position expendable for scholarships and fellowships, \$24,291.16 is included in restricted net position expendable for instructional departmental uses, \$295,253.02 is included in restricted net position expendable for loans, \$24,044.34 is included in restricted net position expendable for other, and \$131,651.16 is included in unrestricted net position.

### 12. Pledged Revenues

The System has pledged certain revenues and fees, including state appropriations, to repay \$626,323,823.67 in bonds issued from October 1998 to August 2022. Proceeds from the bonds provided financing for various projects. The bonds are payable through 2050. Annual principal and interest payments on the bonds are expected to require approximately 3.0% of available revenues. The total principal and interest remaining to be paid on the bonds is \$837,601,316.18. Principal and interest paid for the current year and total available revenues were \$61,328,693.36 and \$2,043,461,922.07, respectively.

13. Pension Plans

Defined Benefit Plans

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

General Information about the Pension Plan

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

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

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

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

Plus:

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

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

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

Contributions - Contributions for state employees and higher education employees are established in the statutes governing the TCRS and may only be changed by the Tennessee General Assembly. The System’s employees are non-contributory, as are most members in the Closed State and Higher Education Employee Pension Plan. State and higher education agencies make employer contributions at the rate set by the Board of Trustees as determined by an actuarial valuation. By law, employer contributions for the Closed State and Higher Education Employee Pension Plan are required to be paid. Employer contributions by the System for the year ended June 30, 2022, to the Closed State and Higher Education Employee Pension Plan were \$110,346,627.62, which is 32.48 percent of covered payroll. This amount includes the System’s allocation of \$40,702,893.42 from a one-time \$250 million state appropriation made by the State to the Closed State and Higher Education Pension plan. The employer rate, when combined with member contributions, is expected to finance the costs of benefits earned by members during the year, the cost of administration, as well as an amortized portion of any unfunded liability.

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

Pension liability/(asset). At June 30, 2022, the System reported an asset of (\$102,193,246.03) for its proportionate share of the net pension liability/(asset). The net pension liability/(asset) was measured as of June 30, 2021, and the total pension liability/(asset) used to calculate the net pension liability/(asset) was determined by an actuarial valuation as of that date. The System’s proportion of the net pension liability/(asset) was based on the proportion of the System’s contributions during the year ended June 30, 2021 to the pension plan relative to the contributions of all participating state and higher education agencies. At the June 30, 2021, measurement date, the System’s proportion was 16.70 percent. The proportion measured as of June 30, 2020, was 16.68 percent.

Pension expense/(negative pension expense). For the year ended June 30, 2022, the System recognized a negative pension expense of (\$12,736,063.00).

Deferred outflows of resources and deferred inflows of resources. For the year ended June 30, 2022, the System reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 2,196,364.00	\$ 24,932,679.00
Net difference between projected and actual earnings on pension plan investments		354,684,775.00
Changes in assumptions	107,970,812.08	
Changes in proportion of Net Pension Liability /(Asset)	3,349,420.00	4,067,774.00
System's contributions subsequent to the measurement date of June 30, 2021	110,346,627.62	
<b>Total</b>	<b>\$ 223,863,223.70</b>	<b>\$ 383,685,228.00</b>

Deferred outflows of resources, resulting from the System’s employer contributions of \$110,346,627.62 subsequent to the measurement date will be recognized as a decrease in net pension liability in the year ended June 30, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ended June 30:	
2023	(47,784,694.00)
2024	(42,757,458.00)
2025	(84,006,054.00)
2026	(95,682,860.00)
2027	-
Thereafter	-

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

Actuarial assumptions. The total pension liability as of the June 30, 2021, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.5 percent
Salary increases	Graded salary ranges from 8.72 to 3.44 percent based on age, including inflation, averaging 4.00 percent
Investment rate of return	6.75 percent, net of pension plan investment expenses, including inflation
Cost-of-Living Adjustment	2.125 percent

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

The actuarial assumptions used in the June 30, 2021, actuarial valuation were based on the results of an actuarial experience study performed for the period July 1, 2016 through June 30, 2020. As a result of the 2020 actuarial experience study, investment and demographic assumptions were adjusted to more closely reflect actual and expected future experience.

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees in conjunction with the June 30, 2020 actuarial experience study. A blend of future capital market projections and historical market returns was used in a building-block method in which a best-estimate of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) is developed for each major asset class. These best estimates are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation of 2.25 percent. The best-estimates of geometric real rates of return and the TCRS investment policy target asset allocation for each major asset class are summarized in the following table:

Asset Class	Long-Term Expected Real Rate of Return	Target Allocation
U.S. equity	4.88%	31%
Developed market international equity	5.37%	14%
Emerging market international equity	6.09%	4%
Private equity and strategic lending	6.57%	20%
U.S. fixed income	1.20%	20%
Real estate	4.38%	10%
Short-term securities	0.00%	1%
		100%

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees as 6.75 percent based on a blending of the factors described above.

Discount rate - The discount rate used to measure the total pension liability was 6.75 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current rate and that contributions from all state and higher education agencies will be made at the actuarially determined contribution rate in accordance with the funding policy of the TCRS Board of Trustees and as required to be paid by state statute. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make projected future benefit payments of current active and inactive members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the proportionate share of net pension liability (asset) to changes in the discount rate. The following presents the System's proportionate share of the net pension liability (asset) calculated using the discount rate of 6.75 percent, as well as what the System's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is one-percentage-point lower (5.75 percent) or one-percentage-point higher (7.75 percent) than the current rate:

	1% Decrease (5.75%)	Current Discount Rate (6.75%)	1% Increase (7.75%)
The System's proportionate share of the net pension liability (asset)	\$252,105,003.00	(\$102,193,246.03)	(\$411,393,377.00)

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

Payable to the Pension Plan

At June 30, 2022, the System reported a payable of \$3,625,981.96 for the outstanding amount of legally required contributions to the pension plan required for the year ended June 30, 2022.

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

General Information about the Pension Plan

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

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

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

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

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

make employer contributions at the rate set by the Board of Trustees as determined by an actuarial valuation. By law, employer contributions for the State and Higher Education Employee Retirement Plan are required to be paid. Employer contributions by the System for the year ended June 30, 2022, to the State and Higher Education Employee Retirement Plan were \$5,043,822.43, which is 1.89 percent of covered payroll. The employer rate, when combined with member contributions, is expected to finance the costs of benefits earned by members during the year, the cost of administration, as well as an amortized portion of any unfunded liability.

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

Pension liabilities (assets). At June 30, 2022, the System reported an asset of (\$15,108,545.41) for its proportionate share of the net pension asset. The net pension asset was measured as of June 30, 2021, and the total pension asset used to calculate the net pension asset was determined by an actuarial valuation of that date. The System’s proportion of the net pension asset was based on the proportion of the System’s contributions during the year ended June 30, 2021 to the pension plan relative to the contributions of all participating state and higher education agencies. At the June 30, 2021 measurement date, the System’s proportion was 17.83 percent. At the June 30, 2020, measurement date, the System’s proportion was 17.42 percent.

Pension expense. For the year ended June 30, 2022, the System recognized a pension expense of \$1,918,874.00.

Deferred outflows of resources and deferred inflows of resources. For the year ended June 30, 2022, the System reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 376,182.00	\$ 1,783,453.00
Net difference between projected and actual earnings on pension plan investments		8,606,197.00
Changes in assumptions	4,342,766.00	
Changes in proportion of Net Pension Liability /(Asset)	444,021.00	731,936.00
System's contributions subsequent to the measurement date of June 30, 2021	5,043,822.43	
<b>Total</b>	<b>\$ 10,206,791.43</b>	<b>\$ 11,121,586.00</b>

The System’s employer contributions of \$5,043,822.43 reported as pension related deferred outflows of resources, subsequent to the measurement date, will be recognized as a reduction in net pension liability in the year ended June 30, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:



Year Ended June 30:	
2023	(1,762,946.00)
2024	(1,719,024.00)
2025	(1,668,013.00)
2026	(1,908,607.00)
2027	385,398.00
Thereafter	729,577.00

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

Actuarial assumptions. The total pension liability (asset) as of the June 30, 2021 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.25 percent
Salary increases	Graded salary ranges from 8.72 to 3.44 percent based on age, including inflation, averaging 4.00 percent
Investment rate of return	6.75 percent, net of pension plan investment expenses, including inflation
Cost-of Living Adjustment	2.125 percent

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

The actuarial assumptions used in the June 30, 2021 actuarial valuation were based on the results of an actuarial experience study performed for the period July 1, 2016 through June 30, 2020. As a result of the 2020 actuarial experience study, investment and demographic assumptions were adjusted to more closely reflect actual and expected future experience.

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees in conjunction with the June 30, 2020 actuarial experience study. A blend of future capital market projections and historical market returns was using in a building-block method in which a best-estimate of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) is developed for each major asset class. These best-estimates are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation of 2.25 percent. The best-estimates of geometric real rates of return and the TCRS investment policy target asset allocation for each major asset class are summarized in the following table:

Asset Class	Long-Term Expected Real Rate of Return	Target Allocation
U.S. equity	4.88%	31%
Developed market international equity	5.37%	14%
Emerging market international equity	6.09%	4%
Private equity and strategic lending	6.57%	20%
U.S. fixed income	1.20%	20%
Real estate	4.38%	10%
Short-term securities	0.00%	1%
		100%

The long-term expected rate of return on pension plan investments was established by the TCRS Board of Trustees as 6.75 percent based on a blending of the factors described above.

Discount rate. The discount rate used to measure the total pension liability/(asset) was 6.75 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current rate and that contributions from all state and higher education agencies will be made at the actuarially determined contribution rate in accordance with the funding policy of the TCRS Board of Trustees and as required to be paid by state statute. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make projected future benefit payments of current active and inactive members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability/(asset).

Sensitivity of the proportionate share of net pension liability (asset) to changes in the discount rate. The following presents the System's proportionate share of the net pension liability (asset) calculated using the discount rate of 6.75 percent, as well as what the System's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is one-percentage-point lower (5.75 percent) or one-percentage-point higher (7.75 percent) than the current rate:

	1% Decrease (5.75%)	Current Discount Rate (6.75%)	1% Increase (7.75%)
The System's proportionate share of the net pension liability (asset)	\$2,334,344.00	(\$15,108,545.41)	(\$28,295,734.00)

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

Payable to the Pension Plan. At June 30, 2022, the System reported a payable of \$659,608.25 for the outstanding amount of legally required contributions to the pension plan required at the year ended June 30, 2022.

Total defined benefit pension expense – The total pension expense for the year ended June 30, 2022, for all defined benefit pension plans was (\$10,817,189.00).

### **Federal Retirement Program**

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

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

Funding Policy – Participating employees and Tennessee State University are required to contribute to the CSRS plan. Contribution requirements are established and may be amended by federal statutes. Tennessee State University was required to contribute 7% of covered payroll to the CSRS plan, and employees were required to contribute 7% of covered payroll. Contributions for the year ended June 30, 2022 were \$10,217.84, which consisted of \$5,108.92 from the university and \$5,108.92 from the employees. Contributions for the year ended June 30, 2021 were \$26,041.52, which consisted of \$13,020.76 from the university and \$13,020.76 from the employees. Contributions met the requirements for each year. No payables were outstanding at year end, as all contributions were paid within the fiscal year.

### **Defined Contribution Plans**

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

Funding Policy – For employees employed prior to July 1, 2014, plan members are noncontributory. The System contributes 10 percent of the employee's base salary up to the social security wage base and 11 percent above the social security wage base. For employees hired after June 30, 2014, plan members will contribute 5 percent to the ORP and the System will contribute 9 percent of the employee's base salary. The required contributions made to the ORP were \$49,229,116.95 for the year ended June 30, 2022, and \$49,644,507.42 for the year ended June 30, 2021. Contributions met the requirements for each year.

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

Payable to the Plan – At June 30, 2022, the System reported a payable of \$2,056,933.25 for the outstanding amount of legally required contributions to the plan required for the year then ended.

14. Other Employee Benefits

Deferred Compensation Plans

Employees are offered three deferred compensation plans. The System, through the State of Tennessee, provides two plans, one established pursuant to IRC, Section 457, and the other pursuant to IRC, Section 401(k). The third plan is administered by the System and was established in accordance with IRC, Section 403(b). The plans are outsourced to third-party vendors, and the administrative costs assessed by the vendors of these plans are the responsibility of plan participants. Section 401(k), Section 403(b), and Section 457 plan assets remain the property of the contributing employees; therefore, they are not presented in the accompanying financial statements. IRC Sections 401(k), 403(b) and 457 establish participation, contribution, and withdrawal provisions for the plans. The System provides up to a \$50 monthly employer match for employees who participate in the state's 401(k) plan. Employees hired before July 1, 2014, voluntarily participate in the state's 401(k) plan. Pursuant to Public Chapter No. 259 of Public Acts of 2013, employees hired after June 30, 2014, are automatically enrolled in the state's 401(k) plan and contribute 2% of their salary, with the employer contributing an additional non-matching 5% for employees who elect to be in the TCRS pension plan. Employees may opt out of the 2% auto enrollment. Such contribution rates may only be amended by the Tennessee General Assembly. There are certain automatic cost controls and unfunded liability controls in the defined benefit plan where the employees participate that may impact the non-matching 5% employer contribution to the 401(k) plan. Employees will vest immediately to both the employee and employer contributions. During the year ended June 30, 2022, contributions totaling \$36,145,323.18 were made by employees participating in the plan, with a related match of \$19,708,369.97 made by the System. During the year ended June 30, 2021, contributions totaling \$34,016,862.06 were made by employees participating in the plan, with a related match of \$17,767,015.03 made by the System.

Payable to the Plan – At June 30, 2022 and June 30, 2021, the System reported a payable of \$1,549,308.65 and \$1,635,237.19, respectively, for the outstanding amount of legally required contributions to the plan required for the year then ended.

15. Other Postemployment Benefits (OPEB)

**Closed State Employee Group OPEB Plan**

General information about the OPEB plan

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

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

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

**Contributions** - Annually, an insurance committee, created in accordance with Tennessee Code Annotated (TCA) 8-27-201, establishes the required contributions to the plan by member employees through the premiums established to approximate claims cost for the year. Pre-age 65 retired members of the EGOP pay a premium based on a blended rate that considers the cost of active and retired employees as well as their individual years of service. Therefore, retirees pay either 20 percent, 30 percent, 40 percent or 100 percent of the appropriate premium rate. These payments are deposited into the OPEB Trust. Employers contribute to the OPEB Trust based on an actuarially determined contribution (ADC) rate calculated in a manner to meet the funding goals of the state. The total ADC rate for plan employers for the fiscal year ended June 30, 2022 was \$126.3 million. The System's share of the ADC was \$23,355,482.04. During the fiscal year the System contributed \$23,355,207.08 to the OPEB Trust. The state general assembly has the authority to change the contribution requirements of the employers participating in the EGOP.

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

**Proportionate share** - The System's proportion and proportionate share of the collective total OPEB liability, related to the EGOP, is 16.64% and \$118,695,946.27 respectively. The proportion existing at the prior measurement date was 16.17%. This represents in a change in proportion of 0.47% between the current and prior measurement dates. The System's proportion of the collective total OPEB liability was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected share of contributions of all participating employers, actuarially determined. The collective total OPEB liability was determined by an actuarial valuation with a valuation date of June 30, 2021 and measurement date of June 30, 2021.

**OPEB expense** - For the fiscal year ended June 30, 2022, the System recognized OPEB expense of \$2,701,154.95.

**Deferred outflows of resources and deferred inflows of resources** - For the fiscal year ended June 30, 2022, the System reported deferred outflows of resources and deferred inflows of resources related to OPEB paid by the EGOP from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 184,579.39	\$ 11,526,774.53
Changes in assumptions	7,843,436.51	29,289,423.68
Net difference between actual and projected investment earnings	30,986.00	8,248,058.60
Changes in proportion and differences between benefits paid and proportionate share of benefits pd	22,604,897.68	29,879,264.72
Contributions subsequent to the measurement date	23,355,207.08	
<b>Total</b>	<b>\$ 54,019,106.66</b>	<b>\$ 78,943,521.53</b>

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

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

For the year ended June 30:

2023	(12,135,920.00)
2024	(12,135,909.00)
2025	(12,164,860.00)
2026	(12,030,122.00)
2027	(79,706.00)
Thereafter	128,123.51

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

**Actuarial assumptions** - The collective total OPEB liability in the June 30, 2021 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.25%
Salary increases	Graded salary ranges from 3.44 to 8.72 percent based on age, including inflation, averaging 4 percent
Healthcare cost trend rates	7.36% for 2022, decreasing annually to an ultimate rate of 4.50% for 2029 and later years

Retiree's share of benefit-related costs

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

Unless noted otherwise, the actuarial demographic assumptions used in the June 30, 2021, valuations were the same as those employed in the July 1, 2017 Pension Actuarial Valuation of the Tennessee Consolidated Retirement System (TCRS). These assumptions were developed by TCRS based on the results of an actuarial experience study for the period July 1, 2012 - June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience. Mortality tables are used to measure the probabilities of participants dying before and after retirement. The mortality rates employed in this valuation are taken from the PUB-2010 Headcount-Weighted Employee mortality table for General Employees for non-disabled pre-retirement mortality, with mortality projected generationally with MP-2020 from 2010. Post-retirement tables are Headcount Weighted Below Median Healthy Annuitant and adjusted with a 6% load for males and a 14% load for females, projected generationally from 2010 with MP-2020. Mortality rates for impaired lives are the same as those used by TCRS and are taken from a gender distinct table published in the IRS Ruling 96-7 for disabled lives with a 10% load, projected generationally from 2018 with MP-2020.

**Long-term expected rate of return** - The long-term expected rate of return of 6 percent on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. TCA 8-27-802 establishes the responsibility of the trustees to adopt written investment policies authorizing how assets in the OPEB Trust may be invested and reinvested by the State Treasurer. The treasurer may invest trust assets in any security or investment in which the Tennessee Consolidated Retirement System (TCRS) is permitted to invest, provided that investments by the OPEB Trust shall be governed by the investment policies and guidelines adopted by the trustees. Any changes to the investment policy will be the responsibility of the established trustees. The OPEB Trust investment policy target asset allocation and allocation range for each major asset class is summarized in the following table:

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

The best-estimates of geometric real rates of return for each major asset class included in the OPEB Trust target asset allocation are summarized in the following table:

Asset Class	Long-term Expected Real Rate of Return
U.S. equity	4.10%
Developed market international equity	4.81%
Emerging market international equity	5.33%
Cash (Govt)	-0.22%
Private equity and strategic lending	3.71%
U.S. fixed income	0.32%
Real estate	2.91%

**Discount rate** - The discount rate used to measure the net OPEB liability was 6%. This is the same rate used at the prior measurement date. The projection of cash flows used to determine the single discount rate assumed that employer contributions will be made at rates equal to the ADC rates pursuant to an actuarial valuation in accordance with the state's funding goals. Inactive plan members are assumed to contribute their share of the premium rate for the coverage option in which they are enrolled. Based on those assumptions, the OPEB Trust fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB Trust investments was applied to all periods of projected benefit payments to determine the net OPEB liability.

**Changes in assumptions** - The long-term inflation rate was increased from 2.1% to 2.25%. Other changes in assumptions include changes made to the medical and drug trend rates, and coverage and acceptance rates to reflect more recent experience and subsidy amounts. Also, changes in retirement, withdrawal and mortality rates were made to match those provided by TCRS. The net change in liability as a result of these changes is not considered significant.



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

	<b>1% Decrease (5.0%)</b>	<b>Discount Rate (6.0%)</b>	<b>1% Increase (7.0%)</b>
Proportionate share of the collective total OPEB liability	\$131,573,913.15	\$118,695,946.27	\$106,744,001.15

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

	<b>1% Decrease (6.36% decreasing to 3.50%)</b>	<b>Healthcare Cost Trend Rates (7.36% decreasing to 4.50%)</b>	<b>1% Increase (8.36% decreasing to 5.50%)</b>
Proportionate share of the collective total OPEB liability	\$101,959,626.15	\$118,965,946.27	\$137,827,828.15

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

**Closed Tennessee Plan**

General information about the OPEB plan

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

**Benefits provided** - The TNP is offered to help fill most of the coverage gaps created by Medicare and is the only postemployment benefit provided to eligible post-65 retired and disabled employees of participating employers. This plan does not include pharmacy. In accordance with Tennessee Code Annotated (TCA) 8-27-209, benefits are established and amended by cooperation of insurance committees created by TCA 8-27-201, 8-27-301 and 8-27-701. Retirees and disabled employees of the state, component units, local education agencies, and certain local governments who have reached the age of 65, are Medicare eligible and also

receive a benefit from the Tennessee Consolidated Retirement System may participate in this plan. All plan members receive the same plan benefits at the same premium rates. Many retirees receive direct subsidies toward their premium cost, however, participating employers determine their own policy in this regard. The primary government contributes to the premiums of component unit retirees based on years of service. Therefore, retirees with 30 years of service receive \$50 per month; 20 but less than 30 years, \$37.50; and 15 but less than 20 years, \$25. The System does not provide any subsidies for retirees in the TNP. The primary government paid \$1,447,838.00 for OPEB as the benefits came due during the reporting period. This plan is funded on a pay-as-you-go basis and there are no assets accumulating in a trust that meets the criteria of paragraph 4 of GASB Statement No. 75.

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

Total OPEB Liability and OPEB Expense

**Proportionate share** - The primary government is entirely responsible for the TNP OPEB liability associated with the System’s employees. The primary government’s proportionate share of the total OPEB liability associated with the System was \$36,361,202.00. At the June 30, 2021, measurement date, the proportion of the collective total OPEB liability associated with the System was 1.1571%. This represents a change of (0.0225%) from the prior proportion of 1.1797%. The System’s proportion of the collective total OPEB liability was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected share of contributions of all participating employers, actuarially determined. The collective total OPEB liability was determined by an actuarial valuation with a valuation date of June 30, 2021 and measurement date of June 30, 2021.

**Actuarial assumptions** - The total OPEB liability in the June 30, 2021 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.25%
Salary increases	Graded salary ranges from 3.44 to 8.72 percent based on age, including inflation, averaging 4 percent
Healthcare cost trend rates	The premium subsidies provided to retirees in the Tennessee Plan are assumed to remain unchanged for the entire projection; therefore trend rates are not applicable.

Unless noted otherwise, the actuarial demographic assumptions used in the June 30, 2021, valuations were the same as those employed in the July 1, 2017 Pension Actuarial Valuation of the Tennessee Consolidated Retirement System (TCRS) for Group I employees. These assumptions were developed by TCRS based on the results of an actuarial experience study for the period July 1, 2012 - June 30, 2016. The demographic assumptions were adjusted to more closely reflect actual and expected future experience. Mortality tables are used to measure the probabilities of participants dying before and after retirement. The mortality rates employed in this valuation are taken from the PUB-2010 Headcount-Weighted Employee mortality table for General Employees for non-disabled pre-retirement mortality, with mortality improvement projected generationally with MP-2020 from 2010. Post-retirement tables are Headcount-Weighted Below Median Healthy Annuitant and adjusted with a 6% load for males and a 14% load for females., projected generationally from 2010 with MP-2020. Mortality rates for impaired lives are the same

as those used by TCRS and are taken from a gender distinct table published in the IRS Ruling 96-7 for disabled lives with a 10% load, projected generationally from 2018 with MP-2020.

**Discount rate** - The discount rate used to measure the total OPEB liability was 2.16 percent. This rate reflects the interest rate derived from yields on 20-year, tax-exempt general obligation municipal bonds, prevailing on the measurement date, with an average rating of AA/Aa as shown on the Bond Buyer 20-Year Municipal GO AA index.

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

	<b>1% Decrease (1.16%)</b>	<b>Discount Rate (2.16%)</b>	<b>1% Increase (3.16%)</b>
Primary government share of the collective total OPEB liability	\$40,958,722.00	\$36,361,202.00	\$32,482,217.00

**OPEB expense** - For the fiscal year ended June 30, 2022, the primary government recognized OPEB expense of \$1,426,118.00 for employees of the System participating in the TNP.

**Total OPEB Expense** - The total OPEB expense for the year ended June 30, 2021, was \$4,127,272.95, which consisted of OPEB expense of \$2,701,154.95 for the EGOP and \$1,426,118.00 paid by the primary government for the TNP.

16. Revenues

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

Revenue Source	Gross Revenue	Less Scholarship Allowances	Less Uncollectible Debts	Net Revenue
Operating revenues:				
Tuition and fees	\$ 1,162,385,064.16	\$ (503,497,251.60)	\$ (9,768,381.63)	\$ 649,119,430.93
Non-govt grants and contracts	41,278,214.51		74,166.94	41,352,381.45
Sales & services - ed activity	32,243,102.69		(10,406.80)	32,232,695.89
Sales & services - other activity	100,376,776.48		23,564.24	100,400,340.72
Residential life	80,812,817.53	(31,848,144.46)	38,899.07	49,003,572.14
Bookstore	8,765,774.07	(3,465,020.63)	(579.52)	5,300,173.92
Food services	34,487,194.49		(7,539.49)	34,479,655.00
Wellness facility	7,180,080.30	(1,396,828.50)	(858.12)	5,782,393.68
Other auxiliaries	21,558,609.03		10,487.68	21,569,096.71
Interest earned on loans	237,975.89		110,446.47	348,422.36
<b>Total</b>	<b>\$ 1,489,325,609.15</b>	<b>\$ (540,207,245.19)</b>	<b>\$ (9,530,201.16)</b>	<b>\$ 939,588,162.80</b>

17. Chairs of Excellence

The System had \$203,041,478.80 on deposit at June 30, 2022, with the State Treasurer for its Chairs of Excellence program. These funds are held in trust by the state and are not included in these financial statements.

18. Insurance-Related Activities

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

The System participates in the Risk Management Fund. The fund allocates the cost of providing claims servicing and claims payment by charging a premium to the System based on a percentage of the System's expected loss costs, which include both experience and exposures. This charge considers recent trends in actual claims

experience of the state as a whole. An actuarial valuation is performed as of fiscal year-end to determine the fund liability and premium allocation. Information regarding the determination of the claims liabilities and the changes in the balances of the claims liabilities for the year ended June 30, 2021, is presented in the Tennessee Annual Comprehensive Financial Report. The ACFR is available on the state's website at <https://www.tn.gov/finance/rd-doa/fa-accfin-cafr.html>. Since the System participates in the Risk Management Fund, it is subject to the liability limitations under the provisions of the Tennessee Claims Commission Act, Tennessee Code Annotated, Section 9-8-101 et seq. Liability for negligence of the System for bodily injury and property damage is limited to \$300,000 per person and \$1,000,000 per occurrence. The limits of liability under workers' compensation are set forth in Tennessee Code Annotated, Section 50-6-101 et seq. Claims are paid through the state's Risk Management Fund. The amount of cash and cash equivalents designated for payment of claims held by the Risk Management Fund at June 30, 2021, was not available.

At June 30, 2022, the scheduled coverage for the System was \$8,989,155,438.00 for buildings and \$2,158,658,328.00 for contents.

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

19. Commitments and Contingencies

Sick Leave - The System records the cost of sick leave when paid. Generally, since sick leave (earned one day per month with unlimited accumulation) is paid only when an employee dies or is absent because of illness, injury, or related family death, there is no liability for sick leave at June 30. The dollar amount of unused sick leave was \$457,261,419.83 at June 30, 2022.

Construction in Progress - At June 30, 2022, outstanding commitments under construction contracts totaled \$634,095,314.84 for various projects of which \$388,338,649.76 will be funded by future state capital outlay appropriations.

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

20. Funds Held in Trust by Others

Tennessee Tech University (TTU) is beneficiary under the William Jenkins Estate Account. The underlying assets are not considered assets of TTU and are not included in the System's financial statements. TTU received \$3,923.25 from these funds in fiscal year 2022.

The University of Memphis (UOM) is beneficiary under the Van Vleet, the Pope M. Farrington, Herman Bendorf, and the C.M. Gooch trust funds. The underlying assets are not considered assets of UOM and are not included in the System's financial statements. UOM received \$167,398.02 from these funds in fiscal year 2022.

21. Natural Classifications with Functional Classifications

The System's operating expenses by functional classification for the year ended June 30, 2022, are as follows:

Functional Classification	Natural Classification					
	Salaries	Benefits	Other Operating	Scholarship	Depreciation	Total
Instruction	\$ 668,190,884.42	\$ 190,711,241.93	\$ 152,767,257.21	\$ 1,816,243.15		\$ 1,013,485,626.71
Research	67,433,000.76	24,256,810.34	26,052,695.83	483,180.00		118,225,686.93
Public service	51,952,629.27	14,675,173.55	33,821,215.94	77,202.58		100,526,221.34
Academic support	127,773,072.21	34,229,659.72	16,762,017.08	249,865.63		179,014,614.64
Student services	144,650,583.73	40,295,467.29	112,572,539.05	5,257,975.61		302,776,565.68
Institutional support	143,420,155.79	37,515,285.38	131,237,872.11	5,091.80		312,178,405.08
Maintenance & operation	68,532,303.52	21,453,231.35	159,796,798.10	12,250.26		249,794,583.23
Scholarships	108,892.04	53,869.14	13,151,429.37	406,337,278.28		419,651,468.83
Auxiliary	18,781,456.13	4,430,642.65	72,261,679.51	223,707.97		95,697,486.26
Depreciation					135,663,083.76	135,663,083.76
<b>Total</b>	<b>\$ 1,290,842,977.87</b>	<b>\$ 367,621,381.35</b>	<b>\$ 718,423,504.20</b>	<b>\$ 414,462,795.28</b>	<b>\$ 135,663,083.76</b>	<b>\$ 2,927,013,742.46</b>

Expenses initially incurred by the academic support function as a result of providing internal services to the other functional classifications were allocated to the other functional areas by reducing the academic support function's operating expenses by the total amount of salaries, benefits, and operating expenses incurred in the provision of these services and allocating this amount to the other functional areas' operating expenses on the basis of usage. As a result of this process, expenses totaling \$68,382,329.70 were reallocated from academic support to the other functional areas.

22. Affiliated Entity Not Included

The TCAT Foundation is a private, nonprofit foundation with the individual TCATs as the sole beneficiaries. The Foundation is controlled by a board independent of the TCATs. The financial records, investments, and other financial transactions are handled external to the TCATs and these amounts are not included in the TCAT's financial report. As reported in the Foundation's most recently financial report, at June 30, 2022, the assets of the TCAT Foundation totaled \$2,306,966.93, liabilities were \$0.00, and the net position amounted to \$2,306,966.93.

The East Tennessee State University Research Foundation is a private, nonprofit foundation with the university as the sole beneficiary. The Research Foundation is controlled by a board independent of the university. The financial records, investments, and other financial transactions are handled external to the university and these amounts are not included in the university's financial report. As reported in the Research Foundation's most recently audited financial report, at June 30, 2021, the assets of the Research Foundation totaled \$684,676.00, liabilities were \$18,156.00, and the net position amounted to \$666,520.00.

The Tennessee Tech University Agricultural Foundation is a private, nonprofit foundation with the university as the sole beneficiary. The Agricultural Foundation is controlled by a board independent of the university. The financial records, investments, and other financial transactions are handled external to the university and these amounts are not included in the university's financial report. As reported in the most recently audited financial report, at June 30, 2021, the assets of the Agricultural Foundation totaled \$1,061,058.60, liabilities were \$0.00, and the net position amounted to \$1,061,058.60.

The Bryan Symphony Orchestra Association at Tennessee Technological University, Inc. (BSOA) is a nonprofit 501(c)(3) organization controlled by a board independent of the university. The mission of the BSOA is to provide an orchestra of the highest artistic standards, provide educational experiences for a diverse audience, and to

serve as a leader and a continuing force in the Upper Cumberland region. BSOA provides support to the Bryan Symphony Orchestra jointly with Tennessee Technological University. The financial records and transactions are handled external to the university and are not included in the university's financial report.

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

23. On-Behalf Payments

During the year ended June 30, 2022, the State of Tennessee made payments of \$1,447,838.00 on behalf of the System for retirees participating in the Closed Tennessee OPEB Plan and \$40,702,893.42 on behalf of the System for the Closed State and Higher Education Employee Pension plan. The Closed Tennessee OPEB Plan is a postemployment benefit healthcare plan and is discussed further in Note 15. The payment to the Closed State and Higher Education Pension plan is the System's allocation from a one-time \$250 million state appropriation.

24. Voluntary Buyout Programs

The System had two institutions implement a voluntary buyout program during FY 2022. These two institutions include Cleveland State Community College (CLSCC) and Pellissippi State Community College (PSCC). The details of each program are provided below.

CLSCC implemented a Voluntary Buyout Plan in fiscal year 2022 as a strategy to assist the college in addressing budgetary constraints due to several years of state appropriation reductions and potential budget reductions in forthcoming fiscal years. The College had 12 employees participate in the Voluntary Buyout Plan. All 12 terminated employment by June 30, 2022.

Severance pay was payable the month following the employee separation date, between November 2021 and May 2022. Severance pay included:

- Base severance payment equal to three times the employee's monthly rate of pay in effect August 1, 2021
- Amount equivalent to the employee's next longevity payment based on their years of credible state service
- Annual leave balances, if applicable, based on the date of final payout
- Amount equivalent to three months of the college's portion (80% of premium) of the monthly health insurance premium based on the employee's premium rate in effect at the date of separation

As of June 30, 2022, expenditures for payout of accrued annual leave, compensatory time, or worked holidays for the Voluntary Buyout Plan and Post-Retirement Service Program were \$63,681.87. Accrued expenses for severance pay were \$0.00 at June 30, 2022

PSCC implemented a Voluntary Buyout Plan in fiscal year 2022 as a strategy to assist the college in addressing budgetary constraints due to lower enrollment related to the COVID pandemic and potential budget reductions in the forthcoming fiscal years. The college had 29 employees participate in the Voluntary Buyout Plan with 24 terminating by June 30, 2022.

Eligible Voluntary Buyout Plan participants received four times their current gross monthly base salary as of their Voluntary Separation Date and their current year's equivalent longevity payment if they had not already received for fiscal year 2022.

As of June 30, 2022, expenditures for payout of accrued annual leave and compensatory time were \$186,445.47 and \$487,206.54 for incentives and severance pay. Accrued expenses for annual leave and compensatory time were \$112,779.31 and severance pay of \$195,126.40 at June 30, 2022.

25. Prior Period Adjustments

Net position was decreased in fiscal year 2022 by \$3,261,507.24. This adjustment includes a decrease of \$2,919,920.49 at the University of Memphis due primarily to insurance charges paid to the State of Tennessee exceeding the amounts accrued over several years.. The remaining adjustment of (\$341,586.75) is composed of immaterial increases and decreases at various institutions.

26. Cumulative Effect of a Change in Accounting Principle

During fiscal year 2022, the System implemented GASB Statement No. 87, *Leases*. This Statement requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. or outflows of resources based on the payment provisions of the contract. This Statement establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources. The implementation of GASB Statement 87 resulted in a cumulative adjustment to the beginning net position of (\$9,030.87).

27. Blended Component Unit

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

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

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



**Herbert Herff Trust**  
**Condensed Statement of Net Position**  
**June 30, 2022**

**Assets:**

Current assets	\$ 1,159,280
Other assets	25,850,512
<b>Total Assets</b>	<b>27,009,792</b>

**Net Position:**

Restricted - expendable	\$ 27,009,792
<b>Total Net Position</b>	<b>\$ 27,009,792</b>

**Herbert Herff Trust**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**For the Year Ended June 30, 2022**

Nonoperating revenues and expenses	\$ (3,710,549)
Income before other revenues, expenses, gains or losses	(3,710,549)
Increase in net position	(3,710,549)
Net position at beginning of year	30,720,341
Net position at end of year	\$ 27,009,792

**Herbert Herff Trust**  
**Condensed Statement of Cash Flows**  
**June 30, 2022**

<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Proceeds from sales and maturities of investments	\$ 2,210,496.00
Income on investments	1,854,917
Purchase of investments	(3,300,683)
Other investing receipts (payments)	(896,270)
Net cash used for capital and related financing activities	(131,540)
Net increase (decrease) in cash and cash equivalents	(131,540)
Cash and cash equivalents - beginning of year	1,164,124
Cash and cash equivalents - end of year (Note 2)	\$ 1,032,584
Non-cash investing transactions	
Unrealized losses on investments	4,688,191

28. Component Units

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

During the year ended June 30, 2022, the foundations made distributions of \$61,629,742.01 to or on behalf of the System for both restricted and unrestricted purposes. Complete financial statements for each foundation can be obtained from the appropriate address:

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

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

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

MSCC Foundation:  
Renee Austin  
Motlow College Foundation  
P.O. Box 8500  
Lynchburg, TN 37352

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

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

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

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

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

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

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

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

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

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

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

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

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

COSCC Foundation  
1665 Hampshire Pike  
Columbia, TN 38401

VSCC Foundation:  
Brett Stoller  
1480 Nashville Pike  
Gallatin, TN 37066

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

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

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

**Fair Value Measurements (FASB Foundations).** The foundations report certain assets and liabilities at fair value. Fair value has been determined using quoted prices in active markets for identical assets and liabilities that are accessible at the measurement date (Level 1), inputs other than quoted market prices included in Level 1 that are directly or indirectly observable for the asset or liability (Level 2), or significant unobservable inputs (Level 3). The following table categorizes the recurring fair value measurements for assets and liabilities at June 30, 2022:

	Total Fair Value at June 30, 2022	Quoted Prices: Level 1	Significant Other Inputs: Level 2	Significant Unobservable Inputs: Level 3	Investments Measured at the Net Asset Value
Assets:					
Cash equivalents	\$ 7,282,358.70	\$ 5,479,497.34	\$ 1,802,861.36		
Investments	383,163,060.13	252,507,393.32	32,487,200.65	51,163,384.92	47,005,081.24
Pledges receivable	8,462,676.54			8,462,676.54	
Other assets	157,697.64	67,148.37	90,549.27		
<b>Total assets</b>	<b>\$ 399,065,793.01</b>	<b>\$ 258,054,039.03</b>	<b>\$ 34,380,611.28</b>	<b>\$ 59,626,061.46</b>	<b>\$ 47,005,081.24</b>
Liabilities:					
Charitable gift annuities	\$ 13,184.15	\$ 4,641.40		\$ 8,542.75	
<b>Total liabilities</b>	<b>\$ 13,184.15</b>	<b>\$ 4,641.40</b>		<b>\$ 8,542.75</b>	

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

	Beginning Balance	Total Gains/Losses, Realized & Unrealized	Purchases	Issuances	Settlements	Transfers In/ Out of Level 3	Ending Balance
Assets:							
Investments	\$ 48,951,130.35	\$ 2,509,585.51			\$ (30,000.00)	\$ (267,330.94)	\$ 51,163,384.92
Pledges receivable	6,330,008.31	3,154,376.84	347,463.73	167,400.00	(1,536,009.34)	(563.00)	8,462,676.54
<b>Total assets</b>	<b>\$ 55,281,138.66</b>	<b>\$ 5,663,962.35</b>	<b>\$ 347,463.73</b>	<b>\$ 167,400.00</b>	<b>\$ (1,566,009.34)</b>	<b>\$ (267,893.94)</b>	<b>\$ 59,626,061.46</b>
Liabilities:							
Charitable gift annuities	\$ 28,737.03	\$ (17,794.28)			\$ (2,400.00)		8,542.75
<b>Total liabilities</b>	<b>\$ 28,737.03</b>	<b>\$ (17,794.28)</b>			<b>\$ (2,400.00)</b>		<b>\$ 8,542.75</b>

All gains and losses, both realized and unrealized, have been reported on the statement of revenues, expenses, and changes in net position as investment income. Of this total, (\$9,566,548.63) are attributable to the change in unrealized gains or losses relating to those assets and liabilities still held at June 30, 2022.

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

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

Assets and Liabilities Measured at the NAV	Fair Value	Unfunded Commitments	Redemption Frequency (if currently eligible)	Redemption Notice Period
Mutual bond funds	\$ 7,563,934.64	\$ -	Daily to Monthly	Daily to 5 days
Mutual equity funds	37,065,685.60	19,971,751.00	Daily to Multi-year	Daily to 90 days
Real estate	2,375,461.00	3,070,777.00	Manager discretion	Not Applicable

University of Memphis

- a) Hedged Equity      This category consists of funds of funds that make long and short position equity investments. The bulk of the investment is subject to annual redemption.
- b) Private Equity      This category consists of partnerships that invest primarily in U.S. or international based private companies. These investments cannot be voluntarily redeemed and are subject to third-party sale based on market demand.

- c) Real Assets            The real assets allocation may include, among other things, real estate investment trusts, commingled funds, limited liability companies and limited partnerships. Underlying investments could include real estate securities, real estate (including private), oil & gas, metals & minerals, timber, MLPs, farmland, etc.
- d) U. S. Equity            This category generally consists of managers that invest primarily in equity securities of U.S. corporations. U.S. equity may include multiple styles (growth, value) and market capitalizations (small, mid, large). These investments will primarily be "long-only."

Columbia State Community College

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

Pellissippi State Community College

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

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

**Fair Value Measurements (GASB Foundations)** - The foundations categorize their fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The foundations have the following recurring fair value measurements as of June 30, 2022:

	June 30, 2022	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at the Net Asset Value (NAV)
<b>Assets by Fair Value Level</b>					
Debt Securities					
US Treasury	\$ 11,075,206.21	\$ 11,075,206.21			
US Agencies	5,969,959.63	1,720,497.40	4,249,462.23		
Corporate bonds	19,110,596.26	10,563,712.86	8,546,883.40		
Mutual bond funds	66,958,085.12	17,369,436.34			49,588,648.78
Other	779,153.26	264,314.85	514,838.41		
<b>Total debt securities</b>	<b>103,893,000.48</b>	<b>40,993,167.66</b>	<b>13,311,184.04</b>		<b>49,588,648.78</b>
Equity Securities					
Corporate stock	528,664.81	528,664.81			
Mutual equity funds	178,611,321.07	61,775,196.40			116,836,124.67
Real Estate	4,600,000.00			4,600,000.00	
Equity REITs	2,446,538.17	2,378,026.47			68,511.70
Private equities	10,820,983.48	1,054,208.48			9,766,775.00
Hedge funds	12,593,383.04				12,593,383.04
Natural resources	2,424,940.00				2,424,940.00
Other	7,627,028.46	1,845.37			7,625,183.09
<b>Total equity securities</b>	<b>219,652,859.03</b>	<b>65,737,941.53</b>		<b>4,600,000.00</b>	<b>149,314,917.50</b>
<b>Total assets</b>	<b>\$ 323,545,859.51</b>	<b>\$ 106,731,109.19</b>	<b>\$ 13,311,184.04</b>	<b>\$ 4,600,000.00</b>	<b>\$ 198,903,566.28</b>

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

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



<b>Assets and Liabilities Measured at the NAV</b>	<b>Fair Value</b>	<b>Unfunded Commitments</b>	<b>Redemption Frequency (if currently eligible)</b>	<b>Redemption Notice Period</b>
Mutual bond funds	\$ 49,588,648.78		Daily to Monthly	5 business days
Mutual equity funds	\$ 116,836,124.67		Daily to Monthly	5 business days
Equity REITs	\$ 68,511.70		Not applicable	Not applicable
Private equities	\$ 9,766,775.00	\$ 1,355,500.00	Not applicable	Not Applicable
Hedge funds	\$ 12,593,383.04		Monthly/Quarterly	Varies to 91 days
Natural resources	\$ 2,424,940.00	\$ 655,025.00	Not applicable	Not Applicable
Other	\$ 7,625,183.09	5,285,250.00	Daily to Quarterly	Up to 91 days

#### East Tennessee State University

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

#### Tennessee Technological University

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

#### Walters State Community College

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

**Cash and Cash Equivalents (FASB Foundations)** – Cash and cash equivalents consisted of demand deposit accounts, certificates of deposit, State of Tennessee Local Government Investment Pool account administered by the State Treasurer, mutual funds, money market funds, and other cash equivalents. Uninsured bank balances at June 30, 2022, totaled \$27,207,064.67.

**Cash and Cash Equivalents (GASB Foundations)** – In addition to demand deposits and petty cash on hand, this classification includes instruments which are readily convertible to known amounts of cash and which have original maturities of three months or less. At June 30, 2022, cash and cash equivalents consisted of \$28,119,288.41 in bank accounts, \$900.00 of petty cash on hand, \$36,018,619.23 in the State of Tennessee Local Government Investment Pool administered by the State Treasurer, and \$2,461,127.70 in other funds.

