Winter Quarterly Meeting

**18th Floor, Parkway Towers
Nashville, TN**

January 26, 2017

Tennessee Higher Education Commission

AGENDA
TENNESSEE HIGHER EDUCATION COMMISSION
Winter Quarterly Meeting
Commission Boardroom, Parkway Towers
January 26, 2017, 10:00 a.m. – 3:00 pm CST

Adoption of Agenda

Approval of Minutes, November 16, 2016 Meeting

Chairman's Report

Executive Director's Report

Systems' Reports

Tennessee Board of Regents

University of Tennessee

Agenda Items

I.   Postsecondary Education Authorization *(Action Item)*

    A.   Authorization of New Institutions

    B.   Approval of New Programs

    C.   Optional Expedited Authorization

II.   Policy Updates *(Action Item)*

    A.   Academic Affairs

    B.   Personally Identifiable Information

    C.   Outside Employment

III.   New Academic Programs *(Action Item)*

    A.   East Tennessee State University and Tennessee Technological University, Joint Doctor of Nursing Practice (DNP)

    B.   Middle Tennessee State University, Dance, Bachelor of Science

    C.   Middle Tennessee State University, Fermentation Science, Bachelor of Science

IV.   Academic Program Review

V.   Revised Budgets, 2016-17 *(Action Item)*

VI.   Master Plan Updates *(Action Item)*

    A.   Cleveland State Community College

    B.   Columbia State Community College

    C.   Motlow State Community College Update: Smyrna Campus

    D.   Nashville State Community College

VII.   Capital Outlay Prioritization

TENNESSEE HIGHER EDUCATION COMMISSION

Fall Quarterly Meeting, November 16, 2016

Welcoming Remarks

Chairman Evan Cope called the Fall Quarterly meeting to order at 10:20 am, welcomed everyone, and asked for attendance to be taken by roll call.

Name	Present	Absent
Chairman Cope	X	
Dr. Dishner*	X	
Secretary Hargett	X	
Ms. Kadire*	X	
Ms. Koban	X	
Mr. Lee	X	
Treasurer Lillard	X	
Ms. Roach	X	
Mayor Wharton	X	
Comptroller Wilson	X	
Mr. Keith Wilson	X	
Mr. Chisenhall (non-voting)	X	
Dr. Heyburn (non-voting)	X	

*participated electronically by telephone

Eleven voting members were present, constituting a quorum.

Adoption of Agenda

Mr. Keith Wilson made a motion to adopt the agenda, and Ms. Koban seconded. A voice vote was taken and the motion was approved.

Approval of Minutes

Chairman Cope called for a motion to approve the minutes of the Summer Quarterly Meeting held July 20, 2016. A motion was made and seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	X	
Dr. Dishner	X	
Secretary Hargett	X	
Ms. Kadire	X	
Ms. Koban	X	
Mr. Lee	X	

Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton	x	
Comptroller Wilson	x	
Mr. Keith Wilson	x	

The motion was approved with eleven ayes.

Chairman's Report

Chairman Cope updated the Commission regarding two members who will no longer be serving. Mr. David Kustoff was elected to the U.S. Congress and Ms. Pam Martin was appointed by Governor Haslam to the Tennessee State University Board of Trustees. Chairman Cope also welcomed new THEC student member Jeremy Chisenhall.

Executive Director's Report

Executive Director Krause thanked the Commission for their support over the past 90 days. He announced three plans of action that will be implemented with THEC and TSAC.

1) THEC/TSAC will create and maintain a policy environment focused on the Drive to 55

2) THEC/TSAC will innovate for student access

3) THEC/ TSAC will protect students and consumers

Mr. Krause thanked Interim Chancellor David Gregory of the Board of Regents, University of Tennessee President Joe DiPietro, and Dr. Katie High for their continued service. He indicated that THEC will continue to work closely with legislators and thanked his THEC/TSAC team.

System Reports

Tennessee Board of Regents (TBR)

Chairman Cope recognized Interim Chancellor David Gregory who provided his report on the TBR system. Chancellor Gregory discussed the commitment of the system, FOCUS Act transition, and reported that fall enrollment was flat across the system. He shared that Tennessee Promise is still producing more freshmen, but overall adult enrollment is down.

University of Tennessee (UT)

Chairman Cope recognized Dr. Katie High, who provided the UT system report. Dr. High shared that Bachelor's degree production has increased across all campuses and the UT system is close to meeting THEC Master Plan goals. Dr. High stated that freshman applications and first year retention is up on all campuses and that tuition increases have remained consistent with the higher education price index for the past two years. Dr. High announced that Dr. Keith Carver will serve as the new Chancellor at UT Martin and that Mr. David Miller joins the UT system as Chief Financial Officer, and brings his extensive experience in higher education. Dr. Tonja Johnson will be the Executive Vice President and COO for the UT system. Dr. High said the UTK Chancellor position is still being considered and the hope is to have a candidate recommendation by the end of the calendar year. Additionally, there are several candidates for the chancellor position at the Institute of Agriculture. The position of executive assistant to the President currently is open. Other UT announcements included: UT Board of Trustees voted to rename the College of Engineering to the Tickle College of Engineering; UTC has signed an articulation agreement with Motlow State so that honor students at Motlow State can transfer seamlessly to the honors program at UTC; and, UT Martin ranked #17 on Washington Monthly's "Best Bang for the Buck" list of southern colleges.

Dr. High gave accolades to David Gregory and thanked him for his long years of service.

Chairman Cope asked Chancellor Gregory about the search for his replacement. Chancellor Gregory indicated the search has begun and is going well.

<u>Action Items</u>

Postsecondary State Authorization of New Institutions and New Programs

Chairman Cope recognized Dr. Stephanie Bellard Chase of the Division of Postsecondary School Authorization (DPSA) who presented the recommendations of the Committee on Postsecondary Institutions for the authorization of new institutions. The committee recommended 34 institutions and the 71 new programs be given temporary authorization and approval respectively.

Chairman Cope opened the floor for discussion. A motion was made to adopt the Committee's recommendations and was seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	x	
Dr. Dishner*		
Secretary Hargett	x	
Ms. Kadire	x	
Ms. Koban	x	

Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton	x	
Comptroller Wilson	x	
Mr. Keith Wilson	x	

*Dr. Dishner temporarily exited the phone call.

The motion was approved with ten ayes.

Optional Expedited Authorization

Dr. Chase summarized the optional expedited authorization process to the Commission. The Higher Education Authorization Act of 2016 passed in the 2016 legislative session. Prior to this being legislation, new institutions were authorized under the Higher Education Authorization Act of 1974. Dr. Chase listed the criteria that postsecondary schools have to meet, and explained that her staff came up with a list of documentation that institutions must provide to be approved. The 53 institutions recommended for approval of Optional Expedited Authorization are listed in Agenda Item 1C.

Chairman Cope opened the floor for discussion. Ms. Roach made a motion to adopt the recommendations, and Mayor Wharton seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	x	
Dr. Dishner*		
Secretary Hargett	x	
Ms. Kadire	x	
Ms. Koban	x	
Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton	x	
Comptroller Wilson	x	
Mr. Keith Wilson	x	

*Dr. Dishner temporarily exited the phone call.

The motion was approved with ten ayes.

Rule Revisions

Chairman Cope recognized Julie Woodruff of DPSA who introduced the rule revisions for postsecondary authorizations under the Higher Education Authorization Act of 2016. She explained that emergency rules had been submitted to Attorney General for approval and then filed with the Secretary of State. She further advised the Commission that the emergency rules will expire April 1, 2017, unless the permanent rules are approved. A public notice of rulemaking hearing was filed and set for October 6, 2016. DPSA convened the rule making hearing on that date and heard comments from six institutions. As a result of these comments, they found two rules needed to be changed and additional revisions that needed to be made. DPSA developed responses to the comments they received, which also require adoption. The action recommended to the Commission by Ms. Woodruff was to adopt the recommended Final Rule Revisions and the Responses to Comments for purposes of submitting the Rulemaking Hearing Rules Filing Form to the Attorney General for review and direct the Executive Director to make any non-substantive changes to the rules required by the Attorney General before submitting the form to the Tennessee Secretary of State.

Chairman Cope opened the floor for discussion. Mr. Keith Wilson made a motion to approve the rule revisions, and Treasurer Lillard seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	x	
Dr. Dishner	x	
Secretary Hargett	x	
Ms. Kadire	x	
Ms. Koban	x	
Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton	x	
Comptroller Wilson	x	
Mr. Keith Wilson	x	

The motion was approved with eleven ayes.

New Academic Programs- Middle Tennessee State University, Religious Studies, BA/BS

Chairman Cope recognized Betty Johnson of Academic Affairs who presented a recommendation for a proposed baccalaureate program in Religious Studies at Middle Tennessee State University (MTSU). MTSU identified Religious Studies as an institutional priority with the hiring of two tenure-track faculty members in 2012-13.

The program's instructional workload will be continued by the two full-time, tenure-track faculty, supported by new adjunct faculty and one additional faculty member to be hired in year three to broaden the focus of the program. TBR approved the religious study program at their September board meeting. THEC staff recommended approval.

Chairman Cope opened the floor for discussion. A motion was made to approve the new academic program, and Comptroller Wilson seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	X	
Dr. Dishner	X	
Secretary Hargett	X	
Ms. Kadire	X	
Ms. Koban	X	
Mr. Lee	X	
Treasurer Lillard	X	
Ms. Roach	X	
Mayor Wharton	X	
Comptroller Wilson	X	
Mr. Keith Wilson	X	

The motion was approved with eleven ayes.

Drive to 55 Capacity Building Fund Recommendations

Mr. Krause gave an overview of the Drive to 55 Capacity Fund, which was a recommendation of the Higher Education Capital Task Force convened two years ago at the direction of Governor Haslam. Mr. Krause introduced Steven Gentile, of THEC Fiscal Affairs, who described the grant selection process in detail. Mr. Gentile discussed the results of the scoring of the proposals, answered questions pertaining to the scores, and provided abstracts of the proposals from the institutions. After discussing, the Commission decided to fund ten of the eleven highest scoring proposals, eliminating one proposal because funding it would exceed the total amount allocated for the program, for a $24,272,730 total amount funded.

Chairman Cope opened the floor for discussion. A motion was made to approve the recommendations, and Mr. Keith Wilson seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	X	
Dr. Dishner	X	
Secretary Hargett	X	
Ms. Kadire	X	
Ms. Koban	X	

Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton	x	
Comptroller Wilson	x	
Mr. Keith Wilson	x	

The motion was approved with eleven ayes.

Operating State Appropriation Recommendations

Chairman Cope recognized Dr. Russ Deaton, THEC Deputy Executive Director, who presented the overview of the 2017-2018 funding recommendations. Dr. Deaton introduced Crystal Collins, of THEC Fiscal Affairs, who presented information on total revenue per student and per award, annual percent change in state appropriations, and average university and community college tuition and fees.

Ms. Collins presented the 2017-18 State Appropriation recommendations based on the outcomes-based funding formula.   Ms. Collins discussed the outcomes changes at community colleges and universities from 2014 to 2016 and highlighted cumulative changes in funding at community colleges due to the formula. Ms. Collins next presented data on the cumulative change in funding at universities due to the outcomes-based funding formula.

After discussion on operations, tuition, capital outlay, all state appropriations, strategic initiatives, small emergency grants to students, the Commission was presented with recommendations for operating and tuition increases.

