

TENNESSEE BOARD OF REGENTS  
Committee Chairs Meeting  
Wednesday, November 8, 2023  
Agenda

1. Opening remarks (*Reynolds/Tydings*)
  2. TCAT Capital Projects Update (*Tracy/Holmes*)
  3. Academic Policies and Programs/Student Life
    - TBR Advisory Charrette (*Reed*)
    - TBR Center for Apprenticeship (*Reed/Adams*)
    - Revisions to Policy 2.03.01.05 Approval of Academic Retention and Readmission to Tennessee Colleges of Applied Technology (*Reed*)
  4. External Affairs
    - Marketing Policies (*McCormick/Gann*)
      - Policy 9.01.00.00 Marketing and Communications
      - Policy 9.01.01.00 Branding and Trademarks (formerly 1.03.01.10)
      - Policy 9.01.02.00 Publications (formerly G-140)
      - Policy 9.01.03.00 Advertising (formerly 4.06.00.00)
      - Policy 9.01.04.00 Social Media
      - Policy 9.01.05.00 Web Publishing
      - Policy 9.01.06.00 Mass Communications (Renumbering 1.08.05.10)
  5. Business and Finance Operations/Personnel & Compensation (*Fox*)
    - December Overview
  6. Internal Audit
    - Revisions to Policy 4.01.05.00 Internal Audit (*Batson*)
  7. December Board Meeting Information (*Tydings*)
  8. Closing Remarks (*Reynolds/Tydings*)
- *This meeting will include members of the Tennessee Board of Regents who are participating by electronic means of communication and will be live-streamed and archived on the TBR website at: <https://www.tbr.edu/board/november-2023-committee-chairs-and-audit-committee-meetings>.*
  - *Persons who want to request to address the Board may follow the process authorized by [TBR Policy 1.02.12.00 – Requests to Address the Board](#).*

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Revisions to TBR Policy 2.03.01.05: Approval of  
Academic Retention and Readmission to Tennessee  
Colleges of Applied Technology

DATE: November 8, 2023

PRESENTER: Vice Chancellor Jothany Reed

PRESENTATION  
REQUIREMENTS: 10 minutes with discussion

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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TBR Staff recommends approval of the revised Academic Retention and Readmission at Tennessee College of Applied Technology policy.

This policy revision aligns academic standards for the Avionics Management Technology program to prepare students for a competitive advantage in the workforce. The policy revision impacts TCAT Memphis only.

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

Policy/Guideline Area

Academic Policies

Applicable Divisions

TCATs

Purpose

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

Definitions

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

**Clock Hour:** A period of time consisting of—

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

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

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

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

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

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

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

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

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

#### Policy/Guideline

##### I. Student Attendance

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

II. Exceptions for Suspension due to Student Attendance

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

III. Student Progress

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

1. A = 90 – 100
2. B = 80 – 89
3. C = 70 – 79
4. D = 60 – 69
5. F = 0 - 59
6. P = Pass
7. Cont = Continuing/Incomplete
8. W = Withdrew

- B. Grades for courses will be determined as described in course syllabi. Students will be graded in the following categories:

1. Skill Proficiency
2. Theory/Related Information

IV. Prior Learning Assessment/Transfer Credit

- A. Each TCAT will establish a process for prospective students to submit prior learning or transfer credit for review by an instructor in the student's selected program of study. The process will be advertised to all students and will be outlined in the student handbook.
- B. Transfer credit for previous training from other institutions or prior learning experience may be given credit toward program completion requirements upon demonstration of common competencies. Students requesting credit for prior education/training or experiences may do so through two sources of prior credit that can be reviewed by instructors for recommendation for the student to receive credit towards a course in a TCAT program of study.
  1. Credit from a sister TCAT institution.
  2. Credit from all other institutions, work experiences, certifications, etc.

- C. For the purpose of GPA, the prior learning or transfer credit will appear on the student's transcript. A grade of 'TP' for Transfer--Full Course Credit or 'TC' for Transfer—Partial Course Credit will be assigned and will not be included in the GPA calculation.
- D. Transfer credit provisions are set by each technical college in keeping with best practice guidelines. As such, transfer of prior credit is limited in a number of areas. For example,
  - 1. the number of hours that may be transferred,
  - 2. in equivalency of requirements,
  - 3. the procedures for acceptance of transfer credits, including GPA requirements,
  - 4. the period in which courses may be taken and time limits on work varies by institution,
  - 5. department and academic program.

V. Grade Point System

- A. The following grade point system is to be used in grade point average (GPA):
  - 1. A: 4 points per customary clock hour
  - 2. B: 3 points per customary clock hour
  - 3. C: 2 points per customary clock hour
  - 4. D: 1 points per customary clock hour
  - 5. F: 0 points per customary clock hour
- B. The grade point average is determined by dividing the total number of grade points earned by the total number of customary clock hours for the courses which the student attempted. Customary clock hours in courses from which the student withdraws or in which the student receives grades such as pass/fail, are not considered when determining the GPA.
- C. Finally, a single student transcript will include term and cumulative GPA calculations. The cumulative calculation will be used in determining the required GPA for graduation, honors, and financial aid eligibility. The term calculation will be used when determining suspension.
- D. For the purpose of increasing mastery in a course when such is necessary for program progression or for the purpose of increasing the GPA, institutions may permit students to repeat courses in which their final grades are C or lower. Allied Health programs may outline specific repeat course guidelines in their respective Allied Health student handbook.
- E. In computing the GPA, the question of how to count repeat courses must be specifically addressed in the Student Handbook of each institution. In the event a student repeats a course, the repeat course grade is calculated into, and the original grade is excluded

from the GPA. If courses are repeated more than twice (three attempts), GPA is calculated using the third attempt and all subsequent attempts.

VI. Retention Standard

A. GPA TCATs

1. A student who fails during any term to attain a cumulative GPA at or above the level indicated below for the customary clock hours attempted or the average grade per course, will be placed on suspension at the end of the term.

a. Standards:

1. A student must earn a "D" (60) or better per course for each term and an overall 2.0 GPA or better per term.
2. Nursing Programs require a "B" (80) or better per course for each term.
3. Truck Driving programs require a "B" (80) or better per course.
4. Aviation Maintenance Technology programs require a "C" (73) or better per course for each term.
5. Avionics Maintenance Technology program requires a "C" (73) or better per course for each term.

2. Additional retention standards for specific programs may be established by the college based on accreditation or licensing requirements applicable to a program.

VII. Readmission from Suspension for Grades or Attendance

A. The president may consider for readmission the applicant who has been suspended.

B. Criteria that the president will consider in assessing candidacy for readmission are as follows:

1. Assessment of the candidate's willingness to address those deficiencies that contributed to the prior suspension, and
2. Assessment of the likelihood that the readmitted student may succeed in pursuing their training objective.

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Marketing and Communications Policy: 9.01.00.00

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for  
External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing,  
Digital Strategy, and PR

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Marketing and Communications Policy: 9.01.00.00. Effective marketing and communication is crucial to TBR's capacity to attract and retain exceptional students, faculty, and staff, to secure resources for its fundamental mission, and to preserve the support and backing of vital stakeholders such as students, faculty, staff, alumni, donors, legislators, and the general public. This policy seeks to align marketing and communication efforts with TBR's utmost standards in quality.

## Marketing and Communications: (9.01.00.00)

**Note: This is intended to be an overarching policy to the others.**

### Policy/Guideline Area

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Marketing, Communications, and Public Relations

### Applicable Divisions

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TCATs, Community Colleges, System Office

### Purpose

Effective marketing and communication is crucial to TBR's capacity to attract and retain exceptional students, faculty, and staff, to secure resources for its fundamental mission, and to preserve the support and backing of vital stakeholders such as students, faculty, staff, alumni, donors, legislators, and the general public. This policy is intended to be an overarching marketing and communication policy and seeks to align marketing and communication efforts with TBR's utmost standards in quality.

### Definitions

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College – For the purpose of this policy, “College” refers to the System Office, TBR colleges, and their organizational units, programs, and initiatives.

Chief Marketing Officer (CMO) – The College's president or chancellor shall appoint the Chief Marketing Officer (CMO) as the responsible authority for directing the formulation, implementation, and management of the College's marketing, advertising, and public relations strategies and efforts. To ensure alignment with the College's vision and policies, the President reserves the right to require that the CMO seek approval or provide consultation on specific strategic decisions or policy matters as delineated herein.

System Chief Marketing Officer (SCMO) – Chief Marketing Officer of the System. Additionally, the SCMO serves as the CMO of the TCATs.

Spokesperson - The College's president or chancellor designates the College Spokesperson who oversees official public and news media communications.

### Policy/Guideline

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- I. Marketing and Communications
  - A. The SCMO shall chair the Council of Marketers and Communicators. The advising-only, non-binding council will be comprised of at least one (1) marketing and one (1) communications representative from each community college and at least two (2) representatives from each grand division for the Tennessee Colleges of Applied Technology whom the TCAT President's Council shall appoint annually.
  - B. The Council should meet quarterly or upon request of the Chancellor or designee.