At June 30, 2022, \$5,693,614.36 of the Foundation’s bank balances of \$27,996,919.97 was exposed to custodial credit risk as uninsured and uncollateralized.

The Foundation also has deposits in the Local Government Investment Pool (LGIP) administered by the State Treasurer. The LGIP is measured at amortized cost and is part of the Pooled Investment Fund. There are no minimum or maximum limitations on withdrawals. The fund’s required risks disclosures are presented in the *State of Tennessee’s Treasurer’s Report*. That report is available on the state’s website at <http://treasury.tn.gov>.

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

	June 30, 2022	
	Cost	Market Value
US treasury	\$ 2,983,695.41	\$ 2,855,104.30
US agencies	1,436,634.58	447,026.98
Certificates of deposit	410,912.17	395,286.17
Corporate stock	94,854,779.86	113,508,345.42
Corporate bonds	5,026,752.89	4,653,639.55
Mutual bond funds	36,284,502.07	34,665,469.11
Mutual equity funds	109,405,321.30	131,879,205.69
Life insurance	-	598,236.03
Annuity	180,000.00	166,655.39
Interest in limited partnership	20,543,461.00	19,842,652.00
Offshore hedge fund-of-funds	18,763,592.00	29,416,130.00
Other	29,525,898.46	44,825,858.76
<b>Total</b>	<b>\$ 319,415,549.74</b>	<b>\$ 383,253,609.40</b>

Operating return

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

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

As of June 30, 2022, the foundations had the following investments and maturities:

Investment Type	Fair Value	Investment Maturities (In Years)				
		Less than 1 yr	1 to 5 yrs	6 to 10 yrs	More than 10 yrs	No Maturity Date
US treasuries	\$ 11,075,206.21	\$ 830,429.33	\$ 7,851,221.86	\$ 2,393,555.02		
US agencies	5,969,959.63	3,691,927.96	944,585.23	1,333,446.44		
Corporate bonds	19,110,596.26	1,609,846.71	7,069,352.29	9,289,688.35	\$ 1,141,708.91	
Mutual bond funds	66,958,085.12	164,866.58	6,244,473.43	8,636,897.61	272,704.83	\$ 51,639,142.67
Other	779,153.26	105,479.57	445,513.62	228,160.07	-	
<b>Total debt instruments</b>	<b>103,893,000.48</b>	<b>\$ 6,402,550.15</b>	<b>\$ 22,555,146.43</b>	<b>\$ 21,881,747.49</b>	<b>\$ 1,414,413.74</b>	<b>\$ 51,639,142.67</b>
Corporate stock	528,664.81					
Mutual equity funds	178,611,321.07					
Certificates of deposit	6,954,361.27					
Other	40,995,159.43					
<b>Total</b>	<b>\$ 330,982,507.06</b>					

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

**Credit Risk** Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The foundations have no investment policy limiting its investment choices based on ratings issued by nationally recognized statistical rating organizations. Securities are rated using Standard and Poor's, Moody's, and/or Fitch's and are presented below using the Standard and Poor's rating scale. As of June 30, 2021, the foundations' investments were rated as follows:

Investment Type	Fair Value	Credit Quality Rating							
		AAA	AA	A	BBB	BB	B	CCC	Unrated
LGIP	\$ 36,018,620.23								\$ 36,018,620.23
US agencies	5,969,959.63		5,969,959.63						
Corporate bonds	19,110,596.26	499,319.74	627,749.44	11,707,772.72	6,006,421.21	199,146.00			70,187.15
Mutual bond funds	66,958,085.12	4,937,895.63	429,269.37	755,890.70	1,190,324.51	8,343,711.52	24,866.84	1,734.90	51,274,391.65
Other	779,153.26	102,093.85	171,999.90	378,907.21	126,152.30				
<b>Total</b>	<b>\$ 128,836,414.50</b>	<b>\$ 5,539,309.22</b>	<b>\$ 7,198,978.34</b>	<b>\$ 12,842,570.63</b>	<b>\$ 7,322,898.02</b>	<b>\$ 8,542,857.52</b>	<b>\$ 24,866.84</b>	<b>\$ 1,734.90</b>	<b>\$ 87,363,199.03</b>

**Custodial Credit Risk.** For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the foundations will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The foundations do not have a deposit policy for custodial credit risk. At June 30, 2022, the foundations had \$102,346,067.12 of uninsured and unregistered investments for which the securities are held by the counterparty.

**Concentration of Credit Risk.** Concentration of credit risk is the risk of loss attributed to the magnitude of the foundations' investments in a single issuer. The foundations' policies place no limit on the amount they may invest in any one issuer. More than five percent (5%) of the individual foundation's investments were invested in the following single issuers at June 30, 2022:

Foundation	Issuer	Percentage of Total Investments
MEAC	Federal Farm Credit Bank	41%
	Federal Home Loan Bank	59%

**Foreign Currency Risk.** Foreign currency risk is the risk that changes in exchange rates will adversely affect the cash flows or fair value of a transaction. The foundations place no limit on the amount they may invest in foreign currency. The foundation's exposure to foreign currency risk at June 30, 2022, is as follows:

Foundation	Investment	Currency	Maturity	Fair Value
STCC Foundation	J.O. Hambro Capital Management	Various	N/A	\$276,400.11
	Seafarer Overseas Growth & Income	Various	N/A	\$198,463.50
	Artisan Dev World Fund	Various	N/A	\$204,082.03
WSCC Foundation	Mutual equity funds	Various	N/A	\$1,913,635.87
	Mutual bond funds	Various	N/A	\$87,696.30

**Alternative Investments (GASB and FASB foundations)** – The following foundations held alternative investments at June 30, 2022:

Foundation	Investment	Fair Value at June 30, 2022
MTSU Foundation	Offshore hedge fund-of-funds	\$27,745,929.00
TSU Foundation	Hedge funds and real estate investment trusts	\$12,935,497.96
TTU Foundation	Private equity funds, private real estate funds, real estate, secondary partners fund, environmental sustainability fund, marketable alternative strategy & natural resources funds	\$16,977,058.37
UOM Foundation	Limited partnership/LLC investments	\$19,842,652.00
CHSCC Foundation	Limited partnership hedge fund	\$942,860.00
COSCC Foundation	First Farmers and Merchants Corporate Stock	\$195,000.00
PSCC Foundation	Pooled investment funds	\$12,537,965.65
RSCC Foundation	Regions Southeast Timber Fund II, LLC	\$226,554.19
WSCC Foundation	Private equity funds	\$2,190,709.00

The foundations believe that the carrying amount of their alternative investments is a reasonable estimate of fair value as of June 30, 2022. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. These investments are made in accordance with the foundations' investment policies. These investments are designed to enhance diversification and provide reductions in overall portfolio volatility. These fair values are estimated using various valuation techniques.

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

The TSU Foundation purchased the following hedge funds for the purpose of diversifying the investment portfolio against volatility in the market. The fund values are as of June 30, 2022.

Hedge Fund Managers (Strategic) Ltd. - \$3,352,717.51  
Radeliffe International Ultra Short Duration Select Fund - \$1,765,708.65  
Taconic Offshore - \$1,438,475.24  
Varadero International LTD - \$779,205.00  
Mackay Municipal Capital Trading - \$1,008,988.63  
NB Insurance-Linked Strategies - \$1,160,350.74  
New 2<sup>nd</sup> Capital Fund II - \$554,915.00

#### InvenTrust Properties

The value of shares for the InvenTrust Properties is estimated to be \$26.14 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$617,583.64, as of June 30, 2022.

#### Highlands REIT Inc.

The value of shares for Highland REIT Inc. is estimated to be \$.29 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$68,511.70, as of June 30, 2022.

#### Xenia Hotels & Resorts

The value of shares for Xenia Hotel & Resorts is estimated to be \$14.69 per share (ignoring purchase price discounts for categories of purchasers). The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$75,389.08, as of June 30, 2022.

#### Cousins Properties Incorporated

The value of shares for Cousins Properties, Inc. is estimated to be \$29.23 per share. The estimated value may not reflect the actual market value for these shares on any given date. The fund was valued at \$125,250.55, as of June 30, 2022.

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

- Public U.S. and global equities: Valued at the unadjusted quoted market price within active markets.
- Mutual funds: Valued at the daily closing price reported on the active market on which securities are traded.
- U.S. government securities: Valued at quoted prices from less active markets and/or quoted prices of securities with similar characteristics.
- Limited partnership: Valued using the NAV or capital balances as a practical expedient to determine the fair value.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although management believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

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

The COSCC Foundation estimates the fair value of the stock at June 30, 2022, based on the weighted average price paid in the second quarter of 2022 provided by First Farmers and Merchants Corporation.

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

The RSCC Foundation estimates the carrying value of the Foundation’s position based on Regions Southeast Timber Fund II, LLC’s financial statements as of March 31, 2022. The Fund’s financial statements are presented on the market value basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). Timber and timberlands are stated at fair value, which Region's Southeast Timber Fund II, LLC’s management has determined approximates the acquisition cost, adjusted for recent activity and the Fund believes its valuation methodologies are appropriate and consistent with other market participants. Capital Account Reconciliations at market value are received from the fund each quarter which are used as the basis to adjust the Foundation’s net carrying value of this investment.

The WSCC Foundation estimates the fair value for the private equity fund based on various valuation techniques performed by the fund manager.

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

	June 30, 2022
Current pledges	\$ 16,230,625.65
Pledges due in one to five years	34,689,728.91
Pledges due after five years	23,278,746.55
Subtotal	74,199,101.11
Less discounts to net present value	(4,522,066.18)
Total pledges receivable, net	\$ 69,677,034.93

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

	June 30, 2022
Cash and cash equivalents	\$ 6,465,369.25
Accounts receivable	6,393.58
Operating investments	4,317,594.19
Promises to give	142,695.13
Endowment spending-rate distributions and appropriations	4,075,534.00
Other	2,008.80
Total	\$ 15,009,594.95

The foundations’ endowment funds consist of donor-restricted endowments and quasi-endowments. Income from donor-restricted endowments is restricted for specific purposes and, therefore, is not available for general expenditure. The quasi-endowments have spending rates of 0.0% to 7.5%. \$4,676,678.09 from the quasi-endowment will be available within the next 12 months.

The foundations do not have liquidity management plans.

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

	June 30, 2022
Land	\$ 3,106,363.49
Improvements & infrastructure	1,009,439.46
Buildings	21,699,988.58
Equipment	290,675.59
Art & historical collections	831,500.00
Projects in progress	43,805.00
<b>Total</b>	<b>26,981,772.12</b>
Less accumulated depreciation:	
Improvements & infrastructure	840,277.49
Buildings	8,805,622.34
Equipment	241,599.48
<b>Total accumulated depreciation</b>	<b>9,887,499.31</b>
<b>Capital assets, net</b>	<b>\$ 17,094,272.81</b>

**Capital Assets (GASB Foundations)** - Capital asset activity for the year ended June 30, 2022, was as follows:



	Beg Balance	Additions	Reductions	End Balance
Land	\$ 10,995,531.52	\$ 2,847,800.00		\$ 13,843,331.52
Infrastructure	1,688,367.29			1,688,367.29
Buildings	10,013,148.09	6,605,407.05	(2,497,428.26)	14,121,126.88
Equipment	6,532,071.38	193,332.00	(1,024,962.00)	5,700,441.38
Intangible assets	895,179.25	242,115.00		1,137,294.25
Art & historical collections	6,110,942.34			6,110,942.34
Projects in progress		558,769.00		558,769.00
Right-to-use assets - buildings	755,869.57	2,689,047.68		3,444,917.25
Right-to-use assets - equipment		321,296.00		321,296.00
<b>Total</b>	<b>36,991,109.44</b>	<b>13,457,766.73</b>	<b>(3,522,390.26)</b>	<b>46,926,485.91</b>
Less accumulated depreciation:				
Infrastructure	969,177.23	51,085.88		1,020,263.11
Buildings	3,102,545.53	530,998.51	(532,267.65)	3,101,276.39
Equipment	4,877,886.13	471,639.35	(970,879.00)	4,378,646.48
Intangible assets	442,305.25	60,661.00	(25,927.00)	477,039.25
RTU assets - buildings	100,480.33	189,187.76		289,668.09
RTU assets - equipment		107,853.00		107,853.00
<b>Total accumulated depreciation</b>	<b>9,492,394.47</b>	<b>1,411,425.50</b>	<b>(1,529,073.65)</b>	<b>9,374,746.32</b>
<b>Capital assets, net</b>	<b>\$ 27,498,714.97</b>	<b>\$ 12,046,341.23</b>	<b>\$ (1,993,316.61)</b>	<b>\$ 37,551,739.59</b>

### **Leases (GASB Foundations)**

#### Leases Receivable

The ETSU Foundation has entered into lease agreements involving building space. The property is leased to various businesses for their operations under leases with renewal options which expire in various years through 2052. Minimum annual rental payments increase with the exercise of lease renewal options. Additionally, certain lease agreements include additional rental payments for allocated common area maintenance and rental payments equal to a percentage of the lessee's gross sales. These additional payments are not included in the measurement of the lease receivable because they are not fixed in substance. The total amount of inflows of resources, including lease revenue, interest revenue, and other lease-related inflows recognized during the fiscal year was \$391,825.28. This total includes \$90,095.49 of variable and other payments not previously included in the measurement of the lease receivable. The total amount of lease-related deferred inflows of resources at June 30, 2022, are \$3,372,248.87.

## Lease Liabilities

The ETSU Foundation has entered into a lease agreement for space in a building from R & G Ventures, GP, for use as a headquarters for the Foundation’s advancement department. The lease went into effect on January 31, 2021, and will continue until January 31, 2028 with renewal options for three separate successive terms of five years. The lease also includes a purchase option for \$1,900,000 eligible any period subsequent to the initial lease term. The lease requires minimum monthly lease payments of \$13,333, plus charges of additional rent. The Foundation will continue making payments until the end of the initial rental period at which point the Foundation is reasonably certain to exercise the purchase option. For purposes of discounting future payments on the lease, the Foundation used the interest rate of 1.75% on its note payable to determine an appropriate discount rate. During the year ended June 30, 2022, the ETSU Foundation recognized \$31,656.62 of rental expense for variable payments, residual value guarantees and/or termination penalties not previously included in the measurement of the lease liability.

ETSU MEAC entered into a 36 month lease agreement with Dell Financial Services to purchase a VMware Virtual Server with a principal cost of \$411,632 at a 4% interest rate. The principal repayment and interest expense for fiscal year 2022 and 2021 were \$ 133,091 and \$12,745, respectively

The UOM Research Foundation leases office space from the University of Memphis, the terms of which expire in various years through 2025.

The following is a schedule by year of payments under the leases as of June 30, 2022:

For the Year(s) Ending June 30	Principal	Interest	Total
2023	\$ 366,392.63	\$ 53,462.37	\$ 419,855.00
2024	328,728.69	45,027.31	373,756.00
2025	124,727.84	43,435.16	168,163.00
2026	122,170.70	37,825.30	159,996.00
2027	124,325.92	35,670.08	159,996.00
2028-2032	1,970,767.06	22,563.94	1,993,331.00
<b>Total</b>	<b>\$ 3,037,112.84</b>	<b>\$ 237,984.16</b>	<b>\$ 3,275,097.00</b>

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

	Ending Balance	Current Portion
Loans payable	\$10,302,125.00	\$1,749,387.00
Other	4,641.40	\$1,350.00
<b>Total</b>	<b>\$10,306,766.40</b>	<b>\$1,750,737.00</b>

Loans Payable

The UOM Auxiliary Services Foundation borrowed funds from First Bank to provide financial support to the university’s athletic program due to short-term financial shortfalls specific to the athletic revenues impacted by COVID 19. The loan bears an interest rate of 2.85%, has a principal amount of \$12,000,000, a minimum debt service of \$474,262 and a due date of December 10, 2027. The balance owed was \$10,302,125.00 at June 30, 2022.

Debt service requirements to maturity for all loans payable at June 30, 2022, are as follows:

For the Year(s) Ending June 30	Principal	Interest	Total
2023	\$ 1,749,387.00	\$ 280,026.00	\$ 2,029,413.00
2024	1,802,462.00	233,446.00	2,035,908.00
2025	1,857,147.00	185,524.00	2,042,671.00
2026	1,913,492.00	136,221.00	2,049,713.00
2027	1,971,545.00	108,773.00	2,080,318.00
Thereafter	1,008,092.00		1,008,092.00
<b>Total</b>	<b>\$ 10,302,125.00</b>	<b>\$ 943,990.00</b>	<b>\$ 11,246,115.00</b>

**Long-term liabilities (GASB Foundations)** - Long term liability activity for the year ended June 30, 2022, was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current
Notes payable	\$ 1,467,750.50	\$ 3,885,930.26	\$ (805,116.50)	\$ 4,548,564.26	\$ 484,108.92
Loans payable	75,278.00	76,664.00	(40,772.00)	111,170.00	54,064.00
Subtotal	1,543,028.50	3,962,594.26	(845,888.50)	4,659,734.26	538,172.92
Compensated absences	682,073.00	-	(14,923.00)	667,150.00	133,430.00
<b>Total</b>	<b>\$ 2,225,101.50</b>	<b>\$ 3,962,594.26</b>	<b>\$ (860,811.50)</b>	<b>\$ 5,326,884.26</b>	<b>\$ 671,602.92</b>

Notes Payable

The ETSU Foundation borrowed funds to finance the purchase of University Plaza. The note issued on December 6, 2021, bears interest at 1.75% with principal and interest payments due in annual installments of \$200,000.00. The note matures on December 6, 2041, and is secured by real estate.

The TTU Foundation borrowed funds in fiscal years 2017, 2019, and 2021 for the real estate building held for investment to improve space occupied by SAIC. As of June 30, 2022, the total usable credit available to the foundation from the note was \$0.00. The note bears an annually adjusted interest rate of 1.25% fixed for the

first five years beginning June 2017. At the end of five years, the interest rate will convert to an annual rate equal to the WSJ Prime less 2.5% but not less than 1.25% annually, adjusted monthly. Principal payments of \$125,000.00 began January 2020 and are due each January until maturity in January 2027.

The foundation's outstanding note of \$750,000.00 contains a provision that in the event of default, the lender may declare all indebtedness under the note immediately due. Outstanding amounts may be declared by the lender immediately due if the foundation is unable to make payments on time or in the amount due. The foundation's outstanding note from direct borrowings is secured with collateral of assignment of leases and rents and security interest in real estate.

ETSU MEAC has note payables for facilities and equipment under other long-term lease agreements, which are classified as operating leases. The principal repayment and interest expense associated with building leases for fiscal year 2022 and 2021 were \$ \$114,308 and \$94,060, respectively. The principal repayment and interest expense associated with equipment for fiscal year 2022 and 2021 were \$122,658 and \$97,442, respectively.

Debt service requirements to maturity for all notes payable at June 30, 2022, are as follows:

For the Year(s) Ending June 30	Principal	Interest	Total
2023	\$ 484,108.92	\$ 94,851.08	\$ 578,960.00
2024	460,167.80	81,471.20	541,639.00
2025	395,783.98	67,967.02	463,751.00
2026	313,404.21	58,249.79	371,654.00
2027	276,523.26	50,351.74	326,875.00
2028-2032	2,618,576.09	381,423.91	3,000,000.00
<b>Total</b>	<b>\$ 4,548,564.26</b>	<b>\$ 734,314.74</b>	<b>\$ 5,282,879.00</b>

#### Loans Payable

The UOM Research Foundation borrowed funds from Steelcase Financial Services, Inc. to purchase operating equipment. This loan bears a 1% interest rate, has a principal amount of \$93,179, a minimum debt service of \$2,740, and a due date of September 1, 2023. The balance owed was \$41,218 at June 30, 2022. Additionally, the UOM Research Foundation borrowed funds from Steelcase Financial Services, Inc. to purchase operating equipment. This loan bears a 1% interest rate, has a principal amount of \$76,664 a minimum debt service of \$2,672, and a due date of April 1, 2025. The balance owed at June 30, 2022 was \$69,952.

Debt service requirements to maturity for all loans payable at June 30, 2022, are as follows:

For the Year(s) Ending June 30	Principal	Interest	Total
2023	\$ 54,064.00	\$ 10,492.00	\$ 64,556.00
2024	35,487.00	6,097.00	41,584.00
2025	21,619.00	1,793.00	23,412.00
Total	\$ 111,170.00	\$ 18,382.00	\$ 129,552.00

**Endowments (FASB Foundations)** - The foundations' endowments consist of approximately 2,886 individual funds established for a variety of purposes. Their endowments include both donor-restricted endowment funds and funds designated by the Boards of Trustees to function as endowments. As required by GAAP, net position associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

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

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

Composition of Endowment by Net Position Class			
As of June 30, 2022			
	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment funds	\$ 8,084,019.68	\$ 141,346,228.19	\$ 149,430,247.87
Donor-restricted endowment funds:		17,872,998.36	17,872,998.36
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor		125,630,785.92	125,630,785.92
Accumulated investment gains		54,215,461.93	54,215,461.93
Term endowment		2,371,171.49	2,371,171.49
<b>Total funds</b>	<b>\$ 8,084,019.68</b>	<b>\$ 341,436,645.89</b>	<b>\$ 349,520,665.57</b>

Changes in Endowment Net Position			
As of June 30, 2022			
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net position, beginning of year	\$ 11,145,547.14	\$ 361,383,497.24	\$ 372,529,044.38
Investment return, net	(2,733,977.92)	(24,379,016.31)	(27,112,994.23)
Contributions	83,275.50	21,267,139.90	21,350,415.40
Appropriation of assets for expenditure	(755,633.01)	(5,676,614.19)	(6,432,247.20)
Other changes:			
Transfers	353,259.16	(575,203.58)	(221,944.42)
Others	(8,451.19)	(10,583,157.17)	(10,591,608.36)
<b>Endowment net position, end of year</b>	<b>\$ 8,084,019.68</b>	<b>\$ 341,436,645.89</b>	<b>\$ 349,520,665.57</b>

Underwater Endowment Funds. From time to time, the fair value of assets associated with individual donor restricted endowment funds may fall below the level that the donor or the Act requires the foundations to retain as a fund of perpetual duration. Deficiencies of this nature exist in 210 donor-restricted endowment funds, which together have an original gift value of \$31,336,830.15, a current fair value of \$28,435,777.62, and a deficiency of \$2,901,052.53 as of June 30, 2022. These deficiencies resulted from unfavorable market fluctuations that occurred after the investment of new contributions for donor-restricted endowment funds and continued appropriation for certain programs that was deemed prudent by the foundations' Boards.

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

those assets of donor-restricted funds that the organizations must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Boards of Trustees, the endowment assets are invested in a manner that is intended to meet the various return objectives. The foundations expect their endowment funds, over time, to provide an average rate of return of approximately 1.0% to 10.0% percent annually. Actual returns in any given year may vary from this amount.

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

**Spending Policy and How the Investment Objectives Relate.** The foundations have policies of appropriating for distribution each year various amounts. In establishing these policies, the foundations considered the long-term expected return on their endowments. Accordingly, over the long-term, the foundations expect the current spending policy to allow their endowments to grow at an average of one to seven percent annually. The foundations have policies that permit spending from underwater endowment funds depending on the degree to which the funds are underwater, unless otherwise precluded by donor intent or relevant laws and regulations. The governing boards appropriated for expenditure \$473,965.00 from underwater endowment funds during the year, which represents 3% of the 12-quarter moving average, not the 4% they generally draw from endowment.

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

While some foundations spend all investment income, others choose to spend only a portion of the investment income (including changes in the value of investments) each year. Under the various spending plans established by each foundation, different percentages and/or amounts have been authorized for expenditure. At June 30, 2022, net appreciation of \$18,117,965.91 is available to be spent, of which \$12,465,054.16 is included in restricted net position expendable for scholarships and fellowships, \$142,910.46 is included in restricted net position expendable for research, \$1,259,272.25 is included in restricted net position expendable for instructional departmental uses, \$4,055,092.22 is included in restricted net position expendable for other and \$195,636.82 is included in unrestricted net position.

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

The foundation’s operating expenses by functional classification for the year ended June 30, 2022, are as follows:

Functional Classification	Natural Classification						Total
	Salaries	Benefits	Other Operating	Scholarship	Depreciation	To Institution	
Program services	\$ 892,821.91	\$ 299,973.33	\$ 3,812,803.45	\$ 6,933,466.31	\$ 387,847.04		\$ 12,326,912.04
Support activities	4,335,050.78	1,488,230.02	3,647,998.91		58,353.15		9,529,632.86
Payments To Institutions						40,726,894.63	40,726,894.63
<b>Total Expenses</b>	<b>\$ 5,227,872.69</b>	<b>\$ 1,788,203.35</b>	<b>\$ 7,460,802.36</b>	<b>\$ 6,933,466.31</b>	<b>\$ 446,200.19</b>	<b>\$ 40,726,894.63</b>	<b>\$ 62,583,439.53</b>

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

**Support from University/College** – During fiscal year 2022, the System paid certain payroll costs amounting to \$6,412,560.04 for System personnel who also performed services supporting the foundation. Additionally, the System paid certain other operating costs amounting to \$1,336,471.10 supporting the foundation. These support costs paid by the System are reflected in the statement of revenues, expenses, and changes in net position as University/College Support, with a like amount included in expenses. The System provides office space and the use of certain common facilities and services to the foundation at no cost. These costs have not been recorded as University/College Support at some of the System's foundations because they are not considered to be significant to the operations of those foundations.

**Prior period adjustments – (All foundations)** – Foundation net position was increased in fiscal year 2022 by \$161,808.93. These adjustments occurred at the UOM Foundation - \$249,307.00, the TSU Foundation - (\$949,921.07), ETSU MEAC - \$854,856.00, and the UOM Auxiliary Foundation - \$7,567.00 and were due to audit adjustments.



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

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

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

**Tech Farms, LLC**  
**Condensed Statement of Net Position**  
**For the Year Ended June 30, 2022**

**ASSETS**

Current assets:

Cash and cash equivalents	56,120.29
Accounts, notes, and grants receivable (net)	1,852.00
Total current assets	\$ 57,972.29

Noncurrent assets:

Capital assets (net)	7,726,874.81
Total noncurrent assets	7,726,874.81
Total assets	\$ 7,784,847.10

**LIABILITIES**

Current liabilities:

Accounts payable	6,229.73
Accrued liabilities	2,451.89
Total current liabilities	\$ 8,681.62

Noncurrent liabilities:

Total liabilities	\$ 8,681.62
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**NET POSITION**

Net investment in capital assets	\$ 7,726,874.81
Restricted for expendable:	
Other	49,290.67
Total net position	\$ 7,776,165.48

**Tech Farms LLC**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**For the Year Ended June 30, 2022**

Operating revenues	
Gifts and contributions	\$ 53,000.00
Sales and services of other activities	220,284.29
Other operating revenues	60,361.92
Operating expenses	
Utilities, supplies, and other services	(251,813.15)
Salaries and Wages	(91,353.54)
Benefits	(19,683.31)
Depreciation	(58,741.84)
Operating income	(87,945.63)
Other non-operating revenues/(expenses)	-
Net nonoperating revenues	-
Income before other revenues, expenses, gains, or losses	(87,945.63)
Capital grants and gifts	-
Total other revenues	-
Decrease in net position	(87,945.63)
Net position - beginning of year	7,864,111.11
Net position - end of year	\$ 7,776,165.48

**Tech Farms LLC**  
**Condensed Statement of Cash Flows**  
**for the Year Ended June 30, 2022**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Gifts and contributions	\$ 53,000.00
Payments to suppliers and vendors	(234,443.37)
Payments to employees	(91,353.54)
Payments for benefits	(18,081.91)
Payments to TTU	(34,654.09)
Other receipts (payments)	321,633.63
Net cash used by operating activities	\$ (3,899.28)

Net decrease in cash and cash equivalents	(3,899.28)
Cash and cash equivalents - beginning of year	60,019.57
Cash and cash equivalents - end of year	\$ 56,120.29

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

Operating income	\$ (87,945.63)
Adjustments to reconcile operating loss to net cash used by operating activities:	
Noncash operating expenses	58,741.84
Other adjustments	6,829.62
Change in assets, liabilities, and deferrals:	-
Accounts payable	(18,092.52)
Accrued liabilities	(850.49)
Receivables	37,417.90
Net cash used by operating activities	\$ (3,899.28)

**Blended Component Unit – UOM Research Foundation**

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

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

**UMRF Ventures, Inc.  
Condensed Statement of Net Position  
June 30, 2022**

<b>Assets:</b>	
Current assets	\$ 1,896,210
Capital assets, net	412,159
Other assets	41,323
<b>Total Assets</b>	<b>2,349,689</b>
<b>Liabilities:</b>	
Current liabilities	615,486
Noncurrent liabilities	488,419
<b>Total Liabilities</b>	<b>1,103,905</b>
<b>Net Position:</b>	
Net investment in capital assets	87,544
Unrestricted	1,158,240
<b>Total Net Position</b>	<b>\$ 1,245,784</b>

**UMRF Ventures, Inc.**  
**Condensed Statement of Revenues, Expenses, and Changes in Net Position**  
**June 30, 2022**

Operating revenues	\$ 5,780,699
Operating expenses	(5,850,117)
Operating income	(69,418)
Income before other revenues, expenses, gains or losses	(69,418)
Other revenues, expenses, gains or losses	16,703
Increase in net position	(52,715)
Net position, beginning of year	1,298,498
Net position, end of year	\$ 1,245,784

**UMRF Ventures, Inc.**  
**Condensed Statement of Cash Flows**  
**June 30, 2022**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Grants and contracts	\$	5,825,473
Payments to suppliers and vendors		(395,837)
Payments to employees		(4,864,922)
Payments to the University of Memphis		(188,034)
Payments to the Research Foundation		(50,000)
Other receipts (payments)		(40,329)
Net cash used by operating activities		286,351

**CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES**

Payments to reduce lease liability		(101,488)
Principal paid on noncapital debt		(40,772)
Other non-capital financing receipts (payments)		(123,036)
Net cash provided by non-capital financing activities		(265,296)

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

Purchase of capital assets and construction		(78,026)
Net cash used for capital and related financing activities		(78,026)

Net increase (decrease) in cash and cash equivalents		(56,971)
Cash and cash equivalents - beginning of year		1,082,302
Cash and cash equivalents - end of year	\$	1,025,331

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

Operating income	(69,418)
Adjustments to reconcile operating income to net cash used by operating activities:	
Noncash operating expenses	212,144
Bad debt	1,047
Changes in assets and liabilities:	
Receivables, net	44,774
Prepaid/deferred items	2,457
Accounts payable	169
Accrued liabilities	55,793
Due to University	46,130
State tax payable	(6,745)
<u>Net cash used by operating activities</u>	<u>\$ 286,351</u>



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

	System's proportion of the net pension liability	System's proportionate share of the net pension liability	System's covered- employee payroll	System's proportionate share of the net pension liability as a percentage of it's covered-employee payroll	Plan fiduciary net position as a percentage of the total pension liability
2021	16.70%	\$ (102,193,246.03)	\$ 352,362,238.07	-29.00%	103.30%
2020	16.68%	\$ 273,272,979.43	\$ 369,133,320.82	74.03%	90.58%
2019	16.79%	\$ 236,874,310.76	\$ 378,280,276.48	62.62%	91.67%
2018	16.84%	\$ 273,353,582.02	\$ 391,779,511.02	69.77%	90.26%
2017	17.08%	\$ 299,861,721.93	\$ 401,889,132.23	74.61%	88.88%
2016	16.68%	\$ 273,272,979.43	\$ 369,133,320.82	74.03%	90.58%
2015	16.30%	\$ 211,076,057.86	\$ 427,905,684.23	49.33%	91.26%
2014	16.08%	\$ 111,720,453.00	\$ 442,014,149.94	25.28%	95.11%

(1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.

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

	System's proportion of the net pension liability	System's proportionate share of the net pension liability	System's covered- employee payroll	System's proportionate share of the net pension liability as a percentage of it's covered- employee payroll	Plan fiduciary net position as a percentage of the total pension liability
2021	17.83%	\$ (15,108,545.41)	\$ 229,868,279.08	-6.57%	121.71%
2020	17.42%	\$ (6,134,530.99)	\$ 199,378,509.49	-3.08%	112.90%
2019	17.29%	\$ (7,186,235.91)	\$ 162,420,509.83	-4.42%	122.36%
2018	17.06%	\$ (6,579,830.13)	\$ 126,967,100.44	-5.18%	132.39%
2017	17.87%	\$ (3,414,802.38)	\$ 88,028,676.83	-3.88%	131.51%
2016	17.16%	\$ (1,445,043.49)	\$ 53,044,211.01	-2.72%	130.56%
2015	16.56%	\$ (460,490.27)	\$ 18,058,420.16	-2.55%	142.55%

(1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of System's Contributions**  
**Closed State and Higher Education Employee Pension Plan within TCRS**  
**Fiscal Year Ended June 30**

	Contractually Determined Contribution	Contributions in Relation to the Actuarially Determined Contribution	Contribution Deficiency (Excess)	Covered-employee Payroll	Contributions as a Percentage of Covered-employee Payroll
2022	\$ 69,648,261.03	\$ 110,346,627.62	\$ (40,698,366.59)	\$ 339,753,998.51	32.48%
2021	\$ 71,343,478.71	\$ 71,343,478.71	\$ -	\$ 352,398,923.91	20.25%
2020	\$ 72,594,681.68	\$ 72,594,681.68	\$ -	\$ 369,392,163.64	19.65%
2019	\$ 72,728,505.52	\$ 72,727,057.52	\$ 1,448.00	\$ 378,286,279.56	19.23%
2018	\$ 73,932,535.74	\$ 73,932,081.74	\$ 454.00	\$ 391,667,045.50	18.88%
2017	\$ 60,206,798.91	\$ 60,206,798.91	\$ -	\$ 401,398,099.25	15.00%
2016	\$ 62,382,807.78	\$ 62,526,014.37	\$ (143,206.59)	\$ 416,092,158.40	15.03%
2015	\$ 64,055,653.13	\$ 64,218,554.57	\$ (162,901.44)	\$ 427,633,312.00	15.02%
2014	\$ 66,509,116.01	\$ 66,509,116.01	\$ -	\$ 442,259,493.08	15.04%
2013	\$ 63,655,325.96	\$ 63,655,325.96	\$ -	\$ 423,359,343.21	15.04%

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of System's Contributions**  
**State and Higher Education Employee Retirement Plan within TCRS**  
**Fiscal Year Ended June 30**

	<u>Contractually Determined Contribution</u>	<u>Contributions in Relation to the Actuarially Determined Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Covered-employee Payroll</u>	<u>Contributions as a Percentage of Covered-employee Payroll</u>
2022	\$ 5,043,822.43	\$ 5,043,822.43	\$ -	\$ 266,581,739.82	1.89%
2021	\$ 4,113,827.91	\$ 4,113,827.91	\$ -	\$ 225,000,335.93	1.83%
2020	\$ 3,698,314.83	\$ 3,698,319.83	\$ (5.00)	\$ 200,229,484.64	1.85%
2019	\$ 2,842,813.25	\$ 2,842,813.25	\$ -	\$ 162,523,146.61	1.75%
2018	\$ 4,402,786.81	\$ 4,790,709.16	\$ (387,922.35)	\$ 127,285,146.75	3.76%
2017	\$ 3,380,537.29	\$ 3,392,512.29	\$ (11,975.00)	\$ 88,061,000.16	3.85%
2016	\$ 2,006,323.14	\$ 2,009,559.84	\$ (3,236.70)	\$ 53,164,334.19	3.78%
2015	\$ 660,915.06	\$ 706,789.03	\$ (45,873.97)	\$ 18,165,068.01	3.89%

(1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of the Systems Proportionate Share of the Collective Total OPEB Liability**  
**Closed State Employee Group OPEB Plan**  
**Fiscal Year Ended June 30**

	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
System's proportion of the collective total OPEB liability	16.64%	16.17%	15.98%	16.65%	15.66%
System's proportionate share of the collective total OPEB liability	\$ 118,695,946.27	\$ 135,486,314.52	\$ 152,005,585.93	\$ 230,917,791.02	\$ 208,339,361.74
System's covered payroll	\$ 548,090,070.38	\$ 603,595,823.02	\$ 633,666,213.93	\$ 690,546,737.91	\$ 690,688,413.89
System's proportionate share of the collective total OPEB liability as a percentage of it's covered payroll	21.66%	22.45%	23.99%	33.44%	30.16%
OPEB plans fiduciary net position as a percentage of the total OPEB liability	25.20%	18.30%			

(1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of the Systems Proportionate Share of the Collective Total OPEB Liability**  
**Closed Tennessee Plan**  
**Fiscal Year Ended June 30**

	System's proportion of the collective total OPEB liability	Primary government's proportionate share of the collective total OPEB liability	System's covered payroll	Primary government's share of the collective total OPEB liability related to institution as a percentage of covered-employee payroll
2022	0.00000%	\$ 36,361,202.00	\$ 676,717,315.94	5.37%
2021	0.00000%	\$ 41,801,937.00	\$ 709,023,843.18	5.90%
2020	0.00000%	\$ 35,261,156.00	\$ 751,414,844.69	4.69%
2019	0.00000%	\$ 35,578,377.00	\$ 753,799,310.12	4.72%
2018	0.00000%	\$ 35,112,490.00	\$ 771,311,275.43	4.55%

- (1) There are no assets accumulating in a trust that meets the criteria in paragraph 4 of GASB Statement No. 75, related to this OPEB plan.
- (2) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.
- (3) The amounts reported for each fiscal year were determined as of the prior fiscal year-end.

**REQUIRED SUPPLEMENTARY INFORMATION**  
**Schedule of System's Contributions**  
**Closed State Employee Group OPEB Plan**  
**Fiscal Year Ended June 30**

	<u>Contractually Determined Contribution</u>	<u>Contributions in Relation to the Actuarially Determined Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Covered-employee Payroll</u>	<u>Contributions as a Percentage of Covered-employee Payroll</u>
2022	\$ 23,355,482.08	\$ 23,355,207.08	\$ 275.00	\$ 534,276,068.09	4.37%
2021	\$ 25,645,696.46	\$ 25,645,696.46	-	\$ 563,504,094.01	4.55%
2020	\$ 25,269,762.92	\$ 25,269,762.92	-	\$ 606,975,331.29	4.16%
2019	\$ 22,941,383.00	\$ 20,585,680.85	\$ 2,355,702.15	\$ 640,028,905.35	3.22%

(1) This is a ten year schedule; however, the information in this schedule is not required to be presented retroactively. Years will be added to this schedule in future years until ten years of information is available.

**TENNESSEE BOARD OF REGENTS**  
**Supplementary Information**  
**Unaudited Statement of Cash Flows - Component Units**  
**For the Year Ended June 30, 2022**

**Cash flows from operating activities:**

Gifts and contributions	\$ 79,745,722.98
Endowment income per spending plan	-
Grants and contracts	7,286,900.00
Sales and services of educational activities	5,300.00
Sales and services of other activities	6,179,382.86
Collection from patient charges	48,439,466.00
Payments to suppliers and vendors	(45,563,579.10)
Payments to employees	(38,606,409.54)
Payments for benefits	(3,589,473.91)
Payments for scholarships and fellowships	(13,994,942.72)
Payments to university/college/technology center	(46,197,724.44)
Loans issued to students	(4,848.33)
Collection of loans from students	7,321.33
Other receipts (payments),	6,959,488.82

Net cash flows provided (used) by operating activities	666,966.95
--------------------------------------------------------	------------

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

Proceeds from noncapital debt	-
Gifts and grants received for other than capital or endowment purposes	1,748,990.98
Private gifts for endowment purposes	26,109,356.58
Principal paid on noncapital debt	(1,820,911.00)
Interest paid on noncapital debt	(292,851.00)
Other non-capital financing receipts (payments), includes \$2,039,975.00 from ETSU Foundation or MEAC	(2,003,642.77)
Net cash flows provided (used) by non-capital financing activities	23,740,942.79

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

Capital grants and gifts received	5,133,620.89
Proceeds from sale of capital assets	1,095,808.27
Purchase of capital assets and construction	(7,084,403.13)
Principal paid on capital debt and lease	(613,920.50)
Interest paid on capital debt and lease	(12,745.00)
Other capital and related financing receipts (payments)	(381,774.37)

Net cash flows provided (used) by capital and related financing activities	(1,863,413.84)
----------------------------------------------------------------------------	----------------



**TENNESSEE BOARD OF REGENTS**  
**Supplementary Information**  
**Unaudited Statement of Cash Flows - Component Units**  
**For the Year Ended June 30, 2022**

**Cash flows from investing activities:**

Proceeds from sales and maturities of investments	148,888,367.15
Income on investments	33,460,410.94
Purchase of investments	(197,834,639.08)
Other investing receipts (payments)	(29,708.92)
	<hr/>
Net cash provided (used) by investing activities	<u>(15,515,569.91)</u>
Net increase (decrease) in cash and cash equivalents	7,028,925.99
Cash and cash equivalents - beginning of year	135,456,079.92
Cash and cash equivalents - end of year (Note 28)	<u>\$ 142,485,005.91</u>

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

Operating loss	\$ 37,451,634.63
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:	
Noncash operating expenses	10,130,402.62
Endowment income per spending plan	(6,529,337.02)
Other adjustments	553,089.87
Change in assets, liabilities, and deferrals:	
Receivables, net	(22,148,106.07)
Due from component unit/primary government	(3,761.87)
Inventories	(1,150.35)
Prepaid items	(103,455.80)
Other assets	(285.82)
Accounts payable	2,826,482.56
Accrued liabilities	(182,172.00)
Due to component unit/primary government	(6,452,053.58)
Unearned revenues	(871,156.55)
Compensated absences	(14,923.00)
Loans to students	2,000.00
Deferred inflows	(159,252.83)
Other	(13,830,987.84)
Net cash provided (used) by operating activities	<u>\$ 666,966.95</u>

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

Gifts in-kind - capital	772,102.49
Unrealized gains/(losses) on investments	(83,428,976.93)
Gain/(loss) on disposal of capital assets	(1,995,129.26)
Transfer of capital asset to institution	(64,170.99)
Change in Split Interest Agreement	17,794.28

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

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: External Affairs Update

DATE: December 1, 2022

PRESENTER: Executive Vice Chancellor Kim McCormick

PRESENTATION  
REQUIREMENTS: 10 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Not Applicable

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Executive Vice Chancellor Kim McCormick will introduce Associate Vice Chancellor Cris Perkins to present the report on FY22 Community College Fundraising.

Executive Vice Chancellor Kim McCormick will introduce Assistant Vice Chancellor John Williams to present a recap of the 2023 Legislative Priorities that were provided by TBR System Leadership and TBR Presidents. The Department of Government Relations in the Office of External Affairs will advocate on behalf of TBR to the members of the Tennessee General Assembly. AVC Williams will also give an overview of the 2022 Midterm Election results in Tennessee, including the 20 new members elected to the Tennessee General Assembly. In addition, AVC Williams will present legislation filed to date for the 113<sup>th</sup> General Assembly.