Chairman Cope opened the floor for discussion.   Treasurer Lillard made a motion to approve the recommendations, and Mr. Keith Wilson seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	x	
Dr. Dishner	x	
Secretary Hargett	x	
Ms. Kadire	x	
Ms. Koban	x	
Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton*		
Comptroller Wilson	Abstained	

Mr. Keith Wilson	x	

*Mayor Wharton had previously exited the meeting.

The motion was approved with nine ayes. Comptroller Wilson abstained.

Student Fee Recommendations

Dr. Deaton detailed the Commission on lottery scholarships, TSAA grants, state grant aid, the student average debt, and the 2013 cohort default rate. Ms. Collins presented the average annual increase over five years with university, community college and TCATS. Ms. Collins then presented the average annual tuition, fee rate for full time attendance, and summary of fees compared to peers, FY 2016-17. At this time, the staff recommendations are that the Commission considers the tuition range as guidance only, with flexibility to approve final binding tuition ranges later in the fiscal year once clarity around the state budget and overall impact on higher education funding is determined. THEC staff recommended a tuition (commonly referred to as maintenance fees at Tennessee public higher education institutions) guidance range of zero to four percent at universities, community colleges, and the TCATs.

Chairman Cope opened the floor for discussion. A motion was made to approve the recommendations, and Ms. Koban seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	x	
Dr. Dishner	x	
Secretary Hargett	x	
Ms. Kadire	x	
Ms. Koban	x	
Mr. Lee	x	
Treasurer Lillard	x	
Ms. Roach	x	
Mayor Wharton*		
Comptroller Wilson	x	
Mr. Keith Wilson	x	

*Mayor Wharton had previously exited the meeting.

 The motion was approved with ten ayes.

Capital Projects Recommendations

THEC staff recommended $339.7 million for twelve projects in capital outlay. Of these projects, ten are in the TBR system and two are UT projects. The capital maintenance recommendation was $163.9 million for 84 projects.

Chairman Cope opened the floor for discussion. Treasurer Lillard made a motion to adopt the recommendations, and Secretary Hargett seconded. A roll call vote was taken.

Name	Aye	Nay
Chairman Cope	X	
Dr. Dishner	X	
Secretary Hargett	X	
Ms. Kadire	X	
Ms. Koban	X	
Mr. Lee	X	
Treasurer Lillard	X	
Ms. Roach	X	
Mayor Wharton*		
Comptroller Wilson	Abstained	
Mr. Keith Wilson	X	

*Mayor Wharton had previously exited the meeting.

The motion was approved with nine ayes. Comptroller Wilson abstained.

Schedule of 2017 Commission Meetings

Mike Krause announced the dates of the 2017 Quarterly Commission Meetings.

Adjournment

There being no further business, Chairman Cope indicated that he would entertain a motion to adjourn. Treasurer Lillard made a motion to adjourn, and Ms. Koban seconded. The meeting was adjourned.

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Evan Cope
Chair

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DATE: January 26, 2017

SUBJECT: Temporary Authorization of New Institutions under the Tennessee Higher Education Authorization Act of 2016

ACTION RECOMMENDED: Temporary Authorization

BACKGROUND INFORMATION: The Commission, under the Tennessee Higher Education Authorization Act of 2016, has the "power and duty" to act upon applications for authorization to operate an educational institution in the state. For the institutions listed below, applications have been reviewed, site visits have been performed, and staff has determined that all necessary documentation and bonds have been secured. The Committee on Postsecondary Educational Institutions met on January 12, 2017 and endorsed staff recommendations for Temporary Authorization of these institutions.

A.   2nd Chance Forklift Training Academy LLC.   Memphis , TN
     3041 New Getwell Rd., Memphis, Tennessee 38118

Corporate Structure:	Limited Liability Company (LLC)
Accreditation:	None
Title IV Funding:	No

2nd Chance Forklift Training Academy LLC. is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee.

1.   Program: Forklift Training
     Credential Awarded: Certificate
     Length of Program: 6 Contact Hours
                      1 Day

B.   Age of Montessori   Bozeman, MT
     301 Evergreen Drive, Suite 100, Bozeman, Montana 59715

Corporate Structure:	Not-for-Profit Corporation
Accreditation:	Montessori Accreditation Council for Teacher Education, Commission on Accreditation (MACTE)
Title IV Funding:	No

Age of Montessori is seeking approval for one new program. The program will be offered in a distance learning format. This institution is recruitment only and all

instruction is provided on-line.

1.   **Program:**   **Early Childhood Teacher**
     Credential Awarded: **Certificate**
     Length of Program: **952 Contact Hours**
                             19.5 Months

C.   Age of Montessori   **Nashville, TN**
       Abintra Montessori School, 914 Davidson Drive, Nashville, Tennessee 37205

Corporate Structure: Not-for-Profit Corporation
Accreditation: Montessori Accreditation Council for Teacher
                             Education, Commission on Accreditation (MACTE)
Title IV Funding: No

Age of Montessori is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee.

1.   **Program:**   **Early Childhood Teacher Residency**
     Credential Awarded: **Contact Hours**
     Length of Program: **120 Contact Hours**
                             15 Days

D.   Covenant Theological Seminary   **Nashville, TN**
       235 White Bridge Pike, Nashville, Tennessee 37209

Corporate Structure: Not-for-Profit Corporation
Accreditation: The Higher Learning Commission (HLC) and
                             Commission on Accrediting of the Association of
                             Theological Schools (ATS)
Title IV Funding: Yes

Covenant Theological Seminary is seeking approval for one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee, as well as on-line.

1.   **Program:**   **Theological Studies**
     Credential Awarded: **Master of Arts**
     Length of Program: **48 Semester Credit Hours**
                             48 Months

E.   Jenny Lea Academy of Cosmetology   **Johnson City, TN**
       222 E. Unaka Avenue, Johnson City, Tennessee 37601

Corporate Structure: S-Corporation
Accreditation: National Accrediting Commission of Career Arts &

Sciences (NACCAS)
Title IV Funding: Yes

Jenny Lea Academy of Cosmetology is seeking approval for four new programs. The programs will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Johnson City, Tennessee.

1.   **Program:**   **Aesthetics**
          Credential Awarded: **Diploma**
          Length of Program: **750 Contact Hours**
                                    9 Months

License/Certification Required for Employment: Esthetician
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

2.   **Program:**   **Cosmetology**
          Credential Awarded: **Diploma**
          Length of Program: **1500 Contact Hours**
                                    12 Months

License/Certification Required for Employment: Cosmetologist
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

3.   **Program:**   **Nail Technology**
          Credential Awarded: **Diploma**
          Length of Program: **600 Contact Hours**
                                    6 Months

License/Certification Required for Employment: Manicurist
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

4.   **Program:**   **Instructor Training**
          Credential Awarded: **Certificate**
          Length of Program: **300 Contact Hours**
                                    3 Months

License/Certification Required for Employment: Cosmetology Instructor
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

F.   Music City Barber College   **Nashville , TN**
          903 Dickerson Road, Nashville, Tennessee 37209

Corporate Structure: Limited Liability Company (LLC)
Accreditation: National Accrediting Commission of Career Arts & Sciences (NACCAS)

3

Title IV Funding: Yes

Music City Barber College is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee.

1. **Program:** **Barber**
   Credential Awarded: **Certificate**
   Length of Program: **1500 Contact Hours**
   12 Months

License/Certification Required for Employment: Master Barber
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

G. **The Salon Professional Academy** **Nashville, TN**
   2710 Old Lebanon Road, Suite 6, Nashville, Tennessee 37214

Corporate Structure: Limited Liability Company (LLC)
Accreditation: National Accrediting Commission of Career Arts & Sciences (NACCAS)
Title IV Funding: Yes

The Salon Professional Academy is seeking approval for two new programs. The programs will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee.

1. **Program:** **Cosmetology**
   Credential Awarded: **Diploma**
   Length of Program: **1500 Contact Hours**
   10 Months

License/Certification Required for Employment: Cosmetologist
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

2. **Program:** **Cosmetology Instructor**
   Credential Awarded: **Diploma**
   Length of Program: **300 Contact Hours**
   2 Months

License/Certification Required for Employment: Cosmetology Instructor
Licensing Board/Agency: Board of Cosmetology and Barber Examiners

H. **Tranco Tech Lab** **Chattanooga, TN**
   1901 East 29th Street, Chattanooga, Tennessee 37407

Corporate Structure: Limited Liability Partnership (LLP)
Accreditation: None
Title IV Funding: No

Tranco Tech Lab is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Chattanooga, Tennessee.

1.   **Program:**   **Driving and Safety**
      Credential Awarded: **Commercial Driver's License, Class "A" Certificate**
      Length of Program: **160 Contact Hours**
                    20 Days

License/Certification Required for Employment: CDL-A
Licensing Board/Agency: Tennessee Department of Safety and Homeland Security

Agenda Item: I.B.

DATE: January 26, 2017

SUBJECT: Approval of New Programs under the Tennessee Higher Education
Authorization Act of 2016

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The Commission, under the Tennessee Higher Education Authorization Act of 2016, has the "power and duty" to act upon applications for authorization of educational programs in the state. Applications have been reviewed and staff has determined that all necessary documentation for the institutions submitting new program applications is in accordance with the Act and postsecondary rules. The Committee on Postsecondary Educational Institutions, which is a review and advisory committee to the Commission, met on January 12, 2017 and affirmed staff recommendations for approval.

A.   CCS Truck Driving School, Inc.   **Fall Branch, TN**
134 Joe R. McCrary Road, Fall Branch, Tennessee 37656

Corporate Structure: S-Corporation
Authorization Date: November 10, 2011
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

CCS Truck Driving School, Inc. is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Fall Branch, Tennessee.

1.   Program: Tractor Trailer Driver Re-Entry
        Credential Awarded: Certificate of Completion
        Length of Program: 45 Contact Hours
                        5 Days

License/Certification Required for Employment: CDL-A
Licensing Board/Agency: Tennessee Department of Safety and Homeland Security

B.   **DeVry University**   **Naperville, IL**
1200 East Diehl Road, Naperville, Illinois 60563

Corporate Structure:	C-Corporation
Authorization Date:	January 31, 2002
Accreditation:	The Higher Learning Commission (HLC)
Title IV Funding:	Yes
Highest Credential Offered:	Master Degree

DeVry University is seeking approval for thirteen new programs. The programs will be offered in a distance learning format. This institution is recruitment only and all instruction is provided on-line.

1.   **Program:**   **Information Security**
         Credential Awarded: **Master of Information Technology Management**
         Length of Program: **45 Semester Credit Hours**
                                        30 Months

2.   **Program:**   **Information Systems Tools**
         Credential Awarded: **Master of Information Technology Management**
         Length of Program: **45 Semester Credit Hours**
                                          30 Months

3.   **Program:**   **Network Management**
         Credential Awarded: **Master of Information Technology Management**
         Length of Program: **45 Semester Credit Hours**
                                          30 Months

4.   **Program:**   **Wireless**
         Credential Awarded: **Master of Information Technology Management**
         Length of Program: **45 Semester Credit Hours**
                                          30 Months

5.   **Program:**   **Data Administration and Management**
         Credential Awarded: **Master of Information Technology Management**
         Length of Program: **45 Semester Credit Hours**
                                          30 Months

6.   **Program:**   **Computer Information Systems - Computer Forensics**
         Credential Awarded: **Bachelor of Science**

	Length of Program:	**124 Semester Credit Hours**
		32 Months Full-Time
		64 Months Part-Time

7. **Program:** **Computer Information Systems - Database Management**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

8. **Program:** **Computer Information Systems - Web Development and Administration**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

9. **Program:** **Computer Information Systems - Web Game Programming**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

10. **Program:** **Technical Management - Health Services Management**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    30 Months

11. **Program:** **Technical Management - Accounting**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    30 Months

12. **Program:** **Technical Management - Human Resource Management**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    30 Months

13. **Program:** **Technical Management - Project Management**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    30 Months

C.   **DeVry University**   **Nashville, TN**
3343 Perimeter Hill Drive, Suite 200, Nashville, Tennessee 37211

Corporate Structure: C-Corporation
Authorization Date: April 26, 2007
Accreditation: The Higher Learning Commission (HLC)
Title IV Funding: Yes
Highest Credential Offered: Master Degree

DeVry University is seeking approval for thirteen new programs. The programs will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee, as well as on-line.