- C. The Council shall advance marketing initiatives and recommend procedures related to the following:
  - 1. Development of consistent and coordinated initiatives and procedures to enhance public awareness of higher education and TBR Colleges.
  - 2. Shared resources to foster cooperation and cost savings efficiencies.
  - 3. Consideration of the feasibility and advantages of shared contracts for the Colleges.
  - 4. Marketing-related policies.
  - 5. Any other matters referred to the Council by the Chancellor or designee.

## II. Marketing

- A. Each community college president shall appoint a CMO, regardless of official College titles.
- B. The SCMO serves as the CMO of the TCATs.
- C. Marketing and communications materials for the system office and each College shall comply with all marketing and communications-related policies.
- D. The CMO or their designee must review and approve materials intended for external audiences as outlined all marketing and communications policies (the advertising policy, branding policy, social media policy, publications policy, web publishing policy, and mass communications policy).
- E. External marketing and communications consultants or contracts for marketing and communications-related services, including advertising, may be retained only with the prior approval of the CMO, and must work through the CMO's office, regardless of funding source.

## III. Endorsements

- A. Direct or indirect, implied or inferred institutional endorsement of a product, service, or company is prohibited.
  - 1. The identification of an individual's relationship to the College is permitted.
  - 2. Companies and/or products that support the college or offer discounts offered to students, faculty, staff, or the campus community may be listed, provided such listing does not state or imply endorsement.
- B. Businesses selling officially licensed College products may use those products in their advertising. There must be no implication that the College endorses the business beyond having the ability to sell officially licensed products. A statement such as "selling officially licensed [College Name] products" may be used.

## IV. Communications and Public Relations

- A. Each College president shall appoint an official College spokesperson and backup, regardless of the official college titles.
- B. The President, Spokesperson and their designee(s) are the only persons authorized to initiate communications with or respond to news media on behalf of the College, including media releases, public notices, and interviews.
- C. Each College should have a crisis communications plan, including providing appropriate and timely notice to System Office personnel during potential crises.
  - 1. The plan should be reviewed and updated annually.

V. Exceptions and Exemptions to Marketing and Communications Policies

- A. It is understood that some Colleges may have cross-functional duties between marketing and communications and that the CMO and Spokesperson may be a single position. Thus, Colleges are expected to comply with the intent outlined in this policy regardless of organizational design or title.
- B. At the direction of the president, the CMO may appoint an employee to act as a designee of the CMO for athletic-related marketing and public relations. The designee(s) would act as CMO and spokesperson for Athletics and is expected to comply with all policies, including reporting requirements.
- C. Marketing and communications policies do not apply to instructional materials, student newspapers, yearbooks, research-related publications, research reports, work processing forms, job postings, and auxiliary operations. Still, they are expected to comply with the intent of the policies in representing the College's established marketing, branding, and communications guidelines.
- D. The CMO and/or Spokesperson must approve all other exceptions on a case-by-case basis.
- E. The CMO and/or Spokesperson may delegate authority outlined in any marketing and communicate policy to a subordinate.
- F. The SCMO and System Spokesperson have the authority to act, in their respective capacities, on behalf of any College when deemed necessary for the betterment of the System.

Sources

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**Authority**

T.C.A. § 49-8-203



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**BOARD TRANSMITTAL**

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MEETING: Committee Chairs Meeting

SUBJECT: Branding and Trademarks Policy: 9.01.01.00 (formerly 1.03.01.10)

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing, Digital Strategy, and PR

PRESENTATION REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Branding and Trademarks Policy 9.01.01.00 (formerly 1.03.01.10). To enhance, maintain and protect the brand identity for the Tennessee Board of Regents, the System Office, Colleges, and operational units, this policy governs the use of all words, logos or symbols used to identify or distinguish services affiliated with the TBR or any part of the TBR System for any purpose. It provides that all appropriate applicable guidelines pertaining to the words, logos, symbols or other brand identifiers must be followed.

**Branding and Trademarks: 9.01.01.00 (formerly 1.03.01.10)**

**Policy/Guideline Area**

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Marketing, Communications, and Public Relations

**Applicable Divisions**

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TCATs, Community Colleges, System Office

**Purpose**

To enhance, maintain and protect the brand identity for the Tennessee Board of Regents, the System Office, Colleges, and operational units, this policy governs the use of all words, logos or symbols used to identify or distinguish services affiliated with the TBR or any part of the TBR System for any purpose. It provides that all appropriate applicable guidelines pertaining to the words, logos, symbols or other brand identifiers must be followed.

**Definitions**

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College Trademark/Brand (hereafter “Brand”) - All logos, seals, names, symbols and slogans and trade dress used by and associated with the College, whether or not registered with either or both the state and federal government.

Definitions included in the overarching Marketing and Communications Policy (9.01.00.00) apply.

**Policy/Guideline**

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- I. Brands
  - A. College Brands are the exclusive property of the College. No person or entity other than the College may claim rights in or seek to register any design that uses the College’s Brands.
  - B. College Chief Marketing Officers (CMOs) should maintain a brand guide outlining the proper usage of logos, seals, fonts, and other assets deemed necessary by the College when using the logo.
    1. The brand guide for the TCATs is maintained by the System Chief Marketing Officer (SCMO).
  - C. Any marketing or promotional materials representing or created on behalf of the College must be clearly identified with the College’s brand and follow the Publications Policy 9.01.02.00.
  - D. Reproduction or use of these marks for any purpose not explicitly allowed by this policy, whether or not for commercial purposes, must have authorization from the CMO.
  - E. Only the President or CMO can grant permission to use any College Brand.
  - F. College Brands may not be altered in any way without the authorization of the CMO.
  - G. Each use of a College Brand, unless specifically authorized by this policy, requires approval from the College CMO.

1. Colleges should document appropriate procedures for units, programs, initiatives, and outside entities, including student groups and organizations, in local policy or guidelines to request Brand usage or licenses.
  2. Licenses cannot be granted indefinitely. Each license must have a specified and reasonable duration.
- H. Approval to use a Brand for a one-time application only does not constitute approval to use the Brand again, in connection with any other item, or to change the design in any way.
- I. College Brands may not be used in conjunction with the name or brand(s) of any other entity without the prior written permission of the College CMO.
1. In the case that permission is granted to use the College Brand and another entity's logo in a design, the logos must be distinct and separate.
- J. The College's Brands may not be used to discriminate or imply discrimination against any person or group protected by federal or state civil rights law or in any other way that would violate the College's non-discrimination policies or practices.
- K. College Brands are prohibited from use on, but not limited to, the following:
1. Alcoholic beverages
  2. Inherently dangerous products - such as firearms or explosives
  3. Tobacco-related products
  4. Illegal drug-related products
  5. Obscene or disparaging products
  6. Sexually suggestive products
  7. Business names and or logos
  8. Products that present an unacceptable risk of liability
  9. Products that are inconsistent with, or harmful to, to the mission of the College or designs that would tend to damage the reputation or degrade the goodwill of the College
- L. Businesses may use College Brands in a non-permanent fixture (i.e., window painting, removable lettering on marquees) supporting a College event.
1. Such displays may not contain solicitation for selling of products or services, but the company name/logo may appear.
- M. Individuals or organizations may not use the College's Brands in conjunction with a candidate for political office or policy/legislative issue.
- N. A registered student organization or sport club team may use the College name in its title, publications or letterhead to show its status as a registered student organization, but may not use the name in a manner that creates confusion between it as an organization and the College itself, nor in a manner that would in any way constitute an endorsement, approval or underwriting of any organization, product, activity, service or contract by the College.
- O. The following use of College Brands by College departments does not require prior approval from the College CMO.
1. The use of Brands in the ordinary course of conducting College business.
  2. Internal use of the College Brands remains under the jurisdiction of the College CMO, and applicable publications and advertising policies still apply.

- II. TBR System Office
  - A. All TBR operating units, programs and initiatives must clearly identify themselves as functions of the Tennessee Board of Regents. Each should include the name at a minimum and graphic identifier where possible for the Tennessee Board of Regents (seal, word mark, etc.) on printed publications, marketing materials, on web sites, on social media accounts, and other applicable communications pieces.
  - B. The TBR System identifiers must follow the graphic identity style guide.
- III. Exemptions and Exceptions
  - A. Exemptions and exceptions outlined in the overarching Marketing and Communications Policy (9.01.00.00) apply.

Sources

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**Authority**

T.C.A. § 49-8-203

History

New Policy established at Board Meeting, December 5, 2013.

**(current)**

### **TBR Branding Policy : 1.03.01.10**

Policy/Guideline Area

Governance, Organization, and General Policies

Applicable Divisions

TCATs, Community Colleges, System Office

Purpose

To enhance, maintain and protect the brand identity for the Tennessee Board of Regents, the System Office, operational units and institutions, this policy governs the use of all words, logos or symbols used to identify or distinguish services affiliated with the TBR for any purpose. It provides that all appropriate applicable guidelines pertaining to the words, logos, symbols or other brand identifiers must be followed.