**FUNDRAISING & GRANTS REPORT**

2022

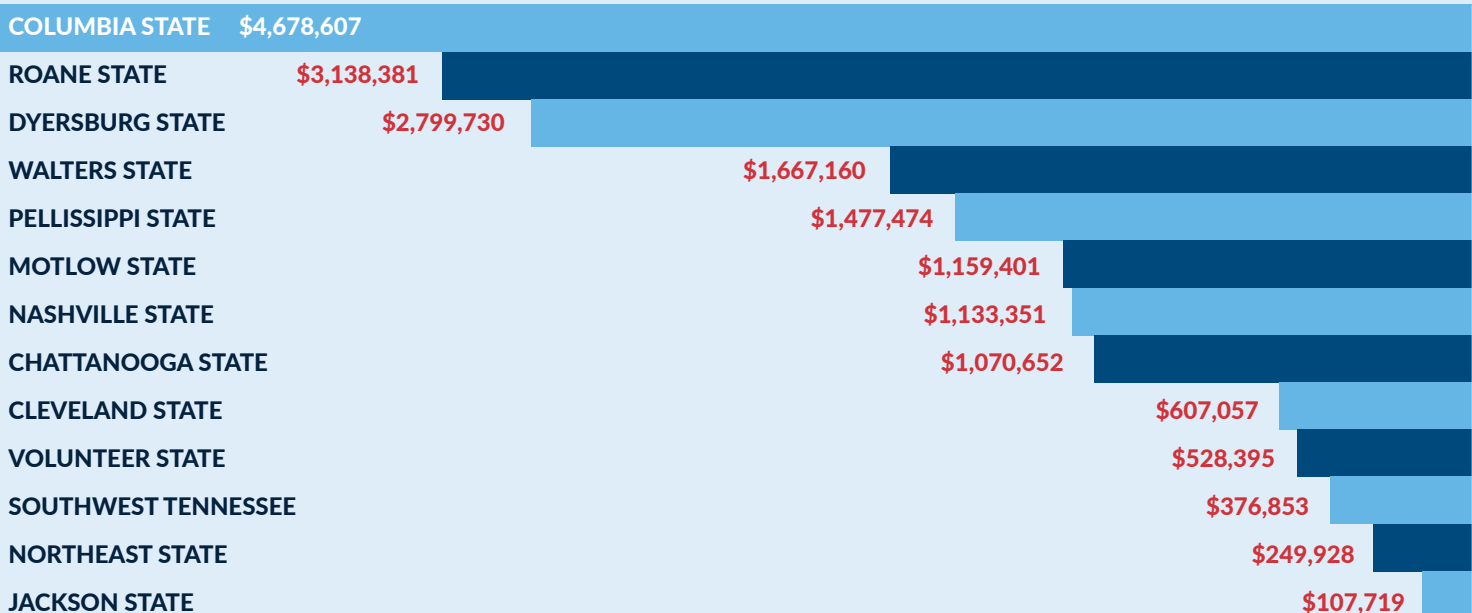
# 2022 FUNDRAISING & GRANTS REPORT

Each Fall, the Tennessee Board of Regents' community colleges complete the Voluntary Support for Education report to the Council for Aid to Education. The report describes fundraising results for the previous year from individuals, corporations, foundations and alumni for operations and capital projects. The information provided is pulled from these reports for community colleges and also provides insight into the Foundation for the College System of Tennessee.

## FUNDS RAISED IN FY22

In FY22, community colleges and the Foundation for the College System of Tennessee raised \$20,088,912, which is an increase of \$6,620,992 from last year's total of \$13,467,920. Columbia State raised the largest amount at \$4,678,607, with Roane State right behind at \$3,138,381 and Dyersburg State at \$2,799,730. Eight colleges raised at least \$1 million, which is three more than the past two fiscal years. Eight community colleges raised their total giving from the previous year (**Chart 1**). The Foundation for the College System of Tennessee showed an increase in private support from FY21 as well, going from \$507,108 to \$1,099,204 in FY22.

**CHART 1: FY22 Fundraising – Total Over \$18.9 Million**



Source: Volunteer Support for Education Reports.

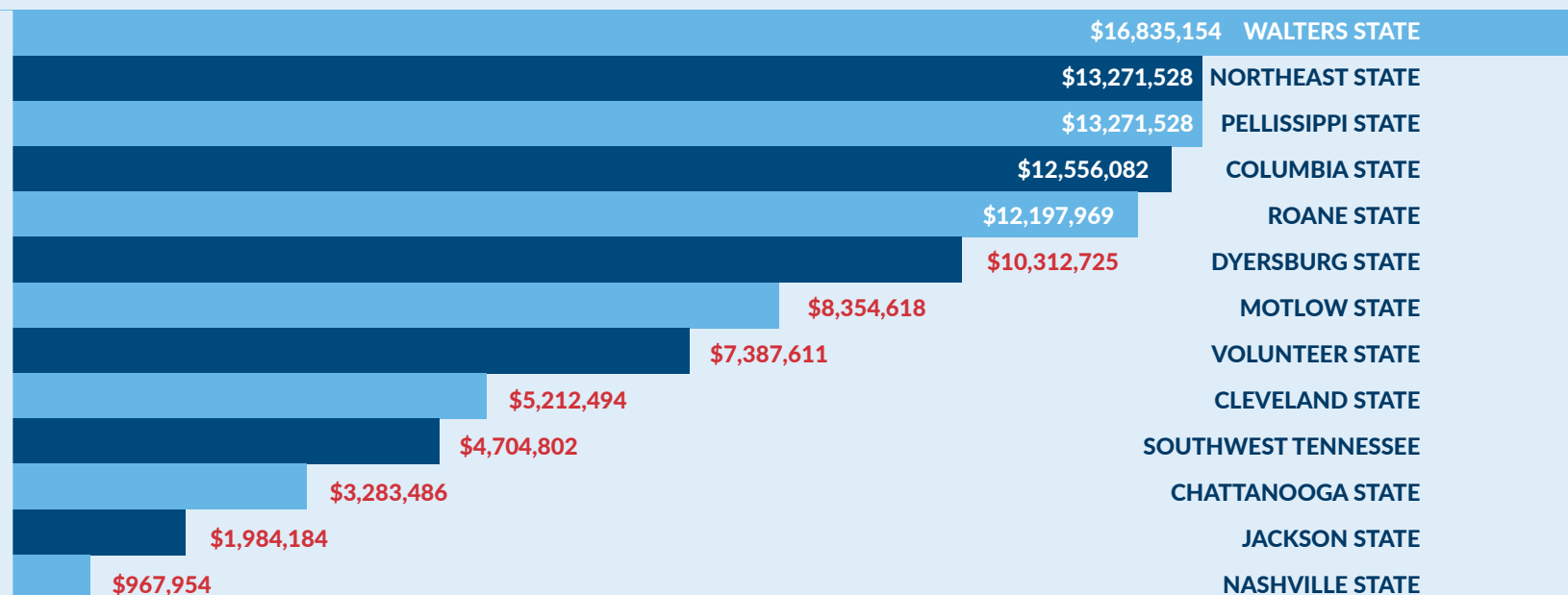




## FY22 VALUE OF FOUNDATION ENDOWMENTS

The FY22 value of colleges' foundation endowments dropped to \$110,782,958 – a decrease of nearly \$7 million from FY21. Individual college endowments vary greatly and continue to be led by Walters State at \$16,835,154 (**Chart 2**).

**CHART 2:** Value of Foundation Endowments



Source: Volunteer Support for Education Reports.



**CHART 4:**

**Largest Gifts to System Foundation in FY22**

**GENE HAAS FAMILY FOUNDATION**  
**\$300,000**  
 TCAT Murfreesboro Advanced Machining Lab

**GENERAL MOTORS**  
**\$230,000**  
 TCAT Pulaski Manufacturing Readiness Program

**AT&T**  
**\$130,000**  
 Community Colleges Last Dollar Fund

**MORRISTOWN CHAMBER FOUNDATION**  
**\$100,000**  
 New TCAT Morristown Facility Equipment

**NISSAN NORTH AMERICA, INC.**  
**\$35,000**  
 Skills USA Sponsorship

**THE AYERS FOUNDATION**  
**\$25,000**  
 SOAR Sponsorship

**PERKINS CONSTRUCTION, LLC**  
**\$21,000**  
 TCAT Nashville BCT Program

**FEDEX**  
**\$20,000**  
 TCAT Memphis FedEx Purple Runway Scholarship

**BLUECROSS BLUESHIELD OF TN**  
**\$10,000**  
 SOAR Sponsorship

**D2L**  
**\$10,000**  
 SOAR Sponsorship

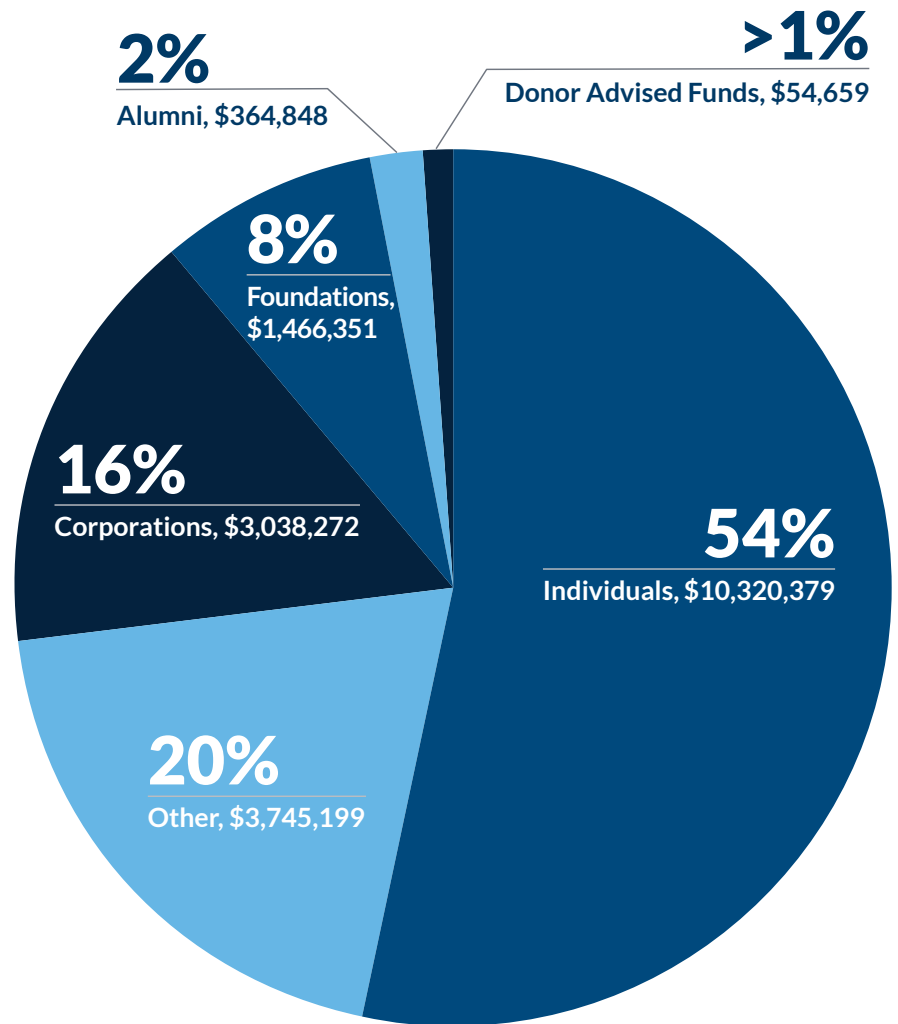
**SMITH & WESSON BRANDS, INC.**  
**\$10,000**  
 TCAT Knoxville

**WHO INVESTS IN OUR COLLEGES AND STUDENTS?**

Community colleges receive most of their donations from non-alumni individuals, corporations, foundations and other organizations. Below is a breakdown of the percent of donations in FY22 from types of donor groups **(Chart 3)** and a list of the top gifts that came to the Foundation for the College System of Tennessee **(Chart 4)**.

**CHART 3:**

**Community College Donations by Donor Group FY22**



Source: College Volunteer Support for Education Reports. Calculations compiled by TBR Staff.



THE

# FOUNDATION

FOR THE COLLEGE SYSTEM OF TENNESSEE

The Foundation for the College System of Tennessee is the primary charitable organization for the System of 13 community colleges and 24 Colleges of Applied Technology. The Foundation was established to support the System through advocacy, marketing and, most importantly, fundraising to benefit the programs and faculty serving them. The mission of the Foundation is to encourage, support and promote the advancement and awareness of the System and its member institutions as it serves as a vital workforce development resource. The Foundation assists in fundraising and capital campaigns and creates opportunities for the System not provided by state funding.



**Ryan Ball**  
Schneider Electric

**Sheila Boyington, P.E.**  
*Board Vice President*  
Thinking Media

**Dan Caldwell**  
Electrolux

**Erik Clinite**  
*Board Treasurer*  
Orcutt-Winslow Architects

**Ryan Lucas**  
*Board Secretary*  
Snap On

**Leo Meany**  
First Horizon Advisors

**Stephen Milligan**  
*TCAT President Representative*  
TCAT Crump

**Wendell Moore**  
MNA Government Relations

**Scott Ogden**  
FedEx

**Susan Rhodes**  
*Board President*  
The Ayers Foundation

**Wes Stowers**  
Stowers Machinery  
Corporation

**Dr. Michael Torrence**  
*Community College President  
Representative*  
Motlow State

**Regent Danni Varlan**  
East Tennessee Children's  
Hospital

**Rep. Greg A. Vital**  
President/Co Foundation  
Independent Health Care  
Properties, LLC  
Morning Pointe Senior Living

**Ex-Officio Members**

**Dr. Flora Tydings**  
*Chancellor*

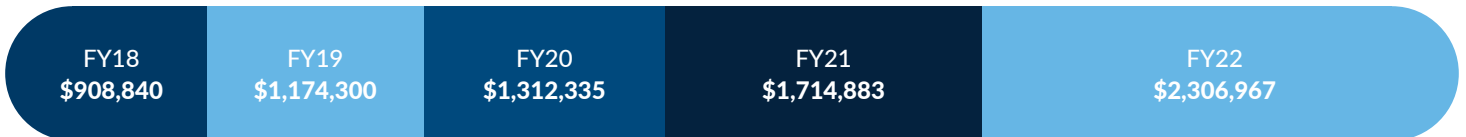
**Dr. Kim McCormick**  
*Executive Vice Chancellor*

**Cris Perkins**  
*Associate Vice Chancellor*

# FOUNDATION TOTALS

The total amount held in the Foundation for the College System of Tennessee has grown from \$908,840 in FY17 to \$2,306,967 in FY22 (Chart 5).

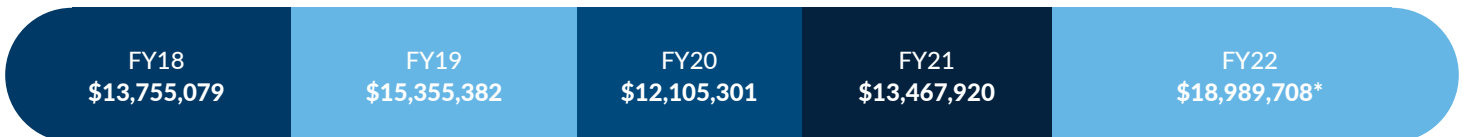
## CHART 5: Foundation of the College System of Tennessee Total Assets



Source: Calculations provided by TBR Staff

Overall fundraising at our community colleges in the System has grown over the past five years from a grand total of \$13,755,079 in FY2018 to \$18,989,708 in FY22 which is the highest amount raised by all the community colleges collectively in the past six years (Chart 6).

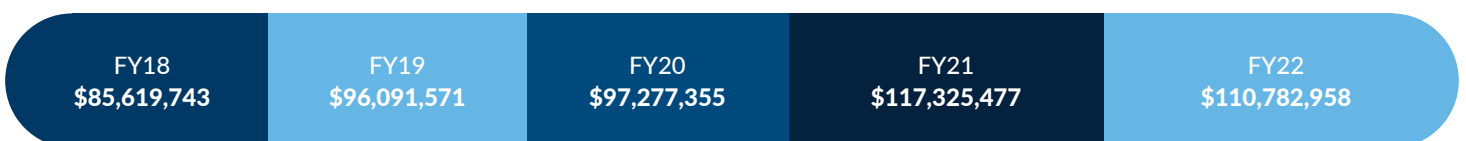
## CHART 6: Community College Fundraising Grant Total



\*Largest collective fundraising total in System history by our 13 Community Colleges  
Source: College Volunteer Support for Education Reports

The community colleges' endowment market values grew from \$85,619,743 in FY18 to \$110,782,958 in FY22 which is down from FY21's record high of \$117,325,477 (Chart 7).

## CHART 7: Community College Endowment Market Value



Source: College Volunteer Support for Education Reports



## SCHOLARSHIPS & AWARDS THROUGH THE FOUNDATION FOR THE COLLEGE SYSTEM OF TENNESSEE AWARDED IN FY22

The Foundation for the College System of Tennessee was able to award \$195,738.50 in scholarships for FY22. This includes the Sam H. Odom Nursing Scholarship which is managed by the Foundation with funds now held in the Foundation for the College System of Tennessee as well. This was the second year to fully award the Odom Scholarship. The total amount of scholarships awarded through the Foundation for the College System of Tennessee is over \$72,000 more than last year’s amount of \$123,495.

SCHOLARSHIP	AMOUNT (COLLEGE GIVEN TO FOR STUDENTS)
Gene Haas	\$989 (TCAT Covington, TCAT Ripley)
Mary Littleton Scholarship	\$2,833.50 (TCAT Dickson)
TCAT Morristown Workforce Development Promise	\$516 (TCAT Morristown)
Dakota Sams Welding Scholarship	\$500 (TCAT Morristown)
Second Chance Scholarship	\$400 (TCAT Newbern)
Doris & Harry Gienger Scholarship	\$1,300 (TCAT Murfreesboro, TCAT Dickson)
James Berdet Brown Scholarship	\$9,700 (TCAT, Chattanooga, TCAT Covington, TCAT Crump, TCAT Dickson, TCAT Hartsville, TCAT Hohenwald, TCAT Jacksboro, TCAT Jackson, TCAT Knoxville, TCAT Livingston, TCAT Memphis, TCAT Murfreesboro, TCAT Nashville, TCAT Newbern, TCAT Ripley, TCAT Shelbyville, TCAT Whiteville)
Sumner Co. Medical Society LPN Scholarship	\$8,500 (TCAT Nashville)
Dr. Allana Hamilton Memorial Scholarship	\$4,000 (\$1,000 each to four students: Amber Ray—TCAT Oneida; Stephen Mark Segerson – TCAT Crump; Mitchell Grimm-Southwest Tennessee State; Kearra Weiting-Nashville State)
AT&T Last Dollar Fund	\$130,000 (\$10,000 each to all 13 community colleges)
Sam Odom Scholarship Fund	\$37,000 (\$1,000 each to RN students at our community colleges)

### TOTAL AMOUNT OF SCHOLARSHIPS AWARDED IN FY22

**\$195,738.50**



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**Office of External Affairs**

*Department of Government Relations*

1 Bridgestone Park, Third Floor

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615-365-1510 OFFICE 615-477-6339 FAX

**tbr.edu**

## **2023 Legislative Priorities**

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

# 2022 MIDTERM ELECTION OVERVIEW

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## STATE SENATE

---

**17**

STATE SENATE SEATS  
WERE UP FOR ELECTION  
(ODD NUMBERED DISTRICTS)

**3**

NEW MEMBERS OF THE  
STATE SENATE

### MAINTAINED SAME PARTY CONTROL



**6** Democratic Party Members



**27** Republican Party  
Members

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## STATE HOUSE

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**99**

STATE HOUSE SEATS  
WERE UP FOR ELECTION

**17**

NEW MEMBERS OF  
STATE HOUSE

### MAINTAINED SAME PARTY CONTROL



**24** Democratic Party Members



**75** Republican Party Members

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## NEW STATE SENATORS

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**J. Adam Lowe, R**  
Senate District 1  
*Part of Bradley,  
McMinn, Meigs, Rhea*



**Charlane Oliver, D**  
Senate District 19  
*Part of Davidson*



**Brent Taylor, R**  
Senate District 31  
*Part of Shelby*

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## NEW STATE REPRESENTATIVES

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**Robert Stevens, R**  
House District 13  
*Part of Rutherford*



**Elaine Davis, R**  
House District 18  
*Part of Knox*



**Bryan Richey, R**  
House District 20  
*Part of Blount*



**Kevin D. Raper, R**  
House District 24  
*Part of Bradley*



**Monty Fritts, R**  
House District 32  
*Part of Loudon*



**William Slater, R**  
House District 35  
*Part of Sumner,  
Trousdale*



**Michael Hale, R**  
House District 40  
*Cannon, Dekalb, Jackson,  
Smith, part of Wilson*



**Ed Butler, R**  
House District 41  
*Morgan, Overton,  
and parts of Fentress,  
Anderson and Roane*



**Justin Jones, D**  
House District 52  
*Part of Davidson*



**Caleb Hemmer, D**  
House District 59  
*Part of Davidson*



**Gino Bulso, R**  
House District 61  
*Part of Williamson*



**Jake McCalmon, R**  
House District 63  
*Part of Williamson*



**Ronnie L. Glynn, D**  
House District 67  
*Part of Montgomery*



**Jody Barrett, R**  
House District 69  
*Part of Dickson,  
Hickman, Lewis*



**Kip Capley, R**  
House District 71  
*Wayne, and parts of Hardin,  
Lawrence and Maury*



**Jeff Burkhardt, R**  
House District 75  
*Part of Montgomery*



**Brock Martin, R**  
House District 79  
*Parts of Carroll,  
Gibson, Henderson*

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Board Assessment Report
DATE:	December 1, 2022
PRESENTER:	Vice Chair Emily Reynolds
PRESENTATION REQUIREMENTS:	5 minutes
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

---

Members of the Board will receive a report about the 2022 Board Assessment.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires governing boards for member institutions to “define and regularly evaluate their responsibilities and expectations.” As part of the SACSCOC accreditation process, community colleges must provide evidence that the Tennessee Board of Regents conducts a self-assessment every two years.

The 2022 Board Assessment was completed by members of the Tennessee Board of Regents in October 2022. All members participated in the assessment. The assessment included questions about the Board’s work, the structure and content of Board meetings, the Board’s committees, and the orientation process.

A summary of the 2022 Board Assessment is included in the meeting materials. The next assessment will be conducted in 2024.

## Tennessee Board of Regents

### 2022 Board Assessment

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires governing boards for member institutions to “define and regularly evaluate their responsibilities and expectations.” As part of the SACSCOC accreditation process, community colleges must provide evidence that the Tennessee Board of Regents conducts a periodic self-assessment.

In October 2022, members of the Tennessee Board of Regents completed a biennial self-assessment. The assessment included a series of questions about the Board’s work as well as questions about Board meetings, the Board’s committee structure, and the orientation process.

Seventeen members completed the 2022 Board assessment. Responses from the Board indicated high levels of agreement about the Board’s role, responsibilities, and processes. Across the twenty-nine questions included in the self-assessment, Board members answered “Yes” unanimously on eight questions. In total, 92% of the responses were “Yes,” indicating a positive response about Board activities. In addition, 8.0% of responses were “Neutral,” and only 0.5% of the responses were “No.” Most of the “Neutral” or “No” responses came from either ex-officio members or newer members who noted they had not yet experienced specific dimensions of the Board’s responsibilities.

Several themes emerged from the 2022 Board assessment:

- 1) Members believe the Board and the Chancellor have set clear priorities for the TBR System. As one member wrote, “There is clear, transparent conversation about our priorities,” and the Board is “doing a better and better job of taking a strategic view into the future.”
- 2) The lines of communication are open between Board members and TBR staff, and members feel confident in the information they receive. One member said, “The accessibility of TBR staff, top to bottom, has impressed me.”
- 3) Members value the opportunities for meaningful deliberation and discussion. As one member wrote, “Always making sure that our agendas allow time for questions and discussion needs to remain a priority.”
- 4) Members expressed interest in continuing Board development and education, especially around student enrollment trends, student success, and TBR policy.

Board members also expressed an appreciation for the opportunity to serve and be part of higher education in Tennessee.

The figures and tables below summarize the responses to the 2022 Board assessment. The concluding table (on page 13) provides an overall summary of the responses.

# General Questions about the Board

The Tennessee Board of Regents self-assessment asked eleven general questions about the Board. This section included four questions about the Board’s mission and role, three questions about communication and information sharing, and four questions about Board policies and procedures.

## Mission and Role

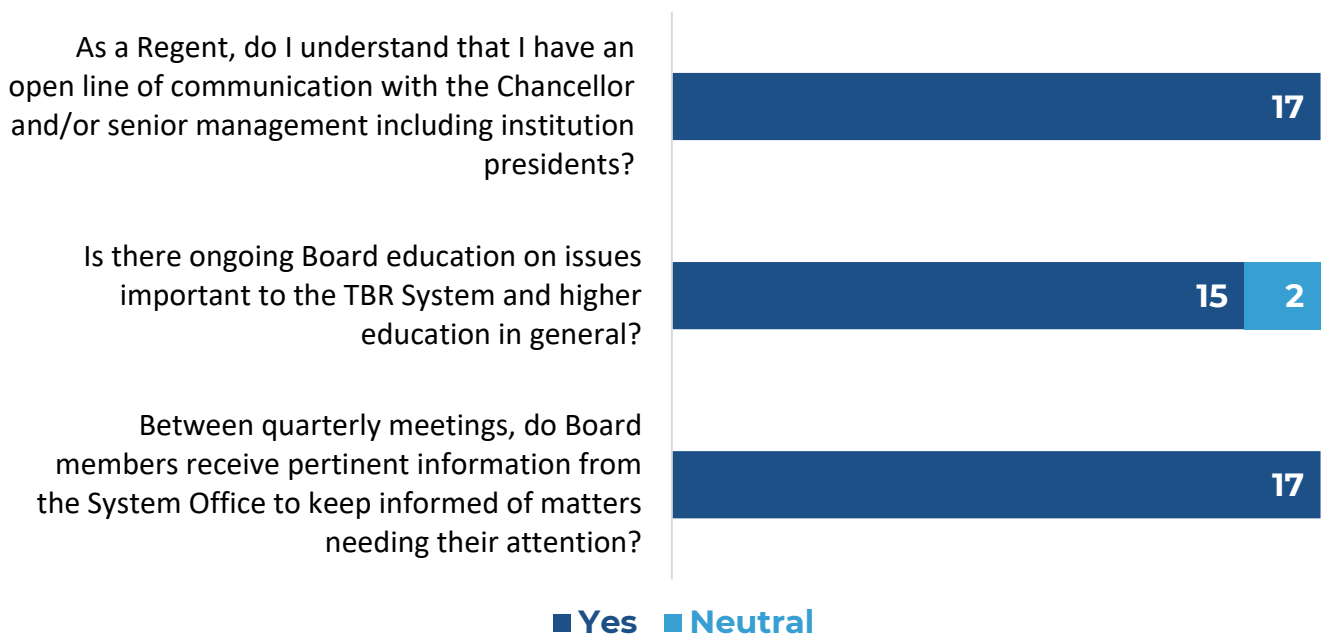


When asked general questions about the Board’s mission and role, most members answered positively that the Board conducts regular mission reviews and sets clear priorities for the TBR System. The Board also agreed that the members understand their roles and relationships with the colleges.

In this section, a key theme of the self-assessment emerged as members acknowledged the clear priorities for the TBR System. In the open comment section for these questions, members reiterated their positive assessment of the Board’s mission and priorities. One member wrote, “There is clear, transparent conversation about our priorities.” Another member wrote, “I love the strategic, forward-thinking actions of the Board.”



## Communication and Information

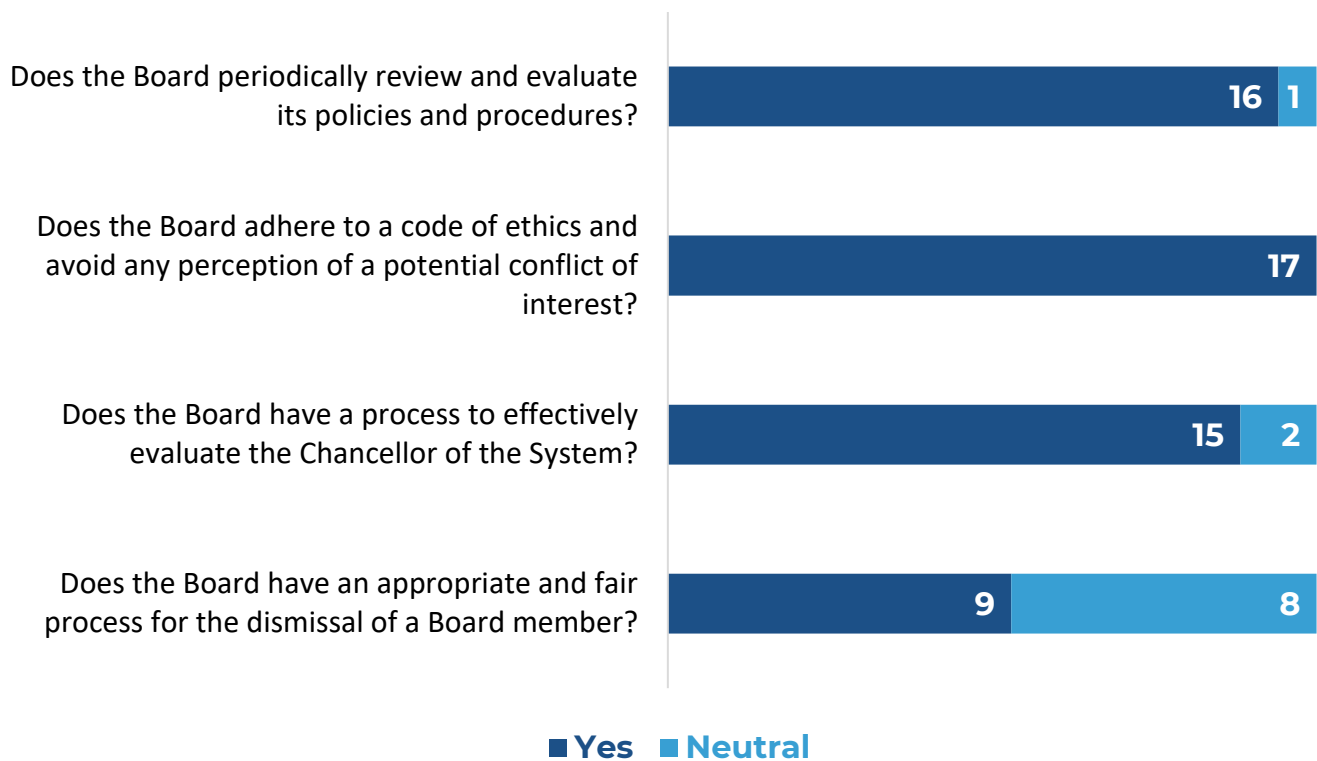


Members expressed unanimous agreement that they receive sufficient information and have open lines of communication with the Chancellor, institution presidents, and System Office staff. As one member wrote, “The accessibility of TBR staff, top to bottom, has impressed me.”

Most members also agreed that the Board receives effective ongoing education on issues important to the TBR System and higher education. One member wrote, “Our workshops and retreats are very helpful and educational.”

Throughout this section, a key theme of the self-assessment emerged as members praised the open lines of communication between Board members and TBR staff. In the comment section of the self-assessment, one member wrote, “Senior management is very responsive to questions and issues I have.” Two regents mentioned Board education provided by specific TBR staff members. One member wrote, “I feel the staff does an excellent job of informing the Board of the rationale for programs and ideas it is promoting. [The Executive Vice Chancellor] is super at taking the data he and his team collect and presenting it to us in an understandable and actionable manner.” When asked whether the Board receives ongoing education, Board education, another member wrote, “Absolutely. [The Executive Vice Chancellor] does an incredible job.”

## Policies and Procedures



Members shared similar views on Board policies and procedures. However, the responses here were slightly more varied than the responses in other sections of the self-assessment.

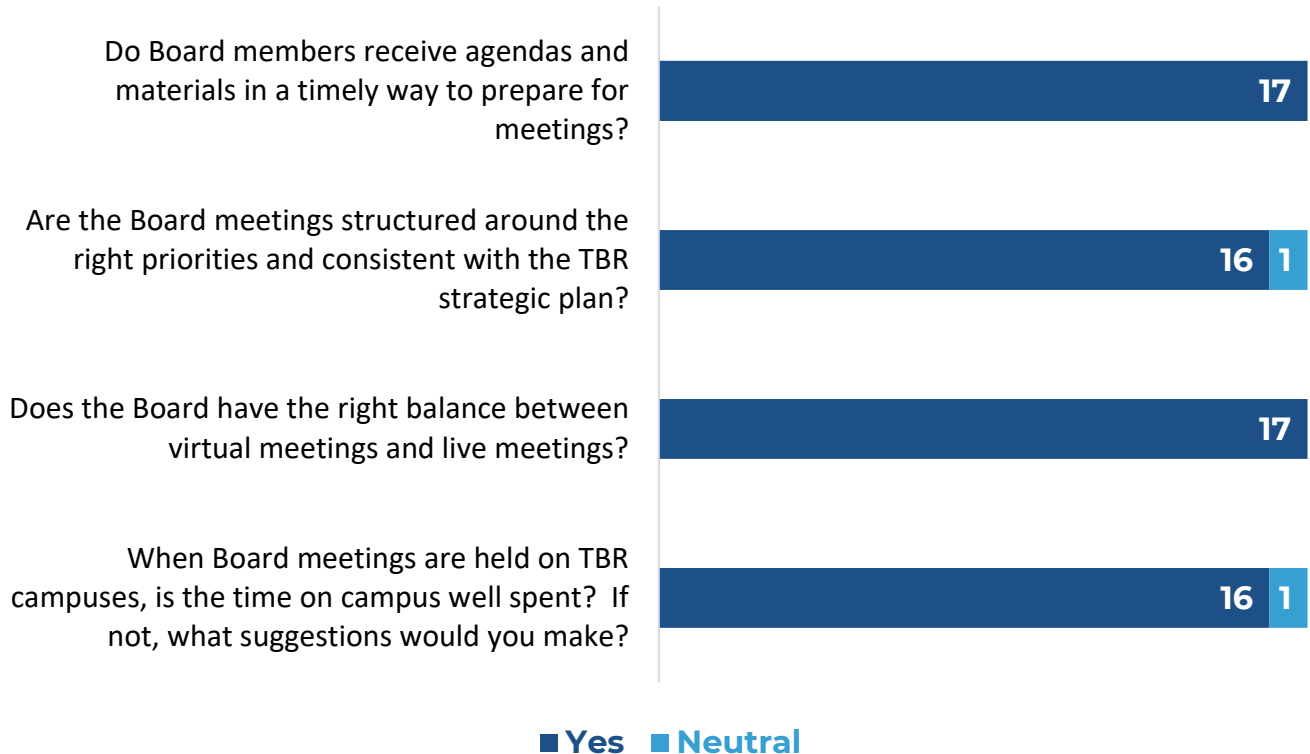
Board members unanimously affirmed their assessment that the Board adheres to a code of ethics and avoids any perception of a potential conflict of interest. Similarly, most members answered positively when asked whether the Board periodically reviews and evaluates its policies and procedures. When asked whether the Board has an effective process to evaluate the Chancellor, fifteen members said “Yes.”

However, members shared more divergent answers about how the Board would handle the dismissal of a Board member. When asked whether the Board has an appropriate, fair process for dismissing a member, nine members answered “Yes.” In the comment section of the self-assessment, five members shared their uncertainty about the process for dismissing a Board member. One new member wrote, “I have not had experience in this area, so I do not feel as though I can make a judgment call on this question.” Several more experienced members agreed. One member wrote, “I’m not aware of this, but then I have not seen it necessary to execute on removing a Board member. That would mean a call to [the TBR General Counsel], in my judgment.”

## Board Meetings

Next, the self-assessment asked nine questions about Board meeting preparation, structure, and activities. This section included four questions about the Board meeting structure, two questions about the Board’s ability to deliberate and engage in discussion, and three questions about how the Board executes its role and responsibilities during Board meetings.

### Meeting Structure



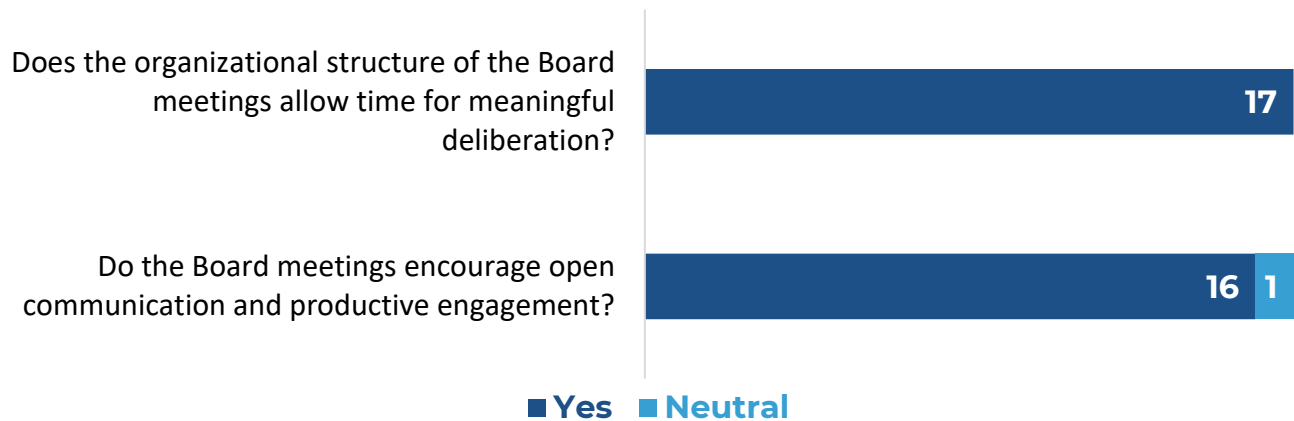
Members unanimously agreed that they received agendas and materials in a timely manner to prepare for meetings. In the comment section of the self-assessment, one member wrote that Board meetings are “very organized and [the Board Secretary] is extremely helpful.”

Additionally, sixteen members provided positive responses when asked if the meetings are structured around the right priorities and consistent with the TBR strategic plan.

Members agreed that the Board has the right balance between virtual and live meetings, and members also reflected positively about Board meetings that are held on campuses. Almost all members said they found these meetings to be time well spent.

In the comment section of the self-assessment, several members noted the importance of holding Board meetings on TBR campuses. As one member wrote, “I love the meetings on campus. Gives us a firsthand perspective.”

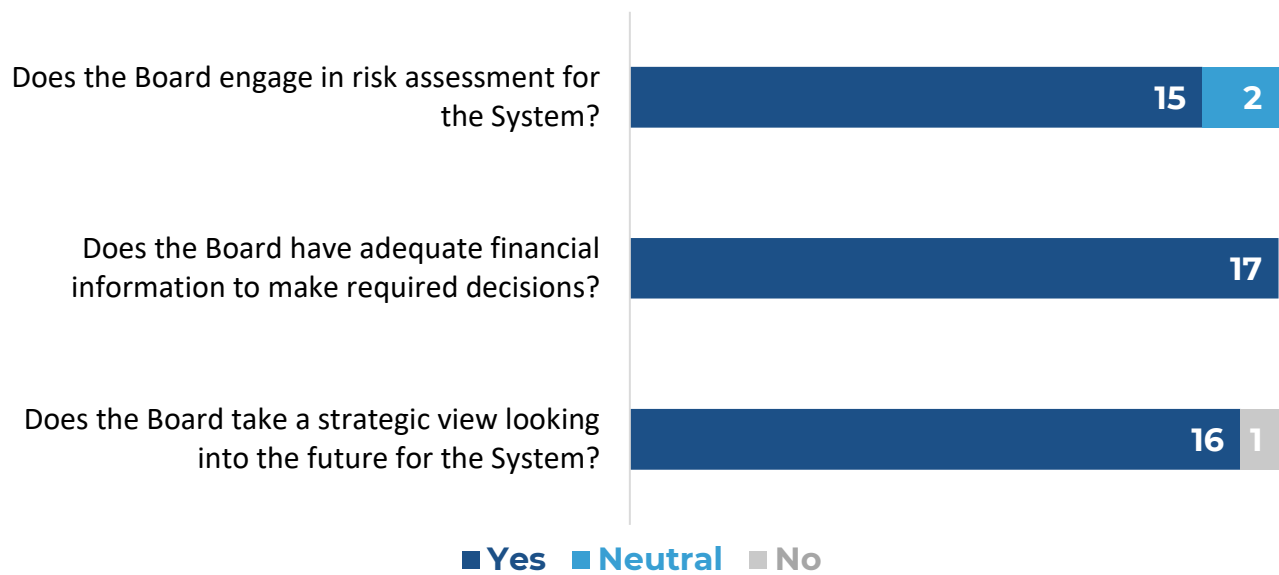
## Deliberation and Engagement



Most members agreed that their meetings allow for meaningful deliberation and engagement. When asked whether the organizational structure of the meetings allows time for meaningful deliberation, all members answered “Yes.” Similarly, when asked whether Board meetings encourage open communication and productive engagement, sixteen members responded positively. One member wrote, “[The Vice Chair] is a very effective communicator and seeks out responses from all.”

A key theme of the self-assessment emerged in this section, as members expressed their interest in additional time for deliberation and discussion during meetings. One member wrote, “Committee meetings are invaluable and allow additional time for discussion.” Another member wrote, “I do think we get a bit rushed, so it will be good to have our Board retreat in October to do a deeper dive.”

## Roles and Responsibilities



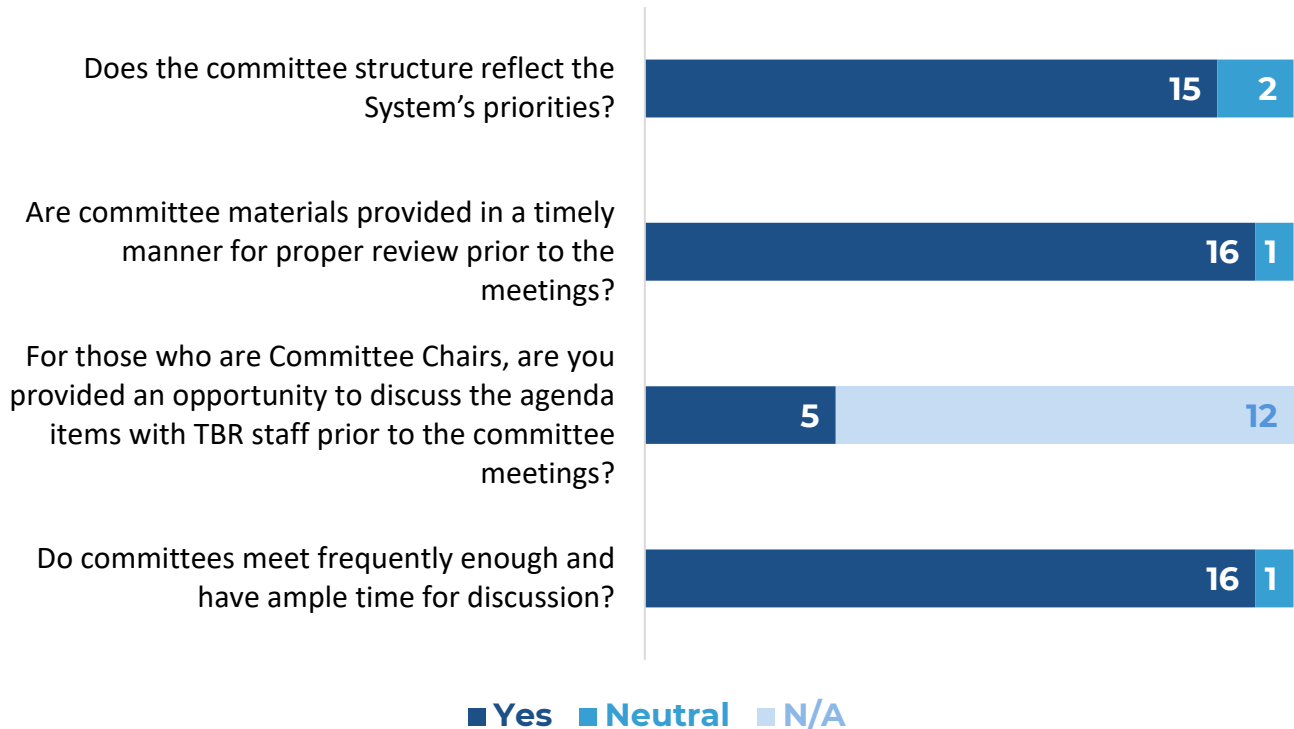
The final set of questions in this section asked about the roles and responsibilities of Board members. As in the previous sections, the members mostly agreed and answered positively.

When asked whether the Board engages in risk assessment, fifteen members answered affirmatively. Similarly, when asked if the Board has adequate financial information to make decisions, all members answered “Yes.”

Finally, when asked whether the Board takes a strategic view looking into the future, sixteen members answered “Yes.” One member who answered positively to this question wrote that the Board is “doing a better and better job of this.”

## Committee Structure

The third section of the self-assessment included four questions about the structure and work of the Board’s committees.