1.   **Program:** **Data Administration and Management**
     Credential Awarded: **Master of Information Technology Management**
     Length of Program: **45 Semester Credit Hours**
     30 Months

2.   **Program:** **Information Security**
     Credential Awarded: **Master of Information Technology Management**
     Length of Program: **45 Semester Credit Hours**
     30 Months

3.   **Program:** **Information Systems Tools**
     Credential Awarded: **Master of Information Technology Management**
     Length of Program: **45 Semester Credit Hours**
     30 Months

4.   **Program:** **Network Management**
     Credential Awarded: **Master of Information Technology Management**
     Length of Program: **45 Semester Credit Hours**
     30 Months

5.   **Program:** **Wireless**
     Credential Awarded: **Master of Information Technology Management**
     Length of Program: **45 Semester Credit Hours**
     30 Months

6. **Program:** **Computer Information Systems - Computer Forensics**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

7. **Program:** **Computer Information Systems - Database Management**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

8. **Program:** **Computer Information Systems - Web Development and Administration**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

9. **Program:** **Computer Information Systems - Web Game Programming**
   Credential Awarded: **Bachelor of Science**
   Length of Program: **124 Semester Credit Hours**
   32 Months Full-Time
   64 Months Part-Time

10. **Program:** **Technical Management - Health Services Management**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    32 Months Full-Time
    64 Months Part-Time

11. **Program:** **Technical Management - Accounting**
    Credential Awarded: **Bachelor of Science**
    Length of Program: **122 Semester Credit Hours**
    32 Months Full-Time
    64 Months Part-Time

12. **Program:** **Technical Management - Human Resource**

		Management
	Credential Awarded:	**Bachelor of Science**
	Length of Program:	**122 Semester Credit Hours**
		32 Months Full-Time
		64 Months Part-Time

13. **Program:** **Technical Management - Project Management**
Credential Awarded: **Bachelor of Science**
Length of Program: **122 Semester Credit Hours**
32 Months Full-Time
64 Months Part-Time

D. **Lab Four Professional Development Center** **Memphis, TN**
6154 Macon Road, Memphis, Tennessee 38119

Corporate Structure: Not-for-Profit Corporation
Authorization Date: April 24, 2008
Accreditation: Accrediting Council for Continuing Education and Training (ACCET)
Title IV Funding: No
Highest Credential Offered: Certificate

Lab Four Professional Development Center is seeking approval for four new programs. The programs will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee.

1. **Program:** **Certified Information Systems Security Professional**
Credential Awarded: **Certificate of Completion**
Length of Program: **72 Contact Hours**
3 Months

2. **Program:** **Linux System Administration**
Credential Awarded: **Certificate of Completion**
Length of Program: **72 Contact Hours**
3 Months

3. **Program:** **PMP/CAPM Project Management Professional**
Credential Awarded: **Certificate of Completion**
Length of Program: **72 Contact Hours**
3 Months
4. **Program:** **VMware Certified Associate Boot Camp**

Credential Awarded: Certificate of Completion
Length of Program: 72 Contact Hours
                                       3 Months

E.   Montessori Training Center of Brentwood at Montessori   Brentwood, TN Academy

6021 Cloverland Drive, Brentwood, Tennessee 37027

Corporate Structure:	Not-for-Profit Corporation
Authorization Date:	November 20, 2014
Accreditation:	Montessori Accreditation Council for Teacher Education, Commission on Accreditation (MACTE)
Title IV Funding:	No
Highest Credential Offered:	Diploma

Montessori Academy is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Brentwood, Tennessee.

1.   Program: **Infant and Toddler Montessori Teacher Education**
        Credential Awarded: **American Montessori Society Infant and Toddler Credential**
        Length of Program: **828 Contact Hours**
                                      13 Months Full-Time
                                      24 Months Part-Time

F.   Nashville Film Institute   **Nashville, TN**

191 Polk Avenue, Nashville, Tennessee 37210

Corporate Structure:	Limited Liability Company (LLC)
Authorization Date:	January 29, 2009
Accreditation:	Accrediting Council for Continuing Education and Training (ACCET)
Title IV Funding:	No
Highest Credential Offered:	Diploma

Nashville Film Institute is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee.

1. **Program:** **Acting for the Camera**
   Credential Awarded: **Certificate**
   Length of Program: **216 Contact Hours**
   3 Months

Agenda Item: I.C.

DATE: January 26, 2017

SUBJECT: Optional Expedited Authorization under the Tennessee Higher Education Authorization Act of 2016

ACTION RECOMMENDED: Optional Expedited Authorization

BACKGROUND INFORMATION: The Commission, under the Tennessee Higher Education Authorization Act of 2016, has the "power and duty" to act upon applications for authorization to operate an educational institution in the state. For the institutions listed below, applications have been reviewed and staff has determined that all necessary documentation has been submitted. The Committee on Postsecondary Educational Institutions met on January 12, 2017 and endorsed staff recommendations for Optional Expedited Authorization of these institutions.

#	Institution	Location
1	Brightwood College	Nashville, TN
2	Harding University	Memphis, TN
3	L'Ecole Culinaire	Cordova, TN
4	Park University	Millington, TN
5	Remington College	Lake Mary, FL
6	Remington College	Memphis, TN
7	Remington College	Nashville, TN
8	Vatterott Career College	Memphis, TN
9	Vatterott Career College - Appling Farms Pkwy	Memphis, TN
10	Vatterott College - Sunset Hills	Sunset Hills, MO
11	Virginia College	Chattanooga, TN
12	Virginia College	Knoxville, TN

Agenda Item: II.A.

DATE: January 26, 2017

SUBJECT: Policy Updates: Academic Affairs

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The passage of the Focus on College and University Success (FOCUS) Act during the 2016 legislative session provided the impetus for a thorough evaluation of academic policies by THEC staff. THEC is empowered to provide statewide leadership for the development, coordination and monitoring of academic planning. This Act provides greater autonomy for universities in pursuant of innovation and differentiation, while allowing the Tennessee Board of Regents to sharpen its attention on technical and community college success. Thus, THEC academic policies were reviewed to ensure the academic planning process was aligned with the FOCUS Act while addressing the state's economic development, workforce development and research needs.

THEC staff worked in consultation with the Chief Academic Officers at each university as well as University of Tennessee and Tennessee Board of Regents in reviewing policies related to the academic planning process. Additionally, best practices were researched and incorporated into the policy revisions. Where appropriate, guidelines from the Southern Association of Colleges and Schools Commission on Colleges (SASCOC) were also included in the policy revisions. The Tennessee Board of Regents will continue to follow the current process in place for final approval of academic programs at the community colleges. In response to the 2010 Complete College Tennessee Act, THEC delegated authority to TBR for academic program approval at community colleges. In summary, the revisions to the three academic policies and a description of the new policy are as follows:

- ▪ *Academic Policy A1.0 – New Academic Programs: Approval Process*
  The major revision to this policy delineates the eight distinctive steps in the program approval process and subsequent monitoring for academic programs in excess of 24 semester credit hours:

  - o Letter of Notification (LON);
  - o Evaluation of the Letter of Notification;
  - o New Academic Program Proposal (NAPP);
  - o External Judgment;
  - o Post-External Judgment;
  - o Institutional Governing Board Action;
  - o Commission Action; and
  - o Post-Approval Monitoring.

In an effort for transparency, all Letters of Notification will be posted on the THEC website for a comment period. THEC staff will review all comments and documents and evaluate the LON based on established criteria to maximize state resources. Other policy changes include the qualifications of external reviewers based on the SASCOC's Ethical Obligations of Evaluators policy statement.

A companion LON and NAPP checklist has been developed to assist campuses with the reporting requirements. The checklist provides an in-depth description of the criteria referenced in Section 1.08A of the policy. This checklist will be posted on the THEC's website.

- ***Academic Policy A1.1 – Academic Program Modifications***
  The major revision to this policy included the development of the Academic Program Modification (APM) checklist that is referenced in the policy. The APM checklist delineates the required criteria that must be addressed for academic program modifications request (degree designation change or elevation of concentration).

  The current A1.1 policy also served as the policy used to evaluate new academic programs. This criterion has been removed and is now listed in the Academic Policy A1.0 (*New Academic Programs: Approval Process)* and explained more fully in the accompanying LON and NAPP checklist for A1.0.

- ***Academic Policy A1.3 – New Academic Units***
  A minor revision to this policy defines the types of academic units that will be subject to the policy. Only units that award academic credits such as new colleges, schools, divisions, and departments will need to be approved by the THEC Executive Director.

- ***Academic Policy A1.5 – Academic Actions Notification***
  This new policy establishes the process for identifying academic actions that must be submitted by community colleges and universities in order to maintain the accuracy of the state's Academic Program Inventory. Following initial approval of the academic program and any subsequent revisions will be required to report to THEC. The following academic program actions eligible for reporting after campus approval processes are met include:

  - Establishment of any certificate program less than 24 semester credit hours regardless of degree level;
  - Name change for existing academic program or concentration;
  - Establishment of a new concentration within an existing academic program;
  - Change in the number of hours of an existing academic program;

- o Consolidation of two or more existing academic programs into a single academic program;
- o Extension of an existing academic program to an approved off-campus center;
- o Change of the primary delivery mode for an existing academic program;
- o Inactivation or reactivation of an existing academic program or concentration; and
- o Termination of an academic program or concentration

Universities will be required to report on these academic program actions three times a year: January 15, May 15, and August 15. For the community colleges, the Tennessee Board of Regents will provide a monthly summary report to THEC of all program actions approved by TBR.

Throughout the year, THEC staff will continue to engage with the Chief Academic Officers, the University of Tennessee and Tennessee Board of Regents to review and revise other academic policies as needed.

Section Title: Academic Policies

Policy Title: New Academic Programs: Approval Process

Policy Number: A 1.0

1.0.1A   **Scope and Purpose.** In accordance with Chapter 179 of the Legislative Act creating the Higher Education Commission in 1967, the Commission has the statutory responsibility to review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, schools, and departments) and new instructional locations for public institutions of higher education in the State of Tennessee. These responsibilities shall be exercised so as to:

- promote academic quality;
- maximize cost effectiveness and efficiency to ensure that the benefits to the state outweigh the costs and that existing programs are adequately supported;
- fulfill student demand, employer need and societal requirements;
- avoid and eliminate unnecessary duplication to ensure that proposed academic programs cannot be delivered through collaboration or alternative arrangements; and
- encourage cooperation among all institutions, both public and private.