Policy/Guideline

#### **I. Tennessee Board of Regents – Board and System brand**

- A. The TBR seals, logos, word marks, graphic symbols, names and other relevant brand identifiers may only be used by official TBR units or institutions and may not be used by any unauthorized organization, group or authority without the express approval of the Chancellor or the TBR Director of Communications on the Chancellor's behalf.
- B. The TBR System identifiers must follow the graphic identity style guide (currently being developed).

#### **II. Tennessee's Community Colleges System**

- A. Any marketing or promotional materials representing or created on behalf of a member of Tennessee's Community Colleges, its units and initiatives, while having their own purpose and agenda, are also part of the whole and, therefore, need to be clearly identified with the Tennessee's Community Colleges brand and are expected to follow this policy. This includes but is not limited to: brochures, posters, annual reports, flyers, advertisements (print and broadcast), web sites, social media, and other outlets.

- B. All uses of the Tennessee's Community Colleges logo by the TBR System Office, community college central office or community colleges must adhere to the current style guide in regard to color, size and required white space.
- C. Printed marketing materials for individual community colleges – including print advertisements – must include the Tennessee's Community Colleges logo in a manner consistent with the current Tennessee's Community Colleges Style Guide.
- D. All broadcast advertising must include either the Tennessee's Community Colleges logo (television) or spoken reference (radio) in a manner consistent with the current style guide.
- E. In the "About" or description sections of social media sites, such as Facebook and YouTube, individual community colleges must identify themselves as one of Tennessee's Community Colleges, preferably with a link to the Tennessee's Community Colleges' corresponding social media site if possible.
- F. Individual college web home pages must include the Tennessee's Community Colleges logo and link to the Tennessee's Community Colleges web page in a manner consistent with the Tennessee's Community Colleges brand style guide.
- G. Media releases must include the Tennessee's Community Colleges boilerplate, as provided in the Tennessee's Community Colleges style guide.
- H. Community college marketing staff should strive to include the Tennessee's Community Colleges logo in all areas whenever possible to identify with the system. Including the Tennessee's Community Colleges identifier should be considered the default position.

- I. Exceptions and Exemptions: The Director of Communications may exempt specific materials or grant exceptions to the style guide when appropriate. Exceptions should be requested in writing to the Director of Communications.
- J. The Tennessee's Community Colleges style guide is available at: (Exhibit 1).

### III. Tennessee Colleges of Applied Technology System

- A. Any marketing or promotional materials representing or created on behalf of a member of the Tennessee Colleges of Applied Technology central office or any of its institutions or organization must be clearly identified with the TCAT brand and are expected to follow this policy. This includes but is not limited to: brochures, posters, annual reports, flyers, advertisements (print and broadcast), web sites, social media, and other outlets.
- B. All TCATs must use the official TCAT logo provided for each campus according to the TCAT identity style guide (Exhibit 2).
- C. To maintain a consistent brand and professional identity, all TCATs are required to use the stationery (letterhead, envelope and business card) design developed in conjunction with the TCAT identity style guide.

### IV. Tennessee Board of Regents – Other Units/System Functions

- A. All TBR operating units, programs and initiatives must clearly identify themselves as functions of the Tennessee Board of Regents. Each should include the name at a minimum and graphic identifier where possible for the Tennessee Board of Regents (seal, word mark, etc.) on printed publications, marketing materials, on web sites, on social media accounts, and other applicable communications pieces.
- B. The TBR System identifiers must follow the graphic identity style guide.

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Publications Policy: 9.01.02.00 (formerly G-140)

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for  
External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing,  
Digital Strategy, and PR

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Publications Policy 9.01.02.00 (formerly G-140). This policy describes a system for campus-based approval and numbering of publications created for community colleges and colleges of applied technology as required by local, state, and federal law, and TBR policy. The cited authorities set forth criteria, against which each campus will review the appropriateness of each publication, require that descriptive information be maintained in a central location and provide for affixing an identifying number to each covered publication.



**Publications: (9.01.02.00 (formerly G-140))**

**Policy/Guideline Area**

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Marketing, Communications, and Public Relations

**Applicable Divisions**

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TCATs, Community Colleges, System Office

**Purpose**

This policy describes a system for campus-based approval and numbering of publications created for community colleges and colleges of applied technology as required by local, state, and federal law, and TBR policy. The cited authorities set forth criteria, against which each campus will review the appropriateness of each publication, require that descriptive information be maintained in a central location and provide for affixing an identifying number to each covered publication.

**Definitions**

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Definitions included in the overarching Marketing and Communications Policy (9.01.00.00) apply.

**Policy/Guideline**

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- I. **Publications**
  - A. Publications, including text, images, video, and other content, must follow local, state, and federal laws and other applicable marketing, communication, and branding policies and procedures, including those defined in TBR Policy 9.01.01.00, Branding and Trademarks.
  - B. Whether new or revised, publications representing the College to potential students or potential employees must be reviewed, approved, and assigned a unique publication number by the Chief Marketing Officer (CMO) or designee.
    1. Colleges should document appropriate procedures for units, programs, and initiatives in local policy or guidelines to request publication creation and/or review.
    2. The CMO maintains the authority to remove any publications this policy covers from distribution.
  - C. All Publications, whether developed internally by the college or externally for the College, must align with the College's pre-established marketing, branding, and communications guidelines and applicable policies to ensure key messages are disseminated in a manner that maintains consistency.
  - D. The office of the CMO is responsible for creating, maintaining, and enforcing the College's visual, editorial, and process guidelines.
  - E. Publications, including all design files and assets, are the property of the College.
  - F. The CMO or designee has the final authority to interpret the terms of this policy.

- II. Truthfulness and Substantiation
  - A. All advertising, including publications, must follow local, state, and federal laws regarding truth in advertising and other consumer protection laws as outlined in TBR Policy 9.01.00.00, Marketing and Communications.
- III. Reporting
  - A. CMOs shall evaluate publications annually to determine if the return on investment justifies continued publication.
  - B. To assist with local, state, and federal laws regarding marketing publications, including advertising, a report should be given to the SCMO on publications by June 30 of each year.
    - 1. The System Chief Marketing Officer (SCMO) should provide reporting to College CMOs for the following year by July 1.
- IV. Exemptions and Exceptions
  - A. Exemptions and exceptions outlined in the overarching Marketing and Communications Policy (9.01.00.00) apply.

#### Sources

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#### **Authority**

T.C.A. § 49-8-203; All statutes, rules, and regulations referenced in this procedure.

#### **History**

February 14, 1989 Presidents Meeting.

This guideline reiterates practices already in effect, as reflected in the statutes and rules cited and in Board staff memoranda to the Presidents dated June 9, 1982, and October 4, 1988.

**(current)**

## **Publications : G-140**

Policy/Guideline Area

General Guidelines

Applicable Divisions

TCATs, Community Colleges

Purpose

This guideline describes a system for campus-based approval and numbering of publications of community colleges, and colleges of applied technology as required by T.C.A. § 12-7-106 et seq., and rules of the Higher Education Publications Committee. The cited authorities set forth criteria against which each campus will review the appropriateness of each publication, require that descriptive information be maintained in a central location and provide for affixing an identifying number to each covered publication.

Definitions

- Publications - is defined as any printed matter which is produced for general distribution outside the campus.

Policy/Guideline

### I. Covered Publications

A. Examples of publications which require a publication number are:

1. Undergraduate and graduate catalogs;
2. Admissions applications (unless part of a catalog);
3. Housing applications;
4. Financial aid applications;
5. Brochures, posters, calendars, pamphlets, fliers, programs, etc., promoting cultural or athletic events;
6. Alumni and development solicitation materials;
7. Seminar and workshop registration forms, brochures;
8. Research project reports (if generally distributed);

9. Agricultural brochures, pamphlets, etc.;
10. Treasurer's reports and other "outside" financial reports;
11. Campus telephone directories;
12. Employee benefits booklets, posters, etc.;
13. Purchasing requests for bids;
14. Purchase order forms;
15. Employment applications;
16. Placement forms;
17. Athletic ticket applications.

B. Other publications which must have a publication number, but usually are not produced for general public distribution:

1. Campus, college and department newsletters;
2. Faculty and student handbooks;
3. Employee training manuals.

C. Certain printed materials which are intended solely for internal use may be excluded from the requirement that a publication number be affixed, e.g.:

1. Work processing forms for internal use, e.g., work orders, requisitions, transfer vouchers, voucher authorizations, vehicle requests, personnel action forms and similar documents;
2. Research project reports not generally distributed;
3. Research survey instruments, classroom test instruments  
Instructional material (even if sold at campus bookstore);
4. Personnel and fiscal policy manuals;
5. Grade reports;

6. Tickets for athletic and cultural events;
7. Student newspapers and yearbooks;
8. Meal tickets;
9. Traffic citations.

## II. Campus Review of Publication Requests

A. Each President shall designate a person or committee to review and approve publications by the following criteria specified in the rules of the Higher Education Publications Committee:

1. All publications should be justified and be within funding abilities of a campus or unit. Criteria for review of publications should include, but not be limited to, the most economical method for producing the publications consistent with the goals and projected audiences of the publications. Other criteria to be considered should include number of copies needed to meet the publication's goals and to reach its projected audience; type of paper to be selected; use of photographs and color; typography; method of printing; page size; and method of typesetting.
2. When considering requests for approval of new publications or when reviewing existing publications, the person or persons responsible for such review and approval should continually consider alternatives to existing or traditional methods of printing and distribution so as to achieve maximum economics while maintaining the integrity of the publications. Participating campuses should inform the person or persons responsible for review and approval of

publications about available technical assistance for writing specifications for bids, when taking bids is appropriate, and when publications are being printed off the campus. Consideration should be given to the most economical method of distributing publications.