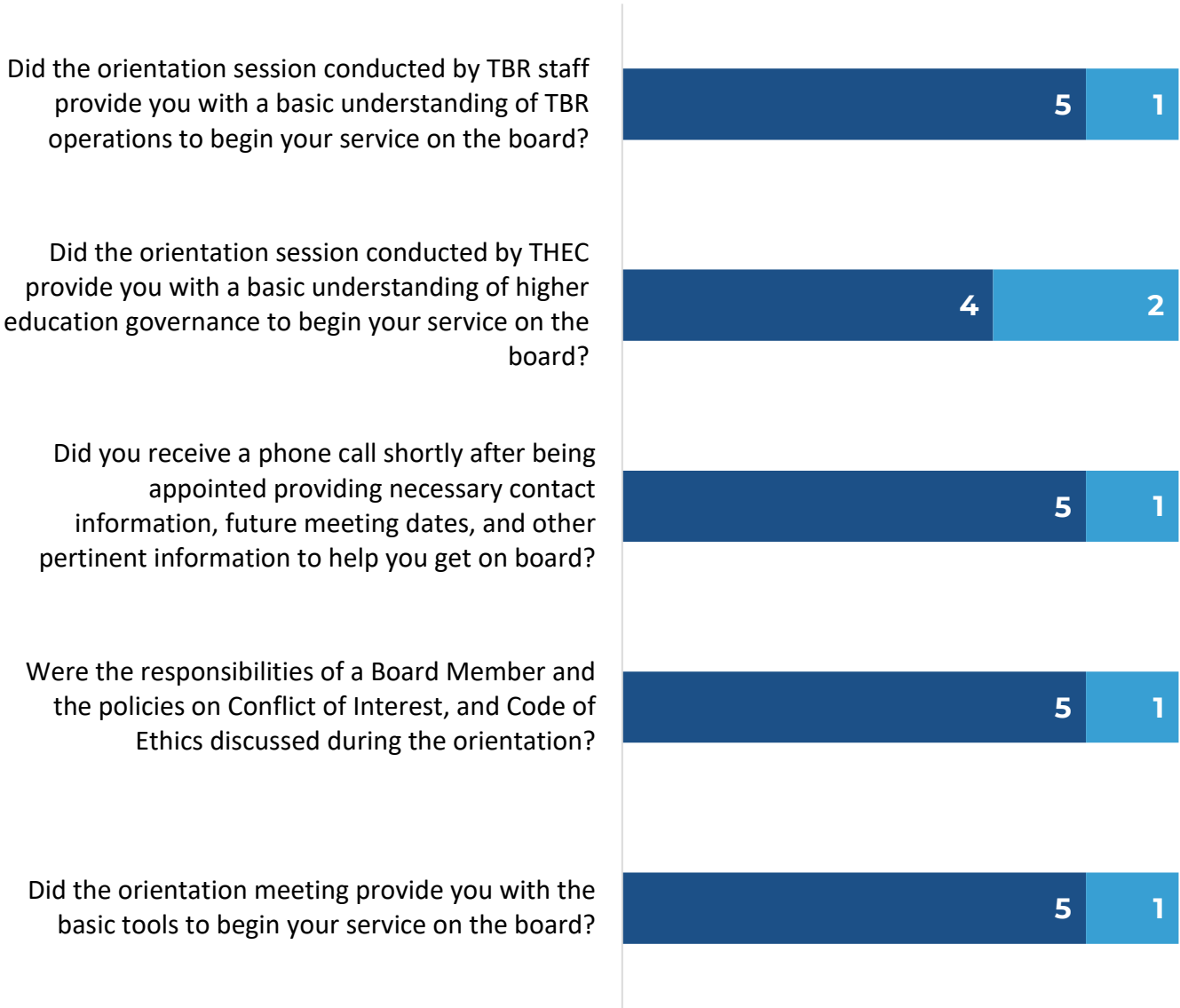
Members demonstrated widespread agreement about the structure and work of Board committees. Fifteen members agreed that the committee structure reflects the TBR System’s priorities. Sixteen members also agreed that committee materials are provided in a timely manner.

Among Board members who serve as committee chairs, there was widespread agreement that chairs are provided opportunities to discuss the agenda items with TBR staff before meetings. One member wrote, “My committee is very responsive and proactive in scheduling meetings prior to the committee chair meetings.”

When asked whether committees meet frequently enough and have ample time for discussion, sixteen members answered affirmatively. In the comment section, one member wrote, “From time to time, it seems rushed. Sometimes I would like to know more, and when I do, I feel like I can call and ask.”

# Orientation/Onboarding

The next section of the self-assessment included four questions about the orientation and onboarding process for new members. The instructions suggested that only recently appointed members should respond to these questions. Six members who were appointed to the Board since 2020 provided responses to the questions in this section.



■ Yes ■ Neutral

In this section, the Board expressed general agreement about the effectiveness of the orientation and onboarding of new members. Members agreed that they received adequate information to help their onboarding, received guidelines about the Conflict of Interest and Code of Ethics policies, and were given the tools to begin their service.

## Open-Ended Questions

The closing section of the survey allowed members to reflect on the Board's strengths and areas for improvement. This section included four open-ended questions.

### Are there topics that you think are important that are currently not covered in Board and/or committee meetings?

Six members responded to this question. These responses reflected the Board's interest in learning more about enrollment and student experience, which was a key theme that emerged throughout the open-ended section of the self-assessment. Specifically:

- Three members responded that relevant topics are well covered in Board meetings. One member wrote, "I believe the topics we cover are adequate." Another member wrote, "When there is a topic that I think needs discussing, the staff makes it happen." A third member wrote, "Members seem to feel free to ask questions about topics they want to know more about, and opportunities to learn more are readily available."
- One member encouraged the Board to continue to discuss enrollment trends, writing, "We can't lose sight of the continuing impacts of the pandemic and the coming enrollment cliff and the impacts on our system, especially for the community colleges."
- Another member suggested that the Board seek feedback from students and partners, saying, "I'd like to see/hear how the users of the system feel about it...get the perspective of businesses, community leaders, mayors, and high schools that send graduates into our system."

### Is there any information that you currently do not receive but would like to see incorporated in materials to Board members?

Four members responded to this question. All four of these responses expressed members' satisfaction with the information they receive. One member wrote, "COVID has actually helped the flow of information with additional emails and reporting processes being implemented."

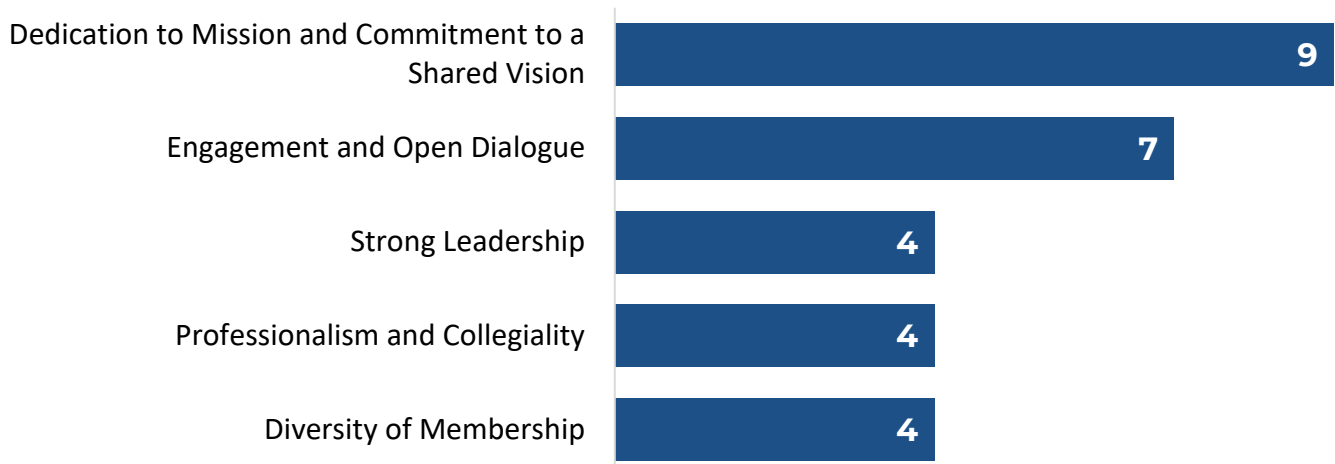
One member shared an interest in receiving more information about higher education outside of Tennessee, writing, "The clips are helpful in providing a national perspective on what's happening elsewhere in systems like ours, particularly around community colleges. Let's make sure we stay open to hearing outside perspectives and not just silo ourselves to Tennessee."



## What are the strengths of the Board?

Twelve members responded to this question. The figure below summarizes the members' responses.

- Nine members described the Board members' dedication and shared commitment to the TBR mission. One member said, "There's a true commitment to the TBR System among Board members." Another member wrote, "Board members are committed to TBR service and focused on what is best and right for the students." A third member said, "Board members sincerely want to serve and ensure success."
- Seven members described the Board's engagement and willingness to engage in open dialogue. As one member wrote, "Although it's a group that truly enjoys each other's company and values the work of the Chancellor and her team, we're not a rubber stamp, and we welcome questions, constructive dialogue and criticism." Another member said, "Board members feel comfortable asking questions." A third member wrote, "This Board is not afraid to speak out and discuss varying perspectives."
- Four members noted the effective, strong leadership by the Vice Chair and Chancellor. As one member wrote, "An excellent Vice Chair is one of our greatest strengths."
- Four members said the Board's professionalism and collegiality are among its strengths. For example, one member said, "there is a true feeling of comradery among Board members." Another member described the Board's strengths through its "high level of engagement and professional group of caring, interested people."
- Four members also noted the diversity of the Board's membership, including the impact of serving alongside "members from different industries, businesses, and interests" with "a good mix of talents and perspectives."



## What are the areas for improvement, and how can these be addressed?

When asked about areas for improvement, five members responded.

- One member expressed interest in having more time to deliberate on topics: “Not really an area for improvement, but always making sure that our agendas allow time for questions and discussion needs to remain a priority.”
- Another member shared their interest in attending campus events: “Visiting campuses is a highlight of Board service, and I always like to be invited to visit or attend appropriate meetings and celebrations. Some schools are better than others about that.”
- Two members discussed their interest in student success and experiences in the TBR System:
  - One member wrote, “I think having input from either high school principals or administrators would be beneficial to give us a feel for how they perceive the system.”
  - Another member wrote, “We need to be growing our student enrollment and graduation rates.”

## Summary of Responses

	Yes	Neutral	No
<b>General Questions about the Board</b>			
Does the Board annually review its mission and the mission of its institutions?	15	2	0
Do I have a clear and reasonable understanding of my role, responsibility, and accountability as a Regent?	17	0	0
Along with the Chancellor, does the Board set clear priorities for the TBR System?	15	1	1
Does the Board ensure a clear and appropriate distinction between the policy-making function and the responsibility of the administration and faculty to administer and implement policy?	16	1	0
As a Regent, do I understand that I have an open line of communication with the Chancellor and/or senior management including institution presidents?	17	0	0
Is there ongoing Board education on issues important to the TBR System and higher education in general?	15	2	0
Does the Board have a process to effectively evaluate the Chancellor of the System?	15	2	0
Does the Board have an appropriate and fair process for the dismissal of a Board member?	9	8	0
Does the Board adhere to a code of ethics and avoid any perception of a potential conflict of interest?	17	0	0
Does the Board periodically review and evaluate its policies and procedures?	16	1	0
Between quarterly meetings, do Board members receive pertinent information from the System Office to keep informed of matters needing their attention?	17	0	0
<b>Board Meetings</b>			
Do Board members receive agendas and materials in a timely way to prepare for meetings?	17	0	0
Are the Board meetings structured around the right priorities and consistent with the TBR strategic plan?	16	1	0
Does the organizational structure of the Board meetings allow time for meaningful deliberation?	17	0	0
Do the Board meetings encourage open communication and productive engagement?	16	1	0
Does the Board have the right balance between virtual meetings and live meetings?	17	0	0
When Board meetings are held on TBR campuses, is the time on campus well spent? If not, what suggestions would you make?	16	1	0
Does the Board engage in risk assessment for the System?	15	2	0
Does the Board have adequate financial information to make required decisions?	17	0	0
Does the Board take a strategic view looking into the future for the System?	16	0	1
<b>Committee Structure</b>			
Does the committee structure reflect the System's priorities?	15	2	0
Do committees meet frequently enough and have ample time for discussion?	16	1	0
For those who are Committee Chairs, are you provided an opportunity to discuss the agenda items with TBR staff prior to the committee meetings?	5	0	0
Are committee materials provided in a timely manner for proper review prior to the meetings?	16	1	0
<b>Orientation/Onboarding (For Board members who have joined since 2020)</b>			
Did the orientation session conducted by TBR staff provide you with a basic understanding of TBR operations to begin your service on the Board? If not, what else might have been helpful to you?	5	1	0
Did the orientation session conducted by THEC provide you with a basic understanding of higher education governance to begin your service on the Board? If not, what else might have been helpful to you?	4	2	0
Did you receive a phone call shortly after being appointed providing necessary contact information, future meeting dates, and other pertinent information to help you get on board?	5	1	0
Were the responsibilities of a Board Member and the policies on Conflict of Interest, and Code of Ethics discussed during the orientation?	5	1	0
Did the orientation meeting provide you with the basic tools to begin your service on the Board? If not, what else might have been helpful to you?	5	1	0

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Board Assessment Follow-up – Process for Removal of a Board Member
DATE:	December 1, 2022
PRESENTER:	Brian Lapps, General Counsel
PRESENTATION REQUIREMENTS:	3 minutes
ACTION REQUIRED:	Informational Purposes
STAFF RECOMMENDATION:	Not Applicable

---

The 2022 Board Self-Assessment asked whether the Board has an appropriate and fair process for the dismissal of a Board member. This presentation provides a reminder of that process.

The bases and procedures for removal of a Board member are set out in the [Code of Ethics for Members of Tennessee Board of Regents : 1.02.03.20 | policies.tbr.edu](https://policies.tbr.edu/1.02.03.20) and the [Conflict of Interest Policy for Regents : 1.02.03.30 | policies.tbr.edu](https://policies.tbr.edu/1.02.03.30). In summary, a Board member may be removed for a material violation of the Code of Ethics, which requires, among other things, adherence to the Conflict of Interest Policy for Regents. Examples of conduct that might result in removal include allowing personal interests to diverge from a regent’s obligations to TBR, being financially interested in a transaction involving a TBR institution, or using the office of regent to obtain a personal financial benefit.

The Board decides whether a violation of the Code of Ethics took place, whether any such violation was material, and whether removal from office is the appropriate remedy. Any deliberations must take place in compliance with the Open Meetings Act, and the vote follows a due process hearing held pursuant to the contested case provisions of the Tennessee Uniform Administrative Procedures Act. A vote of two-thirds of the Board membership is necessary to remove a regent.

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Blue Oval City Construction Update

DATE: December 1, 2022

PRESENTER: Executive Director Dick Tracy

PRESENTATION  
REQUIREMENTS: 2 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Not Applicable

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Executive Director Dick Tracy will give an update on the Blue Oval City construction project.

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Approval of Fiscal Year FY 2022-23 October Revised Budget
DATE:	December 1, 2022
PRESENTER:	Alisha Fox, Vice Chancellor of Business and Finance
PRESENTATION REQUIREMENTS:	5 minutes
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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The Board will consider the October 31, 2022, revisions to the FY 2022-23 budgets for the institutions governed by the Board and the Board of Regents System Office.

The original budgets for FY 2022-23 were developed by institutions in the Spring of 2022 and were submitted to the Board office in May 2022. As such, these budgets included a variety of estimates. These institutional budget submissions were the basis for the Board's June 2022 approval of the initial FY 2022-23 operating budgets (the "Proposed Budget"). The October Revised Budget is based on more recent information, including recognition of the impact of fall enrollment, and includes the effect of revisions from the approved Proposed Budget.

## Table of Contents

<b>Table I</b>	<b>Summary of Unrestricted and Restricted Funds</b>
<b>Table II</b>	<b>Summary of Unrestricted Revenues and Expenditures Budget</b>
<b>Table III</b>	<b>Summary of Unrestricted Revenues with Percentages by Major Budget Category</b>
<b>Table IV</b>	<b>Summary of Unrestricted Educational and General Expenditure Budget with Percentages by Function</b>
<b>Table V</b>	<b>Summary of Unrestricted Educational and General Expenditure Budget by Natural Classification</b>

Tennessee Board of Regents  
Summary of Unrestricted and Restricted Current Funds

Institutions	Beginning Fund Balance	Unrestricted Revenues	Unrestricted Expenditures and Transfers	Ending Fund Balance	Restricted Revenues	Restricted Expenditures and Transfers	Total Revenues	Total Expenditures and Transfers
CHSCC	\$ 13,270,500	\$ 66,841,700	\$ 68,525,200	\$ 11,587,000	\$ 37,209,400	\$ 37,209,400	\$ 104,051,100	\$ 105,734,600
CLSCC	7,416,900	27,284,100	27,714,000	6,987,000	17,224,100	16,625,000	44,508,200	44,339,000
COSCC	16,659,900	42,949,300	52,603,300	7,005,900	26,030,000	27,235,300	68,979,300	79,838,600
DSCC	4,111,800	24,029,200	25,625,100	2,515,900	15,127,100	15,105,000	39,156,300	40,730,100
JSCC	2,856,900	34,214,300	29,758,000	7,313,200	17,924,200	17,924,200	52,138,500	47,682,200
MSCC	25,814,000	46,507,100	50,792,400	21,528,700	24,143,400	24,143,400	70,650,500	74,935,800
NASCC	35,406,700	52,317,600	52,029,400	35,694,900	24,161,000	24,087,500	76,478,600	76,116,900
NESCC	18,488,700	48,071,700	45,954,300	20,606,100	27,963,400	27,963,400	76,035,100	73,917,700
PSCC	23,076,800	76,846,700	88,680,000	11,243,500	27,567,700	27,567,700	104,414,400	116,247,700
RSCC	17,911,800	50,640,900	55,978,600	12,574,100	23,294,100	23,146,500	73,935,000	79,125,100
STCC	25,039,600	67,917,800	67,113,800	25,843,600	48,541,800	48,541,800	116,459,600	115,655,600
VSCC	32,334,400	61,206,400	63,989,800	29,551,000	26,717,100	26,654,100	87,923,500	90,643,900
WSCC	21,293,800	51,981,500	55,018,100	18,257,200	20,193,800	19,191,800	72,175,300	74,209,900
Total Colleges	243,681,800	650,808,300	683,782,000	210,708,100	336,097,100	335,395,100	986,905,400	1,019,177,100
Athens	1,502,200	3,388,100	4,306,800	583,500	3,150,000	3,150,000	6,538,100	7,456,800
Chattanooga	1,570,100	8,333,100	8,770,200	1,133,000	1,910,400	1,910,400	10,243,500	10,680,600
Covington	1,125,700	2,886,600	3,547,900	464,400	4,445,100	4,445,100	7,331,700	7,993,000
Crossville	902,400	5,170,200	5,114,800	957,800	4,004,200	4,424,000	9,174,400	9,538,800
Crump	1,404,100	4,614,000	4,999,800	1,018,300	5,545,000	3,084,000	10,159,000	8,083,800
Dickson	1,531,300	8,208,500	8,273,000	1,466,800	5,300,500	5,300,500	13,509,000	13,573,500
Elizabethton	2,009,300	6,048,300	6,515,900	1,541,700	17,858,000	17,771,800	23,906,300	24,287,700
Harriman	877,300	3,899,100	4,032,700	743,700	3,724,600	3,703,000	7,623,700	7,735,700
Hartsville	567,900	5,092,700	5,055,000	605,600	3,185,000	3,185,000	8,277,700	8,240,000
Hohenwald	929,500	4,846,500	4,788,100	987,900	3,486,900	3,817,400	8,333,400	8,605,500
Jacksboro	1,114,500	3,073,800	3,591,200	597,100	2,413,300	2,117,300	5,487,100	5,708,500
Jackson	2,374,500	9,670,200	9,927,800	2,116,900	5,100,000	5,100,000	14,770,200	15,027,800
Knoxville	3,395,100	9,290,400	10,554,100	2,131,400	12,018,300	12,018,300	21,308,700	22,572,400
Livingston	2,571,500	5,908,300	6,730,200	1,749,600	3,986,000	4,621,300	9,894,300	11,351,500
McKenzie	408,700	2,218,100	2,218,300	408,500	1,100,000	1,100,000	3,318,100	3,318,300
McMinnville	1,177,500	3,227,700	3,239,800	1,165,400	2,768,600	700,000	5,996,300	3,939,800
Memphis	1,652,500	10,021,100	11,112,900	560,700	7,798,200	4,135,100	17,819,300	15,248,000
Morristown	2,518,900	8,865,000	10,567,800	816,100	6,000,000	6,000,000	14,865,000	16,567,800
Murfreesboro	4,471,000	9,062,000	11,339,100	2,193,900	5,298,700	5,298,700	14,360,700	16,637,800
Nashville	2,356,000	8,743,700	8,860,700	2,239,000	7,630,000	7,592,000	16,373,700	16,452,700
Northwest	1,778,700	4,140,900	5,522,700	396,900	5,308,000	5,308,000	9,448,900	10,830,700



Tennessee Board of Regents  
Summary of Unrestricted and Restricted Current Funds

Institutions	Beginning Fund Balance	Unrestricted Revenues	Unrestricted Expenditures and Transfers	Ending Fund Balance	Restricted Revenues	Restricted Expenditures and Transfers	Total Revenues	Total Expenditures and Transfers
Oneida	851,900	3,444,100	3,528,800	767,200	2,050,000	1,990,000	5,494,100	5,518,800
Paris	884,000	3,405,400	3,658,200	631,200	1,902,000	1,876,000	5,307,400	5,534,200
Pulaski	3,341,800	5,160,000	7,324,800	1,177,000	2,750,000	2,675,500	7,910,000	10,000,300
Ripley	1,063,700	2,462,900	3,080,700	445,900	1,786,600	2,431,400	4,249,500	5,512,100
Shelbyville	939,000	5,496,900	5,447,000	988,900	2,500,000	2,500,000	7,996,900	7,947,000
Total TCATs	43,319,100	146,677,600	162,108,300	27,888,400	123,019,400	116,254,800	269,697,000	278,363,100
Tennessee Board of Regents	42,625,100	87,920,800	88,250,300	42,295,600	13,413,800	13,413,800	101,334,600	101,664,100
Total System	\$ 329,626,000	\$ 885,406,700	\$ 934,140,600	\$ 280,892,100	\$ 472,530,300	\$ 465,063,700	\$ 1,357,937,000	\$ 1,399,204,300

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
<b>Unrestricted Current Fund Balances</b>							
Allocation for Encumbrances	316,700	322,000	1,013,700	368,400	59,900	237,600	252,300
Allocation for Working Capital	689,600	308,200	729,300	488,800	275,300	407,200	1,307,800
Special Allocations	4,778,500	6,357,000	7,472,000	3,254,600	5,106,400	20,561,800	27,466,000
Unallocated Balances	7,485,700	429,700	7,444,900	-	(2,584,700)	4,607,400	6,380,600
<b>Total Balances</b>	<b>13,270,500</b>	<b>7,416,900</b>	<b>16,659,900</b>	<b>4,111,800</b>	<b>2,856,900</b>	<b>25,814,000</b>	<b>35,406,700</b>
<b>Revenue:</b>							
Tuition and Fees	26,431,300	11,426,000	18,110,100	10,139,200	12,233,400	19,873,400	22,129,000
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	38,904,700	14,799,700	22,146,300	13,064,200	18,225,600	25,988,100	27,271,400
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	54,700	21,200	60,000	108,800	36,300	35,000	100,000
State Grants and Contracts	60,800	18,000	3,000	5,200	-	6,000	-
Local Grants and Contracts	-	-	-	-	187,400	-	55,100
Private Contracts	-	400,000	-	-	-	-	185,300
Private Gifts	-	175,000	-	-	-	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	261,000	16,900	12,500	3,100	76,200	72,300	4,600
Sales & Services of Other Act.	269,200	123,800	38,700	68,700	85,100	8,000	147,500
Other Sources	110,000	189,800	2,465,700	600,000	3,251,500	374,300	2,229,800
<b>Total Educational &amp; General</b>	<b>66,091,700</b>	<b>27,170,400</b>	<b>42,836,300</b>	<b>23,989,200</b>	<b>34,095,500</b>	<b>46,357,100</b>	<b>52,122,700</b>
<b>Auxiliaries</b>							
Auxiliaries	750,000	113,700	113,000	40,000	118,800	150,000	194,900
Intercollegiate Athletics	-	-	-	-	-	-	-
<b>Total Sales &amp; Serv of Aux Ent</b>	<b>750,000</b>	<b>113,700</b>	<b>113,000</b>	<b>40,000</b>	<b>118,800</b>	<b>150,000</b>	<b>194,900</b>
<b>Total Revenues</b>	<b>66,841,700</b>	<b>27,284,100</b>	<b>42,949,300</b>	<b>24,029,200</b>	<b>34,214,300</b>	<b>46,507,100</b>	<b>52,317,600</b>
<b>Expenditure and Transfers:</b>							
Instruction	35,585,200	13,133,200	19,642,700	11,683,900	13,090,000	21,680,700	21,728,000
Research	-	-	-	-	-	-	-
Public Service	77,500	80,400	151,300	14,000	65,300	829,200	-
Academic Support	6,399,800	1,608,400	2,160,700	810,900	3,618,100	4,427,300	6,898,300
Student Services	7,153,500	3,461,700	4,896,400	3,814,800	2,709,000	4,861,300	6,529,300
Institutional Support	9,593,100	4,631,000	5,824,700	3,936,200	6,252,500	7,091,600	7,303,300
Operation & Maintenance of Plant	6,732,400	3,609,200	4,903,900	3,013,200	3,505,500	5,618,600	7,153,800
Scholarships and Fellowships	1,908,000	678,900	1,250,600	697,900	517,600	1,268,500	900,100
<b>Educational &amp; General Expend.</b>	<b>67,449,500</b>	<b>27,202,800</b>	<b>38,830,300</b>	<b>23,970,900</b>	<b>29,758,000</b>	<b>45,777,200</b>	<b>50,512,800</b>

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	ChSCC	CISCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Mandatory Transfers for:							
Principal and Interest	74,100	41,000	380,000	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	74,100	41,000	380,000	-	-	-	-
Transfers to Unexpend.Plant Fund	-	429,700	7,988,800	1,654,200	-	-	-
Transfers to Renewal & Replacem.	-	-	848,200	-	-	5,000,000	1,500,000
Transfers to Other Funds	36,000	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	(40,000)	(118,800)	-	-
Total Non-Mandatory Transfers	36,000	429,700	8,837,000	1,614,200	(118,800)	5,000,000	1,500,000
Total Educational & General	67,559,600	27,673,500	48,047,300	25,585,100	29,639,200	50,777,200	52,012,800
Auxiliaries	946,600	33,900	71,000	-	-	15,200	6,800
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	946,600	33,900	71,000	-	-	15,200	6,800
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	19,000	6,600	4,485,000	-	-	-	9,800
Transfers to Other Funds	-	-	-	40,000	118,800	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	19,000	6,600	4,485,000	40,000	118,800	-	9,800
Total Auxiliary Enterprises	965,600	40,500	4,556,000	40,000	118,800	15,200	16,600
Total Expenditures & Transfers	68,525,200	27,714,000	52,603,300	25,625,100	29,758,000	50,792,400	52,029,400
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances							
Allocations for Encumbrances	316,700	225,000	1,013,700	368,400	59,900	237,600	252,300
Allocations for Working Capital	689,600	400,000	729,300	488,800	275,300	407,200	1,307,800
Special Allocations	10,580,700	6,362,000	5,262,900	1,658,700	6,978,000	20,883,900	34,134,800
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	11,587,000	6,987,000	7,005,900	2,515,900	7,313,200	21,528,700	35,694,900

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
<b>Unrestricted Current Fund Balances</b>							
Allocation for Encumbrances	353,400	669,700	418,500	295,400	812,600	551,000	5,671,200
Allocation for Working Capital	255,300	248,500	449,400	1,300,900	1,219,100	3,879,200	11,558,600
Special Allocations	11,147,600	523,400	11,706,200	23,443,300	18,910,100	11,046,900	151,773,800
Unallocated Balances	6,732,400	21,635,200	5,337,700	-	11,392,600	5,816,700	74,678,200
<b>Total Balances</b>	<b>18,488,700</b>	<b>23,076,800</b>	<b>17,911,800</b>	<b>25,039,600</b>	<b>32,334,400</b>	<b>21,293,800</b>	<b>243,681,800</b>
<b>Revenue:</b>							
Tuition and Fees	17,701,400	30,313,400	17,546,600	23,623,900	25,001,600	19,915,200	254,444,500
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	27,220,700	43,495,300	28,539,800	34,845,200	35,156,000	31,327,000	360,984,000
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	2,807,700	270,000	43,500	150,800	20,000	75,000	3,783,000
State Grants and Contracts	50,000	20,000	6,000	106,800	75,000	100,000	450,800
Local Grants and Contracts	-	-	63,000	43,000	-	-	348,500
Private Contracts	-	355,000	23,000	27,000	-	40,000	1,030,300
Private Gifts	-	20,000	-	-	-	600	195,600
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	13,000	45,000	36,600	62,500	34,800	57,700	696,200
Sales & Services of Other Act.	120,900	1,690,000	280,500	286,100	72,000	228,100	3,418,600
Other Sources	52,000	238,000	3,909,900	8,572,500	647,000	142,900	22,783,400
<b>Total Educational &amp; General</b>	<b>47,965,700</b>	<b>76,446,700</b>	<b>50,448,900</b>	<b>67,717,800</b>	<b>61,006,400</b>	<b>51,886,500</b>	<b>648,134,900</b>
<b>Auxiliaries</b>	<b>106,000</b>	<b>400,000</b>	<b>192,000</b>	<b>200,000</b>	<b>200,000</b>	<b>95,000</b>	<b>2,673,400</b>
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	106,000	400,000	192,000	200,000	200,000	95,000	2,673,400
<b>Total Revenues</b>	<b>48,071,700</b>	<b>76,846,700</b>	<b>50,640,900</b>	<b>67,917,800</b>	<b>61,206,400</b>	<b>51,981,500</b>	<b>650,808,300</b>
<b>Expenditure and Transfers:</b>							
Instruction	21,700,600	43,917,500	26,022,900	26,313,400	31,483,300	27,249,700	313,231,100
Research	-	-	-	-	-	-	-
Public Service	218,100	838,900	964,600	369,200	786,800	586,300	4,981,600
Academic Support	5,051,400	8,381,900	3,006,100	7,095,700	3,253,900	2,853,800	55,566,300
Student Services	6,003,400	10,202,300	7,701,700	7,757,500	5,685,500	7,593,100	78,369,500
Institutional Support	6,076,000	10,248,700	6,823,400	11,259,700	8,438,000	5,849,400	93,327,600
Operation & Maintenance of Plant	6,689,200	9,231,700	6,362,700	9,467,500	6,751,100	7,534,800	80,573,600
Scholarships and Fellowships	150,000	2,004,000	1,073,200	2,274,300	1,441,200	1,180,300	15,344,600
Educational & General Expend.	45,888,700	84,825,000	51,954,600	64,537,300	57,839,800	52,847,400	641,394,300

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Mandatory Transfers for:							
Principal and Interest	30,200	-	-	213,700	-	-	739,000
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	30,200	-	-	213,700	-	-	739,000
Transfers to Unexpend.Plant Fund	-	2,500,000	1,890,100	1,000,000	3,000,000	1,434,300	19,897,100
Transfers to Renewal & Replacem.	25,000	1,000,000	2,084,000	1,000,000	3,000,000	715,500	15,172,700
Transfers to Other Funds	-	235,000	-	-	-	-	271,000
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	(500,000)	(140,000)	-	-	(74,100)	(872,900)
Total Non-Mandatory Transfers	25,000	3,235,000	3,834,100	2,000,000	6,000,000	2,075,700	34,467,900
Total Educational & General	45,943,900	88,060,000	55,788,700	66,751,000	63,839,800	54,923,100	676,601,200
Auxiliaries	-	100,000	39,300	353,300	25,000	16,100	1,607,200
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	-	100,000	39,300	353,300	25,000	16,100	1,607,200
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	10,400	20,000	9,600	9,500	125,000	4,800	4,699,700
Transfers to Other Funds	-	500,000	141,000	-	-	74,100	873,900
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	10,400	520,000	150,600	9,500	125,000	78,900	5,573,600
Total Auxiliary Enterprises	10,400	620,000	189,900	362,800	150,000	95,000	7,180,800
Total Expenditures & Transfers	45,954,300	88,680,000	55,978,600	67,113,800	63,989,800	55,018,100	683,782,000
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances							
Allocations for Encumbrances	350,000	669,700	418,500	295,400	813,000	551,000	5,571,200
Allocations for Working Capital	275,000	248,500	449,400	1,300,900	1,219,000	3,879,600	11,670,400
Special Allocations	19,981,100	10,325,300	11,706,200	24,247,300	27,519,000	13,826,600	193,466,500
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	20,606,100	11,243,500	12,574,100	25,843,600	29,551,000	18,257,200	210,708,100

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
<b>Unrestricted Current Fund Balances</b>							
Allocation for Encumbrances	1,500	6,900	2,400	10,600	9,900	3,000	900
Allocation for Working Capital	222,400	29,400	143,500	261,500	32,300	161,900	35,200
Special Allocations	481,300	1,047,400	329,400	619,100	738,100	1,262,900	755,400
Unallocated Balances	797,000	486,400	650,400	11,200	623,800	103,500	1,217,800
<b>Total Balances</b>	<b>1,502,200</b>	<b>1,570,100</b>	<b>1,125,700</b>	<b>902,400</b>	<b>1,404,100</b>	<b>1,531,300</b>	<b>2,009,300</b>
<b>Revenue:</b>							
Tuition and Fees	953,500	2,682,500	980,200	1,842,000	1,867,600	2,768,200	1,713,000
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	2,209,500	5,552,400	1,772,800	2,962,700	2,409,100	4,945,800	3,582,500
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	2,000	-	-	-	6,000	15,000	4,000
State Grants and Contracts	-	-	-	-	-	30,000	25,000
Local Grants and Contracts	-	-	-	-	242,300	-	-
Private Contracts	40,000	60,000	2,000	-	200	100,000	150,000
Private Gifts	-	-	-	-	-	35,000	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	37,100	24,500	100	69,500	28,700	31,000	27,300
Sales & Services of Other Act.	1,000	11,700	500	90,000	7,000	23,500	19,000
Other Sources	20,000	2,000	13,000	6,000	3,100	115,000	17,500
<b>Total Educational &amp; General</b>	<b>3,263,100</b>	<b>8,333,100</b>	<b>2,768,600</b>	<b>4,970,200</b>	<b>4,564,000</b>	<b>8,063,500</b>	<b>5,538,300</b>
Auxiliaries	125,000	-	118,000	200,000	50,000	145,000	510,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	125,000	-	118,000	200,000	50,000	145,000	510,000
<b>Total Revenues</b>	<b>3,388,100</b>	<b>8,333,100</b>	<b>2,886,600</b>	<b>5,170,200</b>	<b>4,614,000</b>	<b>8,208,500</b>	<b>6,048,300</b>
<b>Expenditure and Transfers:</b>							
Instruction	1,796,300	6,221,000	1,200,300	2,923,000	2,666,200	4,203,000	3,296,200
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	-	26,500	-	-	50,000	452,300	-
Student Services	302,600	762,700	312,000	533,000	568,900	781,300	429,300
Institutional Support	780,300	488,900	669,000	887,100	734,600	1,311,500	1,224,800
Operation & Maintenance of Plant	314,500	801,100	296,700	563,100	524,000	1,159,400	630,000
Scholarships and Fellowships	2,000	20,000	39,300	63,600	145,800	15,500	23,700
<b>Educational &amp; General Expend.</b>	<b>3,195,700</b>	<b>8,320,200</b>	<b>2,517,300</b>	<b>4,969,800</b>	<b>4,689,500</b>	<b>7,923,000</b>	<b>5,604,000</b>

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	Athens	Chattanooga	Covington	Crossville	Crump	Dickson	Elizabethton
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	986,100	450,000	935,600	-	274,900	250,000	502,400
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	986,100	450,000	935,600	-	274,900	250,000	502,400
Total Educational & General	4,181,800	8,770,200	3,452,900	4,969,800	4,964,400	8,173,000	6,106,400
Auxiliaries	125,000	-	95,000	145,000	34,000	100,000	404,200
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	125,000	-	95,000	145,000	34,000	100,000	404,200
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	1,400	-	5,300
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	1,400	-	5,300
Total Auxiliary Enterprises	125,000	-	95,000	145,000	35,400	100,000	409,500
Total Expenditures & Transfers	4,306,800	8,770,200	3,547,900	5,114,800	4,999,800	8,273,000	6,515,900
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances							
Allocations for Encumbrances	1,500	6,900	2,000	10,500	10,000	3,000	1,000
Allocations for Working Capital	230,000	29,400	143,000	297,700	32,200	160,000	35,300
Special Allocations	352,000	1,096,700	319,400	649,600	976,100	1,303,800	1,505,400
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	583,500	1,133,000	464,400	957,800	1,018,300	1,466,800	1,541,700

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
<b>Unrestricted Current Fund Balances</b>							
Allocation for Encumbrances	17,100	4,200	9,600	500	20,900	15,600	45,100
Allocation for Working Capital	74,000	(8,300)	110,000	(59,200)	220,300	174,400	78,700
Special Allocations	577,100	579,800	225,000	235,400	1,291,600	1,381,100	792,000
Unallocated Balances	209,100	(7,800)	584,900	937,800	841,700	1,824,000	1,655,700
<b>Total Balances</b>	<b>877,300</b>	<b>567,900</b>	<b>929,500</b>	<b>1,114,500</b>	<b>2,374,500</b>	<b>3,395,100</b>	<b>2,571,500</b>
<b>Revenue:</b>							
Tuition and Fees	1,279,300	1,362,500	1,557,900	924,400	2,928,500	3,426,700	1,837,900
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	2,233,100	2,755,100	3,003,100	1,927,900	5,911,200	4,949,000	3,722,400
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	-	15,000	-	1,000	25,000	5,000	3,500
State Grants and Contracts	-	-	-	-	-	32,000	-
Local Grants and Contracts	-	697,500	-	-	250,000	-	-
Private Contracts	-	20,000	-	-	-	150,000	100,000
Private Gifts	-	-	-	-	-	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	9,000	55,000	18,000	7,000	175,000	175,600	28,000
Sales & Services of Other Act.	3,700	32,500	2,500	-	-	25,000	60,000
Other Sources	24,000	35,100	40,000	13,500	31,500	132,500	56,500
<b>Total Educational &amp; General</b>	<b>3,549,100</b>	<b>4,972,700</b>	<b>4,621,500</b>	<b>2,873,800</b>	<b>9,321,200</b>	<b>8,895,800</b>	<b>5,808,300</b>
<b>Auxiliaries</b>							
Auxiliaries	350,000	120,000	225,000	200,000	349,000	394,600	100,000
Intercollegiate Athletics	-	-	-	-	-	-	-
<b>Total Sales &amp; Serv of Aux Ent</b>	<b>350,000</b>	<b>120,000</b>	<b>225,000</b>	<b>200,000</b>	<b>349,000</b>	<b>394,600</b>	<b>100,000</b>
<b>Total Revenues</b>	<b>3,899,100</b>	<b>5,092,700</b>	<b>4,846,500</b>	<b>3,073,800</b>	<b>9,670,200</b>	<b>9,290,400</b>	<b>5,908,300</b>
<b>Expenditure and Transfers:</b>							
Instruction	1,988,000	2,700,500	2,823,700	1,559,100	4,812,500	4,591,900	4,382,500
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	13,800	-
Academic Support	-	147,900	-	-	263,700	-	-
Student Services	422,900	210,100	359,100	259,700	1,172,000	782,900	648,100
Institutional Support	601,900	1,147,800	725,600	665,000	1,490,600	1,951,000	1,048,200
Operation & Maintenance of Plant	390,500	738,000	331,400	373,900	1,141,400	1,311,600	494,400
Scholarships and Fellowships	105,400	22,700	205,000	10,500	685,400	150,100	57,000
<b>Educational &amp; General Expend.</b>	<b>3,508,700</b>	<b>4,967,000</b>	<b>4,444,800</b>	<b>2,868,200</b>	<b>9,565,600</b>	<b>8,801,300</b>	<b>6,630,200</b>



Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	Harriman	Hartsville	Hohenwald	Jacksboro	Jackson	Knoxville	Livingston
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	141,000	-	-	-	-
Transfers to Renewal & Replacem.	250,000	-	2,000	583,700	-	1,352,400	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	250,000	-	143,000	583,700	-	1,352,400	-
Total Educational & General	3,758,700	4,967,000	4,587,800	3,451,900	9,565,600	10,153,700	6,630,200
Auxiliaries	274,000	88,000	200,300	136,000	362,200	395,100	100,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	274,000	88,000	200,300	136,000	362,200	395,100	100,000
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	3,300	-	5,300	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	3,300	-	5,300	-
Total Auxiliary Enterprises	274,000	88,000	200,300	139,300	362,200	400,400	100,000
Total Expenditures & Transfers	4,032,700	5,055,000	4,788,100	3,591,200	9,927,800	10,554,100	6,730,200
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances							
Allocations for Encumbrances	17,200	3,200	10,000	500	100,000	15,600	-
Allocations for Working Capital	129,000	65,300	110,000	75,000	667,900	174,400	957,600
Special Allocations	597,500	537,100	867,900	521,600	1,349,000	1,941,400	792,000
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	743,700	605,600	987,900	597,100	2,116,900	2,131,400	1,749,600

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Northwest
<b>Unrestricted Current Fund Balances</b>							
Allocation for Encumbrances	500	30,700	34,800	32,200	144,200	122,200	3,900
Allocation for Working Capital	56,300	266,100	28,900	141,300	239,200	54,700	8,400
Special Allocations	248,900	526,900	598,800	960,000	3,079,400	1,819,000	395,300
Unallocated Balances	103,000	353,800	990,000	1,385,400	1,008,200	360,100	1,371,100
<b>Total Balances</b>	<b>408,700</b>	<b>1,177,500</b>	<b>1,652,500</b>	<b>2,518,900</b>	<b>4,471,000</b>	<b>2,356,000</b>	<b>1,778,700</b>
<b>Revenue:</b>							
Tuition and Fees	386,800	1,205,000	3,547,300	2,612,000	2,109,600	2,850,500	1,348,500
Federal Appropriations	-	-	-	-	-	-	-
State Appropriations	1,726,700	1,983,400	6,247,600	5,788,000	4,754,700	5,552,400	2,391,400
Local Appropriations	-	-	-	-	-	-	-
Federal Grants and Contracts	1,500	1,000	3,500	-	1,600	2,500	-
State Grants and Contracts	-	-	-	-	-	30,000	-
Local Grants and Contracts	-	-	15,000	-	-	-	-
Private Contracts	-	10,000	-	-	1,628,000	91,000	5,000
Private Gifts	-	-	-	-	500	-	-
Endowment Income	-	-	-	-	-	-	-
Sales & Services of Ed. Act.	100	15,300	45,700	-	14,100	50,000	70,000
Sales & Services of Other Act.	1,000	1,000	-	-	298,500	5,400	3,000
Other Sources	2,000	12,000	120,000	155,000	60,000	26,900	23,000
<b>Total Educational &amp; General</b>	<b>2,118,100</b>	<b>3,227,700</b>	<b>9,979,100</b>	<b>8,555,000</b>	<b>8,867,000</b>	<b>8,608,700</b>	<b>3,840,900</b>
<b>Auxiliaries</b>							
Auxiliaries	100,000	-	42,000	310,000	195,000	135,000	300,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	100,000	-	42,000	310,000	195,000	135,000	300,000
<b>Total Revenues</b>	<b>2,218,100</b>	<b>3,227,700</b>	<b>10,021,100</b>	<b>8,865,000</b>	<b>9,062,000</b>	<b>8,743,700</b>	<b>4,140,900</b>
<b>Expenditure and Transfers:</b>							
Instruction	888,900	1,764,200	5,015,900	6,305,300	6,093,600	5,164,800	2,053,700
Research	-	-	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Academic Support	124,900	-	-	-	-	-	-
Student Services	392,700	365,500	1,031,900	924,700	691,000	590,600	477,600
Institutional Support	283,500	716,500	1,842,000	1,150,500	742,100	1,727,700	619,800
Operation & Maintenance of Plant	300,800	374,600	1,659,300	1,133,200	1,324,500	1,127,100	434,500
Scholarships and Fellowships	34,500	19,000	160,000	123,000	38,900	95,500	26,500
<b>Educational &amp; General Expend.</b>	<b>2,025,300</b>	<b>3,239,800</b>	<b>9,709,100</b>	<b>9,636,700</b>	<b>8,890,100</b>	<b>8,705,700</b>	<b>3,612,100</b>