These expectations for program quality and viability are underscored by Tennessee Code Annotated §49-7-202 as amended by Chapter 3, Acts of 2010 (1st Extraordinary Session). This Act directs public higher education to:

- address the state's economic development, workforce development and research needs;
- ensure increased degree production within the state's capacity to support higher education; and
- use institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations, and competitive research.

1.0.2A1　　　**Criteria for Review.** The Commission strenuously considers the following criteria in order to maximize state resources in evaluating academic programs:

- <u>Alignment with state master plan and institutional mission</u> - Evidence that the proposed academic program aligns with the state's economic development, workforce development and research needs using institutional mission differentiation to realize statewide efficiency of degree offerings, instructional locations, and competitive research.

- <u>Need</u> - Supporting documentation of program need that justifies institutional allocation/reallocation of state resources.

- <u>Sustainable Demand</u> - Supporting documentation that employment opportunities for future graduates will exist.

- <u>Program Costs/Revenues</u> - Supporting documentation that program costs will be met from internal reallocation or from other sources such as grants and gifts. Institutional commitment should be consistent with the centrality and level of priority as described in the academic program proposal and estimated on THEC Financial Projection Form.

- <u>Institutional capacity to deliver the proposed academic program</u> - Supporting documentation that the institution can deliver the proposed program within existing and projected resources.

1.0.2A2　　　**No Unnecessary Duplication.** The THEC Academic Program Inventory provides the initial indication of apparent duplication or undue proliferation of programs in the state. When other similarly titled existing programs may serve the same potential student population, institutions seeking to develop potentially duplicative programs should consult THEC with evidence to demonstrate that a newly proposed academic program is:

- in accord with the institution's distinct mission as approved by the Commission;
- sufficiently different from all related existing programs in the geographical region (list degree level of similar programs and names of public/private institutions) in quality and/or rigor, costs of degree completion, student success and completion rates, etc.; and

- more cost effective or otherwise in the best interests of the State to initiate a new academic program rather than meet the demand through other arrangements (e.g., collaborative means with other institutions, distance education technologies, Academic Common Market, and consortia).

1.0.3A   **Schedule**. The Commission will normally consider proposals for new academic programs at each regularly scheduled Commission meeting.

1.0.4A   **Action**. Commission action on a given academic program must follow approval by the governing or institutional governing board and may take one of four actions:

- approval
- disapproval
- conditional approval
- deferral

Conditional approval may be granted in special cases. This type of approval is reserved for academic programs for which the need is temporary. Conditional approvals will identify a date that the academic program must be terminated.

1.0.5A   **Steps to Establish A New Academic Program in Excess of 24 Semester Credit Hours (SCH).** The process in developing a new academic program in excess of 24 SCH is multi-staged and includes the following essential steps:

(1) Letter of Notification (LON)
(2) Evaluation of LON
(3) New Academic Program Proposal (NAPP)
(4) External Judgment
(5) Post-External Judgment
(6) Institutional Governing Board Action
(7) Commission Action

1.0.6A   **Letter of Notification (LON).** Upon consideration by an institution to develop a new academic program in excess of 24 SCH and notification to the institutional governing board, the institution may submit a LON to THEC.

The LON must address the criteria for review as outlined previously in Sections 1.0.2A1 and 1.0.2A2. The LON should clearly provide supporting documentation that the proposed academic program

contributes to meeting the priorities/goals of the institution's academic or master plan, why the institution needs the academic program, and why the state needs graduates from that particular academic program. The submission of the LON must also include a letter of support from the President/Chancellor signifying institutional governing board or system office support for development; timeline for development and implementation of proposed academic program; and THEC Financial Projection Form. Evidence of internal funding reallocation and other sources such as grants and gifts should be provided. Grants and gifts which are pending are not considered as evidence of funding. THEC will approve no special start-up funding.

The LON submission must include a feasibility study that addresses the following criteria:

- Student Interest - Normally, student interest is addressed in the following ways: a survey of potentially interested students, a report of informational meetings held to gauge interest, a list of contacts of prospective enrollees, and/or enrollment data for related academic programs at the institution.

- Local and Regional Need/Demand - Postsecondary institutions bear a responsibility for preparing students to meet the State's workforce needs. Workforce demand projections serve as one indication of the need for a proposed academic program. The need for the number of persons trained in any given field and the number of job openings in that field must remain in reasonable balance.

- Employer Need/Demand - Employer need/demand normally in the form of anticipated opening in an appropriate service area (may be local, regional or national), in relation to existing production of graduates for that service area should be provided. Evidence may include the results of a needs assessment, employer surveys, current labor market analyses, future workforce projections, and letters from regional employers claiming need for larger applicant pool. Where appropriate, evidence should also demonstrate societal need and employers' preference for graduates of a proposed academic program over persons having alternative existing credentials and employers' valuing of the proposed credential.

- Future Sustainable Need/Demand - Supporting documentation of sufficient employer demand/need for the proposed academic program that covers a reasonable period in the future beyond the anticipated date of graduation of the first program graduates.

1.0.7A   **Evaluation of Letter of Notification**. Evaluation of the LON will be conducted by interested parties and THEC staff. The LON will be posted on the THEC website for a 15 day period of comment by interested parties. At the close of the 15 calendar day comment period, THEC will review all comments and documents in order to identify issues relative to criteria identified in Sections 1.0.2A1 and 1.02A2.

Based on the assessment of the LON both internally and in relation to external comments, THEC will make one of the following determinations and notify the institution within 30 days of initial receipt of the LON to:

- support,
- not to support, or
- defer a decision based on revision of the LON.

All approved Letters of Notification are valid for a two-year time period and will be posted on the THEC website. If the Commission has not approved the academic program for implementation within two years, the LON is no longer valid.

1.0.8A   **New Academic Program Proposal (NAPP).** Institutions are responsible for quality academic program development and THEC encourages the use of external consultants in development. The NAPP is to be submitted in entirety to THEC at the time the campus seeks to request an external review and should complement the LON by addressing the following criteria explained further in the NAPP checklist located on the THEC website:

- Curriculum
- Academic Standards
- Program Enrollment and Graduates
- Diversity
- Administrative Structure
- Faculty Resources
- Library and Information Technology Resources
- Support Resources
- Facilities and Equipment
- Marketing and Recruitment

- Assessment/Evaluation
- Accreditation
- Funding

1.0.9A **External Judgment.** External reviewers will be required to serve as expert evaluators for all proposed academic programs. External reviewers will not normally be required for certificate programs, but there may be exceptions in cases of large cost or marked departure from existing programs. For doctoral programs, two external reviewers will be required to evaluate the proposed academic program.

THEC will select reviewers from the proposed institutional external reviewer list. Individuals used in the development stage as external consultants may not serve as external reviewers. In keeping with the SACSCOC's *Ethical Obligations of Evaluators* policy statement, external reviewers should ideally:

- be a subject matter expert in the proposed field;
- be a tenured faculty member with associate or higher academic rank, teaching and a record of research experience;
- no prior relationship with either the institution or close personal or familial relationship with the potential faculty involved in the proposed academic program;
- not be employed within the state of Tennessee;
- not have been a consultant or a board member at the institution within the last ten years;
- not have been a candidate for employment at the institution within the last seven years;
- not be a graduate of the institution; and
- not have any other relationship that could serve as an impediment to rendering an impartial, objective professional judgment regarding the merits of the proposed academic program.

In the event no external reviewers proposed by the institution are available or acceptable, THEC reserves the right to approve an exception or propose alternative external reviewers and may opt, when appropriate, to authorize a paper review of the proposed academic program rather than a visit to the campus by the external reviewer.

The institution or governing board will be notified of the selected reviewers, the review modality, dates of availability of THEC (if relevant) and provided a list of questions for the external reviewer to address during the course of the review. Institutions may add additional questions to the THEC review questions. The external reviewer must

provide a written report in response to the questions concurrently to the institution/governing board and THEC within 30 calendar days of the conclusion of the external reviewer's visit.

The institution will be responsible for inviting the external reviewer(s), all scheduling, expenses and contracting with the external reviewers. THEC will provide a summary of the required agenda sessions for the external reviewer's visit.

1.0.10A   **Post-External Judgment.** Within 30 calendar days of receipt of the external reviewer's report, the institution must propose to THEC solutions in keeping with best practices for all issues identified by the reviewer.   Based upon the proposed revisions, THEC may opt to take one of three determinations:

- Support - The institution may seek approval from its governing or institutional governing board and subsequently request to be placed on the Commission quarterly meeting for approval.
- Not Support - The rationale to not support will be provided in writing to the institution within 15 calendar days. The institution must appeal the determination by responding to all identified issues within 15 calendar days of receiving notification of THEC's determination for denying support. THEC will make a final determination within 15 calendar days of the receipt of the institutional appeal and notify the institution whether the proposed changes are sufficient for a support determination. If the institution does not respond within 15 calendar days, the determination to not support the proposed academic program for implementation is final.
- Defer Support - The rationale to defer support will be provided in writing to the institution within 15 calendar days of receipt of the institution's response to the external report. The institution may choose to submit a revision of the proposed academic program within 60 days and seek further external review or rescind the proposed academic program.

1.0.11A   **Institutional Governing Board Action.** Upon determination by THEC that a proposed academic program will be supported for approval by the Commission, the institutional governing board must act to determine if it will support the approval of the proposed academic program. The institution must provide documentation of board approval to THEC and submit a request to the Executive Director that the proposed academic program be placed on the Commission agenda at the earliest possible scheduled meeting.

1.0.12A **Commission Action.** Proposed academic programs supported by THEC and approved by the institutional governing board will be presented to the Commission for action at the earliest possible scheduled meeting.

In keeping with the Southern Association of Colleges and Schools Commission on Colleges' principles and federal requirements for truth-in-advertising, students may not be admitted to any program nor may any program be advertised by any public institution prior to approval by the Commission to implement.

1.0.13A **Post-Approval Monitoring.** Performance of the academic program based on goals established in documentation submitted at the time of approval will be evaluated by THEC. The monitoring period will be three years for pre-baccalaureate programs, five years for baccalaureate and Master's programs, and seven years for doctoral programs**.** A summary of the summative evaluation which may include, but is not limited to, enrollment and graduation numbers, program cost, progress toward disciplinary accreditation, library acquisitions, student performance, and other goals set by the institution will be presented to the Commission annually. As a result of this evaluation, if the academic program is deficient, the Commission may recommend to the President/Chancellor that the program be terminated. Copies of such recommendations will be forwarded to the Education Committees of the General Assembly. THEC may choose to extend this period if additional time is needed and requested by the institution. At the January THEC meeting the Commission will review post approval reports on academic programs that are currently being monitored.

1.0.14A **Delegated Authority for Final Approval of New Community College Programs (Associates and Certificates) to the Tennessee Board of Regents.** Tennessee Code Annotated §49-8-101 as amended by Public Chapter 3, Acts of 2010 (1st Extraordinary Session) directs that "the board of regents, in consultation with the Tennessee Higher Education Commission, shall establish a comprehensive statewide community college system of coordinated programs and services to be known as the Tennessee community college system." Notwithstanding anything in this policy to the contrary, THEC in accord with Chapter 3 and toward the establishment of the unified and comprehensive community college system, delegates authority to the Tennessee Board of Regents (TBR) for final approval of new community college associate degrees and certificates. THEC delegates final approval authority to TBR for the replication of a certificate or associate program approved for one community college (after August 1, 2011) at other TBR community colleges. TBR final approval is subject to the following conditions:

(1) The criteria for review and accountability (especially justification of need and documented sufficiency of resources and faculty to support the program) set forth in Section 1.0.2A1 and Sections 1.0.8A of this policy must be the basis for the TBR review and approval of new and replicated certificates and associate programs.