3. All publications must comply with state and federal laws and regulations.
4. All publications should be produced on the campus when economically feasible.
5. All publications approved for off-campus printing must comply with system and institutional purchasing procedures.
6. No publication citing or reproducing a rule issued under the Uniform Administrative Procedures Act shall be approved prior to receiving written assurance from the Secretary of State that the rule is in effect. (Such requests shall be coordinated through the SBR Office of General Counsel.)
7. One-time approval of a periodic publication is permissible if subsequent issues conform substantially to the original approved design.

### III. Recording of Information

- A. Pertinent information on institutional publications must be recorded in one location for each campus and must be maintained on a continuous basis for submitting to the Higher Education Publications Committee on call.

- B. When such reports are requested, each President shall submit a letter certifying that each report listed in the report has been found justified under the campus procedure.
- C. As specified in statutes, each institution shall maintain centrally the following information on each approved publication:
  - 1. Name of publication;
  - 2. Department producing publication;
  - 3. Purpose and brief description of publication's contents;
  - 4. Number of copies authorized to be printed;
  - 5. A general list of distribution;
  - 6. Estimated cost of printing and distribution;
  - 7. Name and address of private printer;
  - 8. Publication number assigned.

#### IV. Numbering of Publications

- A. Each publication whose approval is required under this guideline shall have a discrete identifying number assigned which shall be affixed adjacent to the identification of the institution.
  - 1. For example, the system being used at the Board office includes a number "SBR AA-001-89," indicating a publication of Academic Affairs which is the first of calendar year 1989 for the Board office.

#### V. Private Printing

- A. Any publication not printed at facilities operated by the state or a public higher education institution shall include the printer's name and address and the number of copies printed.

#### VI. Distribution

- A. No automatic distribution of reports or publications shall be made, except as specified for public reports in T.C.A. § 12-6-118, unless so provided in other statutes or policies of the Board or requested by the recipient.

VII. **Procedures**

- A. All campuses shall have written procedures for approving publications.



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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Advertising Policy: 9.01.03.00 (formerly 4.06.00.00)

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for  
External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing,  
Digital Strategy, and PR

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Advertising Policy: 9.01.03.00 (formerly 4.06.00.00). This policy governs the procurement of external media advertising by the College aimed at promoting the institution's mission and vision. To maintain brand integrity and consistency, all advertisements must incorporate established graphic identity, embody key strategic messages, and strictly adhere to comprehensive guidelines and standards. Advertising should enhance the College's visibility while ensuring a unified and professional representation of the College in all advertising endeavors.

**Advertising: : 9.01.03.00 (formerly 4.06.00.00)**

**Policy/Guideline Area**

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Marketing, Communications, and Public Relations

**Applicable Divisions**

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TCATs, Community Colleges, System Office

**Purpose**

This policy governs the procurement of external media advertising by the College. To maintain brand integrity and consistency, all advertisements must incorporate established graphic identity, embody key strategic messages, and strictly adhere to comprehensive guidelines and standards. Advertising should enhance the College's visibility while ensuring a unified and professional representation of the College in all advertising endeavors.

**Definitions**

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Advertising - Advertising refers to the paid or unpaid placement of messages promoting the College in various media platforms. This includes, but is not limited to, print or electronic publications, websites, radio, television, social media platforms, video, or other means of electronic distribution (such as podcasts); and on public media such as banners, billboards, kiosks, and other signage.

Definitions included in the overarching Marketing and Communications Policy (9.01.00.00) apply.

**Policy/Guideline**

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- I. Placement
  - A. Purchasing of advertising is permitted in external media to enhance the perception of the College among its various constituencies; to provide accurate and timely information about College programs, events, and services; to provide legal notice where required by law; and to inform the public of employment opportunities; and for other purposes consistent with the College's mission.
    1. Advertising for the recruitment of students shall be designed to increase enrollments in the service delivery area as the first priority for advertising.
    2. Any advertising for Colleges in regional publications shall be restricted to zoned editions.
    3. Any advertising for Colleges should be within their assigned service areas.
    4. Advertising expenditures should result in a citizenry which is better informed and thus more likely to support state higher education through both private giving and more effective advocacy.
    5. Advertising also informs citizens of the opportunities available through the state's higher education institutions, thus improving the state's workforce and competitive position in the global economy.

6. Colleges are encouraged to maintain an appreciation of the efforts of all post-secondary institutions to provide educational services to students. In this sense, advertising for one college should not be designed in a manner that has the impact of being detrimental with regard to the educational services provided by another college.
        - B. The Chief Marketing Officer (CMO) must oversee and approve the content, placement, and purchase of all College advertising. The CMO maintains the authority to remove any advertising from distribution.
          1. Colleges should document appropriate procedures for units, programs, and initiatives in local policy or guidelines to request advertising placement.
        - C. All advertising must be designed to meet professional quality standards in design and content as determined by the CMO.
        - D. All advertising must be purchased in compliance with all applicable local, state, and federal laws, and TBR and College policies, guidelines, and procedures.
        - E. Colleges must use System-wide contracts for advertising if available. Exception requests can be submitted to the System Chief Marketing Officer (SCMO), who will consult with the Office of Business and Finance and the Office of General Counsel.
        - F. All advertising must align with the pre-established marketing, branding, and communications guidelines and applicable policies to ensure key messages are disseminated in a manner that maintains consistency.
- II. Reporting
  - A. CMOs shall evaluate paid advertising annually to determine if the return on investment justifies continued use of the advertising. A "cost to benefit" analysis of paid advertising should be a significant factor in the determination of whether or not to continue the advertising campaign, along with other factors deemed appropriate by the President.
  - B. A report should be given to the SCMO on previous fiscal year advertising expenditures by August 1 each year.
- III. Truthfulness and Substantiation
  - A. All advertising must follow local, state, and federal laws regarding truth in advertising and other consumer protection laws.
  - B. The Federal Trade Commission Act and the Isakson and Roe Act dictate that advertising must be truthful, not misleading, and, when appropriate, backed by scientific evidence, regardless of the placement of the advertisement.
  - C. All advertising must follow the TBR Policy 9.01.02.00, Publications) in reporting advertising materials as publications.
- IV. Privacy and Data Collection
  - A. All advertising should follow applicable local, state, and federal data privacy laws, as well as applicable privacy policies, specifically including, but not limited to those relating to student education records and personally identifiable information.

- V. Advertising on College Websites and Publications
  - A. Use of College resources to promote or advertise activities or entities unrelated to the College is prohibited unless such use is consistent with the mission of the College and results in substantial benefit to the College as determined by the CMO.
  - B. The sale of advertising in student publications, auxiliary operations, and athletics-related programs are expressly permitted.
- VI. Exemptions and Exceptions
  - A. Exemptions and exceptions outlined in the overarching Marketing and Communications Policy (9.01.00.00) apply.

#### Sources

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#### **Authority**

T.C.A. § 49-8-203

#### **History**

TBR Meeting December 4, 1998; September 28, 2007. Replaced Expenditure of State Funds for Paid Advertising : 4.06.00.00

**(current)**

## **Expenditure of State Funds for Paid Advertising : 4.06.00.00**

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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The purpose of this policy is to provide parameters within which TBR institutions shall use state funds for advertising.

Definitions

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- Advertising - for the purposes of this policy, refers to expenditures to recruit students by media purchases through television, radio, newspapers, billboards, etc.

Policy/Guideline

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### **I. General Statement**

- A. This policy excludes advertising for position vacancies, costs associated with publication expenditures (see G-140), and advertising for auxiliary operations or athletic events and programs.
- B. Advertising for the recruitment of students shall be designed to increase enrollments in the service delivery area as the first priority for advertising of community colleges and colleges of applied technology.
  1. Any advertising in regional newspapers shall be restricted to zoned editions.
- C. Advertising expenditures should result in a citizenry which is better informed and thus more likely to support state higher education through both private giving and more effective advocacy.
  1. Advertising also informs citizens of the opportunities available through the state's institutions of higher education, thus improving the state's workforce and competitive position in the global economy.

- D. Campuses are encouraged to maintain an appreciation of the efforts of all post-secondary institutions to provide educational services to students.
  - 1. In this sense, advertising for one campus should not be designed in a manner that has the impact of being detrimental with regard to the educational services provided by another campus.
- E. Given the aforementioned criteria, each campus shall evaluate paid advertising on an annual basis to determine if the original estimates of probable returns on investment are realized.
  - 1. A "cost to benefit" analysis of paid advertising should be a significant factor in the determination whether or not to continue the advertising campaign, along with other factors deemed appropriate by the President.