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	McKenzie	McMinnville	Memphis	Morristown	Murfreesboro	Nashville	Northwest
Mandatory Transfers for:							
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	676,100	-	-	-
Transfers to Renewal & Replacem.	100,000	-	1,403,800	-	2,264,000	50,000	1,665,600
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	100,000	-	1,403,800	676,100	2,264,000	50,000	1,665,600
Total Educational & General	2,125,300	3,239,800	11,112,900	10,312,800	11,154,100	8,755,700	5,277,700
Auxiliaries	93,000	-	-	255,000	185,000	105,000	245,000
Intercollegiate Athletics	-	-	-	-	-	-	-
Total Aux. Enterprises Expend	93,000	-	-	255,000	185,000	105,000	245,000
Principal and Interest	-	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-	-
Transfers to Renewal & Replacem.	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	-
Total Non-Mandatory Transfers	-	-	-	-	-	-	-
Total Auxiliary Enterprises	93,000	-	-	255,000	185,000	105,000	245,000
Total Expenditures & Transfers	2,218,300	3,239,800	11,112,900	10,567,800	11,339,100	8,860,700	5,522,700
Other Additions/Deductions	-	-	-	-	-	-	-
Unrestricted Current Fund Balances							
Allocations for Encumbrances	900	30,700	34,700	35,000	144,000	122,200	3,900
Allocations for Working Capital	110,100	266,100	108,000	320,000	239,000	54,000	8,000
Special Allocations	297,500	868,600	418,000	461,100	1,810,900	2,062,800	385,000
Unallocated Balances	-	-	-	-	-	-	-
Total Balances	408,500	1,165,400	560,700	816,100	2,193,900	2,239,000	396,900

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Total TCATs
Unrestricted Current Fund Balances						
Allocation for Encumbrances	17,100	-	90,500	3,500	97,000	724,800
Allocation for Working Capital	(29,000)	26,400	(6,200)	196,300	69,800	2,528,300
Special Allocations	542,400	510,100	1,152,400	238,800	488,800	20,876,400
Unallocated Balances	321,400	347,500	2,105,100	625,100	283,400	19,189,600
Total Balances	851,900	884,000	3,341,800	1,063,700	939,000	43,319,100
						-
Revenue:						-
Tuition and Fees	1,122,600	756,000	1,860,500	765,100	1,677,000	46,365,100
Federal Appropriations	-	-	-	-	-	-
State Appropriations	2,060,800	2,450,200	3,002,500	1,520,800	3,579,100	88,994,200
Local Appropriations	-	-	-	-	-	-
Federal Grants and Contracts	10,500	500	1,000	1,000	2,900	102,500
State Grants and Contracts	-	2,000	-	-	-	119,000
Local Grants and Contracts	-	-	-	-	-	1,204,800
Private Contracts	-	-	3,000	-	1,300	2,360,500
Private Gifts	-	-	-	10,000	-	45,500
Endowment Income	-	-	-	-	-	-
Sales & Services of Ed. Act.	4,000	15,200	66,000	2,000	80,200	1,048,400
Sales & Services of Other Act.	23,200	500	2,000	-	30,000	641,000
Other Sources	18,000	6,000	15,000	39,000	14,000	1,000,600
Total Educational & General	3,239,100	3,230,400	4,950,000	2,337,900	5,384,500	141,881,600
						-
Auxiliaries	205,000	175,000	210,000	125,000	112,400	4,796,000
Intercollegiate Athletics	-	-	-	-	-	-
Total Sales & Serv of Aux Ent	205,000	175,000	210,000	125,000	112,400	4,796,000
Total Revenues	3,444,100	3,405,400	5,160,000	2,462,900	5,496,900	146,677,600
						-
Expenditure and Transfers:						-
Instruction	1,459,300	1,742,700	2,594,400	1,147,500	2,671,600	82,066,100
Research	-	-	-	-	-	-
Public Service	-	-	-	-	-	13,800
Academic Support	-	112,000	69,800	-	87,300	1,334,400
Student Services	335,500	282,600	781,700	348,400	613,600	14,380,400
Institutional Support	720,800	521,100	1,036,300	549,200	1,029,900	24,665,700
Operation & Maintenance of Plant	449,400	395,500	599,000	249,800	626,800	17,744,500
Scholarships and Fellowships	289,200	78,700	153,600	43,000	36,700	2,644,600
Educational & General Expend.	3,254,200	3,132,600	5,234,800	2,337,900	5,065,900	142,849,500

Tennessee Board of Regents  
 Summary of Unrestricted Revenues and Expenditures Budget

	Oneida	Paris	Pulaski	Ripley	Shelbyville	Total TCATs
Mandatory Transfers for:						
Principal and Interest	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-
Loan Fund Matching Grant	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	900,000	-	281,100	1,998,200
Transfers to Renewal & Replacem.	100,000	352,500	1,000,000	642,800	-	13,165,800
Transfers to Other Funds	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-
Total Non-Mandatory Transfers	100,000	352,500	1,900,000	642,800	281,100	15,164,000
Total Educational & General	3,354,200	3,485,100	7,134,800	2,980,700	5,347,000	158,013,500
Auxiliaries	173,000	173,100	190,000	100,000	100,000	4,077,900
Intercollegiate Athletics	-	-	-	-	-	-
Total Aux. Enterprises Expend	173,000	173,100	190,000	100,000	100,000	4,077,900
Principal and Interest	-	-	-	-	-	-
Renewals and Replacement	-	-	-	-	-	-
Other Mandatory Transfers	-	-	-	-	-	-
Total Mandatory Transfers	-	-	-	-	-	-
Transfers to Unexpend.Plant Fund	-	-	-	-	-	-
Transfers to Renewal & Replacem.	1,600	-	-	-	-	16,900
Transfers to Other Funds	-	-	-	-	-	-
Transfers from Unexpended Plant	-	-	-	-	-	-
Trans. from Renewal & Replacem.	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-
Total Non-Mandatory Transfers	1,600	-	-	-	-	16,900
Total Auxiliary Enterprises	174,600	173,100	190,000	100,000	100,000	4,094,800
Total Expenditures & Transfers	3,528,800	3,658,200	7,324,800	3,080,700	5,447,000	162,108,300
Other Additions/Deductions	-	-	-	-	-	-
Unrestricted Current Fund Balances						
Allocations for Encumbrances	17,100	5,000	500	3,100	25,100	603,600
Allocations for Working Capital	139,200	100,000	88,400	196,300	799,900	5,535,800
Special Allocations	610,900	526,200	1,088,100	246,500	163,900	21,749,000
Unallocated Balances	-	-	-	-	-	-
Total Balances	767,200	631,200	1,177,000	445,900	988,900	27,888,400

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	TBR	Total System
Unrestricted Current Fund Balances		
Allocation for Encumbrances	25,100	6,421,100
Allocation for Working Capital	1,207,700	15,294,600
Special Allocations	37,018,600	209,668,800
Unallocated Balances	4,373,700	98,241,500
Total Balances	42,625,100	329,626,000
Revenue:		
Tuition and Fees	-	300,809,600
Federal Appropriations	-	-
State Appropriations	67,521,900	517,500,100
Local Appropriations	-	-
Federal Grants and Contracts	20,000	3,905,500
State Grants and Contracts	19,800	589,600
Local Grants and Contracts	-	1,553,300
Private Contracts	-	3,390,800
Private Gifts	-	241,100
Endowment Income	-	-
Sales & Services of Ed. Act.	-	1,744,600
Sales & Services of Other Act.	19,408,100	23,467,700
Other Sources	951,000	24,735,000
Total Educational & General	87,920,800	877,937,300
Auxiliaries	-	7,469,400
Intercollegiate Athletics	-	-
Total Sales & Serv of Aux Ent	-	7,469,400
Total Revenues	87,920,800	885,406,700
Expenditure and Transfers:		
Instruction	-	395,297,200
Research	-	-
Public Service	-	4,995,400
Academic Support	-	56,900,700
Student Services	-	92,749,900
Institutional Support	87,245,300	205,238,600
Operation & Maintenance of Plant	-	98,318,100
Scholarships and Fellowships	5,000	17,994,200
Educational & General Expend.	87,250,300	871,494,100

Tennessee Board of Regents  
Summary of Unrestricted Revenues and Expenditures Budget

	TBR	Total System
Mandatory Transfers for:		
Principal and Interest	-	739,000
Renewals and Replacement	-	-
Loan Fund Matching Grant	-	-
Other Mandatory Transfers	-	-
Total Mandatory Transfers	-	739,000
Transfers to Unexpend.Plant Fund	-	21,895,300
Transfers to Renewal & Replacem.	1,000,000	29,338,500
Transfers to Other Funds	-	271,000
Transfers from Unexpended Plant	-	-
Trans. from Renewal & Replacem.	-	-
Transfers from Other Funds	-	(872,900)
Total Non-Mandatory Transfers	1,000,000	50,631,900
Total Educational & General	88,250,300	922,865,000
Auxiliaries	-	5,685,100
Intercollegiate Athletics	-	-
Total Aux. Enterprises Expend	-	5,685,100
Principal and Interest	-	-
Renewals and Replacement	-	-
Other Mandatory Transfers	-	-
Total Mandatory Transfers	-	-
Transfers to Unexpend.Plant Fund	-	-
Transfers to Renewal & Replacem.	-	4,716,600
Transfers to Other Funds	-	873,900
Transfers from Unexpended Plant	-	-
Trans. from Renewal & Replacem.	-	-
Transfers from Other Funds	-	-
Total Non-Mandatory Transfers	-	5,590,500
Total Auxiliary Enterprises	-	11,275,600
Total Expenditures & Transfers	88,250,300	934,140,600
Other Additions/Deductions	-	-
Unrestricted Current Fund Balances		
Allocations for Encumbrances	25,000	6,199,800
Allocations for Working Capital	1,207,700	18,413,900
Special Allocations	41,062,900	256,278,400
Unallocated Balances	-	-
Total Balances	42,295,600	280,892,100

Tennessee Board of Regents  
Summary of Unrestricted Revenues with Percentages by Major Budget Category

		Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
CHSCC													
	June 30, 2022	27,322,495	40.33%	35,370,000	52.21%	238,191	0.35%	4,811,133	7.10%	67,741,819	100.00%	1,072,147	68,813,966
	July 1, 2022	26,655,400	40.56%	38,396,700	58.43%	241,000	0.37%	424,600	0.65%	65,717,700	100.00%	700,000	66,417,700
	October 31, 2022	26,431,300	39.99%	38,904,700	58.86%	261,000	0.39%	494,700	0.75%	66,091,700	100.00%	750,000	66,841,700
CLSCC													
	June 30, 2022	10,818,741	42.32%	13,585,384	53.15%	19,655	0.08%	1,138,888	4.46%	25,562,668	100.00%	-	25,562,668
	July 1, 2022	11,378,700	42.26%	14,587,800	54.18%	15,500	0.06%	940,700	3.49%	26,922,700	100.00%	131,000	27,053,700
	October 31, 2022	11,426,000	42.05%	14,799,700	54.47%	16,900	0.06%	927,800	3.41%	27,170,400	100.00%	113,700	27,284,100
COSCC													
	June 30, 2022	20,704,923	46.87%	20,207,042	45.74%	14,026	0.03%	3,251,495	7.36%	44,177,486	100.00%	206,784	44,384,270
	July 1, 2022	19,205,900	45.31%	21,885,600	51.63%	11,000	0.03%	1,286,600	3.04%	42,389,100	100.00%	113,000	42,502,100
	October 31, 2022	18,110,100	42.28%	22,146,300	51.70%	12,500	0.03%	2,567,400	5.99%	42,836,300	100.00%	113,000	42,949,300
DSCC													
	June 30, 2022	10,187,425	43.71%	12,235,293	52.50%	3,950	0.02%	879,149	3.77%	23,305,817	100.00%	56,836	23,362,653
	July 1, 2022	10,022,100	42.43%	12,850,300	54.40%	2,900	0.01%	744,700	3.15%	23,620,000	100.00%	40,000	23,660,000
	October 31, 2022	10,139,200	42.27%	13,064,200	54.46%	3,100	0.01%	782,700	3.26%	23,989,200	100.00%	40,000	24,029,200
JSCC													
	June 30, 2022	13,407,019	38.54%	17,057,892	49.04%	130,528	0.38%	4,188,102	12.04%	34,783,541	100.00%	76,231	34,859,772
	July 1, 2022	12,637,700	39.32%	17,769,400	55.28%	78,400	0.24%	1,657,900	5.16%	32,143,400	100.00%	118,800	32,262,200
	October 31, 2022	12,233,400	35.88%	18,225,600	53.45%	76,200	0.22%	3,560,300	10.44%	34,095,500	100.00%	118,800	34,214,300
MSCC													
	June 30, 2022	20,221,775	41.71%	22,743,100	46.91%	73,417	0.15%	5,445,908	11.23%	48,484,200	100.00%	155,875	48,640,075
	July 1, 2022	20,080,900	43.71%	25,703,400	55.94%	70,200	0.15%	89,900	0.20%	45,944,400	100.00%	150,000	46,094,400
	October 31, 2022	19,873,400	42.87%	25,988,100	56.06%	72,300	0.16%	423,300	0.91%	46,357,100	100.00%	150,000	46,507,100
NASCC													
	June 30, 2022	22,845,113	42.69%	23,904,925	44.67%	9,457	0.02%	6,757,503	12.63%	53,516,998	100.00%	203,771	53,720,769
	July 1, 2022	21,336,300	42.00%	26,905,000	52.97%	4,600	0.01%	2,549,100	5.02%	50,795,000	100.00%	204,200	50,999,200
	October 31, 2022	22,129,000	42.46%	27,271,400	52.32%	4,600	0.01%	2,717,700	5.21%	52,122,700	100.00%	194,900	52,317,600
NESCC													
	June 30, 2022	18,455,528	36.99%	26,013,976	52.14%	17,781	0.04%	5,408,708	10.84%	49,895,993	100.00%	98,818	49,994,811
	July 1, 2022	17,545,500	36.97%	26,865,000	56.61%	13,000	0.03%	3,030,600	6.39%	47,454,100	100.00%	106,000	47,560,100
	October 31, 2022	17,701,400	36.90%	27,220,700	56.75%	13,000	0.03%	3,030,600	6.32%	47,965,700	100.00%	106,000	48,071,700
PSCC													
	June 30, 2022	31,855,030	38.97%	38,348,600	46.91%	39,008	0.05%	11,500,496	14.07%	81,743,134	100.00%	304,906	82,048,040
	July 1, 2022	32,610,400	41.73%	42,934,600	54.95%	45,000	0.06%	2,548,000	3.26%	78,138,000	100.00%	400,000	78,538,000
	October 31, 2022	30,313,400	39.65%	43,495,300	56.90%	45,000	0.06%	2,593,000	3.39%	76,446,700	100.00%	400,000	76,846,700



Tennessee Board of Regents  
 Summary of Unrestricted Revenues with Percentages by Major Budget Category

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
RSCC												
June 30, 2022	17,640,712	36.11%	27,247,564	55.77%	27,444	0.06%	3,942,512	8.07%	48,858,232	100.00%	155,844	49,014,076
July 1, 2022	17,771,300	35.20%	28,174,700	55.81%	33,600	0.07%	4,499,900	8.91%	50,479,500	100.00%	192,000	50,671,500
October 31, 2022	17,546,600	34.78%	28,539,800	56.57%	36,600	0.07%	4,325,900	8.57%	50,448,900	100.00%	192,000	50,640,900
STCC												
June 30, 2022	24,545,458	35.48%	31,509,500	45.55%	61,794	0.09%	13,063,570	18.88%	69,180,322	100.00%	210,132	69,390,454
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	-
October 31, 2022	23,623,900	34.89%	34,845,200	51.46%	62,500	0.09%	9,186,200	13.57%	67,717,800	100.00%	200,000	67,917,800
VSCC												
June 30, 2022	28,459,760	44.12%	30,909,800	47.91%	45,768	0.07%	5,094,698	7.90%	64,510,026	100.00%	203,490	64,713,516
July 1, 2022	24,328,000	40.92%	34,740,100	58.43%	35,300	0.06%	354,700	0.60%	59,458,100	100.00%	200,000	59,658,100
October 31, 2022	25,001,600	40.98%	35,156,000	57.63%	34,800	0.06%	814,000	1.33%	61,006,400	100.00%	200,000	61,206,400
WSCC												
June 30, 2022	20,949,300	40.45%	27,190,150	52.50%	66,051	0.13%	3,584,961	6.92%	51,790,462	100.00%	94,782	51,885,244
July 1, 2022	19,586,000	38.46%	30,887,500	60.65%	52,200	0.10%	398,300	0.78%	50,924,000	100.00%	104,000	51,028,000
October 31, 2022	19,915,200	38.38%	31,327,000	60.38%	57,700	0.11%	586,600	1.13%	51,886,500	100.00%	95,000	51,981,500
Total Colleges												
June 30, 2022	267,413,279	40.30%	326,323,226	49.18%	747,070	0.11%	69,067,123	10.41%	663,550,698	100.00%	2,839,616	666,390,314
July 1, 2022	233,158,200	40.62%	321,700,100	56.05%	602,700	0.11%	18,525,000	3.23%	573,986,000	100.00%	2,459,000	576,445,000
October 31, 2022	254,444,500	39.26%	360,984,000	55.70%	696,200	0.11%	32,010,200	4.94%	648,134,900	100.00%	2,673,400	650,808,300

Tennessee Board of Regents  
Summary of Unrestricted Revenues with Percentages by Major Budget Category

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Athens												
June 30, 2022	884,358	28.48%	1,854,800	59.73%	36,905	1.19%	329,247	10.60%	3,105,310	100.00%	130,451	3,235,761
July 1, 2022	927,000	28.73%	2,173,900	67.37%	37,100	1.15%	89,000	2.76%	3,227,000	100.00%	125,000	3,352,000
October 31, 2022	953,500	29.22%	2,209,500	67.71%	37,100	1.14%	63,000	1.93%	3,263,100	100.00%	125,000	3,388,100
Chattanooga												
June 30, 2022	2,738,862	35.34%	4,892,700	63.13%	31,691	0.41%	87,545	1.13%	7,750,798	100.00%	-	7,750,798
July 1, 2022	2,614,500	31.99%	5,470,600	66.93%	19,000	0.23%	70,000	0.86%	8,174,100	100.00%	-	8,174,100
October 31, 2022	2,682,500	32.19%	5,552,400	66.63%	24,500	0.29%	73,700	0.88%	8,333,100	100.00%	-	8,333,100
Covington												
June 30, 2022	707,102	30.97%	1,518,600	66.52%	9,995	0.44%	47,319	2.07%	2,283,016	100.00%	92,452	2,375,468
July 1, 2022	1,090,800	38.26%	1,745,500	61.23%	6,100	0.21%	8,500	0.30%	2,850,900	100.00%	75,000	2,925,900
October 31, 2022	980,200	35.40%	1,772,800	64.03%	100	0.00%	15,500	0.56%	2,768,600	100.00%	118,000	2,886,600
Crossville												
June 30, 2022	1,712,409	39.17%	2,534,632	57.98%	62,846	1.44%	61,713	1.41%	4,371,600	100.00%	193,148	4,564,748
July 1, 2022	1,736,000	35.94%	2,931,400	60.69%	69,500	1.44%	93,000	1.93%	4,829,900	100.00%	200,000	5,029,900
October 31, 2022	1,842,000	37.06%	2,962,700	59.61%	69,500	1.40%	96,000	1.93%	4,970,200	100.00%	200,000	5,170,200
Crump												
June 30, 2022	1,924,889	47.63%	1,867,600	46.21%	30,207	0.75%	218,472	5.41%	4,041,168	100.00%	34,543	4,075,711
July 1, 2022	1,926,700	42.01%	2,379,600	51.88%	28,700	0.63%	251,800	5.49%	4,586,800	100.00%	50,000	4,636,800
October 31, 2022	1,867,600	40.92%	2,409,100	52.78%	28,700	0.63%	258,600	5.67%	4,564,000	100.00%	50,000	4,614,000
Dickson												
June 30, 2022	2,544,673	36.28%	4,098,500	58.44%	40,490	0.58%	330,111	4.71%	7,013,774	100.00%	177,579	7,191,353
July 1, 2022	2,732,700	34.94%	4,865,500	62.22%	35,000	0.45%	187,000	2.39%	7,820,200	100.00%	145,000	7,965,200
October 31, 2022	2,768,200	34.33%	4,945,800	61.34%	31,000	0.38%	318,500	3.95%	8,063,500	100.00%	145,000	8,208,500
Elizabethton												
June 30, 2022	1,673,792	33.37%	3,023,600	60.28%	140,112	2.79%	178,166	3.55%	5,015,670	100.00%	333,439	5,349,109
July 1, 2022	1,710,300	29.51%	3,533,200	60.96%	327,300	5.65%	225,500	3.89%	5,796,300	100.00%	200,000	5,996,300
October 31, 2022	1,713,000	30.93%	3,582,500	64.69%	27,300	0.49%	215,500	3.89%	5,538,300	100.00%	510,000	6,048,300
Harriman												
June 30, 2022	1,161,772	36.70%	1,906,400	60.22%	10,611	0.34%	87,124	2.75%	3,165,907	100.00%	338,770	3,504,677
July 1, 2022	1,268,200	36.29%	2,207,600	63.17%	9,000	0.26%	9,800	0.28%	3,494,600	100.00%	350,000	3,844,600
October 31, 2022	1,279,300	36.05%	2,233,100	62.92%	9,000	0.25%	27,700	0.78%	3,549,100	100.00%	350,000	3,899,100
Hartsville												
June 30, 2022	1,314,453	30.53%	2,399,600	55.73%	16,216	0.38%	575,753	13.37%	4,306,022	100.00%	131,763	4,437,785
July 1, 2022	1,362,500	26.54%	2,722,700	53.05%	55,000	1.07%	992,600	19.34%	5,132,800	100.00%	120,000	5,252,800
October 31, 2022	1,362,500	27.40%	2,755,100	55.40%	55,000	1.11%	800,100	16.09%	4,972,700	100.00%	120,000	5,092,700

Tennessee Board of Regents  
Summary of Unrestricted Revenues with Percentages by Major Budget Category

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Hohenwald												
June 30, 2022	1,468,512	38.86%	2,349,400	62.17%	13,758	0.36%	(52,935)	-1.40%	3,778,735	100.00%	251,782	4,030,517
July 1, 2022	1,557,900	33.94%	2,972,000	64.74%	18,000	0.39%	42,500	0.93%	4,590,400	100.00%	225,000	4,815,400
October 31, 2022	1,557,900	33.71%	3,003,100	64.98%	18,000	0.39%	42,500	0.92%	4,621,500	100.00%	225,000	4,846,500
Jacksboro												
June 30, 2022	846,029	34.59%	1,553,600	63.52%	7,654	0.31%	38,596	1.58%	2,445,879	100.00%	132,607	2,578,486
July 1, 2022	821,100	30.39%	1,869,500	69.20%	5,500	0.20%	5,500	0.20%	2,701,600	100.00%	150,000	2,851,600
October 31, 2022	924,400	32.17%	1,927,900	67.09%	7,000	0.24%	14,500	0.50%	2,873,800	100.00%	200,000	3,073,800
Jackson												
June 30, 2022	2,733,702	31.08%	5,169,000	58.76%	205,426	2.34%	687,938	7.82%	8,796,066	100.00%	347,894	9,143,960
July 1, 2022	2,927,700	31.62%	5,871,000	63.42%	175,000	1.89%	284,000	3.07%	9,257,700	100.00%	345,000	9,602,700
October 31, 2022	2,928,500	31.42%	5,911,200	63.42%	175,000	1.88%	306,500	3.29%	9,321,200	100.00%	349,000	9,670,200
Knoxville												
June 30, 2022	3,494,288	42.36%	4,330,425	52.49%	176,029	2.13%	248,621	3.01%	8,249,363	100.00%	386,594	8,635,957
July 1, 2022	3,496,900	40.21%	4,875,000	56.06%	190,700	2.19%	133,500	1.54%	8,696,100	100.00%	384,500	9,080,600
October 31, 2022	3,426,700	38.52%	4,949,000	55.63%	175,600	1.97%	344,500	3.87%	8,895,800	100.00%	394,600	9,290,400
Livingston												
June 30, 2022	2,111,509	39.60%	3,154,400	59.15%	(52,492)	#####	119,042	2.23%	5,332,459	100.00%	210,981	5,543,440
July 1, 2022	1,815,100	31.84%	3,691,800	64.77%	28,000	0.49%	165,000	2.89%	5,699,900	100.00%	100,000	5,799,900
October 31, 2022	1,837,900	31.64%	3,722,400	64.09%	28,000	0.48%	220,000	3.79%	5,808,300	100.00%	100,000	5,908,300
McKenzie												
June 30, 2022	336,717	17.35%	1,556,800	80.22%	90	0.00%	47,132	2.43%	1,940,739	100.00%	69,779	2,010,518
July 1, 2022	386,800	18.38%	1,712,800	81.40%	100	0.00%	4,500	0.21%	2,104,200	100.00%	100,000	2,204,200
October 31, 2022	386,800	18.26%	1,726,700	81.52%	100	0.00%	4,500	0.21%	2,118,100	100.00%	100,000	2,218,100
McMinnville												
June 30, 2022	992,974	36.12%	1,680,100	61.12%	12,524	0.46%	63,449	2.31%	2,749,047	100.00%	65,485	2,814,532
July 1, 2022	1,105,700	35.72%	1,965,700	63.50%	9,700	0.31%	14,500	0.47%	3,095,600	100.00%	-	3,095,600
October 31, 2022	1,205,000	37.33%	1,983,400	61.45%	15,300	0.47%	24,000	0.74%	3,227,700	100.00%	-	3,227,700
Memphis												
June 30, 2022	3,372,159	37.39%	5,448,200	60.40%	60,679	0.67%	138,988	1.54%	9,020,026	100.00%	87,864	9,107,890
July 1, 2022	3,655,500	36.46%	6,185,700	61.70%	46,000	0.46%	138,500	1.38%	10,025,700	100.00%	47,000	10,072,700
October 31, 2022	3,547,300	35.55%	6,247,600	62.61%	45,700	0.46%	138,500	1.39%	9,979,100	100.00%	42,000	10,021,100
Morristown												
June 30, 2022	2,434,034	34.34%	4,382,100	61.82%	68,262	0.96%	204,629	2.89%	7,089,025	100.00%	310,795	7,399,820
July 1, 2022	2,611,000	31.16%	5,731,000	68.39%	-	0.00%	38,000	0.45%	8,380,000	100.00%	300,000	8,680,000
October 31, 2022	2,612,000	30.53%	5,788,000	67.66%	-	0.00%	155,000	1.81%	8,555,000	100.00%	310,000	8,865,000

Tennessee Board of Regents  
Summary of Unrestricted Revenues with Percentages by Major Budget Category

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
Murfreesboro												
June 30, 2022	2,011,755	24.57%	4,264,200	52.08%	7,585	0.09%	1,903,699	23.25%	8,187,239	100.00%	173,979	8,361,218
July 1, 2022	2,099,400	24.06%	4,693,700	53.80%	6,000	0.07%	1,925,600	22.07%	8,724,700	100.00%	185,000	8,909,700
October 31, 2022	2,109,600	23.79%	4,754,700	53.62%	14,100	0.16%	1,988,600	22.43%	8,867,000	100.00%	195,000	9,062,000
Nashville												
June 30, 2022	2,633,694	32.79%	5,052,500	62.91%	53,361	0.66%	291,326	3.63%	8,030,881	100.00%	137,849	8,168,730
July 1, 2022	2,920,500	33.64%	5,509,200	63.45%	40,000	0.46%	212,800	2.45%	8,682,500	100.00%	125,000	8,807,500
October 31, 2022	2,850,500	33.11%	5,552,400	64.50%	50,000	0.58%	155,800	1.81%	8,608,700	100.00%	135,000	8,743,700
Northwest												
June 30, 2022	1,248,758	36.68%	2,046,900	60.12%	40,517	1.19%	68,248	2.00%	3,404,423	100.00%	160,945	3,565,368
July 1, 2022	1,341,500	35.91%	2,347,800	62.85%	30,000	0.80%	16,000	0.43%	3,735,300	100.00%	175,000	3,910,300
October 31, 2022	1,348,500	35.11%	2,391,400	62.26%	70,000	1.82%	31,000	0.81%	3,840,900	100.00%	300,000	4,140,900
Oneida												
June 30, 2022	1,020,393	36.01%	1,705,000	60.17%	8,529	0.30%	99,564	3.51%	2,833,486	100.00%	213,751	3,047,237
July 1, 2022	987,600	32.44%	2,017,200	66.25%	4,000	0.13%	35,900	1.18%	3,044,700	100.00%	205,000	3,249,700
October 31, 2022	1,122,600	34.66%	2,060,800	63.62%	4,000	0.12%	51,700	1.60%	3,239,100	100.00%	205,000	3,444,100
Paris												
June 30, 2022	639,625	22.48%	2,131,000	74.90%	16,134	0.57%	58,492	2.06%	2,845,251	100.00%	173,041	3,018,292
July 1, 2022	704,500	22.37%	2,423,200	76.94%	12,200	0.39%	9,500	0.30%	3,149,400	100.00%	175,000	3,324,400
October 31, 2022	756,000	23.40%	2,450,200	75.85%	15,200	0.47%	9,000	0.28%	3,230,400	100.00%	175,000	3,405,400
Pulaski												
June 30, 2022	1,342,116	32.76%	2,633,300	64.27%	64,881	1.58%	57,069	1.39%	4,097,366	100.00%	208,423	4,305,789
July 1, 2022	1,710,500	35.84%	2,974,600	62.33%	71,000	1.49%	16,500	0.35%	4,772,600	100.00%	230,000	5,002,600
October 31, 2022	1,860,500	37.59%	3,002,500	60.66%	66,000	1.33%	21,000	0.42%	4,950,000	100.00%	210,000	5,160,000
Ripley												
June 30, 2022	452,299	25.34%	1,273,000	71.31%	9,969	0.56%	49,916	2.80%	1,785,184	100.00%	114,207	1,899,391
July 1, 2022	719,000	31.70%	1,501,300	66.20%	12,500	0.55%	35,100	1.55%	2,267,900	100.00%	95,000	2,362,900
October 31, 2022	765,100	32.73%	1,520,800	65.05%	2,000	0.09%	50,000	2.14%	2,337,900	100.00%	125,000	2,462,900
Shelbyville												
June 30, 2022	1,598,487	32.75%	3,125,000	64.03%	87,867	1.80%	69,225	1.42%	4,880,579	100.00%	96,847	4,977,426
July 1, 2022	1,680,500	31.59%	3,538,500	66.51%	80,200	1.51%	21,100	0.40%	5,320,300	100.00%	106,400	5,426,700
October 31, 2022	1,677,000	31.14%	3,579,100	66.47%	80,200	1.49%	48,200	0.90%	5,384,500	100.00%	112,400	5,496,900
Total TCATs												
June 30, 2022	43,399,361	34.30%	75,951,357	60.03%	1,159,846	0.92%	6,008,449	4.75%	126,519,013	100.00%	4,574,968	131,093,981
July 1, 2022	45,909,900	32.76%	87,910,000	62.72%	1,315,600	0.94%	5,025,700	3.59%	140,161,200	100.00%	4,212,900	144,374,100
October 31, 2022	46,365,100	32.68%	88,994,200	62.72%	1,048,400	0.74%	5,473,900	3.86%	141,881,600	100.00%	4,796,000	146,677,600

Tennessee Board of Regents  
Summary of Unrestricted Revenues with Percentages by Major Budget Category

	Tuition & Fees	Pct	State Appropriation	Pct	Sales & Services	Pct	Other Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
TBR												
June 30, 2022	-	0.00%	57,186,300	75.65%	-	0.00%	18,411,245	24.35%	75,597,545	100.00%	-	75,597,545
July 1, 2022	-	0.00%	63,644,200	78.23%	-	0.00%	17,706,300	21.77%	81,350,500	100.00%	-	81,350,500
October 31, 2022	-	0.00%	67,521,900	76.80%	-	0.00%	20,398,900	23.20%	87,920,800	100.00%	-	87,920,800
Total System												
June 30, 2022	310,812,640	35.90%	459,460,883	53.08%	1,906,916	0.22%	93,486,817	10.80%	865,667,256	100.00%	7,414,584	873,081,840
July 1, 2022	279,068,100	35.08%	473,254,300	59.49%	1,918,300	0.24%	41,257,000	5.19%	795,497,700	100.00%	6,671,900	802,169,600
October 31, 2022	300,809,600	34.26%	517,500,100	58.94%	1,744,600	0.20%	57,883,000	6.59%	877,937,300	100.00%	7,469,400	885,406,700

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	ChSCC	Pct	CISCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
<b>Instruction</b>														
June 30, 2022	31,994,458	54.86%	11,162,742	46.38%	17,368,200	50.70%	10,572,127	52.37%	12,343,326	51.62%	18,429,593	49.85%	19,165,979	44.59%
July 1, 2022	35,105,700	53.64%	13,011,700	48.24%	18,168,900	49.99%	11,687,000	49.80%	13,134,700	44.40%	21,702,100	47.58%	22,546,800	43.05%
October 31, 2022	35,585,200	52.76%	13,133,200	48.28%	19,642,700	50.59%	11,683,900	48.74%	13,090,000	43.99%	21,680,700	47.36%	21,728,000	43.01%
<b>Research</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>														
June 30, 2022	50,000	0.09%	49,849	0.21%	153,390	0.45%	-	0.00%	(642,979)	-2.69%	585,340	1.58%	-	0.00%
July 1, 2022	50,000	0.08%	93,800	0.35%	156,200	0.43%	24,000	0.10%	60,100	0.20%	813,100	1.78%	-	0.00%
October 31, 2022	77,500	0.11%	80,400	0.30%	151,300	0.39%	14,000	0.06%	65,300	0.22%	829,200	1.81%	-	0.00%
<b>Academic Support</b>														
June 30, 2022	5,586,929	9.58%	1,285,527	5.34%	1,778,706	5.19%	666,569	3.30%	2,983,272	12.48%	2,755,266	7.45%	5,395,543	12.55%
July 1, 2022	6,251,700	9.55%	1,544,700	5.73%	2,203,200	6.06%	802,600	3.42%	3,695,000	12.49%	4,443,800	9.74%	7,641,000	14.59%
October 31, 2022	6,399,800	9.49%	1,608,400	5.91%	2,160,700	5.56%	810,900	3.38%	3,618,100	12.16%	4,427,300	9.67%	6,898,300	13.66%
<b>Sub-Total</b>														
June 30, 2022	37,631,387	64.52%	12,498,118	51.93%	19,300,296	56.34%	11,238,696	55.67%	14,683,619	61.41%	21,770,199	58.88%	24,561,522	57.15%
July 1, 2022	41,407,400	63.27%	14,650,200	54.32%	20,528,300	56.49%	12,513,600	53.32%	16,889,800	57.09%	26,959,000	59.10%	30,187,800	57.64%
October 31, 2022	42,062,500	62.36%	14,822,000	54.49%	21,954,700	56.54%	12,508,800	52.18%	16,773,400	56.37%	26,937,200	58.84%	28,626,300	56.67%
<b>Student Services</b>														
June 30, 2022	6,294,623	10.79%	3,218,320	13.37%	4,323,604	12.62%	2,916,270	14.45%	2,136,499	8.94%	3,468,651	9.38%	5,698,551	13.26%
July 1, 2022	7,024,500	10.73%	3,517,700	13.04%	4,774,200	13.14%	3,615,400	15.41%	2,636,900	8.91%	4,933,200	10.81%	6,887,500	13.15%
October 31, 2022	7,153,500	10.61%	3,461,700	12.73%	4,896,400	12.61%	3,814,800	15.91%	2,709,000	9.10%	4,861,300	10.62%	6,529,300	12.93%
<b>Institutional Support</b>														
June 30, 2022	7,521,204	12.90%	4,262,565	17.71%	5,631,438	16.44%	3,150,870	15.61%	3,891,177	16.27%	6,234,367	16.86%	6,287,918	14.63%
July 1, 2022	8,409,700	12.85%	4,555,300	16.89%	5,749,000	15.82%	3,709,100	15.80%	6,054,000	20.46%	6,941,300	15.22%	7,168,800	13.69%
October 31, 2022	9,593,100	14.22%	4,631,000	17.02%	5,824,700	15.00%	3,936,200	16.42%	6,252,500	21.01%	7,091,600	15.49%	7,303,300	14.46%
<b>Operation &amp; Maintenance</b>														
June 30, 2022	5,472,004	9.38%	3,684,186	15.31%	4,433,769	12.94%	2,306,194	11.42%	2,515,375	10.52%	4,551,237	12.31%	6,025,469	14.02%
July 1, 2022	6,601,300	10.09%	3,570,500	13.24%	4,260,000	11.72%	2,888,400	12.31%	3,459,700	11.69%	5,514,600	12.09%	7,228,800	13.80%
October 31, 2022	6,732,400	9.98%	3,609,200	13.27%	4,903,900	12.63%	3,013,200	12.57%	3,505,500	11.78%	5,618,600	12.27%	7,153,800	14.16%
<b>Scholarships &amp; Fellowship</b>														
June 30, 2022	1,402,890	2.41%	404,073	1.68%	566,024	1.65%	576,499	2.86%	683,189	2.86%	946,620	2.56%	406,670	0.95%
July 1, 2022	2,002,000	3.06%	678,900	2.52%	1,030,600	2.84%	742,200	3.16%	543,600	1.84%	1,266,500	2.78%	900,100	1.72%
October 31, 2022	1,908,000	2.83%	678,900	2.50%	1,250,600	3.22%	697,900	2.91%	517,600	1.74%	1,268,500	2.77%	900,100	1.78%
<b>Total E &amp; G Expenditures</b>														
June 30, 2022	58,322,108	100.00%	24,067,262	100.00%	34,255,131	100.00%	20,188,529	100.00%	23,909,859	100.00%	36,971,074	100.00%	42,980,130	100.00%
July 1, 2022	65,444,900	100.00%	26,972,600	100.00%	36,342,100	100.00%	23,468,700	100.00%	29,584,000	100.00%	45,614,600	100.00%	52,373,000	100.00%
October 31, 2022	67,449,500	100.00%	27,202,800	100.00%	38,830,300	100.00%	23,970,900	100.00%	29,758,000	100.00%	45,777,200	100.00%	50,512,800	100.00%
<b>Transfers</b>														
June 30, 2022	19,565,318		41,258		8,194,305		1,765,000		11,100,100		5,320,917		3,670,911	
July 1, 2022	132,600		47,600		6,338,800		140,000		-		2,000,000		10,200	
October 31, 2022	129,100		477,300		13,702,000		1,654,200		-		5,000,000		1,509,800	
<b>Auxiliaries</b>														
June 30, 2022	1,015,479		-		72,391		-		-		24,210		5,161	
July 1, 2022	932,500		33,900		71,000		-		-		15,200		6,800	
October 31, 2022	946,600		33,900		71,000		-		-		15,200		6,800	
<b>Total E &amp; G Unrestricted</b>														
June 30, 2022	78,902,905		24,108,520		42,521,827		21,953,529		35,009,959		42,316,201		46,656,202	
July 1, 2022	66,510,000		27,054,100		42,751,900		23,608,700		29,584,000		47,629,800		52,390,000	
October 31, 2022	68,525,200		27,714,000		52,603,300		25,625,100		29,758,000		50,792,400		52,029,400	

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
<b>Instruction</b>														
June 30, 2022	18,428,370	50.19%	37,502,795	52.56%	23,205,415	54.28%	25,964,057	43.80%	28,892,576	56.22%	23,952,196	53.07%	278,981,834	50.97%
July 1, 2022	21,357,000	47.42%	43,016,600	52.49%	25,697,100	50.76%	-	0.00%	31,636,600	55.44%	26,702,700	52.61%	283,766,900	50.20%
October 31, 2022	21,700,600	47.29%	43,917,500	51.77%	26,022,900	50.09%	26,313,400	40.77%	31,483,300	54.43%	27,249,700	51.56%	313,231,100	48.84%
<b>Research</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>														
June 30, 2022	108,133	0.29%	524,461	0.74%	677,666	1.59%	200,726	0.34%	657,148	1.28%	335,881	0.74%	2,699,615	0.49%
July 1, 2022	218,100	0.48%	834,400	1.02%	933,900	1.84%	-	0.00%	789,100	1.38%	546,100	1.08%	4,518,800	0.80%
October 31, 2022	218,100	0.48%	838,900	0.99%	964,600	1.86%	369,200	0.57%	786,800	1.36%	586,300	1.11%	4,981,600	0.78%
<b>Academic Support</b>														
June 30, 2022	3,021,220	8.23%	6,772,755	9.49%	1,657,068	3.88%	6,526,398	11.01%	2,669,373	5.19%	2,426,157	5.38%	43,524,783	7.95%
July 1, 2022	4,877,200	10.83%	8,327,800	10.16%	2,833,800	5.60%	-	0.00%	3,067,100	5.38%	2,772,800	5.46%	48,460,700	8.57%
October 31, 2022	5,051,400	11.01%	8,381,900	9.88%	3,006,100	5.79%	7,095,700	10.99%	3,253,900	5.63%	2,853,800	5.40%	55,566,300	8.66%
<b>Sub-Total</b>														
June 30, 2022	21,557,723	58.72%	44,800,011	62.79%	25,540,149	59.74%	32,691,181	55.15%	32,219,097	62.69%	26,714,234	59.19%	325,206,232	59.42%
July 1, 2022	26,452,300	58.73%	52,178,800	63.67%	29,464,800	58.21%	-	0.00%	35,492,800	62.20%	30,021,600	59.15%	336,746,400	59.58%
October 31, 2022	26,970,100	58.77%	53,138,300	62.64%	29,993,600	57.73%	33,778,300	52.34%	35,524,000	61.42%	30,689,800	58.07%	373,779,000	58.28%
<b>Student Services</b>														
June 30, 2022	4,703,355	12.81%	8,607,939	12.07%	6,144,987	14.37%	7,141,186	12.05%	5,230,085	10.18%	6,247,566	13.84%	66,131,636	12.08%
July 1, 2022	5,776,200	12.83%	9,720,100	11.86%	7,384,100	14.59%	-	0.00%	5,709,200	10.01%	7,347,600	14.48%	69,326,600	12.27%
October 31, 2022	6,003,400	13.08%	10,202,300	12.03%	7,701,700	14.82%	7,757,500	12.02%	5,685,500	9.83%	7,593,100	14.37%	78,369,500	12.22%
<b>Institutional Support</b>														
June 30, 2022	4,854,853	13.22%	9,025,263	12.65%	5,258,026	12.30%	9,259,272	15.62%	7,543,232	14.68%	4,945,931	10.96%	77,866,116	14.23%
July 1, 2022	6,158,900	13.67%	9,798,500	11.96%	6,523,500	12.89%	-	0.00%	8,255,400	14.47%	5,556,600	10.95%	78,880,100	13.96%
October 31, 2022	6,076,000	13.24%	10,248,700	12.08%	6,823,400	13.13%	11,259,700	17.45%	8,438,000	14.59%	5,849,400	11.07%	93,327,600	14.55%
<b>Operation &amp; Maintenance</b>														
June 30, 2022	5,375,291	14.64%	7,549,711	10.58%	5,131,275	12.00%	8,693,796	14.67%	5,585,665	10.87%	6,301,975	13.96%	67,625,947	12.36%
July 1, 2022	6,500,700	14.43%	8,620,700	10.52%	6,226,000	12.30%	-	0.00%	6,163,500	10.80%	6,653,100	13.11%	67,687,300	11.98%
October 31, 2022	6,689,200	14.58%	9,231,700	10.88%	6,362,700	12.25%	9,467,500	14.67%	6,751,100	11.67%	7,534,800	14.26%	80,573,600	12.56%
<b>Scholarships &amp; Fellowship</b>														
June 30, 2022	222,697	0.61%	1,363,090	1.91%	679,172	1.59%	1,495,019	2.52%	812,932	1.58%	924,408	2.05%	10,483,283	1.92%
July 1, 2022	150,000	0.33%	1,634,000	1.99%	1,023,200	2.02%	-	0.00%	1,441,200	2.53%	1,180,300	2.33%	12,592,600	2.23%
October 31, 2022	150,000	0.33%	2,004,000	2.36%	1,073,200	2.07%	2,274,300	3.52%	1,441,200	2.49%	1,180,300	2.23%	15,344,600	2.39%
<b>Total E &amp; G Expenditures</b>														
June 30, 2022	36,713,919	100.00%	71,346,014	100.00%	42,753,609	100.00%	59,280,454	100.00%	51,391,011	100.00%	45,134,114	100.00%	547,313,214	100.00%
July 1, 2022	45,038,100	100.00%	81,952,100	100.00%	50,621,600	100.00%	-	0.00%	57,062,100	100.00%	50,759,200	100.00%	565,233,000	100.00%
October 31, 2022	45,888,700	100.00%	84,825,000	100.00%	51,954,600	100.00%	64,537,300	100.00%	57,839,800	100.00%	52,847,400	100.00%	641,394,300	100.00%
<b>Transfers</b>														
June 30, 2022	25,186		10,484,416		5,054,789		5,280,586		47,266		3,164,391		73,714,443	
July 1, 2022	65,600		505,000		10,600		-		125,000		255,200		9,630,600	
October 31, 2022	65,600		3,755,000		3,984,700		2,223,200		6,125,000		2,154,600		40,780,500	
<b>Auxiliaries</b>														
June 30, 2022	-		121,556		43,533		329,518		20,984		18,033		1,650,865	
July 1, 2022	-		100,000		39,300		-		25,000		13,400		1,237,100	
October 31, 2022	-		100,000		39,300		353,300		25,000		16,100		1,607,200	
<b>Total E &amp; G Unrestricted</b>														
June 30, 2022	36,739,105		81,951,986		47,851,931		64,890,558		51,459,261		48,316,538		622,678,522	
July 1, 2022	45,103,700		82,557,100		50,671,500		-		57,212,100		51,027,800		576,100,700	
October 31, 2022	45,954,300		88,680,000		55,978,600		67,113,800		63,989,800		55,018,100		683,782,000	