(2) TBR will provide a monthly summary report to THEC of <u>all</u> community college program actions approved by the TBR, including community college Letters of Notification for proposed academic programs.

(3) TBR will provide academic program proposals and financial projection forms for all TBR approved associate and certificate programs as baseline data for THEC Post-Approval Monitoring.

(4) THEC will list all TBR-approved community college associate and certificate programs and reported changes on the State Inventory of Academic Programs.

1.0.15A   **THEC Authority for Post-Approval Monitoring of All Community College Programs.** THEC expressly does not delegate to the TBR the authority for the post-approval review of community college associate and certificate programs set forth in Section 1.0.12 of this policy. All TBR community college programs listed on the THEC Inventory of Academic Programs will be subject to the following THEC monitoring and evaluation:

- Community college associate degree programs and certificates are subject to THEC annual reporting through Post Approval Monitoring of programs for the first three years after implementation and annual productivity evaluations of programs in operation more than three years.
- Community colleges will participate in all components of the THEC Quality Assurance Funding Program, and associate and certificate programs will be evaluated according to Quality Assurance program review standards.

1.0.16A   Policy will be reviewed every five years unless changes in the evaluation process are warranted.

Sources: THEC Meetings: April 22, 1988; January 29, 1997; November 14, 2002; January 27, 2011; July 28, 2011; January 29, 2015; and January 26, 2017.

Section Title: Academic Policies

Policy Title: Academic Program Modifications

Policy Number: A 1.1

1.1.1A   **Programs Subject to Approval.** The THEC Executive Director will have approval authority for modifications to currently approved academic programs as reflected in THEC's academic program inventory, subject to specified provisions. At the will of the Commission, the Executive Director has the right to elevate an academic program modification to a new academic program as referenced in Academic Policy A1.0 which may be considered for approval by the Commission.

1.1.2A   **Program Modifications to Currently Approved Programs.**   Modifications requiring approval from THEC are limited to the following changes:

- Change or add a program degree designation when this change does not involve a significant curriculum shift in redefining the program's purpose (e.g., B.A. to B.F.A; M.A. to M.F.A.; Ed.D. to Ph.D.) or a change of degree designation for an existing academic program or concentration per recommendation of a disciplinary accreditation body. These requested modifications may be subject to external review.

- Establish a free-standing academic program from an existing concentration with a steady enrollment and degrees awarded within both the degree designation and all concentrations under that degree for a period of the last three years. This program modification may be considered only if the establishment of the concentration as a free-standing academic program does not compromise the remaining academic program and does not require new faculty resources.

1.1.3A   **Criteria for Review of Proposed Program Modifications**. The Academic Program Modification (APM) Checklist located on the THEC website represents the criteria for a degree designation change or addition or to establish a free-standing academic program.   However, the stringency of individual criteria will depend on the specific academic program, and, in particular circumstances, other criteria may be added based on THEC evaluation.

1.1.4A   **Duplication as a Result of Proposed Modification of Currently Approved Programs.** Institutions should examine the potential impact of any academic program modification on current academic programs offered within their institution and existing academic programs offered in public and private institutions across Tennessee. No modification may be submitted for academic programs where annual THEC statewide and institutional degree production analyses indicate there is great potential for unnecessary program duplication.   Need for any modifications must be demonstrated to and approved by the institutional governing board and THEC before development of any modifications in these academic program areas.

1.1.5A   **Post-Approval Monitoring**. Performance of any newly established free-standing academic program will be evaluated annually by THEC and reported to the Commission. The monitoring period will be three years for pre-baccalaureate programs, five years for baccalaureate and Master's programs, and seven years for doctoral programs following approval.

1.1.6A   **Program Modifications to Currently Approved Programs at Tennessee Community Colleges.**   Modifications of academic programs offered at the community colleges are not required to seek approval from THEC for program modifications.

1.1.7A   Policy will be reviewed every five years unless changes in eligible academic program modifications are warranted.

Sources: THEC Meetings: April 22, 1988; April 19, 1996; January 29, 1997; November 14, 2002; April 26, 2007; January 27, 2011; January 29, 2015; and January 26, 2017.

Section Title:	Academic Policies
Policy Title:	New Academic Units
Policy Number:	A 1.3

1.3.1A   **Purpose**. In accordance with Chapter 179 of the Legislative Act creating the Tennessee Higher Education Commission (THEC), the Commission has the statutory responsibility to review and approve new academic units. The THEC Executive Director will have approval authority for new academic units. For purposes of this policy, new academic units subject to this policy include colleges, schools, divisions and departments.

- College or School**:** An instructional unit within a university that usually includes several academic departments and is usually administered by a dean or director. As defined here, the term "college" does not pertain to separate institutions known as colleges, such as community college or technical college.

- Division: An instructional unit that usually includes two or more departments within a college or university which may be administered by an assistant or associate dean.

- Department: An instructional unit encompassing a discrete branch of study or organized around common and similar academic areas and is usually administered by a department chair.

1.3.2A   **Approval process for new academic units -** Upon approval of the institution's President/Chancellor or Chief Academic Officer and/or chair of the institutional governing board (dependent on institutional policy), a community college or university seeking to establish a new academic unit must submit a request that addresses the following criteria to THEC for review and approval:

- Name of the proposed academic unit - Indicate the type of academic organizational structure as defined in Section 1.3.1A.

- Rationale for the proposed academic unit - Supporting documentation should be provided that the proposed new academic unit contributes to meeting the priorities and goals

of the institution's academic master plan and a rationale as to why the institution needs the proposed academic unit.

- Inventory of academic program offerings - An inventory of current academic program offerings that will be housed in the new academic unit should be included in the proposal. Any future academic program offerings in the development stage at the institution should also be included.

- Updated organizational chart - The organizational placement and the administrative responsibilities for the new academic unit within the institution should be clearly defined and designed to promote success of the academic programs within the proposed academic unit.

- Cost-benefit analysis of the proposed academic unit - The benefit to the state should outweigh the cost of the academic unit. Institutions should estimate the effect on funding caused by the proposed change. Supporting documentation should be provided that cost will be met from internal reallocations or from other sources such as grants and gifts, if appropriate. The analysis should include the source of any institutional reallocation. The anticipated revenue from the new unit should be comparable to revenue generated by similar units within the institution.

- Existing and/or anticipated facilities for proposed academic unit - New and/or renovated facilities required for the new academic unit should be clearly outlined by amount and type of space, costs identified, and source of costs in the proposal, if appropriate.

- Letter of support - A letter of documentation from the institution's President/Chancellor or the Chief Academic Officer to support the new academic unit must be submitted. The proposed implementation date should be stated.

1.3.3A   **Criteria for review.** The criteria set out in Provisions 1.3.2A will generally be used in reviewing requests for new academic units. However, the stringency of individual criteria may vary on the specific unit and additional information may be requested.

1.3.4A   **Name changes of academic units.** Renaming an existing academic unit where there is neither a significant change in activity nor a significant change in organizational level does not require Commission approval.

1.3.5A   **Reorganizations of academic unit.** Reorganizations involving more than one academic unit require THEC approval if, and only if, at least one of the following occurs:

- net increase in the number of academic units;
- existing academic unit will be placed at a higher organizational level (e.g., the upgrading of a department to a college or school);
- additional costs incurred (e.g., adding a new chairperson in addition to current administrative staff); or
- significant change in the activity of the academic unit with or without a name change.

1.3.6A   Policy will be reviewed every five years unless changes in eligible academic units are warranted.

Sources: THEC Meetings: April 22, 1988; January 29, 2015; and January 26, 2017.

Section Title: Academic Policies

Policy Title: Academic Actions Notification

Policy Number: A1.5

1.5.1A   **Purpose.** The Academic Actions Notification Policy establishes a process for identifying academic actions that must be submitted by public institutions to maintain the accuracy of the state's Academic Program Inventory (API). In alignment with Tennessee Higher Education Commission's statutory responsibility of reviewing and approving new academic programs, THEC maintains the API. The API includes a listing of all academic programs by degree designations, associated concentrations, credit hours, off-campus location, delivery modes, and access to Academic Common Market. In order to maintain the accuracy of the API, institutions must notify THEC of academic program actions as specified in this policy.

1.5.2A   **Academic Actions Subject to Notification**. This policy applies to academic actions at all public universities and community colleges for authorized academic programs regardless of program level (with the exception of all certificates more than 24 hours).   After initial approval by THEC (or in the case of community colleges approval by the Tennessee Board of Regents), subsequent revisions must be reported to THEC. Academic program actions eligible for reporting after campus approval processes are met include:

- Establishment of a certificate program less than 24 semester credit hours regardless of degree level.
- Name change for existing academic program.
- Name change for existing concentration within an academic program.
- Establishment of a new concentration within an existing academic program.
- Change (increase or decrease) in the number of hours of an existing academic program.
- Consolidation of two or more existing academic programs into a single academic program without an essential change in the original approved curriculum and without a net gain in the number of programs.
- Extension of an existing academic program to an approved off-campus center.

- Change of the primary delivery mode for an existing academic program. The extension to 100 percent off-campus delivery requires additional action if the location of delivery is to be converted from an off-campus site to a center.
- Inactivation of an existing academic program or concentration. If the inactivated academic program or concentration is not reactivated within a period of three years, the academic program or concentration will automatically be terminated and removed from the institution's inventory.
- Reactivation of an academic program or concentration that was placed on inactivation within the past three years. The date of inactivation and the date of the proposed reactivation must be provided.
- Termination of an academic program or concentration. A teach-out plan per SACSCOC *Closing a Program, Site, Branch or Institution Good Practices* Statement and the policy, *Substantive Change for Accredited Institutions of the Commission of Colleges*, Procedure Three, should accompany the notification of termination. As the immediate interests of currently enrolled students and faculty are impacted by the termination of an academic program or concentration, timely communication of this decision to students and faculty is important.

1.5.3A **Programs Exempt from Inactive Status.** The following categories of academic program are not eligible for inactive status:

- Academic programs that have not been implemented
- Academic programs that are currently in post-approval monitoring status
- Academic programs currently listed as low-producing status by THEC

1.5.4A **Notification Schedule**. All public universities will be responsible for notifying THEC of all institutionally approved academic program actions as outlined above on the following dates:

- May 15 for all actions approved between Jan 1 and April 30
- Aug 15 for all actions approved between May 1 and July 31
- Jan 15 for all actions approved between Aug 1 and Dec 31

The chief academic officer at each university will submit all academic program actions designating that each action has been approved though appropriate institutional and/or governing board processes.

Institutions will use the THEC's notification reporting protocol as provided on the THEC website.

Tennessee Board of Regents (TBR) is charged with notification to THEC for all community college academic program actions as outlined in the Academic Policy A1.0. TBR will provide a monthly summary report to THEC of all community college program actions approved by the TBR.

1.5.5A   Policy will be reviewed every three years unless changes in eligible academic program actions are warranted.

Source: THEC Meeting: January 26, 2017.