## II. [Exceptions](#)

- A. Any exceptions to this policy may be approved by the Chancellor.

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Social Media Policy: 9.01.04.00

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for  
External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing,  
Digital Strategy, and PR

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Social Media Policy: 9.01.04.00. This policy exists to safeguard, elevate, and protect the reputation of the Tennessee Board of Regents (TBR) and its member colleges. The policy aims to create an environment to foster a consistent and unified digital presence across all TBR colleges and the system office, ensuring online interactions reflect institutional values and maintain the high standard of communication stakeholders expect. Additionally, this policy serves as a roadmap to navigate the dynamic digital landscape, helping mitigate potential risks while maximizing the benefits of social media engagement. This policy defines the rules and procedures for the use of Official Social Media Accounts to ensure that college-sponsored social media accounts are both legal and in compliance with TBR policies.

## Social Media:9.01.04.00

### Policy/Guideline Area

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Marketing, Communications, and Public Relations

### Applicable Divisions

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TCATs, Community Colleges, System Office

### Purpose

This policy exists to safeguard, elevate, and protect the reputation of the Tennessee Board of Regents (TBR) and its member colleges. The policy aims to create an environment to foster a consistent and unified digital presence across all TBR colleges and the System Office, ensuring online interactions reflect institutional values and maintain the high standard of communication stakeholders expect. Additionally, this policy serves as a roadmap to navigate the dynamic digital landscape, helping mitigate potential risks while maximizing the benefits of social media engagement. This policy defines the rules and procedures for the use of Official Social Media Accounts to ensure that college-sponsored social media accounts are both legal and in compliance with TBR policies.

### Definitions

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Social media – A digital technology that allows users to interact and network to facilitate the creation, sharing, and exchanging of information, ideas, and multimedia content through virtual communities and networks.

Official Social Media Account - Any social media account representing a College. Any other social media accounts, including student organization accounts or an employee's personal social media site, are subject only to Section IV of this policy.

Account managers – Any employee given expressed written permission to create content on behalf of the College on an Official Social Media Account.

Definitions included in the overarching Marketing and Communications Policy (9.01.00.00) apply.

### Policy/Guideline

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- I. **Official Social Media Account Creation**
  - A. Social media posts, including text, images, video, and other content, must follow local, state, and federal laws and other applicable marketing, communication, and branding policies and procedures.
  - B. All official social media accounts representing the College must be approved, authorized, established, and maintained by the Chief Marketing Officer (CMO) or



designee(s). Social media accounts should serve a clear purpose for the College's mission and goals.

1. Colleges should document appropriate procedures for units, programs, and initiatives in local policy or guidelines to request Official Social Media Account creation, including requesting account managers.

C. Access to and/or passwords for official social media accounts are limited to designated communications/marketing staff members and others only as authorized by the CMO.

1. As a contingency measure, a minimum of three people, including the college Spokesperson, should always have access to all social media accounts.

D. Official social media accounts are the property of the College; thus, account managers must relinquish all rights and access to the accounts upon employment separation for any reason.

## II. Official Social Media Account Maintenance

A. Content created for and distributed through official social media accounts is the sole property of the College and not the employee managing the account. All audience lists and associated information with the account belong to the College.

B. Account managers are responsible for ensuring that social media content does not infringe on the intellectual property rights of others as governed by federal and state copyright law, the terms of service of the social media provider, and/or TBR policy.

C. Account managers should adhere to the policies of the social media platforms in which they participate. It is the duty of the account manager to understand social media policies, including this policy, and stay updated with any policy changes.

D. Account managers must be full-time employees of the College or vendors with fully executed contracts with the College as approved by purchasing and the CMO.

E. Account managers should monitor official social accounts for comments if they are permitted. Requests for authorization to hide or delete any material posted to an official social media account in violation of local, state, or federal law or this policy, or to block a user from a site, including comments that expose the private data of others, contain commercial solicitations, are factually erroneous/libelous, are off-topic, are threatening or abusive, or are obscene, should be made through the CMO or their designee, who shall obtain advice from the TBR Office of the General Counsel prior to removal of such material.

F. Account managers shall not engage in personal activity under the guise of any Official Social Media Account, including expressing political opinions or engaging in political activities, private commercial transactions, or private business activities.

G. Official Social Media Accounts shall not be used to communicate business transactions, including payment information, educational records protected by FERPA, medical records protected by HIPAA, or any other confidential information.

## III. Branding

A. Official social media accounts must comply with any applicable College branding policies and standards as defined in TBR Policy 9.01.01.00, Branding and Trademarks.

IV. Personal Social Media Accounts

- A. Do not imply representation of the College in any unauthorized way when conducting personal activities.
- B. Employees' social media accounts may be monitored without notice or consent per TBR Policy 1.08.05.00, IT Acceptable Uses, if these sites are accessed using College property or resources.

V. Exemptions and Exceptions

- A. It is understood some College's may have cross-functional duties between marketing and communications and that social media might fall under either in the organizational chart. Thus, Colleges are expected to comply with the intent outlined in this policy regardless of organizational design or title.
- B. Account managers may designate contributors to Official Social Media Accounts on a limited-time basis, such as social media takeovers by students, faculty, or other staff, and interns and student workers.
- C. Exemptions and exceptions outlined in the overarching Marketing and Communications Policy (9.01.00.00) apply.

Sources

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**Authority**

T.C.A. § 49-8-203

History

Board Meeting June 24, 2016

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**BOARD TRANSMITTAL**

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MEETING: Committee Chairs Meeting

SUBJECT: Web Publishing Policy: 9.01.05.00

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for  
External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing,  
Digital Strategy, and PR

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Web Publishing Policy 9.01.05.00. College websites exist as the College's most important communication, marketing, community engagement, and recruitment tool. Therefore, websites should maintain and build upon the projected image of the College through the highest level of excellence in engagement, education, and workforce development. This policy facilitates usability and consistency and promotes a cohesive online brand throughout all College websites that correlate directly with other communication and visual representation methods.

## Web Publishing:9.01.05.00

### Policy/Guideline Area

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Marketing, Communications, and Public Relations

### Applicable Divisions

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TCATs, Community Colleges, System Office

### Purpose

College websites exist as the College's most important communication, marketing, community engagement, and recruitment tool. Therefore, websites should maintain and build upon the projected image of the College through the highest level of excellence in engagement, education, and workforce development. This policy facilitates usability and consistency and promotes a cohesive online brand throughout all College websites that correlate directly with other communication and visual representation methods.

### Definitions

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Domain – Domain names recognized as associated with the College (.edu or campaign-related websites).

College Server – For the purposes of this policy, “College Server” refers to a computer system or a network of computer systems either owned, maintained, contracted with, or operated by the College for purposes of housing official College websites as approved by the CMO.

College Website – For the purpose of this policy, a website/webpage is any publicly accessible digital content delivered on behalf of the College. It does not include administrative enterprise applications such as Banner or D2L or faculty pages meant to provide resources for a specific class.

College-affiliated Web Pages - Websites developed, maintained or hosted by entities other than the College but referenced or used to conduct official business or to represent the official voice of the College.

Web Content Managers - Any employee given express written permission to create or edit content on behalf of the College on a website.

Definitions included in the overarching Marketing and Communications Policy (9.01.00.00) apply.

### Policy/Guideline

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- I. General Web Publishing
  - A. College websites, including text, images, video, and other content, must follow local, state, and federal laws, including accessibility requirements and other applicable marketing, communication, branding, and information technology policies and procedures.

- B. All websites representing the College must be approved, authorized, established, and maintained by the Chief Marketing Officer (CMO) or designee(s). Webpages should serve a clear purpose related to the College's mission and goals.
  - 1. Colleges should document appropriate procedures for units, programs, and initiatives in local policy or guidelines for website creation, including requesting web content managers.
  - 2. Access to and/or passwords for websites are limited to designated communications/marketing staff members and others only as authorized by the CMO. A minimum of three people should have access to college websites.
- C. College websites are the property of the College; thus, web content managers must relinquish all rights and access to the accounts upon employment separation for any reason.
- D. Web content managers must be full-time employees of the College or vendors with fully executed contracts with the College as approved by purchasing and the CMO.
- E. College websites must follow the TBR Policy 9.01.02.00, Publications in reporting websites as publications.

## II. Brand and Content

- A. College websites should reside on a College server and under the College domain.
- B. Any website or online form should be delivered via secure (SSL/TLS) connection.
- C. College websites should follow all College brand and editorial standards as set by the CMO.
- D. College websites should be accessible and reviewed regularly for accessibility.
- E. Website content should be regularly reviewed by web content managers and other College staff to ensure compliance to maintain accuracy and relevancy.
- F. All college website content must follow local, state, and federal laws regarding truth in advertising and other consumer protection laws.
- G. Each College website must have at least one link to the college non-discrimination/EEO statements, privacy statement, TBR, and other applicable rules and regulations for accreditation.
- H. Website content should be accurate, timely, and be consistent with the College brand and editorial guidelines.
- I. College-affiliated websites must comply with any applicable College branding policies and standards as defined in TBR Policy 9.01.01.00, Branding and Trademarks.
- J. Due to relevancy, temporary, ad hoc, or expired websites should be deleted or archived promptly.
- K. Direct or indirect, implied or inferred institutional endorsement for a commercial third-party by the College is prohibited.