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	Athens	Pct	Chattanooga	Pct	Covinton	Pct	Crossville	Pct	Crump	Pct	Dickson	Pct	Elizabethton	Pct
<b>Instruction</b>														
June 30, 2022	1,240,607	51.42%	5,159,340	72.93%	993,141	50.17%	2,309,231	56.46%	1,833,617	50.57%	3,567,110	51.95%	2,616,493	56.99%
July 1, 2022	1,761,700	55.32%	6,093,900	74.77%	1,095,700	43.01%	2,877,100	59.66%	2,338,200	50.82%	3,933,900	51.12%	3,151,700	54.67%
October 31, 2022	1,796,300	56.21%	6,221,000	74.77%	1,200,300	47.68%	2,923,000	58.82%	2,666,200	56.85%	4,203,000	53.05%	3,296,200	58.82%
<b>Research</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Academic Support</b>														
June 30, 2022	-	0.00%	22,095	0.31%	-	0.00%	-	0.00%	34,202	0.94%	385,189	5.61%	-	0.00%
July 1, 2022	-	0.00%	26,500	0.33%	-	0.00%	-	0.00%	50,000	1.09%	442,600	5.75%	-	0.00%
October 31, 2022	-	0.00%	26,500	0.32%	-	0.00%	-	0.00%	50,000	1.07%	452,300	5.71%	-	0.00%
<b>Sub-Total</b>														
June 30, 2022	1,240,607	51.42%	5,181,435	73.24%	993,141	50.17%	2,309,231	56.46%	1,867,819	51.52%	3,952,299	57.56%	2,616,493	56.99%
July 1, 2022	1,761,700	55.32%	6,120,400	75.10%	1,095,700	43.01%	2,877,100	59.66%	2,388,200	51.91%	4,376,500	56.87%	3,151,700	54.67%
October 31, 2022	1,796,300	56.21%	6,247,500	75.09%	1,200,300	47.68%	2,923,000	58.82%	2,716,200	57.92%	4,655,300	58.76%	3,296,200	58.82%
<b>Student Services</b>														
June 30, 2022	228,053	9.45%	656,549	9.28%	260,665	13.17%	446,784	10.92%	325,217	8.97%	753,544	10.97%	521,056	11.35%
July 1, 2022	305,100	9.58%	776,200	9.52%	326,300	12.81%	472,500	9.80%	524,200	11.39%	916,700	11.91%	683,400	11.85%
October 31, 2022	302,600	9.47%	762,700	9.17%	312,000	12.39%	533,000	10.72%	568,900	12.13%	781,300	9.86%	429,300	7.66%
<b>Institutional Support</b>														
June 30, 2022	654,109	27.11%	461,783	6.53%	407,124	20.57%	759,051	18.56%	697,347	19.23%	1,203,111	17.52%	959,332	20.90%
July 1, 2022	827,400	25.98%	471,900	5.79%	702,800	27.59%	901,500	18.69%	814,400	17.70%	1,387,900	18.04%	1,356,800	23.53%
October 31, 2022	780,300	24.42%	488,900	5.88%	669,000	26.58%	887,100	17.85%	734,600	15.66%	1,311,500	16.55%	1,224,800	21.86%
<b>Operation &amp; Maintenance</b>														
June 30, 2022	273,695	11.34%	775,047	10.96%	248,992	12.58%	439,206	10.74%	349,039	9.63%	824,628	12.01%	453,700	9.88%
July 1, 2022	288,500	9.06%	761,500	9.34%	354,400	13.91%	508,300	10.54%	510,300	11.09%	948,700	12.33%	549,400	9.53%
October 31, 2022	314,500	9.84%	801,100	9.63%	296,700	11.79%	563,100	11.33%	524,000	11.17%	1,159,400	14.63%	630,000	11.24%
<b>Scholarships &amp; Fellowship</b>														
June 30, 2022	16,158	0.67%	-	0.00%	69,616	3.52%	135,478	3.31%	386,121	10.65%	133,023	1.94%	40,517	0.88%
July 1, 2022	2,000	0.06%	20,000	0.25%	68,300	2.68%	62,900	1.30%	363,900	7.91%	65,500	0.85%	23,900	0.41%
October 31, 2022	2,000	0.06%	20,000	0.24%	39,300	1.56%	63,600	1.28%	145,800	3.11%	15,500	0.20%	23,700	0.42%
<b>Total E &amp; G Expenditures</b>														
June 30, 2022	2,412,622	100.00%	7,074,814	100.00%	1,979,538	100.00%	4,089,750	100.00%	3,625,543	100.00%	6,866,605	100.00%	4,591,098	100.00%
July 1, 2022	3,184,700	100.00%	8,150,000	100.00%	2,547,500	100.00%	4,822,300	100.00%	4,601,000	100.00%	7,695,300	100.00%	5,765,200	100.00%
October 31, 2022	3,195,700	100.00%	8,320,200	100.00%	2,517,300	100.00%	4,969,800	100.00%	4,689,500	100.00%	7,923,000	100.00%	5,604,000	100.00%
<b>Transfers</b>														
June 30, 2022	421,000		1,150,000		38,600		-		-		320,000		200,506	
July 1, 2022	-		-		301,800		-		1,400		250,000		-	
October 31, 2022	986,100		450,000		935,600		-		276,300		250,000		507,700	
<b>Auxiliaries</b>														
June 30, 2022	75,486		-		93,942		214,577		34,018		152,172		310,155	
July 1, 2022	125,000		-		65,000		145,000		32,000		100,000		195,000	
October 31, 2022	125,000		-		95,000		145,000		34,000		100,000		404,200	
<b>Total E &amp; G Unrestricted</b>														
June 30, 2022	2,909,108		8,224,814		2,112,080		4,304,327		3,659,561		7,338,777		5,101,759	
July 1, 2022	3,309,700		8,150,000		2,914,300		4,967,300		4,634,400		8,045,300		5,960,200	
October 31, 2022	4,306,800		8,770,200		3,547,900		5,114,800		4,999,800		8,273,000		6,515,900	



Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	Harriman	Pct	Hartsville	Pct	Hohenwald	Pct	Jacksboro	Pct	Jackson	Pct	Knoxville	Pct	Livingston	Pct
<b>Instruction</b>														
June 30, 2022	1,544,214	54.06%	2,193,337	55.21%	1,999,214	58.49%	1,241,615	56.74%	3,977,024	49.39%	3,979,187	56.49%	2,706,782	59.32%
July 1, 2022	1,900,800	55.93%	2,779,000	54.29%	2,779,300	62.11%	1,597,900	56.17%	4,528,500	48.29%	5,758,900	59.31%	3,415,800	59.93%
October 31, 2022	1,988,000	56.66%	2,700,500	54.37%	2,823,700	63.53%	1,559,100	54.36%	4,812,500	50.31%	4,591,900	52.17%	4,382,500	66.10%
<b>Research</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2,630	0.04%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	15,300	0.16%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	13,800	0.16%	-	0.00%
<b>Academic Support</b>														
June 30, 2022	-	0.00%	92,435	2.33%	-	0.00%	-	0.00%	187,370	2.33%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	143,100	2.80%	-	0.00%	-	0.00%	255,500	2.72%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	147,900	2.98%	-	0.00%	-	0.00%	263,700	2.76%	-	0.00%	-	0.00%
<b>Sub-Total</b>														
June 30, 2022	1,544,214	54.06%	2,285,772	57.53%	1,999,214	58.49%	1,241,615	56.74%	4,164,394	51.72%	3,981,817	56.53%	2,706,782	59.32%
July 1, 2022	1,900,800	55.93%	2,922,100	57.08%	2,779,300	62.11%	1,597,900	56.17%	4,784,000	51.01%	5,774,200	59.46%	3,415,800	59.93%
October 31, 2022	1,988,000	56.66%	2,848,400	57.35%	2,823,700	63.53%	1,559,100	54.36%	5,076,200	53.07%	4,605,700	52.33%	4,382,500	66.10%
<b>Student Services</b>														
June 30, 2022	354,193	12.40%	172,680	4.35%	337,469	9.87%	111,306	5.09%	934,760	11.61%	615,504	8.74%	507,105	11.11%
July 1, 2022	384,200	11.30%	200,100	3.91%	389,200	8.70%	206,300	7.25%	1,212,200	12.93%	910,300	9.37%	676,900	11.88%
October 31, 2022	422,900	12.05%	210,100	4.23%	359,100	8.08%	259,700	9.05%	1,172,000	12.25%	782,900	8.90%	648,100	9.77%
<b>Institutional Support</b>														
June 30, 2022	599,799	21.00%	849,797	21.39%	650,342	19.03%	527,131	24.09%	1,185,815	14.73%	1,392,793	19.77%	878,038	19.24%
July 1, 2022	631,900	18.59%	1,081,100	21.12%	767,900	17.16%	627,200	22.05%	1,541,900	16.44%	1,641,400	16.90%	1,061,300	18.62%
October 31, 2022	601,900	17.15%	1,147,800	23.11%	725,600	16.32%	665,000	23.19%	1,490,600	15.58%	1,951,000	22.17%	1,048,200	15.81%
<b>Operation &amp; Maintenance</b>														
June 30, 2022	271,392	9.50%	522,516	13.15%	301,796	8.83%	271,719	12.42%	1,081,072	13.43%	876,316	12.44%	388,938	8.52%
July 1, 2022	371,000	10.92%	760,100	14.85%	333,500	7.45%	382,600	13.45%	1,154,700	12.31%	1,209,100	12.45%	488,500	8.57%
October 31, 2022	390,500	11.13%	738,000	14.86%	331,400	7.46%	373,900	13.04%	1,141,400	11.93%	1,311,600	14.90%	494,400	7.46%
<b>Scholarships &amp; Fellowship</b>														
June 30, 2022	86,645	3.03%	142,277	3.58%	129,267	3.78%	36,466	1.67%	686,146	8.52%	177,314	2.52%	82,166	1.80%
July 1, 2022	110,900	3.26%	155,700	3.04%	205,000	4.58%	30,800	1.08%	685,400	7.31%	175,400	1.81%	57,400	1.01%
October 31, 2022	105,400	3.00%	22,700	0.46%	205,000	4.61%	10,500	0.37%	685,400	7.17%	150,100	1.71%	57,000	0.86%
<b>Total E &amp; G Expenditures</b>														
June 30, 2022	2,856,243	100.00%	3,973,042	100.00%	3,418,088	100.00%	2,188,237	100.00%	8,052,187	100.00%	7,043,744	100.00%	4,563,029	100.00%
July 1, 2022	3,398,800	100.00%	5,119,100	100.00%	4,474,900	100.00%	2,844,800	100.00%	9,378,200	100.00%	9,710,400	100.00%	5,699,900	100.00%
October 31, 2022	3,508,700	100.00%	4,967,000	100.00%	4,444,800	100.00%	2,868,200	100.00%	9,565,600	100.00%	8,801,300	100.00%	6,630,200	100.00%
<b>Transfers</b>														
June 30, 2022	463,235		385,000		573,948		150,050		1,000,000		106,450		694,400	
July 1, 2022	150,900		-		143,000		100		-		5,000		-	
October 31, 2022	250,000		-		143,000		587,000		-		1,357,700		-	
<b>Auxiliaries</b>														
June 30, 2022	265,095		110,383		223,376		115,716		403,790		290,882		194,385	
July 1, 2022	295,000		88,000		197,500		148,500		353,600		325,000		100,000	
October 31, 2022	274,000		88,000		200,300		136,000		362,200		395,100		100,000	
<b>Total E &amp; G Unrestricted</b>														
June 30, 2022	3,584,573		4,468,425		4,215,412		2,454,003		9,455,977		7,441,076		5,451,814	
July 1, 2022	3,844,700		5,207,100		4,815,400		2,993,400		9,731,800		10,040,400		5,799,900	
October 31, 2022	4,032,700		5,055,000		4,788,100		3,591,200		9,927,800		10,554,100		6,730,200	

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	McKenzie	Pct	McMinnville	Pct	Memphis	Pct	Morristown	Pct	Murfreesboro	Pct	Nashville	Pct	Northwest	Pct
<b>Instruction</b>														
June 30, 2022	701,116	41.36%	1,329,982	56.03%	4,020,743	50.26%	3,989,569	61.05%	4,591,566	67.03%	4,747,107	61.17%	1,587,376	55.63%
July 1, 2022	857,000	43.14%	1,612,000	56.64%	5,200,600	55.55%	5,597,200	65.35%	6,115,100	69.17%	5,304,700	61.58%	2,097,600	56.85%
October 31, 2022	888,900	43.89%	1,764,200	54.45%	5,015,900	51.66%	6,305,300	65.43%	6,093,600	68.54%	5,164,800	59.33%	2,053,700	56.86%
<b>Research</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>														
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Academic Support</b>														
June 30, 2022	120,290	7.10%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	133,800	6.74%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	124,900	6.17%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Sub-Total</b>														
June 30, 2022	821,406	48.46%	1,329,982	56.03%	4,020,743	50.26%	3,989,569	61.05%	4,591,566	67.03%	4,747,107	61.17%	1,587,376	55.63%
July 1, 2022	990,800	49.88%	1,612,000	56.64%	5,200,600	55.55%	5,597,200	65.35%	6,115,100	69.17%	5,304,700	61.58%	2,097,600	56.85%
October 31, 2022	1,013,800	50.06%	1,764,200	54.45%	5,015,900	51.66%	6,305,300	65.43%	6,093,600	68.54%	5,164,800	59.33%	2,053,700	56.86%
<b>Student Services</b>														
June 30, 2022	335,477	19.79%	246,189	10.37%	855,109	10.69%	742,847	11.37%	606,763	8.86%	421,810	5.44%	348,412	12.21%
July 1, 2022	384,300	19.35%	283,600	9.96%	1,047,500	11.19%	875,100	10.22%	718,200	8.12%	602,800	7.00%	516,600	14.00%
October 31, 2022	392,700	19.39%	365,500	11.28%	1,031,900	10.63%	924,700	9.60%	691,000	7.77%	590,600	6.78%	477,600	13.22%
<b>Institutional Support</b>														
June 30, 2022	348,147	20.54%	540,830	22.78%	1,537,235	19.21%	998,131	15.28%	707,257	10.33%	1,451,434	18.70%	476,192	16.69%
July 1, 2022	360,800	18.16%	638,300	22.43%	1,874,400	20.02%	1,148,300	13.41%	682,300	7.72%	1,559,300	18.10%	618,800	16.77%
October 31, 2022	283,500	14.00%	716,500	22.12%	1,842,000	18.97%	1,150,500	11.94%	742,100	8.35%	1,727,700	19.85%	619,800	17.16%
<b>Operation &amp; Maintenance</b>														
June 30, 2022	172,880	10.20%	244,682	10.31%	1,231,141	15.39%	762,874	11.67%	920,006	13.43%	1,027,280	13.24%	344,985	12.09%
July 1, 2022	216,600	10.90%	293,300	10.30%	1,080,300	11.54%	820,400	9.58%	1,287,100	14.56%	1,091,600	12.67%	380,100	10.30%
October 31, 2022	300,800	14.85%	374,600	11.56%	1,659,300	17.09%	1,133,200	11.76%	1,324,500	14.90%	1,127,100	12.95%	434,500	12.03%
<b>Scholarships &amp; Fellowship</b>														
June 30, 2022	17,188	1.01%	12,116	0.51%	355,980	4.45%	40,979	0.63%	24,187	0.35%	112,933	1.46%	96,551	3.38%
July 1, 2022	34,000	1.71%	19,000	0.67%	160,000	1.71%	124,000	1.45%	38,200	0.43%	55,700	0.65%	76,700	2.08%
October 31, 2022	34,500	1.70%	19,000	0.59%	160,000	1.65%	123,000	1.28%	38,900	0.44%	95,500	1.10%	26,500	0.73%
<b>Total E &amp; G Expenditures</b>														
June 30, 2022	1,695,098	100.00%	2,373,799	100.00%	8,000,208	100.00%	6,534,400	100.00%	6,849,779	100.00%	7,760,564	100.00%	2,853,516	100.00%
July 1, 2022	1,986,500	100.00%	2,846,200	100.00%	9,362,800	100.00%	8,565,000	100.00%	8,840,900	100.00%	8,614,100	100.00%	3,689,800	100.00%
October 31, 2022	2,025,300	100.00%	3,239,800	100.00%	9,709,100	100.00%	9,636,700	100.00%	8,890,100	100.00%	8,705,700	100.00%	3,612,100	100.00%
<b>Transfers</b>														
June 30, 2022	99,800		773,062		5,059,400		-		850,100		600,000		1,106,700	
July 1, 2022	99,800		-		695,300		-		142,500		-		63,400	
October 31, 2022	100,000		-		1,403,800		676,100		2,264,000		50,000		1,665,600	
<b>Auxiliaries</b>														
June 30, 2022	51,544		62,895		76,055		227,218		170,400		154,191		126,176	
July 1, 2022	93,000		-		-		255,000		170,000		95,000		140,000	
October 31, 2022	93,000		-		-		255,000		185,000		105,000		245,000	
<b>Total E &amp; G Unrestricted</b>														
June 30, 2022	1,846,442		3,209,756		13,135,663		6,761,618		7,870,279		8,514,755		4,086,392	
July 1, 2022	2,179,300		2,846,200		10,058,100		8,820,000		9,153,400		8,709,100		3,893,200	
October 31, 2022	2,218,300		3,239,800		11,112,900		10,567,800		11,339,100		8,860,700		5,522,700	

Tennessee Board of Regents  
 Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	Oneida	Pct	Paris	Pct	Pulaski	Pct	Ripley	Pct	Shelbyville	Pct	Total TCATs	Pct
<b>Instruction</b>												
June 30, 2022	1,178,454	42.97%	1,463,389	56.96%	1,659,466	44.92%	807,703	46.34%	2,497,603	56.23%	63,934,986	56.09%
July 1, 2022	1,420,900	45.22%	1,648,500	54.31%	2,109,900	44.02%	1,048,800	46.95%	2,806,900	53.11%	79,831,600	57.11%
October 31, 2022	1,459,300	44.84%	1,742,700	55.63%	2,594,400	49.56%	1,147,500	49.08%	2,671,600	52.74%	82,066,100	57.45%
<b>Research</b>												
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Public Service</b>												
June 30, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2,630	0.00%
July 1, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	15,300	0.01%
October 31, 2022	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	13,800	0.01%
<b>Academic Support</b>												
June 30, 2022	-	0.00%	100,101	3.90%	62,245	1.69%	-	0.00%	89,064	2.00%	1,092,991	0.96%
July 1, 2022	-	0.00%	127,800	4.21%	73,800	1.54%	-	0.00%	115,500	2.19%	1,368,600	0.98%
October 31, 2022	-	0.00%	112,000	3.58%	69,800	1.33%	-	0.00%	87,300	1.72%	1,334,400	0.93%
<b>Sub-Total</b>												
June 30, 2022	1,178,454	42.97%	1,563,490	60.86%	1,721,711	46.61%	807,703	46.34%	2,586,667	58.23%	65,030,607	57.05%
July 1, 2022	1,420,900	45.22%	1,776,300	58.53%	2,183,700	45.56%	1,048,800	46.95%	2,922,400	55.29%	81,215,500	58.10%
October 31, 2022	1,459,300	44.84%	1,854,700	59.21%	2,664,200	50.89%	1,147,500	49.08%	2,758,900	54.46%	83,414,300	58.39%
<b>Student Services</b>												
June 30, 2022	289,096	10.54%	250,255	9.74%	582,736	15.78%	298,797	17.14%	541,849	12.20%	11,744,225	10.30%
July 1, 2022	331,800	10.56%	334,300	11.01%	847,700	17.69%	348,800	15.61%	679,600	12.86%	14,953,900	10.70%
October 31, 2022	335,500	10.31%	282,600	9.02%	781,700	14.93%	348,400	14.90%	613,600	12.11%	14,380,400	10.07%
<b>Institutional Support</b>												
June 30, 2022	598,323	21.82%	439,144	17.09%	793,318	21.48%	380,187	21.81%	793,928	17.87%	20,289,698	17.80%
July 1, 2022	729,600	23.22%	487,600	16.07%	955,000	19.93%	541,400	24.23%	1,061,100	20.08%	24,472,300	17.51%
October 31, 2022	720,800	22.15%	521,100	16.63%	1,036,300	19.80%	549,200	23.49%	1,029,900	20.33%	24,665,700	17.27%
<b>Operation &amp; Maintenance</b>												
June 30, 2022	354,375	12.92%	272,624	10.61%	418,198	11.32%	213,188	12.23%	503,082	11.33%	13,543,371	11.88%
July 1, 2022	394,200	12.54%	358,200	11.80%	602,300	12.57%	232,000	10.38%	580,300	10.98%	15,957,000	11.42%
October 31, 2022	449,400	13.81%	395,500	12.63%	599,000	11.44%	249,800	10.68%	626,800	12.37%	17,744,500	12.42%
<b>Scholarships &amp; Fellowship</b>												
June 30, 2022	322,015	11.74%	43,560	1.70%	178,079	4.82%	42,931	2.46%	16,621	0.37%	3,384,334	2.97%
July 1, 2022	265,800	8.46%	78,700	2.59%	204,000	4.26%	63,000	2.82%	42,000	0.79%	3,188,200	2.28%
October 31, 2022	289,200	8.89%	78,700	2.51%	153,600	2.93%	43,000	1.84%	36,700	0.72%	2,644,600	1.85%
<b>Total E &amp; G Expenditures</b>												
June 30, 2022	2,742,263	100.00%	2,569,073	100.00%	3,694,042	100.00%	1,742,806	100.00%	4,442,147	100.00%	113,992,235	100.00%
July 1, 2022	3,142,300	100.00%	3,035,100	100.00%	4,792,700	100.00%	2,234,000	100.00%	5,285,400	100.00%	139,786,900	100.00%
October 31, 2022	3,254,200	100.00%	3,132,600	100.00%	5,234,800	100.00%	2,337,900	100.00%	5,065,900	100.00%	142,849,500	100.00%
<b>Transfers</b>												
June 30, 2022	101,600		425,000		-		367,500		1,700,000		16,586,351	
July 1, 2022	1,600		100,000		-		43,000		281,100		2,278,900	
October 31, 2022	101,600		352,500		1,900,000		642,800		281,100		15,180,900	
<b>Auxiliaries</b>												
June 30, 2022	175,880		151,380		176,203		108,765		85,516		4,050,200	
July 1, 2022	173,000		173,300		210,000		70,000		100,000		3,648,900	
October 31, 2022	173,000		173,100		190,000		100,000		100,000		4,077,900	
<b>Total E &amp; G Unrestricted</b>												
June 30, 2022	3,019,743		3,145,453		3,870,245		2,219,071		6,227,663		134,628,786	
July 1, 2022	3,316,900		3,308,400		5,002,700		2,347,000		5,666,500		145,714,700	
October 31, 2022	3,528,800		3,658,200		7,324,800		3,080,700		5,447,000		162,108,300	

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget with Percentages by Function

	TBR	Pct	Total System	Pct
<b>Instruction</b>				
June 30, 2022	-	0.00%	342,916,820	48.46%
July 1, 2022	-	0.00%	363,598,500	46.33%
October 31, 2022	-	0.00%	395,297,200	45.36%
<b>Research</b>				
June 30, 2022	-	0.00%	-	0.00%
July 1, 2022	-	0.00%	-	0.00%
October 31, 2022	-	0.00%	-	0.00%
<b>Public Service</b>				
June 30, 2022	-	0.00%	2,702,245	0.38%
July 1, 2022	-	0.00%	4,534,100	0.58%
October 31, 2022	-	0.00%	4,995,400	0.57%
<b>Academic Support</b>				
June 30, 2022	-	0.00%	44,617,774	6.31%
July 1, 2022	-	0.00%	49,829,300	6.35%
October 31, 2022	-	0.00%	56,900,700	6.53%
<b>Sub-Total</b>				
June 30, 2022	-	0.00%	390,236,839	55.15%
July 1, 2022	-	0.00%	417,961,900	53.26%
October 31, 2022	-	0.00%	457,193,300	52.46%
<b>Student Services</b>				
June 30, 2022	-	0.00%	77,875,861	11.01%
July 1, 2022	-	0.00%	84,280,500	10.74%
October 31, 2022	-	0.00%	92,749,900	10.64%
<b>Institutional Support</b>				
June 30, 2022	46,312,263	100.00%	144,468,077	20.42%
July 1, 2022	79,742,500	99.99%	183,094,900	23.33%
October 31, 2022	87,245,300	99.99%	205,238,600	23.55%
<b>Operation &amp; Maintenance</b>				
June 30, 2022	-	0.00%	81,169,318	11.47%
July 1, 2022	-	0.00%	83,644,300	10.66%
October 31, 2022	-	0.00%	98,318,100	11.28%
<b>Scholarships &amp; Fellowship</b>				
June 30, 2022	-	0.00%	13,867,617	1.96%
July 1, 2022	5,000	0.01%	15,785,800	2.01%
October 31, 2022	5,000	0.01%	17,994,200	2.06%
<b>Total E &amp; G Expenditures</b>				
June 30, 2022	46,312,263	100.00%	707,617,712	100.00%
July 1, 2022	79,747,500	100.00%	784,767,400	100.00%
October 31, 2022	87,250,300	100.00%	871,494,100	100.00%
<b>Transfers</b>				
June 30, 2022	1,000,000		91,300,794	
July 1, 2022	1,603,000		13,512,500	
October 31, 2022	1,000,000		56,961,400	
<b>Auxiliaries</b>				
June 30, 2022	-		5,701,065	
July 1, 2022	-		4,886,000	
October 31, 2022	-		5,685,100	
<b>Total E &amp; G Unrestricted</b>				
June 30, 2022	47,312,263		804,619,571	
July 1, 2022	81,350,500		803,165,900	
October 31, 2022	88,250,300		934,140,600	

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	ChSCC	Pct	CISCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
<b>Salaries</b>														
June 30, 2021	34,270,498	58.76%	13,369,050	55.55%	17,341,870	50.63%	11,473,607	56.83%	14,587,065	61.01%	20,742,813	56.11%	23,904,830	55.62%
July 1, 2021	37,554,000	57.38%	14,224,600	52.74%	19,431,800	53.47%	12,713,200	54.17%	15,102,100	51.05%	24,397,200	53.49%	29,114,100	55.59%
October 31, 2021	37,640,200	55.81%	14,152,300	52.03%	19,539,800	50.32%	12,841,200	53.57%	15,227,600	51.17%	24,229,900	52.93%	27,842,500	55.12%
<b>Employee Benefits</b>														
June 30, 2021	12,835,096	22.01%	3,703,411	15.39%	9,018,833	26.33%	3,532,491	17.50%	3,848,618	16.10%	7,106,261	19.22%	8,397,316	19.54%
July 1, 2021	14,797,500	22.61%	4,859,100	18.01%	7,690,200	21.16%	5,195,200	22.14%	7,085,300	23.95%	8,990,200	19.71%	10,216,300	19.51%
October 31, 2021	14,794,800	21.93%	5,074,100	18.65%	7,400,600	19.06%	5,479,100	22.86%	7,105,500	23.88%	9,333,700	20.39%	9,362,500	18.53%
<b>Travel</b>														
June 30, 2021	412,170	0.71%	157,584	0.65%	220,682	0.64%	172,228	0.85%	95,123	0.40%	379,240	1.03%	49,159	0.11%
July 1, 2021	857,300	1.31%	272,500	1.01%	421,700	1.16%	318,200	1.36%	237,300	0.80%	642,500	1.41%	116,500	0.22%
October 31, 2021	852,600	1.26%	267,900	0.98%	457,100	1.18%	346,300	1.44%	259,900	0.87%	640,500	1.40%	122,900	0.24%
<b>Operating Expenses</b>														
June 30, 2021	10,599,604	18.17%	6,812,874	28.31%	7,498,899	21.89%	4,671,611	23.14%	5,247,767	21.95%	8,532,028	23.08%	10,609,840	24.69%
July 1, 2021	11,929,300	18.23%	7,613,100	28.23%	8,735,900	24.04%	5,179,100	22.07%	7,139,900	24.13%	11,566,700	25.36%	12,152,100	23.20%
October 31, 2021	13,760,900	20.40%	7,705,200	28.33%	11,307,600	29.12%	5,150,100	21.48%	7,145,600	24.01%	11,555,100	25.24%	12,410,900	24.57%
<b>Equipment</b>														
June 30, 2021	204,740	0.35%	24,343	0.10%	174,847	0.51%	338,592	1.68%	131,286	0.55%	210,732	0.57%	18,985	0.04%
July 1, 2021	306,800	0.47%	3,300	0.01%	62,500	0.17%	63,000	0.27%	19,400	0.07%	18,000	0.04%	774,000	1.48%
October 31, 2021	401,000	0.59%	3,300	0.01%	125,200	0.32%	154,200	0.64%	19,400	0.07%	18,000	0.04%	774,000	1.53%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2021	58,322,108	100.00%	24,067,262	100.00%	34,255,131	100.00%	20,188,529	100.00%	23,909,859	100.00%	36,971,074	100.00%	42,980,130	100.00%
July 1, 2021	65,444,900	100.00%	26,972,600	100.00%	36,342,100	100.00%	23,468,700	100.00%	29,584,000	100.00%	45,614,600	100.00%	52,373,000	100.00%
October 31, 2021	67,449,500	100.00%	27,202,800	100.00%	38,830,300	100.00%	23,970,900	100.00%	29,758,000	100.00%	45,777,200	100.00%	50,512,800	100.00%

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
<b>Salaries</b>														
June 30, 2021	21,250,369	57.88%	41,255,105	57.82%	24,102,309	56.37%	33,126,227	55.88%	29,964,232	58.31%	24,289,815	53.82%	309,677,790	56.58%
July 1, 2021	23,781,200	52.80%	45,812,200	55.90%	27,817,100	54.95%	-	0.00%	30,702,600	53.81%	26,769,000	52.74%	307,419,100	54.39%
October 31, 2021	23,623,500	51.48%	45,522,700	53.67%	27,815,800	53.54%	36,890,600	57.16%	30,763,200	53.19%	27,026,200	51.14%	343,115,500	53.50%
<b>Employee Benefits</b>														
June 30, 2021	5,872,593	16.00%	14,984,770	21.00%	9,697,455	22.68%	11,847,653	19.99%	11,800,882	22.96%	10,752,074	23.82%	113,397,453	20.72%
July 1, 2021	9,204,200	20.44%	17,554,000	21.42%	10,295,100	20.34%	-	0.00%	13,043,600	22.86%	12,179,200	23.99%	121,109,900	21.43%
October 31, 2021	9,574,200	20.86%	18,402,000	21.69%	10,242,000	19.71%	10,739,800	16.64%	13,269,500	22.94%	12,327,900	23.33%	133,105,700	20.75%
<b>Travel</b>														
June 30, 2021	264,003	0.72%	335,567	0.47%	446,240	1.04%	374,531	0.63%	204,572	0.40%	554,169	1.23%	3,665,268	0.67%
July 1, 2021	592,800	1.32%	1,177,300	1.44%	550,800	1.09%	-	0.00%	540,400	0.95%	719,700	1.42%	6,447,000	1.14%
October 31, 2021	591,000	1.29%	1,269,900	1.50%	600,700	1.16%	291,600	0.45%	545,400	0.94%	847,500	1.60%	7,093,300	1.11%
<b>Operating Expenses</b>														
June 30, 2021	8,608,161	23.45%	14,540,932	20.38%	8,383,238	19.61%	13,923,506	23.49%	9,064,195	17.64%	9,365,942	20.75%	117,858,597	21.53%
July 1, 2021	11,082,200	24.61%	17,219,900	21.01%	11,648,200	23.01%	-	0.00%	12,699,900	22.26%	11,027,200	21.72%	127,993,500	22.64%
October 31, 2021	11,722,200	25.54%	19,307,900	22.76%	12,910,200	24.85%	16,585,300	25.70%	13,194,400	22.81%	12,453,600	23.57%	155,209,000	24.20%
<b>Equipment</b>														
June 30, 2021	718,793	1.96%	229,640	0.32%	124,367	0.29%	8,537	0.01%	357,130	0.69%	172,114	0.38%	2,714,106	0.50%
July 1, 2021	377,700	0.84%	188,700	0.23%	310,400	0.61%	-	0.00%	75,600	0.13%	64,100	0.13%	2,263,500	0.40%
October 31, 2021	377,800	0.82%	322,500	0.38%	385,900	0.74%	30,000	0.05%	67,300	0.12%	192,200	0.36%	2,870,800	0.45%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2021	36,713,919	100.00%	71,346,014	100.00%	42,753,609	100.00%	59,280,454	100.00%	51,391,011	100.00%	45,134,114	100.00%	547,313,214	100.00%
July 1, 2021	45,038,100	100.00%	81,952,100	100.00%	50,621,600	100.00%	-	0.00%	57,062,100	100.00%	50,759,200	100.00%	565,233,000	100.00%
October 31, 2021	45,888,700	100.00%	84,825,000	100.00%	51,954,600	100.00%	64,537,300	100.00%	57,839,800	100.00%	52,847,400	100.00%	641,394,300	100.00%

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	Athens	Pct	Chattanooga	Pct	Covinton	Pct	Crossville	Pct	Crump	Pct	Dickson	Pct	Elizabethton	Pct
<b>Salaries</b>														
June 30, 2021	1,197,486	49.63%	3,572,442	50.50%	1,062,231	53.66%	2,018,824	49.36%	1,691,191	46.65%	3,726,741	54.27%	2,465,697	53.71%
July 1, 2021	1,795,400	56.38%	4,382,600	53.77%	1,412,800	55.46%	2,455,400	50.92%	2,286,300	49.69%	4,465,500	58.03%	3,292,900	57.12%
October 31, 2021	1,681,000	52.60%	4,394,900	52.82%	1,309,200	52.01%	2,510,600	50.52%	2,215,200	47.24%	4,318,600	54.51%	3,102,000	55.35%
<b>Employee Benefits</b>														
June 30, 2021	522,484	21.66%	1,447,681	20.46%	423,404	21.39%	888,480	21.72%	634,935	17.51%	1,582,257	23.04%	997,978	21.74%
July 1, 2021	596,900	18.74%	1,713,500	21.02%	508,700	19.97%	1,108,600	22.99%	942,800	20.49%	1,670,100	21.70%	1,150,400	19.95%
October 31, 2021	595,000	18.62%	1,793,200	21.55%	556,000	22.09%	1,160,800	23.36%	1,079,600	23.02%	1,869,200	23.59%	1,219,400	21.76%
<b>Travel</b>														
June 30, 2021	3,822	0.16%	114,147	1.61%	11,038	0.56%	26,720	0.65%	17,572	0.48%	22,965	0.33%	39,513	0.86%
July 1, 2021	16,000	0.50%	86,000	1.06%	13,000	0.51%	42,000	0.87%	36,500	0.79%	26,500	0.34%	52,500	0.91%
October 31, 2021	16,000	0.50%	124,500	1.50%	17,000	0.68%	36,000	0.72%	43,700	0.93%	37,600	0.47%	58,500	1.04%
<b>Operating Expenses</b>														
June 30, 2021	688,830	28.55%	1,875,716	26.51%	482,865	24.39%	1,155,726	28.26%	1,267,349	34.96%	1,528,246	22.26%	1,010,515	22.01%
July 1, 2021	776,400	24.38%	1,967,900	24.15%	613,000	24.06%	1,216,300	25.22%	1,329,400	28.89%	1,530,000	19.88%	1,269,400	22.02%
October 31, 2021	903,700	28.28%	2,007,600	24.13%	635,100	25.23%	1,262,400	25.40%	1,345,000	28.68%	1,644,400	20.75%	1,224,100	21.84%
<b>Equipment</b>														
June 30, 2021	-	0.00%	64,828	0.92%	-	0.00%	-	0.00%	14,496	0.40%	6,396	0.09%	77,395	1.69%
July 1, 2021	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6,000	0.13%	3,200	0.04%	-	0.00%
October 31, 2021	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6,000	0.13%	53,200	0.67%	-	0.00%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2021	2,412,622	100.00%	7,074,814	100.00%	1,979,538	100.00%	4,089,750	100.00%	3,625,543	100.00%	6,866,605	100.00%	4,591,098	100.00%
July 1, 2021	3,184,700	100.00%	8,150,000	100.00%	2,547,500	100.00%	4,822,300	100.00%	4,601,000	100.00%	7,695,300	100.00%	5,765,200	100.00%
October 31, 2021	3,195,700	100.00%	8,320,200	100.00%	2,517,300	100.00%	4,969,800	100.00%	4,689,500	100.00%	7,923,000	100.00%	5,604,000	100.00%

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	Harriman	Pct	Hartsville	Pct	Hohenwald	Pct	Jacksboro	Pct	Jackson	Pct	Knoxville	Pct	Livingston	Pct
<b>Salaries</b>														
June 30, 2021	1,630,908	57.10%	2,042,977	51.42%	1,709,309	50.01%	1,111,211	50.78%	3,946,073	49.01%	3,342,768	47.46%	2,377,953	52.11%
July 1, 2021	1,950,400	57.38%	2,483,600	48.52%	2,388,400	53.37%	1,558,400	54.78%	4,680,000	49.90%	5,026,700	51.77%	3,142,800	55.14%
October 31, 2021	2,048,700	58.39%	2,401,700	48.35%	2,351,500	52.90%	1,501,200	52.34%	4,775,200	49.92%	4,348,800	49.41%	3,005,000	45.32%
<b>Employee Benefits</b>														
June 30, 2021	594,186	20.80%	871,579	21.94%	791,633	23.16%	500,044	22.85%	1,692,755	21.02%	1,247,368	17.71%	916,366	20.08%
July 1, 2021	681,300	20.05%	1,064,800	20.80%	969,500	21.67%	574,100	20.18%	1,776,700	18.95%	1,515,500	15.61%	1,340,300	23.51%
October 31, 2021	681,300	19.42%	1,106,500	22.28%	969,500	21.81%	636,200	22.18%	1,788,700	18.70%	1,530,500	17.39%	1,308,500	19.74%
<b>Travel</b>														
June 30, 2021	21,801	0.76%	10,643	0.27%	2,435	0.07%	13,045	0.60%	31,852	0.40%	66,461	0.94%	14,116	0.31%
July 1, 2021	30,000	0.88%	60,500	1.18%	15,100	0.34%	17,400	0.61%	66,000	0.70%	124,800	1.29%	27,000	0.47%
October 31, 2021	31,200	0.89%	75,500	1.52%	15,100	0.34%	25,200	0.88%	69,500	0.73%	105,000	1.19%	31,500	0.48%
<b>Operating Expenses</b>														
June 30, 2021	609,348	21.33%	1,040,908	26.20%	860,980	25.19%	563,937	25.77%	2,258,445	28.05%	2,348,129	33.34%	1,183,601	25.94%
July 1, 2021	737,100	21.69%	1,510,200	29.50%	1,036,900	23.17%	644,900	22.67%	2,855,500	30.45%	3,043,400	31.34%	1,159,800	20.35%
October 31, 2021	747,500	21.30%	1,383,300	27.85%	1,043,700	23.48%	680,600	23.73%	2,932,200	30.65%	2,810,000	31.93%	1,546,100	23.32%
<b>Equipment</b>														
June 30, 2021	-	0.00%	6,935	0.17%	53,731	1.57%	-	0.00%	123,062	1.53%	39,018	0.55%	70,993	1.56%
July 1, 2021	-	0.00%	-	0.00%	65,000	1.45%	50,000	1.76%	-	0.00%	-	0.00%	30,000	0.53%
October 31, 2021	-	0.00%	-	0.00%	65,000	1.46%	25,000	0.87%	-	0.00%	7,000	0.08%	739,100	11.15%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2021	2,856,243	100.00%	3,973,042	100.00%	3,418,088	100.00%	2,188,237	100.00%	8,052,187	100.00%	7,043,744	100.00%	4,563,029	100.00%
July 1, 2021	3,398,800	100.00%	5,119,100	100.00%	4,474,900	100.00%	2,844,800	100.00%	9,378,200	100.00%	9,710,400	100.00%	5,699,900	100.00%
October 31, 2021	3,508,700	100.00%	4,967,000	100.00%	4,444,800	100.00%	2,868,200	100.00%	9,565,600	100.00%	8,801,300	100.00%	6,630,200	100.00%



Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	McKenzie	Pct	McMinnville	Pct	Memphis	Pct	Morristown	Pct	Murfreesboro	Pct	Nashville	Pct	Northwest	Pct
<b>Salaries</b>														
June 30, 2021	727,400	42.91%	1,341,563	56.52%	4,064,127	50.80%	3,354,028	51.33%	3,880,003	56.64%	4,306,276	55.49%	1,479,071	51.83%
July 1, 2021	872,800	43.94%	1,641,700	57.68%	5,736,800	61.27%	4,471,700	52.21%	4,491,200	50.80%	4,848,100	56.28%	2,040,200	55.29%
October 31, 2021	876,000	43.25%	1,744,200	53.84%	5,475,100	56.39%	4,296,500	44.58%	4,801,700	54.01%	4,818,200	55.35%	1,973,800	54.64%
<b>Employee Benefits</b>														
June 30, 2021	353,592	20.86%	489,842	20.64%	1,665,618	20.82%	1,380,491	21.13%	1,343,577	19.61%	1,603,647	20.66%	569,384	19.95%
July 1, 2021	395,500	19.91%	465,800	16.37%	1,753,600	18.73%	1,626,300	18.99%	1,577,000	17.84%	1,755,100	20.37%	779,200	21.12%
October 31, 2021	446,400	22.04%	639,700	19.75%	1,733,000	17.85%	1,434,200	14.88%	1,579,700	17.77%	1,746,600	20.06%	759,800	21.03%
<b>Travel</b>														
June 30, 2021	16,847	0.99%	10,009	0.42%	24,453	0.31%	44,192	0.68%	65,099	0.95%	28,751	0.37%	4,177	0.15%
July 1, 2021	12,000	0.60%	28,000	0.98%	37,900	0.40%	89,700	1.05%	115,200	1.30%	53,900	0.63%	12,000	0.33%
October 31, 2021	14,000	0.69%	42,500	1.31%	41,900	0.43%	210,000	2.18%	113,200	1.27%	53,900	0.62%	13,000	0.36%
<b>Operating Expenses</b>														
June 30, 2021	565,338	33.35%	525,395	22.13%	2,246,010	28.07%	1,760,654	26.94%	1,559,923	22.77%	1,814,480	23.38%	800,884	28.07%
July 1, 2021	706,200	35.55%	710,700	24.97%	1,824,300	19.48%	2,372,300	27.70%	2,205,000	24.94%	1,949,000	22.63%	858,400	23.26%
October 31, 2021	688,900	34.01%	813,400	25.11%	2,448,900	25.22%	3,415,000	35.44%	2,027,500	22.81%	2,079,000	23.88%	865,500	23.96%
<b>Equipment</b>														
June 30, 2021	31,921	1.88%	6,990	0.29%	-	0.00%	(4,965)	-0.08%	1,177	0.02%	7,410	0.10%	-	0.00%
July 1, 2021	-	0.00%	-	0.00%	10,200	0.11%	5,000	0.06%	452,500	5.12%	8,000	0.09%	-	0.00%
October 31, 2021	-	0.00%	-	0.00%	10,200	0.11%	281,000	2.92%	368,000	4.14%	8,000	0.09%	-	0.00%
<b>Total E &amp; G Unrestricted</b>														
June 30, 2021	1,695,098	100.00%	2,373,799	100.00%	8,000,208	100.00%	6,534,400	100.00%	6,849,779	100.00%	7,760,564	100.00%	2,853,516	100.00%
July 1, 2021	1,986,500	100.00%	2,846,200	100.00%	9,362,800	100.00%	8,565,000	100.00%	8,840,900	100.00%	8,614,100	100.00%	3,689,800	100.00%
October 31, 2021	2,025,300	100.00%	3,239,800	100.00%	9,709,100	100.00%	9,636,700	100.00%	8,890,100	100.00%	8,705,700	100.00%	3,612,100	100.00%

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	Oneida	Pct	Paris	Pct	Pulaski	Pct	Ripley	Pct	Shelbyville	Pct	Total TCATS	Pct
<b>Salaries</b>												
June 30, 2021	1,224,951	44.67%	1,383,029	53.83%	1,834,682	49.67%	898,885	51.58%	2,441,007	54.95%	58,830,833	51.61%
July 1, 2021	1,489,100	47.39%	1,601,700	52.77%	2,353,700	49.11%	1,271,800	56.93%	2,930,900	55.45%	75,070,900	53.70%
October 31, 2021	1,408,500	43.28%	1,519,700	48.51%	2,332,400	44.56%	1,230,700	52.64%	2,702,700	53.35%	73,143,100	51.20%
<b>Employee Benefits</b>												
June 30, 2021	592,419	21.60%	664,221	25.85%	821,180	22.23%	429,142	24.62%	1,003,107	22.58%	24,027,370	21.08%
July 1, 2021	663,100	21.10%	678,200	22.35%	1,079,200	22.52%	531,500	23.79%	1,118,900	21.17%	28,036,600	20.06%
October 31, 2021	653,100	20.07%	716,300	22.87%	1,244,800	23.78%	590,500	25.26%	1,081,800	21.35%	28,920,300	20.25%
<b>Travel</b>												
June 30, 2021	19,802	0.72%	11,191	0.44%	36,763	1.00%	7,116	0.41%	6,627	0.15%	671,157	0.59%
July 1, 2021	25,600	0.81%	14,000	0.46%	81,000	1.69%	10,000	0.45%	28,000	0.53%	1,120,600	0.80%
October 31, 2021	30,700	0.94%	22,100	0.71%	109,000	2.08%	11,000	0.47%	35,000	0.69%	1,382,600	0.97%
<b>Operating Expenses</b>												
June 30, 2021	905,091	33.01%	505,361	19.67%	996,313	26.97%	407,603	23.39%	991,406	22.32%	29,953,053	26.28%
July 1, 2021	964,500	30.69%	711,200	23.43%	1,228,800	25.64%	420,700	18.83%	1,207,600	22.85%	34,848,900	24.93%
October 31, 2021	1,161,900	35.70%	844,500	26.96%	1,478,600	28.25%	505,700	21.63%	1,246,400	24.60%	37,741,000	26.42%
<b>Equipment</b>												
June 30, 2021	-	0.00%	5,271	0.21%	5,104	0.14%	60	0.00%	-	0.00%	509,822	0.45%
July 1, 2021	-	0.00%	30,000	0.99%	50,000	1.04%	-	0.00%	-	0.00%	709,900	0.51%
October 31, 2021	-	0.00%	30,000	0.96%	70,000	1.34%	-	0.00%	-	0.00%	1,662,500	1.16%
<b>Total E &amp; G Unrestricted</b>												
June 30, 2021	2,742,263	100.00%	2,569,073	100.00%	3,694,042	100.00%	1,742,806	100.00%	4,442,147	100.00%	113,992,235	100.00%
July 1, 2021	3,142,300	100.00%	3,035,100	100.00%	4,792,700	100.00%	2,234,000	100.00%	5,285,400	100.00%	139,786,900	100.00%
October 31, 2021	3,254,200	100.00%	3,132,600	100.00%	5,234,800	100.00%	2,337,900	100.00%	5,065,900	100.00%	142,849,500	100.00%

Tennessee Board of Regents  
Summary of Unrestricted Educational and General Expenditures Budget by Natural Classification

	TBR	Pct	Total System	Pct
<b>Salaries</b>				
June 30, 2021	14,600,921	31.53%	383,109,544	54.14%
July 1, 2021	17,856,300	22.39%	400,346,300	51.01%
October 31, 2021	19,530,800	22.38%	435,789,400	50.00%
<b>Employee Benefits</b>				
June 30, 2021	5,459,153	11.79%	142,883,976	20.19%
July 1, 2021	6,817,400	8.55%	155,963,900	19.87%
October 31, 2021	7,699,800	8.82%	169,725,800	19.48%
<b>Travel</b>				
June 30, 2021	153,435	0.33%	4,489,860	0.63%
July 1, 2021	421,000	0.53%	7,988,600	1.02%
October 31, 2021	467,800	0.54%	8,943,700	1.03%
<b>Operating Expenses</b>				
June 30, 2021	26,088,405	56.33%	173,900,055	24.58%
July 1, 2021	54,652,800	68.53%	217,495,200	27.71%
October 31, 2021	59,251,900	67.91%	252,201,900	28.94%
<b>Equipment</b>				
June 30, 2021	10,349	0.02%	3,234,277	0.46%
July 1, 2021	-	0.00%	2,973,400	0.38%
October 31, 2021	300,000	0.34%	4,833,300	0.55%
<b>Total E &amp; G Unrestricted</b>				
June 30, 2021	46,312,263	100.00%	707,617,712	100.00%
July 1, 2021	79,747,500	100.00%	784,767,400	100.00%
October 31, 2021	87,250,300	100.00%	871,494,100	100.00%

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Dyersburg State Community College Strategic Plan
DATE:	December 1, 2022
PRESENTER:	Russ Deaton and DSCC
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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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.

Dyersburg State Community College has presented a revised 2022-2025 Strategic Plan titled “DSCC, The College of Choice: Impact 2025.” The core of the plan is structured around five strategic priorities: Support Student Success, Promote Academic Excellence, Cultivate Community and Workforce Development, Strengthen Campus Culture, and Prioritize Access and Equity. Each priority has related targets, goals or tactics for how the priority would be manifested and measured. President Scott Cook presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Dyersburg 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 Dyersburg State Community College Strategic Plan, as well as its Mission Statement.



DSCC, The College of Choice: Impact 2025

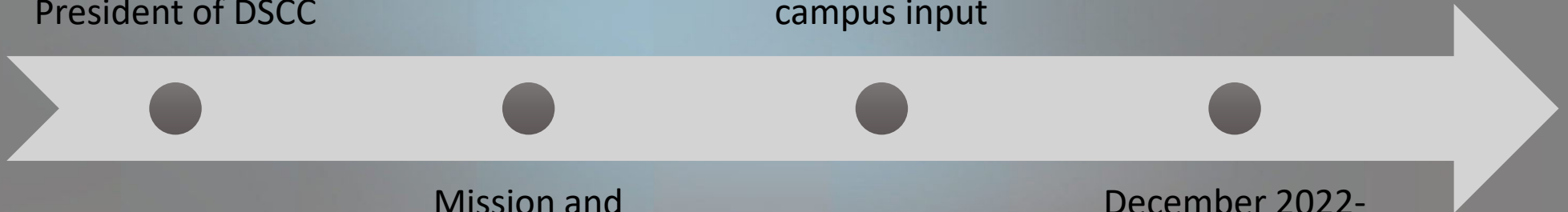
# A New Age for DSCC

Dr. Scott Cook  
appointed  
President of DSCC

Strategic Plan  
developed with  
campus input

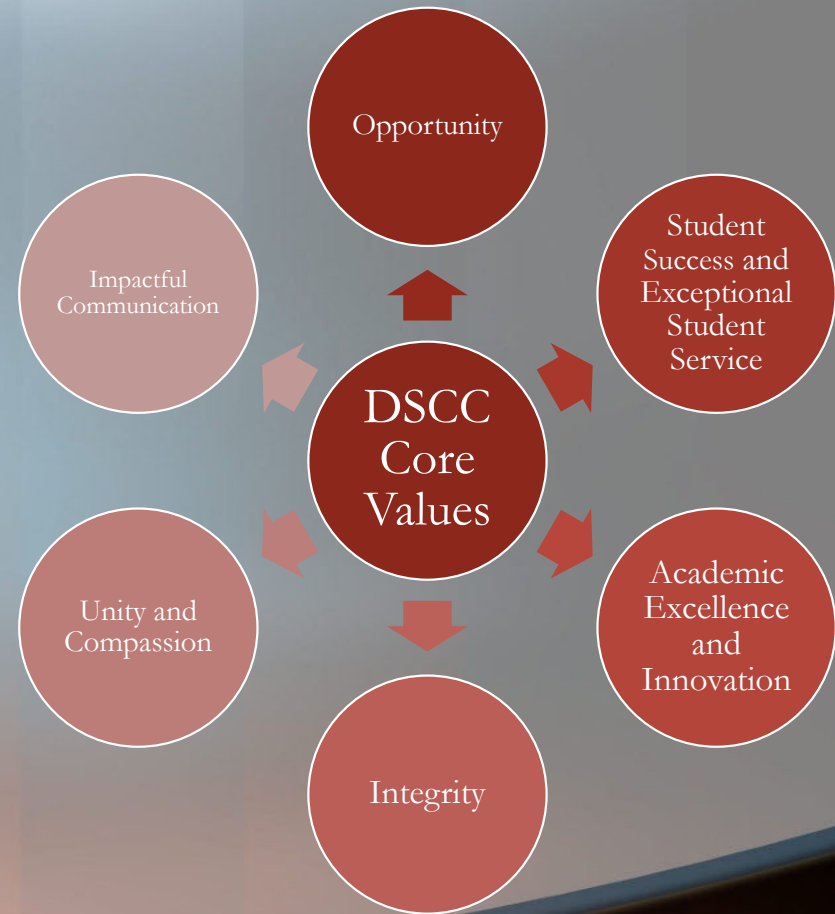
Mission and  
Vision developed  
with campus input

December 2022-  
Present Strategic  
Plan to the TBR



# Mission

Dyersburg State Community College (DSCC) is an open-access higher education institution that seeks to provide high quality educational opportunities through its excellent technical and transfer degree programs, certificates, and workforce development initiatives. The College provides leadership in public service and collaborations with education, business, and industry partners to promote diversity and improve society at large through education. DSCC focuses on innovative approaches to student success and academic excellence. The College is strongly committed to the development of economic and community partnerships and civic and cultural opportunities.



# Mission (continued)

The College focuses on executing this mission through the following core values:

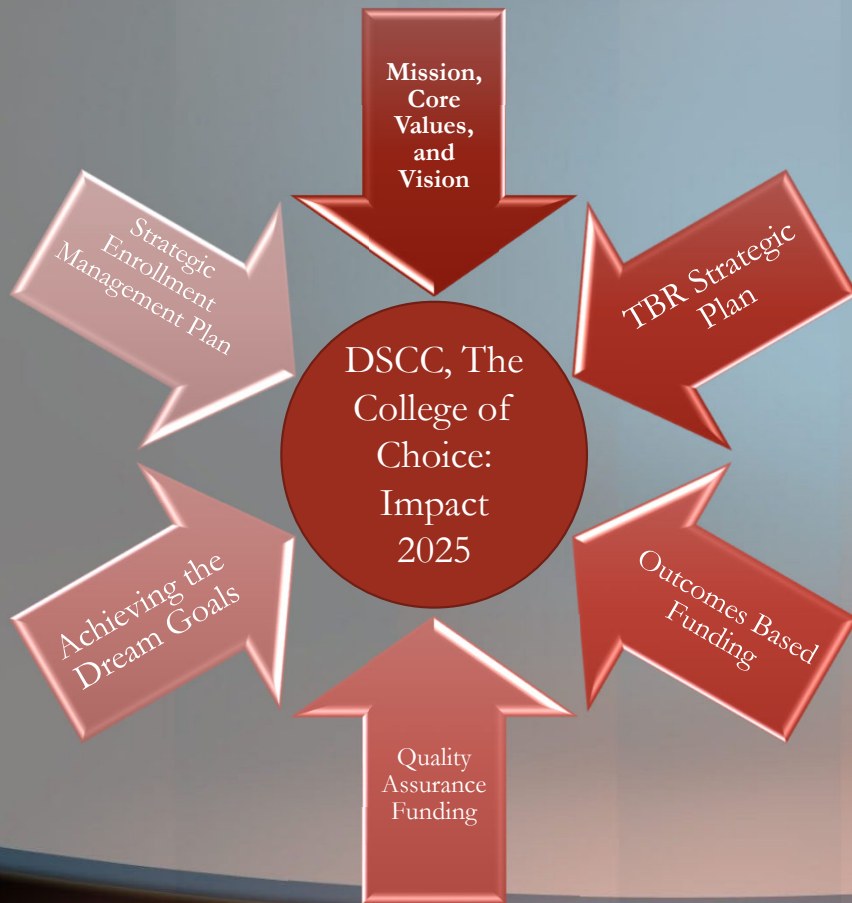
- *Opportunity*: We aspire to be the **College of Choice** for area dual enrollment, traditional, and adult students, regardless of technical or transfer pathway.
- *Student Success and Exceptional Student Service*: We are invested in ensuring that our students have the best opportunity for academic, career, and personal success through which they can achieve their full potential and life goals. Students are why we exist.
- *Academic Excellence and Innovation*: We ascribe to the tenets of academic rigor and development of instructional modalities that promote student success and instructional and academic creativity.
- *Integrity*: We believe in building trust with students, staff, and the community through responsible actions and honest relationships. We stand for honesty and truth.
- *Unity and Compassion*: We strive to work together as a team with our employees, students, and community partners because we realize we are all stronger together.
- *Impactful Communication*: We endeavor to communicate with external and internal constituencies in a clear, concise, and timely manner to tell the story of the College, its students, and the DSCC community in a manner that values the contributions of all who are engaged and encourages all members to share openly and honestly.



## **Vision**

As the area's premier institution of higher learning, Dyersburg State Community College will transform the lives of our students and the communities we serve by providing innovative and creative opportunities to learn, grow, and achieve.

# DSCC, The College of Choice: Impact 2025



The DSCC Mission and Vision form the foundation of the Strategic Plan. The plan aligns with the key pillars of the TBR Strategic Plan: Open Access, Completion, and Community and Workforce Development.

# Five Strategic Priorities

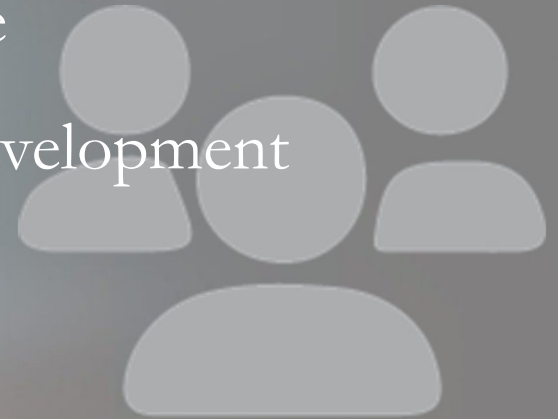
Support Student Success

Promote Academic Excellence

Cultivate Community and Workforce Development

Strengthen Campus Culture

Prioritize Access and Equity



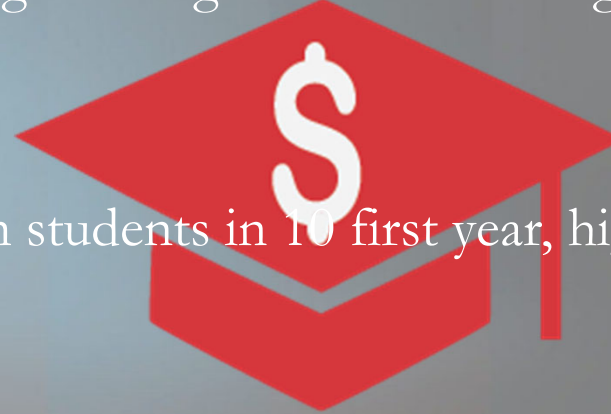
A new leadership vision coupled with relatively flat enrollment guided the development of five strategic priorities that will positively IMPACT our students, employees, and community through increasing enrollment and completion by engaged students learning on safe, accessible, and inclusive campuses. Achieving the five priorities will result in increased funding to support the transformation from student to workforce.

# Support Student Success

1.1 Evaluate and adapt course scheduling offerings across the college locations to serve the needs of students.



1.2 Close success rate gaps for freshmen students in 10 first year, high enrollment courses measured by Pell-eligibility.



1.3 Achieve 55% fall to fall retention rate of full-time, first-time freshmen by 2025.

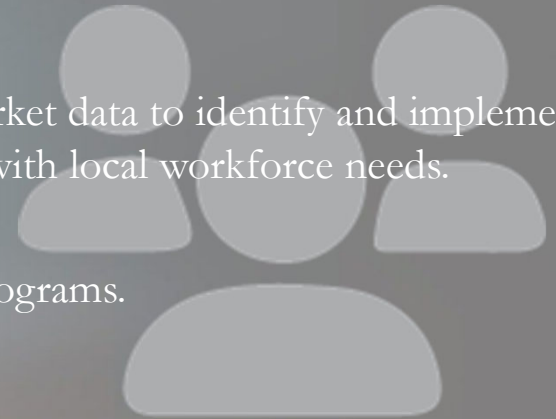
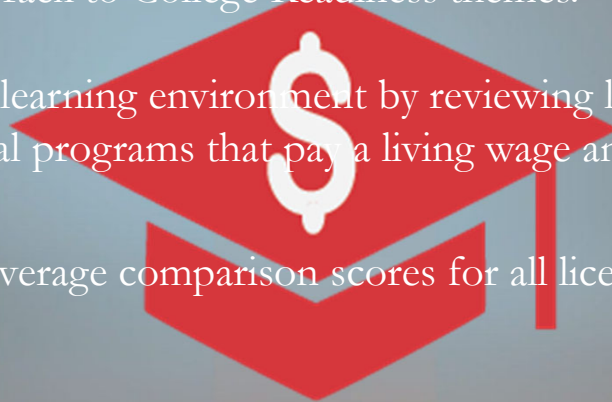
# Promote Academic Excellence

2.1 Meet or exceed CCSSE and SENSE benchmark means of Small Colleges peer group with focus on CCSSE Active and Collaborative Learning, CCSSE Student-Faculty Interaction, SENSE Clear Academic Plan and Pathway, and SENSE Effective Track to College Readiness themes.

2.2 Provide a quality work-based learning environment by reviewing labor market data to identify and implement academic career tracks in technical programs that pay a living wage and align with local workforce needs.

2.3 Meet or exceed the national average comparison scores for all licensure programs.

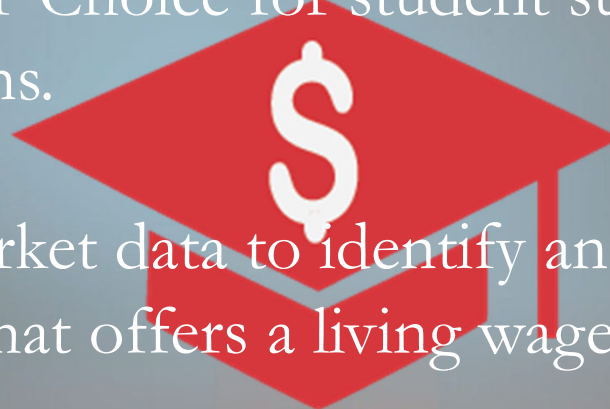
2.4 Meet or exceed the national mean score on General Education Assessment exam each year.



# Cultivate Community and Workforce Development

3.1 Be the College of Choice for student success in workforce training and transfer programs.

3.2 Review labor market data to identify and implement short-term non-credit training that offers a living wage and aligns with local workforce needs.





## Strengthen Campus Culture

4.1 Continue to foster an environment where all can work and learn on safe, appealing, inclusive, and accessible campuses.

4.2 Be the Employer of Choice—create an environment of employees that are consistently engaged in professional development and growth as indicated on the annual Campus Climate Survey by 2025.

4.3 Engage in an open and transparent governance process across the entire college community with evidence of improvement in the Fall 2021 ratings on the ICAT Survey and Campus Climate Survey by Fall 2025.

## Promote Academic Excellence

5.1 Achieve 75% of enrollment target in Eagle Access Program (students with intellectual and developmental disabilities) by 2025.

5.2 Increase enrollment of those age 23 and older to headcount of 1,072 by 2025.

5.3 Increase headcount of senior dual enrollment students that enter the following fall as first-time freshmen to 30% by 2025.







DSCC, The College of Choice: Impact 2025

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Roane State Community College Strategic Plan
DATE:	December 1, 2022
PRESENTER:	Russ Deaton and RSCC
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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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.

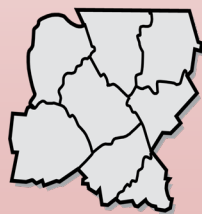
Roane State Community College has presented a revised 2022-2025 Strategic Plan that is focused on four key goals: Postsecondary Participation, Student Persistence and Success, Quality Learning and Working Environment, and Community Vitality and Workforce Development. As these goals indicate, the RSCC plan is well aligned with the pillars and themes of the TBR Strategic Plan. Each RSCC goal is then linked to a series of objectives and metrics which describe how RSCC plans to pursue the goal and how they will measure progress. President Chris Whaley presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Roane 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 Roane State Community College Strategic Plan, as well as its Mission Statement.

**Roane State Community  
College**

**2022-2025 Strategic Plan**

**Tennessee Board of Regents**



***Roane State***  
**COMMUNITY COLLEGE**

# Roane State Community College

## Vision Statement

**Roane State Community College's vision is to be a premier learning institution that transforms lives, strengthens community, and inspires individuals to excellence.**

## Mission Statement

Roane State Community College is a comprehensive, public, two-year postsecondary institution serving the higher education needs of a wide-ranging eight-county service area, which includes Roane, Anderson, Campbell, Cumberland, Fentress, Loudon, Morgan, and Scott counties and expands to include Knox and Blount counties for the delivery of a broad range of health science programs. Roane State provides staffed teaching locations throughout the service area and multiple teaching delivery modes and distance education technologies to accommodate the learning needs of students balancing multiple priorities in the pursuit of their educational goals.

The college awards the Associate of Arts, Associate of Science, or Associate of Science in Teaching degree for students who wish to transfer to a four-year institution and provides career education for Associate of Applied Science degree or Technical Certificate graduates to enter the workforce. Roane State also upgrades employee skills with a wide range of continuing education and workforce development training offerings, provides several pathways to postsecondary education for high school students, and brings cultural, educational, and recreational opportunities to its communities.

Regardless of their program of study, Roane State students are provided a sound foundation in critical thinking and communication skills. Additionally, curriculum and learning experiences are designed to broaden students' understanding and respect for diverse ideas and cultures, encourage civic engagement and service, develop a sense of the global community, and prepare students for 21<sup>st</sup> century technologies.

*Roane State's mission is to improve the lives of individuals through the transformative power of education and to build thriving communities through partnerships for strengthening economic development. Just as Roane State expects its students to challenge themselves to engage in lifelong learning, the college accepts the challenge to sustain a culture of learning and innovation and to continually explore new and supportive ways to provide an educational experience that meets the current and future needs of its service area communities. In order to accomplish this, Roane State is committed to providing a safe and inclusive learning and working environment with respect for the culture, identity, experience, beliefs, and abilities of each member of the college community.*

## Values Statement

The college community affirms as its highest values honesty, integrity, respectful communication, and a commitment to personal and professional accountability and measures its institutional success by the success of its students.

# 2022-2025 Strategic Plan

## 1. RSCC Goal: Postsecondary Participation

**Roane State will broaden opportunities for residents of its service area to access educational programs and services that will enrich their lives and strengthen their communities.**

Objective 1.1: RSCC will optimize enrollment of student populations, including high school students, recent high school graduates, non-traditional age students, low-income, first-generation, and ethnic minority students.

- ✓ Objective 1.1 Success Indicator: Enrollment will exceed fall 2019 levels for each targeted student population by 2024/25.

Objective 1.2: RSCC will create and maintain student-centered admissions and onboarding processes and services.

- ✓ Objective 1.2 Success Indicator: 75% of entering students will complete a RSCC welcome survey that gathers information not apparent based on their application data in order to facilitate the delivery of needed supports and services.

Objective 1.3: RSCC will increase students' access to market-driven, flexibly-delivered courses and programs.

- ✓ Objective 1.3 Success Indicator: New programs developed in collaboration with business and industry will include a needs assessment demonstrating workforce need and validating employment potential.

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## 2. RSCC Goal: Student Persistence and Success

**Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.**

Objective 2.1: RSCC will improve semester-to-semester retention rate of student populations, factoring for age, gender, income, ethnicity, and full-time/part-time status.

- ✓ Objective 2.1 Success Indicator: Overall retention rate will improve by 2% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.2: RSCC will improve 3-year graduation rate of student populations, factoring for age, gender, income, ethnicity, and full-time/part-time status.

- ✓ Objective 2.2 Success Indicator: Overall 3-year graduation rate will improve by 1.5% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.3: RSCC will create and maintain student-centered scheduling and instructional delivery options.

- ✓ Objective 2.3 Success Indicator: The RSCC course schedule will include on-ground, online, and accelerated options for 75% of the academic inventory.

Objective 2.4: RSCC will close academic achievement gaps, factoring for age, gender, income, ethnicity, first-generation status, and full-time/part-time status.

- ✓ Objective 2.4 Success Indicator: Achievement gaps for student populations will be reduced incrementally over the planning period in top 10 enrollment courses.

Objective 2.5: RSCC will enhance the campus environment to optimize sense of belonging, inclusion, and engagement.

- ✓ Objective 2.5 Success Indicator: RSCC will incrementally increase over the planning period opportunities for students to build community with other students in non-academic settings.

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### **3. RSCC Goal: Quality Learning and Working Environment Roane State will demonstrate excellence and institutional effectiveness through a commitment to the identification and maintenance of high standards, ongoing assessment, and continuous improvement of programs, services, facilities, personnel, and student learning.**

Objective 3.1: RSCC will demonstrate evidence of effectiveness in every college unit and function.

- ✓ Objective 3.1 Success Indicator: All departments and divisions will document objectives, results, and use of results in Strategic Planning Online by the end of each planning year.

Objective 3.2: RSCC will integrate high impact teaching and learning practices into the curriculum.

- ✓ Objective 3.2 Success Indicator(s): The percentage of faculty integrating collaborative and project-based learning as part of the Learning in Action QEP will increase incrementally over the planning period; the percentage of course sections integrating other TBR recognized HIP's will increase to 10% of all sections by the end of the planning period.

Objective 3.3: RSCC will meet or exceed benchmarks for student learning.

- ✓ Objective 3.3 Success Indicator: RSCC will meet or exceed academic benchmarks established in the institutional Achievement Arch

Objective 3.4: RSCC will deliver high quality professional learning for employees.

- ✓ Objective 3.4 Success Indicator: Short-term and long-term strategies in RSCC's ATD Professional Learning Plan will be implemented and annually evaluated for continuous improvement.

Objective 3.5: RSCC will recruit and retain highly qualified faculty and staff

- ✓ Objective 3.5 Success Indicator: New employees participating in onboarding welcome orientation will express positive responses to post-orientation survey.

Objective 3.6: RSCC will construct and maintain facilities, equipment, and safety infrastructure to support quality learning and working environments.

- ✓ Objective 3.6 Success Indicator: An education and training plan for emergency procedures will be developed and implemented for all campuses.

- ✓ Objective 3.6 Success Indicator: Design and construction on Knox County, Cumberland County, and Fentress County will progress on schedule

Objective 3/7: RSCC will maintain a Composite Financial Index score adequate to maintain the financial health of the institution.

- ✓ Objective 3.7 Success Indicator: Composite Financial Index score exceeding TBR expected level of 3.

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#### **4. RSCC Goal: Community Vitality and Workforce Development Roane State will work to promote community vitality and workforce development through outreach for the establishment of collaborative, entrepreneurial, and innovative partnerships and initiatives**

Objective 4.1: RSCC will utilize education and business/industry partnerships to support enhanced community and workforce development.

- ✓ Objective 4.1 Success Indicator: TCAT diploma graduates transitioning to RSCC to follow new educational pathways will increase incrementally over the planning period.

Objective 4.2: RSCC will increase work-based opportunities for career program students.

- ✓ Objective 4.2 Success Indicator: Internship and apprenticeship opportunities offered to career program students will increase incrementally over the planning period.

Objective 4.3: RSCC will provide multiple options for workforce training and preparation.

- ✓ Objective 4.3 Success Indicator: RSCC will develop new competency-based training based on business/industry needs that can be delivered as non-degree and degree credit offerings.

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BOARD TRANSMITTAL

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Jackson State Community College has presented a revised 2022-2025 Strategic Plan with a structure that mirrors the TBR Strategic Plan and its three pillars of Open Access, Completion, and Community and Workforce Development. Within each of these three pillars are several long range goals that are then accompanied by a series of tactics to help fulfill the goal, with baseline data and a 2025 target. President George Pimentel presented the plan recently to Chancellor Tydings and staff for a discussion, and TBR staff recommend it for approval. Jackson 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 Jackson State Community College Strategic Plan, as well as its Mission Statement.



**Jackson State**  
COMMUNITY COLLEGE



STRATEGIC PLAN

**2025**

# 2022-2025 STRATEGIC PLAN

*Strategies for Success: Striving to be dynamic, different, and dependable.*

## STRATEGIC

## PRIORITIES

**OPEN  
ACCESS**

**COMPLETION**

**COMMUNITY &  
WORKFORCE  
DEVELOPMENT**

### OUR PLAN

This strategic plan is aligned with the Strategic Priorities and Cross-Cutting Themes identified by the Tennessee Board of Regents. It is aligned with the mission of the institution to “provide accessible learning opportunities that enhance the lives of individuals, strengthen the workforce, and empower our diverse communities by offering traditional and contemporary associate degrees, certificates, continuing education and enrichment, and college-readiness programs.”

### THE CHALLENGE

As an institution we were challenged at the start of the Fall 2022 semester to be dynamic, different, and dependable. This strategic plan

outlines the strategies that will help us be successful in that endeavor.

FY20 was chosen as our baseline because this includes the Fall prior to the Covid-19 pandemic. This was the year that the institution began to experience a steady decline in enrollment, retention, and graduation (aligning with national trends of the same time period). JSCC desires to improve in each of these areas, and striving to get back to FY20 numbers provides an attainable goal for improvement.

### MAKING IT HAPPEN

Jackson State Community College will form work groups for each area of the strategic plan in order to progress towards meeting or exceeding the goals the plan has set

forth. This plan will be implemented during the Fall 2022 semester and will be revisited for revisions in Fall 2025. The plan will be submitted for review and approval to TBR in December 2022.

### THE DETAILS

The 2025 Strategic Plan is broken down into three main Strategic Priorities with both Long-term and Short-term goals.

#### #1 Open Access

#### #2 Completion

#### #3 Community and Workforce Development

Each of these three Strategic Priorities will be broken down throughout this plan. Equally, each Strategic Priority will have cross-cutting themes (explained on the following page) that will be identified with each Short- and Long-term goals.

## STRENGTHENING COLLABORATION



Collaborative relationships are key to the success of Jackson State Community College. Collaborations with various external educational institutions, local business and industry partners, the community, our students, internally within the college, and our state leadership provide many voices and perspectives that can assist us in aligning our institutional mission with the needs that exist in our community.

## HARNESSING INNOVATION



Embracing innovation will become more important than ever as Jackson State Community College pushes into the future. Just like TBR, we will examine our current student service structures, and rethink and reinvent systems to be more dynamic and relevant to future student needs and challenges. We will embrace and pursue innovative ways in which we educate, train, and serve our students.

# CROSS- CUTTING THEMES

## ENHANCING INSTITUTIONAL & OPERATION CAPACITY



Aligning with TBR's definition of enhancing institutional and operational capacity, Jackson State Community College is working to build our capacity by identifying, evaluating, promoting, and investing in best practices that will help us better carry out the daily functions that serve students efficiently and effectively.

## FULFILLING EQUITY











Student success is central to all other functions of Jackson State Community College. Like TBR, we are committed to equity in every area, whether it be race, gender, age, income, location, or level of preparation. As our mission states, "We desire to provide accessible learning opportunities that enhance the lives of individuals, strengthen the workforce, and empower our diverse communities."

# **OUR MISSION**




**TO PROVIDE ACCESSIBLE  
LEARNING OPPORTUNITIES  
THAT ENHANCE THE  
LIVES OF INDIVIDUALS,  
STRENGTHEN THE  
WORKFORCE, AND  
EMPOWER OUR DIVERSE  
COMMUNITIES BY  
OFFERING TRADITIONAL  
AND CONTEMPORARY  
ASSOCIATE DEGREES,  
CERTIFICATES,  
CONTINUING EDUCATION  
AND ENRICHMENT, AND  
COLLEGE-READINESS  
PROGRAMS.**

# OPEN ACCESS

**Long-Range Goal 1.1** - Jackson State Community College will provide equitable educational opportunities that support the academic and professional goals of all of our students, including those from underrepresented and underserved populations.













LONG-TERM GOAL 1.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>1.1a</b> Meet or exceed the baseline of overall Fall and Spring enrollment by 2025 (End of Term)</p> <ul style="list-style-type: none"> <li>Meet or exceed the enrollment baseline within the Adult Learner (age 25 or older) sub-population by 2025</li> <li>Enroll at least 50% of baseline of dual-enrolled students by 2025</li> <li>Meet or exceed the enrollment baseline of Pell-eligible student by 2025</li> <li>Meet or exceed the enrollment baseline of Black students by 2025</li> </ul> <p><b>1.1b</b> Develop and provide opportunities for cultural engagement to serve the needs and interests of our diverse community</p> <p><b>1.1c</b> Develop and provide opportunities for lifelong and global learning for our diverse community.</p> <p><b>1.1d</b> Expand course offering modalities in all programs of study, expand the number of terms, and add additional meeting times overall in order to provide increased access to all students</p>	<p><b>Fall 2019=</b> 4,946 <b>Spring 2020=</b> 4,242</p> <p><b>Fall 2019=</b> 1,275 <b>Spring 2020=</b> 1,106</p> <p><b>Fall 2019=</b> 1,290 <b>Spring 2020=</b> 1,241</p> <p><b>Fall 2019=</b> 2,192 <b>Spring 2020=</b> 1,739</p> <p><b>Fall 2019=</b> 1,130 <b>Spring 2020=</b> 918</p> <p><b>FY20</b> number of cultural events/engagements= 6</p> <p><b>FY20</b> number of Global Learning Course offerings= 0</p> <p><b># of modalities=</b> 9 <b># of terms=</b> 3 in Fall, 3 in Spring <b># of time choices</b> Morning (Fall/Spring) = 297/286 Afternoon (Fall/Spring) = 152/143 Evening (Fall/Spring) = 121/96</p>	<p><b>Fall 2024=</b> 4,946 <b>Spring 2025=</b> 4,242</p> <p><b>Fall 2024=</b> 1,275 <b>Spring 2025=</b> 1,106</p> <p><b>Fall 2024=</b> 1,290 <b>Spring 2025=</b> 1,241</p> <p><b>Fall 2024=</b> 2,192 <b>Spring 2025=</b> 1,739</p> <p><b>Fall 2024=</b> 1,130 <b>Spring 2025=</b> 918</p> <p><b>FY25:</b> exceed the number of cultural events/engagements</p> <p><b>FY25=</b> exceed the number of Global Learning Course offerings</p> <p><b>FY25=</b> increase offerings in all categories</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

**Long-Range Goal 1.2** - Jackson State Community College will use and distribute fiscal resources equitably and responsibly to benefit all students.

LONG-TERM GOAL 1.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>1.2a</b> Meet or exceed the baseline number of Foundation scholarships awarded by 2025.</p> <p><b>1.2b</b> Increase promotion of the institution through strategic recruitment and marketing to Black students, adult learners, and economically disadvantaged students.</p> <p><b>1.2c</b> Pursue co-funding opportunities through local partnerships.</p>	<p><b>FY20=</b> 10</p> <p><b>New Project</b></p> <p><b>FY20=</b> 13 co-funded projects</p>	<p><b>FY25=</b> 20</p> <p><b>FY25=</b> at least 6 focused campaigns</p> <p><b>FY25=</b> increase number of co-funded projects</p>	<p></p> <p></p> <p></p>

# COMPLETION

**Long-Range Goal 2.1** - Jackson State Community College will improve student persistence, retention and success by identifying and reducing barriers to completion for all students.

LONG-TERM GOAL 2.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.1a</b> Meet or exceed the baseline for Fall-to-Fall (part-time and full-time) retention.</p> <p><b>2.1b</b> Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>all students</b>.</p> <ul style="list-style-type: none"> <li>Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>adult learners (25+)</b>.</li> <li>Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>Pell-eligible students</b>.</li> </ul> <p><b>2.1c</b> Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>all students</b>.</p> <ul style="list-style-type: none"> <li>Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>adult learners (25+)</b>.</li> <li>Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>Pell-eligible students</b>.</li> </ul> <p><b>2.1d</b> Meet or exceed the baseline numbers for success rates of academically underprepared students (success rates in ENGL1010, MATH1030, READ1010).</p>	<p><b>Fall 2019- Fall 2020 (part-time)</b> = 42.3%  <b>Fall 2019- Fall 2020 (full-time)</b> = 44.9%</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12 SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12 SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019=</b> 190  <b>Spring 2020=</b> 423</p> <p><b>Fall 2019=</b> 73  <b>Spring 2020=</b> 86</p> <p><b>Fall 2019=</b> 96  <b>Spring 2020=</b> 233</p> <p><b>Fall 2019</b>                      ENGL1010= 55.2%                      MATH1030= 56.5%                      READ1010= 68%</p> <p><b>Spring 2020</b>                      ENGL1010= 37.6%                      MATH1030= 35.1%                      READ1010= 52.6%</p>	<p><b>Fall 2023- Fall 2024 (part-time)</b> = 42.3%  <b>Fall 2023- Fall 2024 (full-time)</b> = 44.9%</p> <p><b>Fall 2024</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2025</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12 SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12 SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019=</b> 190  <b>Spring 2020=</b> 423</p> <p><b>Fall 2019=</b> 73  <b>Spring 2020=</b> 86</p> <p><b>Fall 2019=</b> 96  <b>Spring 2020=</b> 233</p> <p><b>Fall 2024</b>                      ENGL1010= 55.2%                      MATH1030= 56.5%                      READ1010= 68%</p> <p><b>Spring 2025</b>                      ENGL1010= 37.6%                      MATH1030= 35.1%                      READ1010= 52.6%</p>	<p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p>





*Our mission statement is very simple. It's five words: Student Success & Workforce Development. We take that mission very seriously – on every campus across our system. It's why we exist. We are totally and absolutely committed to the success of our students – and the communities and the state that we serve.*











**DR. FLORA TYDINGS**

Chancellor, Tennessee Board of Regents












# COMPLETION

**Long-Range Goal 2.2** - Jackson State Community College will increase professional development, training, and resources for faculty and staff that support meeting students' needs.

LONG-TERM GOAL 2.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.2a</b> Establish a Center for Teaching and Learning that will provide targeted training and resources for employees.</p>	<b>New Project</b>	Have center operational by Fall 2024	  
<p><b>2.2b</b> Develop and implement a professional development and training calendar that is published by the start of the academic year.</p>	<b>New Process</b>	Calendar published at beginning of each academic year, beginning Fall 2023	 
<p><b>2.2c</b> Establish and integrate HIPs (High Impact Practices) across the curriculum.</p>	<b>New Process</b>	Complete faculty training and integrate HIPs across the curriculum by Fall 2024	 
<p><b>2.2d</b> Establish a process to ensure high-quality and consistency within online learning.</p>	<b>New Process</b>	70% of all full-time faculty with online courses will complete training by Fall 2024	  

**Long-Range Goal 2.3** - Jackson State Community College will focus on holistic student development by providing robust supplemental activities and co-curricular support for all students with a focus on at-risk and underprepared student populations.

LONG-TERM GOAL 2.3	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.3a</b> Meet or exceed baselines for overall engagement in extra-curricular and co-curricular activities for all students.</p> <ul style="list-style-type: none"> <li>Meet or exceed baselines for overall engagement in extra-curricular and co-curricular activities for academically underprepared students</li> </ul>	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
<p><b>2.3b</b> Meet or exceed baselines for success rates in <b>all students</b> that participate in extra-curricular or co-curricular activities.</p> <ul style="list-style-type: none"> <li>Meet or exceed baselines for success rates in <b>academically under-prepared students</b> that participate in extra-curricular or co-curricular activities.</li> </ul>	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
<p><b>2.3c</b> Implement peer-mentoring to assist with supporting <b>first-year students</b>.</p>	<b>New Process</b> (began Spring 2022)	Will work to increase from Fall 2022 numbers	 
<p><b>2.3d</b> Revise assessment of the General Education Core to focus more on 21<sup>st</sup>- century skills that encompass the 7 Core Competencies (proposed by TBR)</p>	<b>New Process</b>	Revision complete by 2025	  




# COMPLETION

**Long-Range Goal 2.4** - Jackson State Community College will offer individualized support and guided pathways for degree completion and/or transfer opportunities.



LONG-TERM GOAL 2.4	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.4a Academically underprepared students</b> at JSCC will be advised by a staff advisor in the Office of Advising.</p>	<p><b>Fall 2021</b>= 740/1061 or 69.75% (new advising office began in Spring 2021)</p>	<p>Work to increase from Fall 2022 numbers</p>	 
<p><b>2.4b</b> Provide academic support services to all academically underprepared students, including tutoring, writing center, and computer access through the Academic Assistance Center.</p>	<p><b>New Process</b>- will begin tracking in Spring 2023</p>	<p>Work to increase overall number served (based on Spring 2023)</p>	 
<p><b>2.4c</b> Fully implement guided pathways for success.</p>	<p><b>New Project</b></p>	<p>Implemented by Spring 2025</p>	 

**Long-Range Goal 2.5** - Jackson State Community College will monitor and improve the effectiveness and quality of educational programs and services.

LONG-TERM GOAL 2.5	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.5a</b> Meet or exceed the comparative peer-group institutions for academic success measures (including exit exams, major field tests, and licensure exams).</p>	<p><b>Spring 2020</b> Exit exams: 435.01</p> <p><b>Licensure</b> NCLEX: 95.1% ORTE: 100% NPTE: 88.9% ARRT: 100% COARC: N/A</p> <p><b>Major Field</b> Business: 74.7 Engineering: 72.3 Teaching: 156.7</p> <p><b>New Process</b>- will begin tracking in Spring 2023</p> <p><b>New Project</b></p>	<p>Meet or exceed Spring 2020</p> <p>Meet or exceed Spring 2020</p> <p>Meet or exceed Spring 2020</p>	

# COMPLETION

**Long-Range Goal 2.5** - Jackson State Community College will monitor and improve the effectiveness and quality of educational programs and services.