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Agenda Item: <u>II.B.</u>

DATE: January 26, 2017

SUBJECT: New Commission Policy- PII

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: In recognition of one of THEC's primary responsibilities, the protection of student data, Mr. Krause formed a task force in the fall of 2016 to evaluate the agency's procedures related to the handling of personally identifiable information ("PII"). The task force developed recommendations for modifying some agency processes and procedures which were incorporated into an overall policy designed with three key purposes:

    (1) To ensure compliance with all State and Federal laws related to PII;

    (2) To ensure safe handling of PII by agency staff; and

    (3) To achieve and maintain a heightened awareness among agency staff related to the handling, storage, utilization, and dissemination of PII.

The proposed policy is attached for review, discussion, and action at the January 26, 2017 meeting. Once approved, the policy will be distributed to each THEC employee. This policy clearly states the expectations of each employee as they perform their official duties on behalf of the Commission.

Section Title: Legal and Regulatory Policies

Policy Title: Protection of Personally Identifiable Information

Policy Number: LR7.0

7.1.10A **Purpose.** This policy has three purposes:

     (1) To ensure Commission compliance with all State and Federal laws related to the protection of personally identifiable information; (2) To ensure all agency processes related to the handling of personally identifiable information employ measures appropriate for the security of personally identifiable information; and, (3) To achieve and maintain a heightened awareness among agency staff related to the handling, storage, utilization, and dissemination of personally identifiable information.

7.1.20A **Definitions.**

     Confidential Information. Data or information deemed highly private or personal, the disclosure of which could potentially lead to identity theft or other malfeasance if mishandled or inadvertently distributed. This includes data or information deemed confidential by law, FERPA, regulation, or Commission policy. Confidential information includes, but is not limited to, the following:

      1) Social security numbers;
      2) Credit card numbers;
      3) Driver's license or other government-issued identification numbers;
      4) Bank account information;
      5) Protected health information; and,
      6) Student education records, including grades, transcripts, or financial records.

     Disclosure. An individual discloses information when he or she permits access to or the release, transfer, or other communication of confidential, personally identifiable, or sensitive information by any means, including oral, written, or electronic, to any party, including the party who provided or created the record.

     Personally Identifiable Information. Data is personally identifiable if it includes confidential or sensitive information and enables identification of a specific person or makes personal information about them known.

Sensitive Information. Some information related to the Commission's business and academic activities, although not requiring the same level of legal protection or scrutiny as confidential information, is still classified by the Commission to be "sensitive information." Examples of these types of information may include, but are not limited to:

1) Birth dates;
2) Home addresses;
3) Emergency contact information;
4) Employee/Student ID numbers;
5) Employee disciplinary records;
6) Legal documents; and,
7) Financial records.

7.1.30A **Scope.** This policy applies to all Commission members and staff. It is designed to protect confidential, personally identifiable, and sensitive information about students, teachers, Commission employees, and other individuals and entities considered stakeholders or Commission partners in higher education in the state and applies regardless of how the information is stored or transmitted (e.g., paper, electronic, other media).

7.1.40A **Procedures.** Use and release of confidential, personally identifiable, and sensitive information shall be consistent with all applicable laws and regulations, as well as Commission policy.

7.1.40B Information deemed confidential or sensitive shall be collected, stored, transmitted, and disposed of using the guidelines below. All Commission staff are responsible for ensuring that confidential and sensitive information is:

1) Collected only as necessary in conjunction with the lawful performance of Commission duties;
2) Restricted in its distribution and accessibility as is consistent with Commission policy;
3) Properly secured by the use of such safeguards as secured file storage and rooms, encryption, and other technology tools; and,
4) Disposed of through secure means such as shredding, overwriting hard drives, or other means of physical destruction as appropriate.

7.1.40C Staff shall adhere to Commission policy concerning the receipt, processing, and dissemination of personally identifiable

information. Staff shall follow the Information Security Protocol outlined by the Commission Information Systems Director and Personally Identifiable Information Coordinator ("PII Coordinator") when printing, faxing, storing, emailing, mailing, or handling any personally identifiable information.

7.1.40D   Confidential and sensitive information shall be disclosed externally to individuals or entities outside of the Commission only when such disclosure is:

1) Necessary to fulfill the duties and responsibilities of the Commission;
2) Consistent with Federal, State, and local laws and regulations;
3) Compliant with this policy and the agency Information Security Protocol;
4) Provided using adequate protections, including written confidentiality and data sharing agreements, where appropriate; and,
5) When applicable, provided upon written permission or request from the affected individual, such as a student request for the release of transcripts.

Each division shall maintain a log or database of any external discolsure of PII. Staff shall confer with the Office of General Counsel for guidance as to whether an external disclosure of confidential, personally identifiable, or sensitive information complies with these requirements.

7.1.40E   Confidential, personally identifiable, and sensitive information shall be disseminated internally between divisions and staff only when necessary to fulfill the duties and responsibilities of the Commission. If shared internally, staff shall be informed of the confidential or sensitive nature of the information and the need to safeguard it. Staff shall confer with the Office of General Counsel when a question arises as to whether the internal disclosure of confidential, personally identifiable, or sensitive information complies with this policy.

7.1.40F   When directed by statute or required to fulfill the duties of the Commission, staff may be required to report data that was once personally identifiable to the general population through research briefs and reports. Staff should adhere to national data reporting standards and ensure that no data presented in aggregate may be systematically reduced to personally identifiable form. Staff shall adhere to the appropriate procedures for de-identification and reporting outlined in the agency Information Security Protocol.

Questions regarding the protection of data should be referred to the appropriate Commission division head and to the Office of General Counsel.

7.1.40G   Commission staff shall not save confidential, personally identifiable, or sensitive information to their local desktop or laptop hard drive, except when necessary for temporary data processing or analysis and only after consultation with the PII Coordinator. If confidential, personally identifiable, or sensitive information must be saved to a user's desktop or laptop, the information should remain saved only for the period of time absolutely necessary for completion of processing and analyses and shall be immediately and permanently deleted thereafter.

7.1.40H   Commission staff shall ensure that laptops, desktops, mobile devices or other machines provided by the State are password-locked and fully secured when not in use or under the immediate possession or control by the responsible individual. Staff shall not leave machines with access to personally identifiable information unattended. If a breach is suspected or a machine reported as missing or stolen, staff shall immediately inform the Executive Director, Information Systems Director, General Counsel, and the PII Coordinator, as well as their immediate supervisor.

7.1.40I   The Commission shall establish and annually update a Data Breach Countermeasure Protocol and Crisis Plan to outline responsible parties, actions, and notification procedures in the event that personally identifiable, confidential, or sensitive information is disseminated or inadvertently distributed in an inappropriate or unintended manner. This protocol shall be reviewed annually by the PII Coordinator, in conjunction with the Executive Director, Office of General Counsel, Information Systems Director, and division leadership.

7.1.50A   **Responsible Offices.** Commission leadership shall designate a Commission Information Systems Director to monitor handling of sensitive and confidential information, as well as develop tools, services, and guidance related to the security of the Commission's information technology assets. Questions related to these services, as well as questions related to the theft or potential theft of confidential, personally identifiable, or sensitive information, should be directed to this individual. The Information Systems Director shall ensure that all employees remain compliant with State and Commission procedures regarding information security, including the maintenance of employee acceptable use policies, information systems onboarding procedures, employee account

termination, and yearly user access audits. The Information Systems Director is responsible for developing and maintaining the Information Security Protocol for the Commission and initiating an annual review of the data breach countermeasure protocol and crisis plan.

7.1.50B   The Executive Director shall designate a PII Coordinator who shall work with the Information Systems Director, the General Counsel, and each division head to maintain the Information Security Protocol for the Commission and conduct the following procedures annually:

1) Audit Commission staff rights and access privileges;
2) Update the Personal/Confidential Data Questionnaire;
3) Maintain on- and off-boarding procedures for employees regarding the protection of personally identifiable information; and,
4) Develop and implement ongoing employee trainings on the protection of personally identifiable information and acceptable handling of personally identifiable information.

7.1.50C   The Office of General Counsel shall provide legal guidance for all questions related to the treatment of confidential, personally identifiable, or sensitive information and shall be consulted as needed for direction and advice.

References:
Tenn. Code Ann. § 10-7-504(a)(4)(A) – confidentiality of student records
Tenn. Code Ann. § 10-7-504(a)(29)(A) – disclosure of personally identifying information
Tenn. Code Ann. § 10-7-504(b) – destruction of records containing confidential information
Tenn. Code Ann. § 10-7-504(f) – confidentiality of certain state employee information
Tenn. Code Ann. § 10-7-504(m) – records related to the security of any government building
20 USCA § 1232g – Family Educational Rights and Privacy Act

Approved: January 26, 2017

Agenda Item: II.C.

DATE: January 26, 2017

SUBJECT: Revised Commission Policy- Outside Employment

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: A review of Commission policies and procedures indicated the need to update the Commission policy on outside employment for THEC staff.

Policy HR1.0 on Outside Employment recognizes that full-time employment with the Commission demands an individual's full-time commitment, professional expertise, and attention to assigned responsibilities. The policy provides notice to staff that holding an appointment to a full-time position with the Commission constitutes acknowledgement of these requirements, and that the position shall be the employee's primary occupation.

The policy is necessary to ensure that an employee's outside employment does not conflict with the duties of their employment at the Commission.

The proposed policy is attached for review, discussion, and action at the January 26, 2017 meeting. Once approved, the policy will be distributed to each THEC employee. This policy clearly states the expectations of each employee as they perform their official duties on behalf of the Commission.

Section Title: Human Resources

Policy Title: Outside Employment

Policy Number: HR1.0

1.0.01   PURPOSE: This policy addresses the outside employment activities of Commission employees to ensure that outside employment does not conflict with their employment duties at the Commission.

1.0.02   APPLICATION: This policy applies to all full time employees of the Tennessee Higher Education Commission.

1.0.03   DEFINITIONS: Outside employment is defined as the engagement in any line of business or the performance of any type of work or service for any person or entity other than that required by the employee's official position with the Tennessee Higher Education Commission. This is limited to outside employment performed for the purpose of obtaining wages, salary, fee, gift, or other compensation. Such outside employment also includes active participation in a business, including being an owner, part-owner, partner, corporate officer, or serving in a policy-making position for such business.

1.0.04   POLICY: As a condition of employment, all full time Commission employees shall abide by this policy. Any violation of this policy will result in corrective action, up to and including termination, at the discretion of the Executive Director.

1.0.04A   Full-time employment with the Commission demands an individual's full-time commitment, professional expertise, and attention to assigned responsibilities. Holding an appointment to a full-time position with the Commission constitutes acknowledgement of these requirements, and that the position shall be the employee's primary occupation. It is further understood that fulfillment of official duties for the Commission may require working beyond the regular work day or work week, and in such situations the work of the Commission shall take priority over any outside employment opportunity.

1.0.04B   Employees shall not engage in any outside employment that may affect the employee's ability to fulfill his or her official duties with the Commission. Additionally, full time employment with the Commission shall, at a minimum, require adhesion to the State of Tennessee's standard work schedule and attendance consistent with the employee's job duties, with allowances for sick and annual leave. An employee's regular work schedule will generally consist of an uninterrupted 7.5 hour work day plus a lunch break.