## III. Privacy and Data Collection

- A. All websites should follow applicable local, state, and federal data privacy laws, as well as privacy policies in place at TBR.

#### IV. Exemptions and Exceptions

- A. It is understood some Colleges may have cross-functional duties between marketing and communications and that the website manager might fall under either in the organizational chart or in another unit. It is also understood that TCAT websites share responsibility with the System Office. Thus, Colleges are expected to comply with the intent outlined in this policy regardless of organizational design or title.
- B. Exemptions and exceptions outlined in the overarching Marketing and Communications Policy (9.01.00.00) apply.

#### Sources

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#### **Authority**

T.C.A. § 49-8-203

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Mass Communications Policy: 9.01.06.00 (renumbering 1.08.05.10)

DATE: November 8, 2023

PRESENTER: Dr. Kim McCormick, Executive Vice Chancellor for External Affairs  
Matthew Gann, Associate Vice Chancellor for Marketing, Digital Strategy, and PR

PRESENTATION REQUIREMENTS: 1 minute

ACTION REQUIRED: Informational Purposes

STAFF RECOMMENDATION: Recommend Approval

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Dr. Kim McCormick and Matthew Gann will present Mass Communications Policy: 9.01.06.00 (renumbering 1.08.05.10) for the purpose of adopting a new policy number. No changes to the language of the policy will be proposed.

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BOARD TRANSMITTAL

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MEETING: Committee Chairs Meeting

SUBJECT: Revisions to Policy 4.01.05.00 Internal Audit

DATE: November 8, 2023

PRESENTER: Mike Batson

PRESENTATION  
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Informational Purposes

STAFF  
RECOMMENDATION: Recommend Approval

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The proposed revisions to this policy are to modify certification requirements for the college internal auditors, clarify continuing education requirements, align the compensation section with the Audit Committee Charter, and make other minor corrections.

The proposed revisions have been reviewed by the Business Affairs Sub-Council, the Audit Committee, and the Presidents' Council.



## Internal Audit: 4.01.05.00

### Policy/Guideline Area

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Business and Finance Policies  
Applicable Divisions

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TCATs, Community Colleges, System Office, Board Members  
Purpose

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This policy addresses staffing, responsibilities of the internal audit function, audit planning, and reporting on internal audit activities.

In addition to this policy, the Office of System-wide Internal Audit maintains an audit manual. The purpose of the audit manual is to provide for consistency, continuity, and standards of acceptable performance.

### Definitions

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- Definitions are provided in the body of the policy.

### Policy/Guideline

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#### I. General Statement

- A. The internal audit function contributes to the improvement of the institution's operations by providing objective and relevant assurance regarding risk management, control, and governance processes to management and the Board.
- B. Management is responsible for evaluating the institution's risks and establishing and maintaining adequate controls and processes.
- C. To provide relevant information, the internal audit activity will consider the goals of the institution, management's risk assessments and other input from management in determining its risk-based audit activities.

#### II. Internal Audit Standards

- A. Each internal audit function shall adhere to The Institute of Internal Auditors' (IIA) International Standards for the Professional Practice of Internal Auditing and Code of Ethics (T.C.A. § 4-3-304(9)). The Institute of Internal Auditors, International Professional Practices Framework (IPPF), incorporates the

definition of internal auditing, the International Standards for the Professional Practice of Internal Auditing, the Code of Ethics, and the Core Principles for the Professional Practice of Internal Auditing into one document. It includes the following definition of internal auditing:

1. Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
- B. Risk is the possibility of an event occurring that will have an impact on the achievement of an institution's goals and objectives.
1. Risk is measured in terms of the impact an event may have and the likelihood that the event will occur.
  2. To optimize the achievement of the institution's goals and objectives, the Board and management ~~act~~ ~~acts~~ to minimize the related risks by implementing reasonable procedures to control and monitor the risks.
- C. Governance processes are the combination of processes and structures implemented by the Board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives.
1. Examples of such processes include:
    - a. The organizational structure within an institution or a department.
    - b. Policies, ~~guidelines~~ ~~guidelines~~, and procedures instituted by the Board or management to direct and control a particular activity such as maintenance fees or hiring practices.
    - c. Preparation and review procedures for preparing reports such as annual financial statements or federal grant or financial aid reports.
- D. The IPPF includes attribute standards, which address the expected characteristics of organizations and individuals performing internal audit

activities and performance standards, which describe the nature of internal audit activities and establish criteria to evaluate the performance of internal audit activities.

- E. To assure compliance with the IIA Standards, internal audit offices must implement and maintain a quality assurance and improvement program that incorporates both internal and external review activities.
  - 1. Internal reviews include both ongoing and periodic review activities.
  - 2. External reviews must be performed at least every five years by a qualified, independent reviewer.
  - 3. Results of quality assurance reviews will be communicated to the Audit Committee and management.

### III. Internal Audit Personnel

- A. Community Colleges shall employ at least one full-time internal auditor.
- B. ~~Titles~~The titles of internal audit staff shall be consistent within the overall institutional structure.
- C. Internal Audit Staff
  - 1. Internal audit staff must possess the professional credentials, knowledge, skills, and other competencies needed to perform their individual responsibilities.
  - 2. The internal audit function collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.
  - 3. ~~The campus Internal Audit Director and the System~~System-wide Chief Audit Executive must be licensed as a Certified Public Accountant or a Certified Internal Auditor, maintain an active license and annually complete sufficient, relevant continuing professional education to satisfy the requirements for the professional certification held.

4. ~~The campus Internal Audit Director must be licensed as a Certified Public Accountant, Certified Internal Auditor, and/or a Certified Information Systems Auditor and maintain an active license.~~

~~3.~~

4.5. ~~All Other~~ system auditors ~~must should~~ annually complete sufficient, relevant continuing professional education to satisfy the requirements for ~~the their related~~ professional certification ~~held or, at a minimum, forty hours of relevant continuing professional education.~~

5.6. Internal Audit Directors should communicate concerns to management and the System-wide Chief Audit Executive regarding the lack of sufficient resources to complete the objectives of an engagement or the audit plan.

6.7. Such resources may include the need for additional personnel or personnel with specialized knowledge, such as those with knowledge of fraud, information technology or other technical areas.

#### D. Appointments

1. The appointment of campus Internal Audit Directors as recommended by the President is subject to approval by the Chancellor or designee (T.C.A. §.49-14-106).
2. The appointment of the System-wide Chief Audit Executive is subject to review and approval by the Audit Committee of the Board of Regents (T.C.A. §.49-14-102).

#### E. Compensation

1. Compensation of the campus internal auditors is subject to review by the Audit Committee of the Board of Regents.
2. Compensation of the System-wide Chief Audit Executive and the system office internal auditors is subject to review and approval by the Audit Committee of the Board of Regents.

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**Commented [MB1]:** The CISA is added for campus auditors to help in addressing the current significant risks to the colleges, and to help potentially broaden the pool of qualified candidates for future openings. This certification aligns with similar position requirements at peer institutions.

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F. Termination or Change of Status

1. The termination or change of status of campus Internal Auditor Directors (T.C.A. § 49-14-106) requires the prior approval of the Chancellor and the Audit Committee of the Board of Regents.
2. The System-wide Chief Audit Executive (T.C.A. §.49-14-102) may be removed only for cause, which requires a majority vote of the Board of Regents.

IV. Internal Audit Role and Scope

A. Reporting Structure

1. In accordance with T.C.A. § 49-14-102, the System-wide Chief Audit Executive reports directly to the Audit Committee and the Tennessee Board of Regents.
2. Campus internal auditors report to the respective campus President with audit reporting responsibility to the Audit Committee and the Board through the System-wide Chief Audit Executive.
3. This reporting structure assures the independence of the internal audit function.

B. The TBR, Office of System-wide Internal Audit, hosts periodic meetings and communicates with the audit directors on matters of mutual ~~interests~~interest.

C. The Office of System-wide Internal Audit maintains an internal audit manual to guide the internal audit activity at each institution in a consistent and professional manner ~~at each institution~~.

D. The internal auditors' responsibilities include:

1. Working with management to assess institutional risks and developing an audit plan that considers the results of the risk assessment.
2. Evaluating institutional controls to determine their effectiveness and efficiency.