LONG-TERM GOAL 2.5	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.5b</b> Meet or exceed our peer cohort regarding student support services as determined by surveys administered to students (CCSSE &amp; SENSE)</p> <p><b>2.5c</b> Acquire and/or maintain accreditation for 100% of its creditable programs &amp; maintain a satisfactory academic audit (rubric score of 2.5 or higher) for non-accredited programs.</p>	<p><b>FY20</b>  <b>CCSSE</b>                      Support for Learners: 56.8</p> <p><b>SENSE</b>                      Academic and Social Support Network: 50.3</p> <p><b>FY20</b> (programmatic accreditation)</p> <p><b>Business</b> (ACBSP): Accredited until 2027  <b>Nursing</b> (ACEN): Accredited until 2023  <b>OTA</b> (ACOTE): Accredited until 2023  <b>PTA</b> (APTA): Accredited until 2026  <b>Engineering</b> (ATMAE): Accredited until 2024  <b>Paramedic</b> (CAAHEP): Accredited until 2025  <b>Respiratory Care</b> (COARC): Accredited until 2023-report submitted  <b>Radiography</b> (JRCERT): Accredited until 2023  <b>Medical Lab</b> (NAACLS): Accredited until 2031</p> <p><b>FY20</b> (Academic Audits)</p> <p><b>Teaching:</b> 1.50  <b>Computer Information:</b> 2.91  <b>University Parallel:</b> 2.14</p>	<p>Meet or exceed the mean scores on both CCSSE and SENSE in relation to student support services</p> <p><b>FY25:</b> Maintain accredited status for all accredited programs</p> <p>Exceed the number of satisfactory Academic Audits each year through 2025</p>	  



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*This strategic plan sets us on a trajectory for future success across our entire system. I'm optimistic of what the future holds for us.*

**DR. GEORGE PIMENTEL**











President  
Jackson State Community College

# COMMUNITY AND WORKFORCE DEVELOPMENT

**Long-Range Goal 3.1** - Jackson State Community College will invest in resources to support economic expansion in our service region.












LONG-TERM GOAL 3.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.1a</b> Increase opportunities for institutional advancement, co-funded opportunities, and targeted fundraising dollars to assist with institutional expansion in workforce development.</p>	<p><b>FY20</b> Grants= 11 Co-funded projects= 0 Foundation fundraising=</p>	<p>Actively seek and utilize grant and co-funded project opportunities related to expansion of workforce development.</p> <p>Foundation developed campaign targeted toward expansion of workforce development.</p>	 
<p><b>3.1b</b> Workforce Solutions will meet or exceed the baseline for services/resources provided to local chambers of commerce, economic development teams, DOL, etc. to aid with new business expansion/recruitment activities.</p>	<p><b>FY20=</b> 14 services/interactions</p>	<p>Meet or exceed FY20 service/interactions</p>	 
<p><b>3.1c</b> Add new AAS and non-credit programs in fields that will benefit the local workforce (both employers and those seeking employment) based on current regional needs.</p>	<p><b>New Programs</b></p>	<p><b>FY23:</b> Logistics/Supply Chain Mgmt., Manufacturing Mgmt. (focus on EV), Surgical Tech</p> <p><b>FY24:</b> Cyber Defense (concentration on Transportation Cybersecurity), Data Analytics</p> <p><b>FY25:</b> Business (concentration in Operations Mgmt.)</p>	  

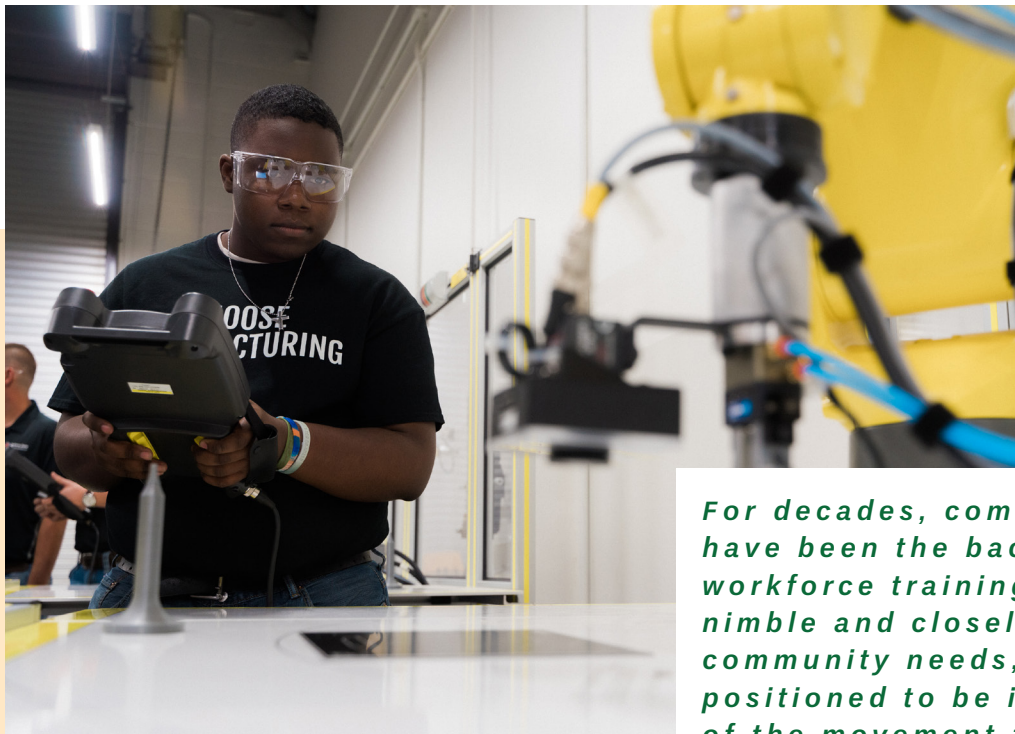
**Long-Range Goal 3.2** - Jackson State Community College will provide robust career exploration and preparation opportunities to all students.

LONG-TERM GOAL 3.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.2a</b> Meet or exceed the number of non-credit workforce contact hours for THEC's three-year running average to support economic expansion.</p>	<p><b>FY20: 26,024</b> (THEC target= 23,816)</p>	<p>Provide at least 26,064 contact hours in 2025</p>	  
<p><b>3.2b</b> Increase the number of work-based learning opportunities with local business and industry.</p>	<p><b>FY20:</b> xx AMT students enrolled in Co-op courses</p>	<p>Increase work-based learning enrollments (co-op) by 5%</p>	  
<p><b>3.2c</b> Using regional industry data, increase the number of unique non-credit offerings in order to provide new or upskill training opportunities.</p>	<p><b>FY20:</b> 103</p>	<p><b>FY25:</b> 103 or more</p>	  
<p><b>3.2d</b> Increase the number of industry partnerships.</p>	<p><b>FY20:</b> 255</p>	<p><b>FY25:</b> Increase of 5%</p>	



# COMMUNITY AND WORKFORCE DEVELOPMENT

LONG-TERM GOAL 3.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.2e</b> Increase the number of students who receive career exploration in workforce-related fields.</p>	<b>New Project</b>	<p><b>Annually:</b> Begin working with America Job Center, hold Career Exploration Fair for 8<sup>th</sup> graders, hold Spring Job Fair</p>	 
<p><b>3.2f</b> Increase enrollment by capitalizing on currently-existing and newly-developed articulation agreements with TCAT.</p>	<b>New Project</b>	<p>Begin enrolling students from TCAT articulation agreements by Fall 2024</p>	  
<p><b>3.2g</b> Provide pathways for students who are enrolled in workforce-related AAS programs through Gen Ed courses that have been contextualized to a student's program of study.</p>	<b>New Project</b>	<p>Create course syllabus and begin offering ENG1010 with a focus on workforce skills by FY25</p>	  
<p><b>3.2h</b> Teach and support needed workforce skills by offering the "Soft Skills in the Workforce" credential.</p>	<b>New Program</b>	<p>Pilot this course during AY23, expand to the Gen Ed curriculum in AY24, and to Workforce in AY25</p>	  



*For decades, community colleges have been the backbone of American workforce training. Because they are nimble and closely attuned to local community needs, they are inherently positioned to be influential leaders of the movement for a sustainable economy.*

**ED BEGLEY, JR.**

Actor and Environmental Activist

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**Jackson State**  
COMMUNITY COLLEGE



**S T R A T E G I C   P L A N**

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: TCAT Paris Name Change

DATE: December 1, 2022

PRESENTER: Russ Deaton

PRESENTATION  
REQUIREMENTS: 5 minutes with discussion

ACTION REQUIRED: Roll Call Vote

STAFF  
RECOMMENDATION: Recommend Approval

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In 2018, the General Assembly passed a bill that became Public Chapter 877 which granted TBR the authority to "... to establish additional state colleges of applied technology or to combine existing state colleges of applied technology as needed to improve operational and administrative efficiencies," (49-8-101(a)(3)(A)).

At its December 2021 quarterly meeting, the Board gave initial approval for staff to begin the merger process for TCATs Paris and TCAT McKenzie which would combine into a single institution with a targeted implementation date of fall 2024. As a reminder, all existing teaching locations would maintain operations and would continue to serve students and industry in that region. As a next step in that process, staff now recommend that TCAT Paris change its name to TCAT Henry/Carroll, effective May 3, 2023 to coincide with the start of the summer trimester. This step is necessary in preparation of the merger at which point TCAT McKenzie will merge into TCAT Henry/Carroll which will be the name of the newly merged institution.

If approved, system and college staff will pursue all necessary steps to effectuate the merger including working on approvals from both the College's accreditor – the Council on Occupational Education (COE) – as well as the US Department of Education.



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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Proposed Program Terminations, Modifications, and New Technical Program Implementations
DATE:	December 1, 2022
PRESENTER:	Vice Chancellor Jothany Reed
PRESENTATION REQUIREMENTS:	10 minutes with discussion
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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**Program Proposals requiring Board approval from TCAT Committee:**

Seven (7) program proposals are being presented for the Committee's review and approval. These proposals will allow the Technical Colleges to be more responsive to the needs of students, businesses, and industries. Please see corresponding implementation proposals for each program following the list below. The proposals are:

1. Implementation of a Certified Medical Assistant to Practical Nursing Bridge program at the TCAT Jackson Whiteville Branch campus (2S).
2. Replicate the existing Patient Care Technology/Medical Assisting program at TCAT Jackson's Lexington Extension Campus (J3).
3. Relocate the existing Machine Tool Technology program from the TCAT Knoxville-Anderson County Higher Education Extension Campus (3A) to the Ruth and Steve West Workforce Extension Campus (3B).
4. Duplicate the existing Welding Technology program and offering in the evening at the TCAT Knoxville- Ruth and Steve Extension Campus (3B).

5. Replicate the existing Practical Nursing program from the TCAT McMinnville main campus to the Unity Hospital Instructional Service Center (pending THEC site code approval).
6. Implementation of a Farming Operations Technology program at TCAT Northwest- Bells Instructional Service Center (2E).
7. Implementation of a part-time evening and weekend Truck Driving program at the TCAT Oneida/Huntsville- Oneida campus (2B).

## Academic Actions for December 2022 Requiring Only Notification to Vice Chancellor

Seventeen (17) academic actions were submitted by a TCAT institution to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support the need was provided. The proposals are as follows:

College	Summary of Proposal	New Costs/Funding Source	Approval/Implementation Date
TCAT Athens	TCAT Athens proposes to terminate the Electro-Mechanical Technology program offered at the Cleveland High School Instructional Service Center (2A). TCAT Athens will close the Cleveland High School ISC location.	None	Spring 2023
TCAT Chattanooga	TCAT Chattanooga proposes to terminate the Surgical Technology program once the final cohort graduates in July 2024. This proposal is in response to the ARC/STSA accrediting body's new guidance that all Surgical Tech programs result in at least an AAS.	None	Summer 2024
TCAT Dickson	TCAT Dickson proposes to reduce the Heating, Ventilation, Air Conditioning & Refrigeration program from 1728 to 1296 clock hours to align with the statewide approved curriculum.	None	Summer 2023
TCAT Dickson	TCAT Dickson proposes to terminate the Administrative Office Technology program at the main campus and the Clarksville Extension Campus (AA) due to low enrollment and interest.	None	Fall 2023
TCAT Dickson	TCAT Dickson proposes to terminate the Digital Graphic Design program at the Clarksville Extension Campus	None	Fall 2023

	(AA) due to low enrollment and interest.		
TCAT Jackson	TCAT Jackson proposes to terminate the evening Welding Technology program due to low enrollment and interest.	None	Spring 2023
TCAT Knoxville	TCAT Knoxville proposes to terminate the Emergency Medical Technology program to correct the academic program inventory, as this program has never been active at the college.	None	Fall 2023
TCAT Knoxville	TCAT Knoxville proposes to terminate the Medical Assisting program due to declining enrollment.	None	Fall 2023
TCAT McKenzie	TCAT McKenzie proposes to terminate the Major Appliance Repair Technology program due to declined enrollment.	None	Spring 2023
TCAT McMinnville	TCAT McMinnville proposes to terminate the Electronics Technology program to correct the academic program inventory, as this program has been inactive for several years with no enrollment.	None	Spring 2023
TCAT McMinnville	TCAT McMinnville proposes to terminate the Customer Service Representative program to correct the academic program inventory, as this program has been inactive for several years with no enrollment.	None	Spring 2023
TCAT McMinnville	TCAT McMinnville proposes to terminate the Global Logistics and Supply Chain Technology program to correct the academic program inventory, as this program has been inactive for several years with no enrollment.	None	Spring 2023
TCAT McMinnville	TCAT McMinnville proposes to terminate the Heating, Ventilation, Air Conditioning & Refrigeration program to correctly update the Academic	None	Spring 2023

	Program Inventory, as this program has been inactive for several years with no enrollment.		
TCAT Memphis	TCAT Memphis proposes to terminate the Computer Information Technology program to transition to the Information Technology and Infrastructure Management program to align with local industry demands.	None	Fall 2022
TCAT Morristown	TCAT Morristown proposes to terminate the Collision Repair Technology program at the Greene Technology Center (2A) due to declined enrollment.	None	Spring 2023
TCAT Oneida	TCAT Oneida proposes to terminate the Administrative Office Technology program low enrollment and declining interest.	None	Spring 2023
TCAT Shelbyville	TCAT Shelbyville proposes to terminate the Farming Operations Technology program at the Lincoln Central Academy Extension Campus (2P) due to low enrollment.	None	Spring 2023

## **Board Interim Actions**

On October 24, Tennessee Board of Regents approved the following programs through interim action:

1. Implementation of a Criminal Justice: Correctional Officer certificate program at TCAT Chattanooga- main campus. The program length is 900 clock hours, and the CIP code is 27.43.0102.00.
2. Implementation of a Nursing Aide certificate program at TCAT Jacksboro- main campus. The program length is 120 clock hours, and the CIP code is 31.51.3902.00.

## PROGRAM IMPLEMENTATION PROPOSAL – 1

INSTITUTION: Tennessee College of Applied Technology  
Jackson

PROPOSED PROGRAM TITLE: Certified Medical Assistant to Practical  
Nursing Bridge

PROPOSAL: Tennessee College of Applied Technology Jackson  
proposes to implement the Certified Medical  
Assistant to Practical Nursing Bridge program at the  
Whiteville Branch Campus (2S). The program is  
1080 clock hours and awards a Practical Nursing  
diploma.

PROGRAM ACCREDITOR: Tennessee Board of Nursing

EFFECTIVE DATE: Summer 2023

OBJECTIVE: The Certified Medical Assistant to Practical  
Nursing Bridge Program is a 10-month diploma  
program comprising a combination of classroom,  
laboratory, and clinical experiences. These  
experiences expose the student to the wide variety  
of tasks and responsibilities required of today's  
practical nurse. A student must be a certified  
Medical Assistant from an accredited institution to  
enroll in the program.

NEED: The CMA to PN Bridge program responds to the  
high need of practical nurses with approximately  
2,000 vacant positions currently in Tennessee.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	12	7
	2	18	11
	3	24	14

PROJECTED COSTS:	YEAR	COST
	1	\$8,000
	2	\$8,800
	3	\$9,680

NEW FACULTY NEEDED:

YEAR	NUMBER	COST
1	0	0
2	0.5	\$40,000
3	0	0

FISCAL RESOURCES:

Current facilities provide adequate space and equipment. Consumables will be included in the regular annual budget.

FACILITIES:

The program will be offered in an existing space on the TCAT Jackson Whiteville Branch campus.

ACTION REQUIRED:

Staff recommends approval.



PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied Technology  
Jackson

PROPOSED PROGRAM TITLE: Patient Care Technology/Medical Assisting

PROPOSAL: Tennessee College of Applied Technology Jackson proposes to replicate the existing Patient Care Technology/Medical Assisting program at the Lexington Extension Campus (J3). The program is 1296 clock hours and awards a Patient Care Technology/Medical Assisting Diploma.

PROGRAM ACCREDITOR: NA

EFFECTIVE DATE: Summer 2023

OBJECTIVE: This program will train and prepare students for an entry-level position as a Patient Care Technician in a healthcare facility. The program gives the student a thorough understanding of primary nursing care, including providing direct bedside care to patients in various settings. PCT's/MA provide basic nursing care under the supervision or direction of a Physician, Advanced Practice Nurse, Registered Nurse or Licensed Practical Nurse.

NEED: There are currently 118 students in the dual enrollment pipeline for the PCT/MA program. We anticipate significant enrollment in the summer trimester, as high school classes end.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	16
	2	22	18
	3	22	18

PROJECTED COSTS:	YEAR	COST
	1	\$3,000
	2	\$3,500
	3	\$4,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1	1	\$55,000

2	1.5	\$82,500
3	1.5	\$90,750

FISCAL RESOURCES:

The GIVE 2.0 PACE grant will fund the costs of implementing the PCT/MA program at the Lexington Extension Campus.

FACILITIES:

Current facilities provide adequate space and equipment. Consumables will be included in the regular annual budget.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 3

INSTITUTION: Tennessee College of Applied Technology  
Knoxville

PROPOSED PROGRAM TITLE: Machine Tool Technology

PROPOSAL: Tennessee College of Applied Technology  
Knoxville proposes to relocate from the Anderson  
County Higher Education Center (3A) to the Ruth  
and Steve West Extension Campus (3B). The  
program is 1728 clock hours and awards a  
Machinist 1 Diploma.

PROGRAM ACCREDITOR: NA

EFFECTIVE DATE: Summer 2023

OBJECTIVE: The Machine Tool Technology program is designed  
to provide the student with the ability to work as a  
machine tool operator, machinist, tool and die  
maker, industrial maintenance machinist and those  
in related occupations that require skill in  
machining metal with such machines as milling  
machines, lathes, grinders, drill presses, CNC  
machinery, EDM machinery including the ability to  
interpret part prints and use precision measuring  
tools.

NEED: According to Jobs4TN East Tennessee In-Demand  
Occupations, there will be 140 average job openings  
for Maintenance Workers and Machinery from  
2016-2026.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	0
	2	60	36
	3	60	36

PROJECTED COSTS:	YEAR	COST
	1	\$10,000
	2	\$13,500
	3	\$13,500

NEW FACULTY NEEDED:

No new faculty needed.

FISCAL RESOURCES:

Fiscal resources have already been allocated in the college budget through tuition and fees.

FACILITIES:

This program will relocate to the new Ruth and Steve West Extension Campus. Building plans were designed for the inclusion of this program.

ACTION REQUIRED:

Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 4

INSTITUTION: Tennessee College of Applied Technology  
Knoxville

PROPOSED PROGRAM TITLE: Welding Technology

PROPOSAL: Tennessee College of Applied Technology  
Knoxville proposes to duplicate the existing  
Welding Technology program and offer in the  
evening at the Ruth and Steve Extension Campus  
(3B). The program is 1296 clock hours and awards  
a Combination Welder Diploma.

PROGRAM ACCREDITOR: NA

EFFECTIVE DATE: Summer 2023

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

NEED: According to Jobs4TN East Tennessee In-Demand  
Occupations, there will be 140 average job openings  
for Welders, Cutters, Solderers, and Brazers from  
2016-2026.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	18	0
	2	54	35
	3	54	35

PROJECTED COSTS:	YEAR	COST
	1	\$17,500
	2	\$17,500
	3	\$17,500

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1	1	\$51,000
	2	1	\$52,020

3

1

\$53,060

FISCAL RESOURCES:

Existing equipment will be utilized for the requested evening section. Additional supplies and salary will be covered by TCAT Knoxville and also grant funding.

FACILITIES:

Existing classroom space will be utilized for the requested evening section.

ACTION REQUIRED:

Staff recommends approval

PROGRAM IMPLEMENTATION PROPOSAL – 5

INSTITUTION: Tennessee College of Applied Technology  
McMinnville

PROPOSED PROGRAM TITLE: Practical Nursing

PROPOSAL: Tennessee College of Applied Technology  
Newbern proposes to replicate the existing Practical  
Nursing program at the Unity Hospital Instructional  
Service Center (pending THEC site code approval).  
The program is 1296 clock hours and awards a  
Practical Nursing Diploma.

PROGRAM ACCREDITOR: Tennessee Board of Nursing

EFFECTIVE DATE: Summer 2023

OBJECTIVE: Upon completion of the program the student is  
prepared to take the State Board of Nursing Exam,  
and may upon passing become a Licensed Practical  
Nurse.

NEED: According to Jobs4TN, over 600 jobs are currently  
open for LPNs in the Coffee County area. This  
aligns with the extreme job applicant needs voiced  
by our partners in this endeavor.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	18	15
2	20	17
3	25	21

PROJECTED COSTS: No new program costs.

NEW FACULTY NEEDED: No new faculty needed.

FISCAL RESOURCES: No additional costs are incurred.

FACILITIES: The facility that will be used is a healthcare facility  
that is fully operational. The class will have access  
to numerous resources due to its unique location.

ACTION REQUIRED:

Staff recommends approval.



## PROGRAM IMPLEMENTATION PROPOSAL – 6

INSTITUTION: Tennessee College of Applied Technology  
Northwest

PROPOSED PROGRAM TITLE: Farming Operations Technology

PROPOSAL: Tennessee College of Applied Technology  
Northwest proposes to implement a Farming  
Operations Technology program at the Bells  
Instructional Service Center (2E). The program is  
1728 clock hours and awards a Livestock  
Production Management Diploma.

PROGRAM ACCREDITOR: NA

EFFECTIVE DATE: Spring 2023

OBJECTIVE: The Farming Operations Technology program will  
provide students with skills and knowledge needed  
for today's farming operations which include, but  
not limited to, row crops, animal agriculture, and  
precision agriculture. Students may earn  
certificates by completing courses that offer  
exposure to principles in agriculture, livestock  
equipment, and precision agriculture. Other courses  
for credentials will present welding, farm-based  
electricity, and shop principles as well as agriculture  
finance. Students will be presented with material  
for understanding farm machinery maintenance, soil  
and plant management, crop and livestock  
marketing, and herd management. Precision  
agriculture is the future of the industry and will be  
offered as an individual diploma.

At the completion of the Farming Operations  
Technology, graduates will be skilled in entry-level  
agriculture technology, safety, computer skills,  
livestock crop and management skills, machinery  
management and maintenance skills, welding,  
electricity and shop skills, crop and livestock  
marketing, and precision agriculture skills.  
Graduates will be trained and skilled to begin a  
farming operations career.

NEED:

According to the Bureau of Labor statistics employment of agricultural and food science technicians is projected to grow 8 percent from 2020 to 2030, about as fast as the average for all occupations. 141,800 openings for agricultural workers are projected each year, on average. About 3,700 openings for agricultural and food science technicians are also projected each year. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.

According to the Tennessee Long Term Outlook to 2028, natural resources and mining, which includes agriculture, is expected to gain approximately 1,400 jobs. According to Jobs4TN, the Agriculture, Forestry, Fishing, and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats. The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures. The sector distinguishes two basic activities: agricultural production and agricultural support activities. Agricultural production includes establishments performing the complete farm or ranch operation, such as farm owner-operators and tenant farm operators.

Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting, and management, on a contract or fee basis. Excluded from the Agriculture, Forestry, Fishing and Hunting sector are establishments primarily engaged in agricultural research and establishments primarily engaged in administering programs for regulating and conserving land, mineral, wildlife, and forest use.

Estimated employment for farmworkers, laborers, crop, nursery and greenhouse workers is 12,372.

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

PROJECTED COSTS:	YEAR	COST
	1	\$200,000
	2	\$200,000
	3	\$200,000

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1	1	\$70,000
	2	1	\$70,000
	3	1	\$70,000

FISCAL RESOURCES: Startup funds will be requested for a full-time instructor. TCAT Northwest will also utilize existing funds to help offset program equipment and salary costs.

FACILITIES: Current facilities provide adequate space at the Bells Instructional Service Center.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 7

INSTITUTION: Tennessee College of Applied Technology  
Oneida/Huntsville

PROPOSED PROGRAM TITLE: Truck Driving

PROPOSAL: Tennessee College of Applied Technology Oneida proposes to implement a part-time evening and weekend Truck Driving program Oneida campus (2B). The program is 222 clock hours and Truck Driving Certificate.

PROGRAM ACCREDITOR: Tennessee Department of Transportation

EFFECTIVE DATE: Spring 2023

OBJECTIVE: To open an evening and weekend Truck Driving program to accommodate the 50 Power Line Construction and Maintenance students that Oneida/Huntsville trains each year as well as other students that want to obtain a CDL license.

NEED: The Truck Driving program responds to an urgent need to the workforce demand across local industries. Additionally, this program can provide training and testing for the students in the Power Line Construction program who need to obtain their CDL.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	20	18
	2	20	18
	3	20	18

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

NEW FACULTY NEEDED:	YEAR	NUMBER	COST
	1	0.5	\$25,000
	2	0.5	\$25,000
	3	0.5	\$25,000

FISCAL RESOURCES:

The ARC POWER grant will fund the costs of implementing the program including equipment and the first year of instructor salary.

FACILITIES:

Current facilities at the Oneida campus provide adequate space.

ACTION REQUIRED:

Staff recommends approval.

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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Naming Request- Dr. Carl Christian Andersen Hall at  
Dyersburg State Community College

DATE: December 1, 2022

PRESENTER: Chancellor Flora W. Tydings

PRESENTATION  
REQUIREMENTS: 3 minutes

ACTION REQUIRED: Roll Call Vote

STAFF  
RECOMMENDATION: Recommend Approval

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The Board is authorized to name buildings in honor of individuals who have made significant contributions to society and who otherwise meet the criteria established in TBR Policy 4.02.02.01, Naming Buildings and Facilities & Building Plaques.

For the reasons explained in the attached recommendation from Dr. Scott Cook, Dyersburg State Community College President, Dr. Carl Christian Andersen meets the requirements in TBR policy and is deserving of the honor of having the Dyersburg State Campus Activities Building renamed Dr. Carl Christian Andersen Hall. Dyersburg State convened an appropriate committee to consider and make the recommendation, and its report establishes that:

- (1) In general, individuals and groups for whom buildings are named must have made a significant contribution to the field of education, government, science, or human betterment.
- (2) To preserve the integrity of all buildings named in the System, this honor must be reserved for individuals of recognized accomplishment and character; no building may bear the name of an individual convicted of a felony.
- (3) With respect to the naming of buildings on a particular campus, special consideration shall be given to:
  - a) The historical significance of the contribution of the individual or group to the institution;
  - b) The association of the individual or group with the building to be named.

October 19, 2022

Dear Chancellor Tydings and Members of the Tennessee Board of Regents:

Consistent with the TBR Policy 4.02.05.01, the Dyersburg State Community College Building Naming Committee was charged with considering a request to name the College's current Campus Activities Building in honor of Dr. Carl Christian Andersen. The members of the naming committee were:

Dr. Scott Cook, President  
Dr. Amanda Walker, Vice President of Advancement and External Affairs  
Dr. Charlene White, Vice President for Finance & Administrative Services  
Josh Duggin, Vice President for Information Technology  
Amy West, Director of Human Resources  
Beverlee Weatherly, Alumnae/Retired Staff Member  
Dr. David Strong, Faculty Emeritus  
Andrea Stephenson, Assistant Professor of Mathematics  
Trena Richardson, Associate Professor of Nursing/Director of Health Sciences  
Baker McCool, EMS Program Director  
Mike Samples, Director of Physical Plant  
Dr. Kevin Cook, DSCC Foundation Board Member

Dyersburg State recommends naming our Campus Activities Building the Dr. Carl Christian Andersen Hall to honor Dr. Carl Christian Andersen. The College offers the following justification specific to selected criteria from TBR Policy 4.02.05.01, as follows:

- (1) In general, individuals and groups for whom buildings are named must have made a significant contribution to the field of education, government, science, or human betterment.
- (2) To preserve the integrity of all buildings named in the System, this honor must be reserved for individuals of recognized accomplishment and character; no building may bear the name of an individual convicted of a felony.
- (3) With respect to the naming of buildings on a particular campus, special consideration shall be given to:
  - a) The historical significance of the contribution of the individual or group to the institution;
  - b) The association of the individual or group with the building to be named.

**(1) Significant contribution to the field of education or human betterment.**

Dr. Carl Christian Andersen has devoted over 28 years to the field of education. He has shared his passion for education internationally and domestically. Dr. Andersen began his career in Spain in 1969, serving as Instructor and headmaster of the British International School in Spain. In 1971, Dr. Andersen joined Brevard Community College in Melbourne, Florida, as a Professor of Political Science. During his time at Brevard Community College, he also served on Faculty Senate. In his third year, he was awarded a two-year sabbatical to pursue his Ph.D. at



Florida State University. In 1976, Dr. Andersen served as the Director of the Collier Center Branch Campus of Edison Community College (ECC) in Naples, Florida. In this role, Dr. Andersen was able to facilitate campus growth and secure a 50-acre gift to develop a true brick-and-mortar ECC Collier Center. In 1979, Dr. Andersen served as Rainy River Community College President in International Falls, Minnesota. As president, he was able to increase enrollment and introduced remote learning opportunities to small communities. This initiative allowed Dr. Andersen to inject the College into the community. Dr. Andersen understood the importance of community involvement and engagement in Chamber of Commerce activities on behalf of the College. The Chamber of Commerce voted Dr. Andersen as Board President the following year.

In 1981, Dr. Andersen was selected as President of Dyersburg State Community College in Dyersburg, Tennessee, and he served as DSCC's President from until 1984. His impact far exceeded his tenure. Enrollment increased dramatically during this period, in part because of the excitement he generated. Students found it easy to relate to him. His energy was compelling. He encouraged more outreach to the community, leading by example through numerous presentations and public meetings. He encouraged all the employees to know the public, as well. Community leaders were very supportive of Dr. Andersen. Former Vice President of Institutional Advancement Dr. Buck Tarpley shared, "The one thing I remember most about Dr. Andersen was that he wanted us all to succeed." DSCC was his second presidency by title and third campus headship. Dr. Tarpley observed, "The College was not about him; it was about all the College community working together to achieve excellence. He showed the campus that Dyersburg State could accomplish great things. DSCC has done just that." Tarpley went on to say, "Coming to work every day was challenging—he had clear and high expectations!" While President at DSCC, Dr. Andersen continued his community engagement and networking in service areas. Dr. Andersen also thought it was important that the community embrace the idea that learning could be fun. He started the first ever College for Kids program to introduce families in the community to the College; DSCC's College for Kids program is still incredibly popular, having just served 94 children in summer 2022. He wanted the College to be considered welcoming and accessible for children and their parents—and a place where they could enjoy learning. He also thought it was essential to encourage and support student leaders of various clubs and organizations. He started the Student Ambassador program to foster student leadership and service on campus and in the community. He created opportunities for monthly meetings and even an annual retreat for student leaders where they could voice concerns and share successes. Dr. Andersen wanted the College to grow through the help of community activities and involvement. In 1982, those efforts paid off, and DSCC improved its enrollment by 40%. At that time, Tennessee Board of Regents Chancellor Roy Nicks was quoted in the local paper saying, "The percentage of growth at Dyersburg State will be the largest in Tennessee"; the historic growth is also recorded in the college history for the 1985-1986 DSCC Catalog. Likewise, transfer programming expanded significantly during his tenure, with the addition of associate degree transfer tracks in biology/forestry, business, chemistry, criminal justice, electronics, English, history, mathematics, pre-agriculture, pre-veterinary medicine, psychology, social sciences, and sociology/social work. Dr. Andersen focused on several other initiatives at Dyersburg State, such as the Job Training Partnership Act to bridge local businesses and student



talent, increasing prison education, offering continuing education opportunities, and continuing his active role on the Chamber of Commerce Board.

In late 1984, Dr. Andersen transitioned to Sacramento City College in Sacramento, California, as President. While serving as President, Dr. Andersen worked to form an Articulation Council, which assisted with the transition of high school students to college. The Council became a model for the state, and Dr. Andersen was featured in a 30-minute PBS nationally televised program hosted by Accrediting Commission for Community and Junior Colleges (AACJC). In 1987, Dr. Andersen served as President of Lake-Summer Community College in Leesburg, Florida. During his five-year tenure, Dr. Andersen was appointed by the Governor to the Florida Humanities Council (FHC) for a four-year term and chaired the FHC for his last two years. During this time, Dr. Andersen was elected to the Citizens First Bank of The Villages Board of Directors. Two years after the 1989 Tiananmen Square massacre, the State Department wished to initiate an informal, soft “reopening” of relationships with China. He was selected, along with his wife Monica, as a member of the 18-person education delegation to meet with Chinese counterparts. In 1992, Dr. Andersen retired from higher education and began a consulting business. He founded WorldEd Consulting in 1992, which focused on various projects in China and Europe. In 1995, Dr. Andersen returned to education to serve as President of the Moscow Institute for Advanced Studies (MIFAS) in Moscow, Russia. The Institute was to provide graduate and post-graduate research opportunities and weekly lectures from the highest levels of the Russian government and military, social and business leaders. Dr. Andersen’s primary responsibility was to ensure that United States students would have transferable credits for their MIFAS coursework and experiences. After retiring from his work in Moscow in 2015, Dr. Andersen worked with The Villages to serve as director of human resources for a 55+ Residential Community. Dr. Andersen’s department was responsible for over 4,000 employees ranging from construction workers to physicians.

**(2) This honor must be reserved for individuals of recognized accomplishment and character.**

Dr. Carl Christian Andersen enjoyed an incredible and accomplished career in education. Even though his tenure at Dyersburg State Community College lasted just over three years, he left an indelible legacy at the institution, filled with accomplishment and character. He served education for 28 years as a teacher and administrator in China and Moscow, professor, campus director, president for four community colleges, and consultant. He was an active member of the Dyersburg community and oversaw the institution during a time of historic growth. Fall of 1980, enrollment was 1,040, but enrollment grew significantly during his presidency: 1,571 in 1982 and 1,696 in 1983. This highest prior enrollment for the institution came in 1979 when enrollment was 1,132.

**(3a) The historical significance of the contribution of the individual.**

When asked about Dr. Andersen’s time at DSCC, an active community and DSCC Foundation Board Member recalled that his time at the College was “a breath of fresh air,” both for the college and the community. Dr. Andersen was a progressive leader, and his tenure served as a great transition between the College’s founding era and its modern period. Several accomplishments of historical significance make Dr. Andersen worthy of this honor.

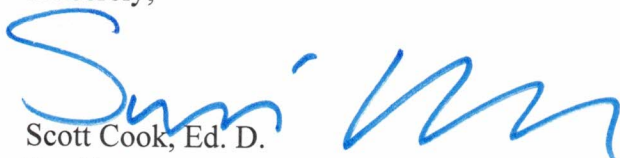
- Dr. Andersen started a program that is still popular at Dyersburg State Community College many years after its creation—College for Kids. Over 90 students participated in the summer 2022 event. It is a testament to his vision that he created a program for the community that is still popular approximately 40 years after its inception and still serves as a marketing and recruiting tool for the college.
- He served as president during significant enrollment growth, shepherding a 40% increase in enrollment during his tenure.
- Dr. Andersen adapted new classroom technologies to aid in classroom instruction to promote student completion and success students.
- Transfer options expanded considerably while Dr. Andersen served as President of DSCC.
- The original and main classroom building for Dyersburg State Community College was officially named the Dale Glover Classroom Building during Dr. Andersen's tenure, and the Glover Building still serves as the primary classroom building for the Dyersburg Campus.

**(3b) The association of the individual with the building.**

Dr. Andersen recognized the importance of students at the College and the role of engagement with both students and the community. Dr. Andersen provided opportunities for student leaders to increase their leadership capacities on campus. He encouraged activities with the communities to inspire learning at any level. He created opportunities for continuing education and civic engagement with local organizations and wanted the community to feel like this College was easily accessible to them. For these reasons, Dyersburg State Community College would like to honor Dr. Carl Christian Andersen by naming the Campus Activities Building the Dr. Carl Christian Andersen Hall to honor his legacy as president from 1981-1984.

Even though Dr. Andersen served the institution and the Tennessee Board of Regents approximately forty years ago, he left an indelible legacy at the institution that is still recognized by employees, retirees, donors, and the community. The naming committee unanimously recommends approval, and I submit with my full endorsement.

Sincerely,



Scott Cook, Ed. D.  
President



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BOARD TRANSMITTAL

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MEETING: Quarterly Board Meeting

SUBJECT: Naming Request- Gerald McCormick Center for Engineering, Technology, Arts, and Science at Chattanooga State Community College

DATE: December 1, 2022

PRESENTER: Chancellor Flora W. Tydings

PRESENTATION REQUIREMENTS: 3 minutes

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Recommend Approval

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The Board is authorized to name buildings in honor of individuals who have made significant contributions to society and who otherwise meet the criteria established in TBR Policy 4.02.02.01, Naming Buildings and Facilities & Building Plaques.

For the reasons explained in the attached recommendation from Dr. Rebecca Ashford, Chattanooga State Community College President, Gerald McCormick meets the requirements in TBR policy and is deserving of the honor of having the Chattanooga State Campus Center for Engineering, Technology, Arts, and Science (CETAS) renamed the Gerald McCormick Center for Engineering, Technology, Arts, and Science. Chattanooga State convened an appropriate committee to consider and make the recommendation, and its report establishes that:

- (1) In general, individuals and groups for whom buildings are named must have made a significant contribution to the field of education, government, science, or human betterment.
- (2) To preserve the integrity of all buildings named in the System, this honor must be reserved for individuals of recognized accomplishment and character; no building may bear the name of an individual convicted of a felony.
- (3) With respect to the naming of buildings on a particular campus, special consideration shall be given to:
  - a) The historical significance of the contribution of the individual or group to the institution;
  - b) The association of the individual or group with the building to be named.

To: Dr. Flora Tydings  
Chancellor of TBR, the College System of Tennessee

From: Dr. Rebecca Ashford  
President, Chattanooga State Community College



Date: November 1, 2022

Re: Recommendation to name building

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I would like to submit for consideration my recommendation to name the Center for Engineering Technology Arts and Sciences (CETAS) building at Chattanooga State Community College the **Gerald McCormick Center for Engineering, Technology, Arts and Science**.

Per TBR Policy 4:02:05:01 *Naming Buildings and Facilities & Building Plaques*, a committee was formed to consider this request. The committee submitted the attached report for my evaluation, and upon my review I concur with the committee's recommendation and respectfully request you to please consider this request for Board approval.

Encl.

# CHATTANOOGA STATE

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## COMMUNITY COLLEGE

Nov. 1, 2022

Presented to:

**Dr. Rebecca Ashford, President**  
**Chattanooga State Community College**

From the

**CETAS Building Naming Committee**

Members:

1. Chair-Nancy Patterson, Vice President, College Advancement & Public Relations
2. Brenda Ingram, College Advancement & PR Information Processing Specialist
3. Benjamin Lamontagne, Student
4. Dr. Tre Powell, Dean, Engineering and IT Division
5. Dr. Lyn Potter, Department Head, Engineering Systems Technology
6. Randy Ricketson, Assistant Professor and Department Head, Information Technology, Networking
7. Beth Ruta, Department Head and Professor, Engineering Technology
8. Jonathan Sammons, Student
9. Kenneth Sontay, Student
10. Tammy Swenson, Executive Vice President, Business & Finance
11. Dr. Angie Wood, Professor, Geography and Interim Director, Global Scholars Honors Program



## **Brief History of the CETAS**

The College purchased the Center for Engineering, Technology, Arts, and Science (also known as CETAS) in June 2011. The former Olan Mills processing plant has been transformed from a facility filled with family photos, church directories, and yearbooks to a state-of-the-art educational and workforce development hub. Now CETAS houses programs in General Engineering, Mechatronics, Nuclear Power, Cyber Security, Chemical Operator, Robotics, Welding, Non-Destructive Testing, and many more. It is also the home of the Wacker Institute, two high schools—STEM and Polytech, and most recently, the Global Center for Digital Innovation, a partnership with Hamilton County Schools.

## **Overview**

Gerald McCormick is a former Tennessee House of Representatives member for, serving 14 years. He was first elected to the chamber in 2004 and retired in 2018 from the Tennessee General Assembly where he served as a House member for District 26.

Representative McCormick served in several leadership positions, including his role as House Majority Leader (elected 2010) and as Chairman of the Budget Subcommittee of House Finance, Ways and Means. He carried most of Governor Bill Haslam's legislation in the House and is particularly proud of passing the Tennessee Promise, which provides every Tennessee high school graduate the opportunity to attain a two-year degree or certificate free of tuition and fees. He was also very involved in passing the Market Regulation Act of 2009 and the IMPROVE Act which increased investment in our infrastructure while offsetting the new revenue with the largest tax cut in Tennessee's history.

From 2008-2012, District 26 had more than \$1.5 billion in new capital investment supporting the creation of over 10,000 new jobs, including Volkswagen and Amazon. During his time in office, Chattanooga State was awarded \$12,136,607 to purchase and renovate the largest educational and workforce training building on main campus, currently known as the Center for Engineering, Technology, Arts & Sciences.

His community involvement has included serving on the boards of the Chattanooga Area Convention and Visitors Bureau, Blood Assurance, Big Ridge Elementary School PTA, and the Tennessee State Museum Foundation Board. Gerald also completed the Leadership Tennessee program and remains active in the organization.

Gerald McCormick currently works for The Ingram Group. A proud Tennessean, he is a U.S. Army veteran, having served as a Nuclear, Biological and Chemical Specialist in the First Gulf War. He attended public schools in Memphis and graduated from The University of Tennessee – Knoxville where he met his wife, Dr. Kimberly McCormick, before moving to Chattanooga and later to Nashville. They have two daughters and a granddaughter. Dr. McCormick serves as the TBR Executive Vice Chancellor of External Affairs.

## **Conclusion**

In recognition of his long-standing leadership impacting higher education across the state, the historical significance of his impact on championing state funds for Chattanooga State specifically, combined with the notable recognitions he has achieved as a veteran and public servant for the Tennessee General Assembly, we respectfully request TBR-The College System of Tennessee consider naming the Chattanooga State Center for Engineering, Technology Arts and Science the **Gerald McCormick Center for Engineering, Technology, Arts and Science**.

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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Recommendation of TCAT Athens President
DATE:	December 1, 2022
PRESENTER:	Chancellor Flora W. Tydings
PRESENTATION REQUIREMENTS:	10 minutes
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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The Board approved the search criteria and recruitment for the next president at TCAT Athens on August 8, 2022. The 17-member search committee was comprised of faculty, staff, alum, students, and community members, as well as Board Members.

The committee met for the first time on September 16 and reviewed 19 applicants with experiences all across the country. Virtual interviews took place on October 11. Two candidates participated in on-campus and open forum interviews on November 17.

After careful consideration of the feedback received, Chancellor Flora Tydings will recommend the next president of TCAT Athens.



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BOARD TRANSMITTAL

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MEETING:	Quarterly Board Meeting
SUBJECT:	Recommendation of TCAT Murfreesboro President
DATE:	December 1, 2022
PRESENTER:	Chancellor Flora W. Tydings
PRESENTATION REQUIREMENTS:	10 minutes
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

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The Board approved the search criteria and recruitment for the next president at TCAT Murfreesboro on August 8, 2022. The 16-member search committee was comprised of faculty, staff, alum, students, and community members, as well as Board Members.

The committee met for the first time on September 15 and reviewed 27 applicants with experiences all across the country. Virtual interviews took place on October 6. Two candidates participated in on-campus and open forum interviews on November 10.

After careful consideration of the feedback received, Chancellor Flora Tydings will recommend the next president of TCAT Murfreesboro.