1.0.04C   As a guide to determine the appropriateness of outside employment, consideration shall be given as to whether the outside employment will:

1. Result in a conflict of interest, or an apparent conflict of interest, with the employee's official duties and responsibilities or with regular Commission operations;
2. Interfere with the employee's efficient performance of official duties, work schedule, and responsibilities at the Commission;
3. Bring discredit to the Commission or cause unfavorable or justifiable criticism of the Commission;
4. Be performed entirely outside of the Commission offices, and with priority placed on normal working assignments and responsibilities;
5. Require only a reasonable time commitment from the employee; and,
6. Be undertaken with an inappropriate claim that the individual is officially representing the Commission in connection with the employment.

1.0.04D   Outside employment should not conflict with an employee's regular work schedule, and employees are required to work a standard, uninterrupted 7.5 hour work day. The Commission acknowledges there may be rare, isolated instances when outside employment conflicts with regular work schedules. Any outside employment commitment that conflicts with regular working hours must be formally approved in advance, in writing, by the Executive Director. Such approval shall include a written plan as to how the employee will work 37.5 hours in any week in which the outside employment conflicts with the regular work schedule, with additional assurance that the employee's work product and responsibilities will not be compromised. A copy of the approved plan shall be placed in the official personnel file of the employee. After the required approvals have been issued, if the employee is unable to fulfill the required 37.5 work hours in any week due to outside employment activities, annual leave must be utilized for the shortfall, documentation of which must be provided to the Executive Director.

1.0.05A   PROCEDURE: Commission employees with outside employment obligations that are limited to hours beyond the standard work day, on weekends and/or state holidays, will not be required to notify or seek approval for such employment as long as the outside employment does not conflict with this policy.

1.0.05B   Commission employees with outside employment obligations that involve higher education, consulting, or as a business owner, part-owner, partner, corporate officer, or in a policy making position, and their involvement is limited to hours beyond the standard work day, on weekends and/or state holidays, shall disclose the outside employment obligation in writing to their immediate supervisor, and a copy shall be filed with the Executive Director and placed in the employee's official personnel file.

1.0.05C   Commission employees wishing to engage in outside employment with other agencies, departments, or institutions of state government, shall first obtain the approval of the Executive Director and will be subject to prior approval of the President, Director, or appropriate representative of the other agency, department, or institution. Such services to another state agency or institution of higher education shall be paid by the contracting agency to the Commission in accordance with a dual services agreement.

1.0.06   It shall be the duty of the employee to provide notice and/or seek approval in writing on a timely basis as required by this policy.

Approved: July 27, 2006
Revised: January 26, 2017

Agenda Item: III. A.

DATE: January 26, 2017

SUBJECT: New Academic Program
East Tennessee State University
Tennessee Technological University
Tennessee Joint Doctor of Nursing Practice Program, DNP

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The proposed joint doctoral program in Nursing Practice at East Tennessee State University and Tennessee Technological University seeks to award the Nursing Practice degree with an advanced focus. Both East Tennessee State University and Tennessee Technological University baccalaureate and master's degree nursing programs are accredited by the Commission of Collegiate Nursing Education (CCNE); East Tennessee State University has an existing Doctor of Nursing Practice program which is also CCNE accredited. The institutions have signed a Memorandum of Understanding (MOU) to support a joint Doctor of Nursing Practice, to be known as the Tennessee Joint Doctor of Nursing Practice (DNP) Program, in which both institutions will admit students and jointly confer a single DNP degree. Both institutions will offer the core courses for the degree with the concentrations offered by each campus in their areas of unique strength.

The proposed on-line and blended Tennessee Joint Doctor of Nursing Practice program will allow for the sharing and the efficient use of resources as it seeks to prepare Doctors of Nursing Practice in unique specialties to bridge the gap in healthcare created by the physician shortage in the Upper Cumberland and East Tennessee and the need for additional faculty. East Tennessee State University will continue to operate its approved institutional Doctor of Nursing Practice program in addition to participating in this joint degree.

PROPOSED IMPLEMENTATION DATE: Fall 2017

1.1.20A MISSION: The proposed Tennessee Joint Doctor of Nursing Practice program supports East Tennessee State University's mission to produce "productive, enlightened citizens who serve their community and the world" and Tennessee Technological University's mission with "a special commitment to enrich the lives of people and communities in the Upper Cumberland region of Tennessee".

1.1.20B CURRICULUM: The proposed program will be offered online and through a blended delivery. Week long intensives will be held three times a year at each campus to provide courses-related instruction and scholarship presentations. The

curriculum is designed to educate nurses at the highest level of advanced practice with entry at both the Bachelor of Science in Nursing (BSN) and Master of Science in Nursing (MSN) level with an area of added expertise through one of six concentrations. East Tennessee State University will teach the concentrations in Family Nurse Practitioner, Psychiatric/Mental Health Nurse Practitioner, and Executive Leadership in Nursing. Tennessee Technological University will teach the concentrations in Women's Health Care Nurse Practitioner, Pediatric Nurse Practitioner-Primary Care, and Adult Gerontology-Acute Care Nurse Practitioner. Students may be admitted to either institution regardless of the concentration selected.

The program will require completion of a core of 28 semester credit hours in addition to concentration requirements for a total of 40 credit hours for Master of Science in Nursing entry students and a core of 45 semester credit hours in addition to concentration for a total of 74-90 credit hours for Bachelor of Science in Nursing entry students, dependent on concentration selected. Students are required to complete one-third or more of the credits at each institution in keeping with *SACSCOC Policy: Agreements Involving Joint and Dual Academic Awards.*

	East Tennessee State University DNP Concentrations			Tennessee Technological University DNP Concentrations		
	Family NP	**Psychiatric/ Mental Health NP**	**Executive Leadership in Nursing**	**Women's Health Care NP**	**Pediatric NP Primary Care**	**Adult Gerontology-Acute Care NP**
Major Field Core 　MSN-DNP 　BSN-DNP	28 45	28 45	28 45	28 45	28 45	28 45
Concentration 　MSN-DNP 　BSN-DNP	12 38	12 36	12 41	12 40	12 42-45	12 37
TOTAL 　MSN-DNP 　BSN-DNP	40 83	40 81	40 86	40 85	40 87-90	40 82

1.1.20C ACADEMIC STANDARDS: The admission, readmission, retention, and graduation requirements are the same as those described in the East Tennessee State University and Tennessee Technological University *Catalogs*. Students will be admitted with a master's degree to the Master of Science in Nursing-Doctor of Nursing Practice or with a baccalaureate degree to the Bachelor of Science in Nursing-Doctor of Nursing Practice program. An unencumbered license as a Registered Nurse in the United Stated and eligibility for licensure in Tennessee or equivalency for international students are required

for admission. Differences in institutional academic policies have been amended to provide consistency for students enrolled within this program.

Projected Program Enrollment and Productivity

Enrollment projections were developed based on associate and baccalaureate of nursing degree nursing program student interest surveys.

Year	Headcount	Graduates
2017	31	--
2018	62	--
2019	93	15
2020	109	15
2021	125	15
2022	132	24
2023	134	29

1.1.20D FACULTY: The instructional workload for this program will be continued by the existing 16.6 full-time equivalent faculty at both institutions. Six new full-time faculty will be hired at each institution: East Tennessee State University will hire one new faculty member in each of the first three years of operation; Tennessee Technological University will hire three new faculty members in year one.

1.1.20E LIBRARY RESOURCES: Both universities have significant library holdings for the proposed DNP program. All students enrolled in the program will have access to library resources at both institutions. In addition to electronic access, interlibrary loan of materials will be available at no cost to students.

1.1.20F ADMINISTRATION/ORGANIZATION: No new organizational unit will be required. The proposed DNP program will be housed at East Tennessee State University within the College of Nursing. At Tennessee Technological University, the proposed DNP program will be located in the existing Whitson-Hester School of Nursing. Student records will be maintained at the student's application institution. The Chief Nurse Administrator for the joint program (currently the East Tennessee State University Dean of Nursing), the Tennessee Technological University Nursing Dean, Joint Doctor of Nursing Practice Program Director and Concentration Coordinators and other official university administrators will have access to students' records as needed. The operations of the program will be conducted through a committee structure with representation from each institution and led by the Chief Nurse Administrator with regularly scheduled meetings.

1.1.20G SUPPORT RESOURCES: The proposed Tennessee Joint Doctor of Nursing Practice Program will utilize faculty at each institution to provide initial advisement to students on curricular and career issues. Advisement records will be maintained at the student's institution of application. Registration for classes will occur through the institution of application which does not have to be the institution overseeing a specific concentration. Courses will be listed in both institutions' schedule of classes to facilitate student registration. Institutions will work together to support students use of on-line platforms for course delivery. A Student Handbook is in development. An administrative assistant will be hired in year one at each institution. East Tennessee State University will also hire an advisor/recruiter in year one.

1.1.20H FACILITIES AND EQUIPMENT: Instructional facilities and equipment are adequate to support the proposed program at each institution. Simulation labs are available on both campuses and the East Tennessee State University Center for Nursing Research will provide statistical and research support for students in the proposed program.

1.1.20I   NEED AND DEMAND: The proposed Tennessee Joint Doctor of Nursing Practice Program will provide the opportunity for specialized educational training not currently available in the Upper Cumberland and East Tennessee regions. A shortage of physicians is present in Tennessee (The Methodist Le Bonheur Center for Healthcare Economics and The Sparks Bureau of Business and Economic Research, University of Memphis, 2011) and advanced practice nurses with Doctor of Nursing Practice degrees can help meet the need. An increase in the number of Doctor of Nursing Practice graduates will meet the workforce needs for advanced practice nurses in Tennessee as well as the need for additional faculty needs. Currently, no public Doctor of Nursing Practice programs offer the Women's Health Care Nurse Practitioner which will be available through this joint program.

1.1.20J NO UNNECESSARY DUPLICATION: There are currently eight accredited Doctor of Nursing Practice programs in Tennessee of which four are at public institutions (East Tennessee State University, University of Tennessee Health Sciences Center, University of Tennessee Chattanooga, University of Tennessee Knoxville). These existing programs are not currently able to meet the health heeds of Tennesseans.

1.1.2OK COOPERATING INSTITUTIONS: None at this time.

1.120L DIVERSITY AND ACCESS: East Tennessee State University and Tennessee Technological University both embrace diversity as a core value and the proposed Tennessee Joint Doctor of Nursing Practice Program is consistent with the institutions' Diversity Statement with a focus on student success, faculty recruitment and curricular content.

1.1.20M ASSESSMENT/EVALUATION AND ACCREDITATION: The SACSCOC Substantive Change Policy indicated that a joint program with another SACSCOC accredited institution requires a Procedure 2 substantive change report and that prior approval is required prior to the implementation of the program. A copy of the signed agreement and the contact information for each institution has been provided to the SACS Commission. The Tennessee Joint Doctor of Nursing Practice Program will seek accreditation through the Commission on Collegiate Nursing Education (CCNE) and will be evaluated on student success indicators such analysis of content of the Doctor of Nursing Practice project, residency portfolio, clinical evaluations, care delivery, participation in formal Inter-Professional Education activities, alumni surveys, national certification examination pass rate, and employer surveys. Assessment results from both internal and external evaluations will be used for program improvements.

1.1.20O EXTERNAL JUDGEMENT: An external review of the proposed program was conducted during a site visit to both institutions on July 26-29, 2016. Dr. Linda Streit, Dean and Professor of the Georgia Baptist School of Nursing at Mercer University and Dr. Dee Baldwin, Associate Dean and Director, School of Nursing at University of North Carolina-Charlotte served as the external reviewers. They recommended approval of the proposed Tennessee Joint Doctor of Nursing Practice Program. They stated that the proposed program is "…a joint, creative, and innovative approach to nursing education. Following a review of all online documents provided as well as supporting documents, including clarifying information from an on-site visit, [we] find this program option to be of importance for both institutions and recommend moving forward through the approval process."