3. Coordinating work with external auditors, program reviewers, and consultants.
  4. Determining the level of compliance with internal policies and procedures, state and federal laws, and government regulations.
  5. Testing the timeliness, reliability, and usefulness of institutional records and reports.
  6. Recommending improvements to controls, operations, and risk mitigation resolutions.
  7. Assisting the institution with its strategic planning process to include a complete cycle of review of goals and values.
  8. Evaluating program performance.
  9. Performing consulting services and special requests as directed by the Audit Committee, the Chancellor, or the institution's President.
- E. The scope of internal auditing extends to all aspects of institutional operations and beyond fiscal boundaries. The internal auditor shall have access to all records, personnel, and physical properties relative to the performance of duties and responsibilities.
- F. The scope of a particular internal audit activity may be as broad or as restricted as required to meet management needs.
- G. Objectivity is essential to the internal audit function. Therefore, internal audit personnel should not be involved in the development and installation of systems and procedures, preparation of records, or any other activities that the internal audit staff may review or appraise. However, internal audit personnel may be consulted on the adequacy of controls incorporated into new systems and procedures or on revisions to existing systems.
- H. Management is responsible for identifying, evaluating, and responding to potential risks that may impact the achievement of the institution's objectives.

Auditors continually evaluate the risk management, internal control, and governance processes. To facilitate these responsibilities, Internal Audit will receive notices or copies of external audit reviews, program reviews, fiscally related consulting reports, cash shortages, physical property losses, and employee misconduct.

V. **Audit Plans and Activity Reports**

- A. Internal Audit shall develop an annual audit plan using an approved risk assessment methodology.
- B. At the beginning of each fiscal year, after consultation with the Chancellor or President and other institution management, Internal Audit will prepare an annual audit plan. The audit plan must be flexible to respond to immediate issues and will be revised for such changes during the year.
- C. Audit plans and revisions will be reviewed by the System-wide Chief Audit Executive and approved by the Audit Committee.
- D. At the end of each fiscal year, Internal Audit will prepare an annual activity report of all significant audit services performed.
- E. Annual activity reports and approved audit plans will be provided to the Comptroller's Office, Division of State Audit.

VI. **Audit Engagements**

- A. Audit engagements will be planned to provide relevant results to management and the Audit Committee regarding the effectiveness and efficiency of processes and controls over operations. To ensure management's expectations are met, auditors will communicate with management regarding the objectives and scope of the engagement.
- B. In planning and during the engagement, auditors should consider and be alert to risks that affect the institution's goals and objectives, operations, and resources. Auditors should consider risks based on the operations under

review, which include but are not limited to the risk of financial misstatements, noncompliance, and fraud.

- C. An audit work program will be designed to achieve the objectives of the engagement and will include the steps necessary to identify, analyze, evaluate and document the information gathered and the conclusions reached during the engagement.
- D. Working papers that are created, ~~obtained~~obtained, or compiled by an internal audit staff are confidential and are not an open record (T.C.A. § 4-~~34~~-304(9)).

## VII. Communicating Audit Results

- A. A written report that documents the objectives, scope, conclusions, and recommendations of the audit will be prepared for audit engagements providing assurance to the Board and management. Management will include corrective action for each reported finding.
- B. Internal Audit will follow-up on findings or recommendations included in internal audit reports, investigation reports, and State Audit reports. The status of Internal Audit recommendations and/or findings will be monitored through the recommendation logs. For recommendations not corrected at the time of Internal Audit follow-up or the corrective action due date, management will be asked to provide a revised corrective action implementation date. A written internal audit follow-up report is required for all State Audit reports that include findings, regardless of the current status of audit findings. The Chancellor or institution's President, along with the Audit Committee, will be notified at the conclusion of a follow-up review if management has not corrected the reported finding or implemented the recommendation.
- C. A written report that documents the objectives, scope, ~~conclusions~~conclusions, and recommendations will be prepared for investigations resulting from allegations or identification of fraud, ~~wastewaste~~, or abuse. As appropriate to the circumstances, management will include corrective action for each reported



finding. In a case where allegations are not substantiated by the review and there are no other operational concerns to report to management regarding the review, the case may be closed by writing a memo to the working paper file documenting the reasons for closing the case.

- D. Reports on special studies, consulting services, and other non-routine items should be prepared as appropriate, given the nature of the assignment.
- E. All internal audit reports will be signed by the institution's Internal Audit Director and transmitted directly to the Chancellor or President, [as applicable](#), in a timely manner.
- F. The Internal Audit Director will transmit an electronic copy of the internal audit report to the System-wide Chief Audit Executive.
- G. The System-wide Chief Audit Executive will present significant results of internal audit reports to the Audit Committee quarterly.
- H. The System-wide Chief Audit Executive will provide a copy of each report to the Comptroller's Office, Division of State Audit.

#### VIII. [Exceptions](#)

- A. Any exceptions to the policy established herein shall be subject to the approval of the System-wide Chief Audit Executive and the Audit Committee.

## Sources

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### Authority

T.C.A. § 49-8-203; All other State statutes referenced in this policy; Institute of Internal Auditors

### History

June 3, 1981 TBR Presidents' Meeting; July 1, 1984; May 20, 1986; February 14, 1989; November 14, 1989; August 13, 2002; February 10, 2004; November 18, 2004; Changed from Guideline B-050 at TBR Board Meeting, June 29, 2007; TBR Board Meeting, December 6, 2007; TBR Board Meeting, December 8, 2011; TBR Board Meeting March 27, 2015; TBR Board Meeting September 29, 2018.

## Internal Audit: 4.01.05.00

### Policy/Guideline Area

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Business and Finance Policies  
Applicable Divisions

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TCATs, Community Colleges, System Office, Board Members  
Purpose

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This policy addresses staffing, responsibilities of the internal audit function, audit planning, and reporting on internal audit activities.

In addition to this policy, the Office of System-wide Internal Audit maintains an audit manual. The purpose of the audit manual is to provide for consistency, continuity, and standards of acceptable performance.

### I. General Statement

- A. The internal audit function contributes to the improvement of the institution's operations by providing objective and relevant assurance regarding risk management, control, and governance processes to management and the Board.
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1. Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
- B. Risk is the possibility of an event occurring that will have an impact on the achievement of an institution's goals and objectives.
1. Risk is measured in terms of the impact an event may have and the likelihood that the event will occur.
  2. To optimize the achievement of the institution's goals and objectives, the Board and management act to minimize the related risks by implementing reasonable procedures to control and monitor the risks.
- C. Governance processes are the combination of processes and structures implemented by the Board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives.
1. Examples of such processes include:
    - a. The organizational structure within an institution or a department.
    - b. Policies, guidelines, and procedures instituted by the Board or management to direct and control a particular activity such as maintenance fees or hiring practices.
    - c. Preparation and review procedures for preparing reports such as annual financial statements or federal grant or financial aid reports.
- D. The IPPF includes attribute standards, which address the expected characteristics of organizations and individuals performing internal audit activities and performance standards, which describe the nature of internal

audit activities and establish criteria to evaluate the performance of internal audit activities.

- E. To assure compliance with the IIA Standards, internal audit offices must implement and maintain a quality assurance and improvement program that incorporates both internal and external review activities.
  - 1. Internal reviews include both ongoing and periodic review activities.
  - 2. External reviews must be performed at least every five years by a qualified, independent reviewer.
  - 3. Results of quality assurance reviews will be communicated to the Audit Committee and management.

### III. **Internal Audit Personnel**

- A. Community Colleges shall employ at least one full-time internal auditor.
- B. The titles of internal audit staff shall be consistent within the overall institutional structure.
- C. Internal Audit Staff
  - 1. Internal audit staff must possess the professional credentials, knowledge, skills, and other competencies needed to perform their individual responsibilities.
  - 2. The internal audit function collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.
  - 3. The System-wide Chief Audit Executive must be licensed as a Certified Public Accountant or a Certified Internal Auditor, maintain an active license and annually complete sufficient, relevant continuing professional education to satisfy the requirements for the professional certification held.

4. The campus Internal Audit Director must be licensed as a Certified Public Accountant, Certified Internal Auditor, and/or a Certified Information Systems Auditor and maintain an active license.
5. All system auditors must annually complete sufficient, relevant continuing professional education to satisfy the requirements for the professional certification held.
6. Internal Audit Directors should communicate concerns to management and the System-wide Chief Audit Executive regarding the lack of sufficient resources to complete the objectives of an engagement or the audit plan.
7. Such resources may include the need for additional personnel or personnel with specialized knowledge, such as those with knowledge of fraud, information technology or other technical areas.

D. Appointments

1. The appointment of campus Internal Audit Directors as recommended by the President is subject to approval by the Chancellor or designee (T.C.A. §.49-14-106).
2. The appointment of the System-wide Chief Audit Executive is subject to review and approval by the Audit Committee of the Board of Regents (T.C.A. §.49-14-102).

E. Compensation

1. Compensation of the campus internal auditors is subject to review by the Audit Committee of the Board of Regents.
2. Compensation of the System-wide Chief Audit Executive and the system office internal auditors is subject to review and approval by the Audit Committee of the Board of Regents.

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1. The termination or change of status of campus Internal Auditor Directors (T.C.A. § 49-14-106) requires the prior approval of the Chancellor and the Audit Committee of the Board of Regents.
2. The System-wide Chief Audit Executive (T.C.A. §.49-14-102) may be removed only for cause, which requires a majority vote of the Board of Regents.

#### IV. Internal Audit Role and Scope

##### A. Reporting Structure

1. In accordance with T.C.A. § 49-14-102, the System-wide Chief Audit Executive reports directly to the Audit Committee and the Tennessee Board of Regents.
2. Campus internal auditors report to the respective campus President with audit reporting responsibility to the Audit Committee and the Board through the System-wide Chief Audit Executive.
3. This reporting structure assures the independence of the internal audit function.

B. The TBR, Office of System-wide Internal Audit, hosts periodic meetings and communicates with the audit directors on matters of mutual interest.

C. The Office of System-wide Internal Audit maintains an internal audit manual to guide the internal audit activity at each institution in a consistent and professional manner.

D. The internal auditors' responsibilities include:

1. Working with management to assess institutional risks and developing an audit plan that considers the results of the risk assessment.
2. Evaluating institutional controls to determine their effectiveness and efficiency.

3. Coordinating work with external auditors, program reviewers, and consultants.
  4. Determining the level of compliance with internal policies and procedures, state and federal laws, and government regulations.
  5. Testing the timeliness, reliability, and usefulness of institutional records and reports.
  6. Recommending improvements to controls, operations, and risk mitigation resolutions.
  7. Assisting the institution with its strategic planning process to include a complete cycle of review of goals and values.
  8. Evaluating program performance.
  9. Performing consulting services and special requests as directed by the Audit Committee, the Chancellor, or the institution's President.
- E. The scope of internal auditing extends to all aspects of institutional operations and beyond fiscal boundaries. The internal auditor shall have access to all records, personnel, and physical properties relative to the performance of duties and responsibilities.
- F. The scope of a particular internal audit activity may be as broad or as restricted as required to meet management needs.
- G. Objectivity is essential to the internal audit function. Therefore, internal audit personnel should not be involved in the development and installation of systems and procedures, preparation of records, or any other activities that the internal audit staff may review or appraise. However, internal audit personnel may be consulted on the adequacy of controls incorporated into new systems and procedures or on revisions to existing systems.
- H. Management is responsible for identifying, evaluating, and responding to potential risks that may impact the achievement of the institution's objectives.

Auditors continually evaluate the risk management, internal control, and governance processes. To facilitate these responsibilities, Internal Audit will receive notices or copies of external audit reviews, program reviews, fiscally related consulting reports, cash shortages, physical property losses, and employee misconduct.

#### V. **Audit Plans and Activity Reports**

- A. Internal Audit shall develop an annual audit plan using an approved risk assessment methodology.
- B. At the beginning of each fiscal year, after consultation with the Chancellor or President and other institution management, Internal Audit will prepare an annual audit plan. The audit plan must be flexible to respond to immediate issues and will be revised for such changes during the year.
- C. Audit plans and revisions will be reviewed by the System-wide Chief Audit Executive and approved by the Audit Committee.
- D. At the end of each fiscal year, Internal Audit will prepare an annual activity report of all significant audit services performed.
- E. Annual activity reports and approved audit plans will be provided to the Comptroller's Office, Division of State Audit.

#### VI. **Audit Engagements**

- A. Audit engagements will be planned to provide relevant results to management and the Audit Committee regarding the effectiveness and efficiency of processes and controls over operations. To ensure management's expectations are met, auditors will communicate with management regarding the objectives and scope of the engagement.
- B. In planning and during the engagement, auditors should consider and be alert to risks that affect the institution's goals and objectives, operations, and resources. Auditors should consider risks based on the operations under



review, which include but are not limited to the risk of financial misstatements, noncompliance, and fraud.

- C. An audit work program will be designed to achieve the objectives of the engagement and will include the steps necessary to identify, analyze, evaluate and document the information gathered and the conclusions reached during the engagement.
- D. Working papers that are created, obtained, or compiled by an internal audit staff are confidential and are not an open record (T.C.A. § 4-3-304(9)).

## VII. **Communicating Audit Results**

- A. A written report that documents the objectives, scope, conclusions, and recommendations of the audit will be prepared for audit engagements providing assurance to the Board and management. Management will include corrective action for each reported finding.
- B. Internal Audit will follow-up on findings or recommendations included in internal audit reports, investigation reports, and State Audit reports. The status of Internal Audit recommendations and/or findings will be monitored through the recommendation logs. For recommendations not corrected at the time of Internal Audit follow-up or the corrective action due date, management will be asked to provide a revised corrective action implementation date. A written internal audit follow-up report is required for all State Audit reports that include findings, regardless of the current status of audit findings. The Chancellor or institution's President, along with the Audit Committee, will be notified at the conclusion of a follow-up review if management has not corrected the reported finding or implemented the recommendation.
- C. A written report that documents the objectives, scope, conclusions, and recommendations will be prepared for investigations resulting from allegations or identification of fraud, waste, or abuse. As appropriate to the circumstances, management will include corrective action for each reported finding. In a case

where allegations are not substantiated by the review and there are no other operational concerns to report to management regarding the review, the case may be closed by writing a memo to the working paper file documenting the reasons for closing the case.

- D. Reports on special studies, consulting services, and other non-routine items should be prepared as appropriate, given the nature of the assignment.
- E. All internal audit reports will be signed by the institution's Internal Audit Director and transmitted directly to the Chancellor or President, as applicable, in a timely manner.
- F. The Internal Audit Director will transmit an electronic copy of the internal audit report to the System-wide Chief Audit Executive.
- G. The System-wide Chief Audit Executive will present significant results of internal audit reports to the Audit Committee quarterly.
- H. The System-wide Chief Audit Executive will provide a copy of each report to the Comptroller's Office, Division of State Audit.

#### VIII. **Exceptions**

- A. Any exceptions to the policy established herein shall be subject to the approval of the System-wide Chief Audit Executive and the Audit Committee.

## Sources

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### **Authority**

T.C.A. § 49-8-203; All other State statutes referenced in this policy; Institute of Internal Auditors

### **History**

June 3, 1981 TBR Presidents' Meeting; July 1, 1984; May 20, 1986; February 14, 1989; November 14, 1989; August 13, 2002; February 10, 2004; November 18, 2004; Changed from Guideline B-050 at TBR Board Meeting, June 29, 2007; TBR Board Meeting, December 6, 2007; TBR Board Meeting, December 8, 2011; TBR Board Meeting March 27, 2015; TBR Board Meeting September 29, 2018.

**TENNESSEE BOARD OF REGENTS**  
**Quarterly Board Meeting**  
**Tuesday, December 12, 2023 – 9:30 am (Central)**  
**Agenda**

- I. **Minutes**
  - A. September 22, 2023 Quarterly Board Meeting
  - B. October 20, 2023 Special Board Meeting
  - C. November 15, 2023 Special Board Meeting
- II. **Report of Interim Action**
- III. **Report of the Committees**
  - A. Report of the Audit Committee Meeting on November 8, 2023
- IV. **Report of the Regents Award for Excellence in Philanthropy**
- V. **Report of the Chancellor**
  - Chancellor's Commendation for Military Veterans
- VI. **Unfinished Business**
  - A. Resolution of Appreciation for former Vice President James L. Barrott
  - B. Resolution of Appreciation for former President Laura Monks
  - C. Resolution of Appreciation for former Regent Weston Wamp
- VII. **New Business**
  - A. Consent Agenda
    - 1. Proposed New and Revised TBR Policies
      - a. New Policy 9.01.03.00 Advertising (formerly 4.06.00.00)
      - b. New Policy 9.01.01.00 Branding and Trademarks (formerly 1.03.01.10)
      - c. New Policy 9.01.00.00 Marketing and Communications
      - d. New Policy 9.01.02.00 Publications (formerly G-140)
      - e. New Policy 9.01.04.00 Social Media
      - f. New Policy 9.01.05.00 Web Publishing
      - g. Policy 9.01.06.00 Mass Communications (Renumbering 1.08.05.10)
      - h. Revisions to Policy 2.03.01.05 Approval of Academic Retention and Readmission to Tennessee Colleges of Applied Technology
      - i. Revisions to Policy 4.01.05.00 Internal Audit
  - B. Informational Reporting
    - 1. Update from Office of Student Success (*Leming*)
    - 2. External Affairs Update (*McCormick/Perkins*)
      - a. FY23 Foundation for the College System of Tennessee Annual Fundraising Report

C. Action Items

1. Faculty Emeritus (*Reed*)
  2. Institutional Compensation Requests (*Fox*)
  3. FY2022-23 October Revised Budget (*Fox*)
  4. Proposed Program Terminations, Modifications, and New Technical Program Implementations for the Tennessee Colleges of Applied Technology (*Reed*)
  5. Resolution of Appreciation for President Arrita Summers
  6. Resolution of Appreciation for Vice Chancellor Wendy Thompson
  7. Resolution in Memoriam for Dr. Orinthia Montague
- *This meeting will be live-streamed and archived on the TBR website at <https://www.tbr.edu/board/december-2023-quarterly-board-meeting>.*
  - *Persons who want to request to address the Board may follow the process authorized by [TBR Policy 1.02.12.00 – Requests to Address the Board](#).*