1.1.20P COST/BENEFIT: The Doctor of Nursing Practice has significant long term potential for both institutions. The proposed Tennessee Joint Doctor of Nursing Practice Program will be funded through additional tuition revenues generated by the program and institutional reallocations. In each of the first five years, East Tennessee State University will be required to reallocate funds from the general fund to support establishment of this program. Tennessee Technological University will reallocate resources from the general fund to cover losses incurring in years one through three.

1.1.30 POST APPROVAL MONITORING: An annual performance review of the proposed program will be conducted for the first seven years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Agenda Item: III.B.

DATE: January 26, 2017

SUBJECT: New Academic Program
                Middle Tennessee State University
                Dance, Bachelor of Science

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The proposed baccalaureate program in Dance at Middle Tennessee State University seeks to expand the highly successful Dance minor that has been in existence since 1999, and the Dance emphasis within the Bachelor of Science in Integrated Studies. Currently, the Dance minor program is already an active participating member of the American College Dance Association, the Society of Dance History Scholars, and Congress on Research in Dance, the most prestigious national and international organizations for the presentation of creative and academic research in the field of dance.

The proposed degree will foster the development of students interested in a variety of approaches to dance including, performance, choreography, dance education, history and theory and dance science with coursework meeting standards outlined by the National Association of Schools of Dance (NASD) within a liberal arts degree.

PROPOSED IMPLEMENTATION DATE: Fall 2017

1.1.20A MISSION: As a comprehensive university, Middle Tennessee State University embraces its role to generate, preserve, and disseminate knowledge and innovation using scholarship to enhance teaching and public service. The university is committed to preparing students to thrive in their chosen professions in a changing global society. The proposed degree program will promote academic quality by enhancing learning, teaching, scholarship, and service and by celebrating MTSU's distinctive strengths. The proposed Dance program will increase the level of commitment to the Internship/Guest Artist program in Dance.

It will foster the development of the creative, technical and critical skills necessary for success in a range of dance and dance-related professions including choreography, performance, dance education, dance therapy, dance research and scholarship, and arts administration, as well as successful acceptance to graduate dance programs.

1.1.20B CURRICULUM: The proposed program will prepare students to become visionary and ethical leaders in the field of dance, engaged locally, regionally, nationally and globally in the field and beyond in the specific areas of performance/ choreography or dance pedagogy. The curriculum is based on a scholar-artist model in which student complete a core of technique, theory and composition classes as well as dance and general electives as a compliment to general education requirements. The program will require completion of 120 credit hours which consists of 41 credit hours in general education, 38 credit hours in the major field core, 15 hours in specialization, and 26 hours in general electives.

1.1.20C ACADEMIC STANDARDS: The admission, readmission, retention, and graduation requirements are the same as those described in the MTSU *Undergraduate Catalog*. In addition to the general admission requirements, students will be required to complete a brief audition for placement purposes in technique courses.

Projected Program Enrollment and Productivity

Enrollment projections were developed based on student interest surveys and students who had declared a Dance minor at Middle Tennessee State University. Students with an Associate of Arts/Associate of Science (A.A. /A.S.) degree from any Tennessee community colleges can transfer into the proposed program. The proposed program will accept 41 semester credit hours in General Education requirements plus 19 semester credit hours in an area of emphasis from the following Tennessee Transfer Pathways: Early Childhood Education, English, Exercise Science, Kinesiology, and Theatre Arts. The proposed program will not have discernable effects on other programs within the institution or other Tennessee Board of Regents institutions in the Middle Tennessee area.

Year	Headcount	Graduates
2017	14	--
2018	29	--
2019	45	5
2020	54	9
2021	61	11

1.1.20D FACULTY: The instructional workload for this program will be continued by the current two full-time tenure-track faculty and one full time lecturer plus six adjunct faculty. One additional faculty member will be hired in year four.

1.1.20E LIBRARY RESOURCES: The University has significant library holdings via collections, instructional support, databases, and extensive streaming video resources for the proposed Dance program.

1.1.20F ADMINISTRATION/ORGANIZATION: No new organizational unit will be required. The proposed Dance program will be housed in the Department of Theatre and Dance within the College of Liberal Arts. A half-time staff member will be hired in year four to support the program coordinator in administrative responsibilities.

1.1.20G SUPPORT RESOURCES: The proposed Dance program will utilize faculty and the twelve college-wide advisors through the College of Liberal Arts to counsel students on curricular and career issues.

1.1.20H FACILITIES AND EQUIPMENT: Existing Instructional facilities meet national standards for dance studios as outlined in the guidelines of the National Association of Schools of Dance. Recently, MTSU renovated space in Murphy Center to accommodate a new dance facility. This renovated space functions as a dance studio with split level flooring for traditional and percussive dance as well as an informal performance venue.

1.1.20I NEED AND DEMAND: The need for the proposed Dance BS program is aligned with the growth of the Middle Tennessee's population and Tennessee's growth in the arts and entertainment industry. The occupational outlook for careers in arts and entertainment industries is increasing based on several sources. The U.S Bureau of Labor Statistics states that employment of dancers is projected to grow 6 percent from 2012 to 2022. Employment of choreographers is projected to grow 24 percent for this same time period, much faster than the average for all occupations. According to the Tennessee Department of Labor, a 1.3 percent annual growth rate in arts and entertainment occupations is projected for 2008-2018. These projections indicate a growth of an additional 4,380 jobs in the sector over the ten-year period. The proposed Dance BS program will serve the needs of students from Tennessee and generate a wide range of new jobs as well as meet current employment needs throughout the region.

1.1.20J NO UNNECESSAR Y DUPLICATION: No other public institutions in Tennessee offer dance as a major. Middle Tennessee State University anticipates offering the proposed Dance BS program in the Academic Common Market upon approval.

1.1.2OK COOPERATING INSTITUTIONS: None at this time.

1.120L DIVERSITY AND ACCESS: Middle Tennessee State University embraces diversity as a core value and the proposed Dance BS program is consistent with the institution's Diversity Statement with a focus on student success, faculty recruitment, curricular content, and co-curriculum programmatic events and activities. The Dance program at MTSU is committed to multi-cultural dance education. The Dance program will continue to promote art that is inclusive and as a discipline that will foster an appreciation for and greater understanding of diversity.

1.1.20M ASSESSMENT/EVALUATION AND ACCREDITATION: The Dance program will be evaluated on student success indicators including major technique evaluations, choreographic dance projects, capstone projects, and exit interviews.   Additionally, the proposed degree is designed to meet the national standards established by the National Association of Schools of Dance (NASD). NASD established national standards for undergraduate and graduate degrees for the purpose of examining and improving practices and professional standards in dance education and training. The faculty will conduct a self-study of the program over summer/fall 2018 with a fall 2019 NASD site visit with anticipated accreditation in spring 2020.

1.1.20O EXTERNAL JUDGEMENT: External review of the proposed program was conducted during an institutional site visit on September 27, 2016. Dr. Ivan Pulinkala, Professor and Department Chair of Dance at Kennesaw State University, served as the external reviewer. He recommended approval of the program stating "MTSU is well positioned and equipped to successfully launch and establish dance as a major field of study...I was impressed by the support this program has garnered within the faculty and administration, and look forward to watching the discipline of dance thrive at MTSU".

Dr. Pulinkala highlighted the following strengths of the proposed Dance program:

- Proposed curriculum has all the necessary components necessary for success;
- Program is strongly rooted in the hands of an impassioned dance faculty; and
- Learning outcomes directly align with national standards.

1.1.20P COST/BENEFIT: The proposed Dance program will be funded through additional tuition revenues generated by the program. No institutional reallocation of funds is necessary for program implementation.

1.1.30 POST APPROVAL MONITORING: An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Agenda Item: III.C.

DATE: January 26, 2017

SUBJECT: New Academic Program
               Middle Tennessee State University
               Fermentation Science, BS

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: In 1995, Tennessee's industry included 15 wineries, two distilleries, two major cheese-making facilities and no other fermentation facilities of any type. Today, the industry includes 60 wineries, 30 distilleries, 52 breweries, 10 cheese making operations, the largest yogurt manufacturing plant in the world (in addition to numerous smaller yogurt producers) and million gallons ethanol production facilities in two counties.   Based on this rapid growth of fermentation for food and energy production, Middle Tennessee State University proposes to offer a Bachelor of Science (BS) in Fermentation Science. The proposed program will be the first in Tennessee that will prepare students for work in the commercial food production and brewing as well as the academic sector of teaching and conducting research.

The curriculum for the proposed program is multi-disciplinary and will draw primarily from the School of Agribusiness of Agriscience. The School has a long-standing relationship with Tennessee's Department of Agriculture as well as the state's food industry, particularly the food processing industry. Courses in Fermentation Science will be taught in partnership with local industry. Hands-on training sessions at industry sites as well as internships with industry will be scheduled to accommodate working professionals as well as traditional students.

PROPOSED IMPLEMENTATION DATE: Fall 2017

1.1.20A   MISSION: The proposed Fermentation Science program supports Middle Tennessee State University's mission of "preparing students to thrive in their chosen professions and a changing global society." It is a direct reflection of our changing global society, especially as exhibited in the United States and Tennessee. Fermentation for food and energy production in Tennessee is growing rapidly and none of the private or public universities in Tennessee have directed attention to training Tennesseans to work in the industry. The proximity of so many fermentation facilities to Middle Tennessee State University and the potential for further growth of industries utilizing fermentation science make this proposed program a priority.

1.1.20B CURRICULUM: The proposed program will prepare students with specialized training in fermentation science who can enter the workforce ready to sustain and advance the industry. The curriculum is heavily grounded in biology, chemistry, agriscience and includes an extensive business foundation with opportunities for research and practical experience. The Fermentation Science BS program will require completion of 120 credit hours which consists of 41 credit hours in general education, 51 credit hours in the major field core, 12 hours in business courses, 6 hours in a research or internship capstone experience and 10 hours in general electives. Additionally, the program supports the Tennessee Transfer Pathways through the acceptance of 60 hour credit blocks for Associate of Science students in 18 pathways.

1.1.20C ACADEMIC STANDARDS: The admission, readmission, retention, and graduation requirements are the same as those described in the MTSU *Undergraduate Catalog*. Due to the design of the program to train industry professional in the production of fermented or distilled food and beverage products, the Tennessee Code Annotated §57-4-1 was amended in 2016 to allow students to enroll in fermentation courses where tasting an alcoholic beverage for educational purposes is required (not swallowing or consuming) upon completion of a minimum of sixty (60) credit hours of coursework.

Projected Program Enrollment and Productivity

Enrollment projections are based on the explosive growth of the fermented foods and fermentation-derived energy industries in Tennessee over the last 20 years in addition to the Master Brewers Association of the Americas 2014 Higher Education Survey results.

Year	Headcount	Graduates
2017	12	--
2018	24	--
2019	35	1
2020	49	7
2021	58	11

1.1.20D FACULTY: The instructional workload for this multi-disciplinary program will be provided by current full-time faculty in the School of Agribusiness and Agriscience and the Departments of Biology and Chemistry within the College of Basic and Applied Sciences. Additionally, faculty from the Jennings A. Jones College of Business will teach the business foundation courses.

Two additional faculty members will be hired for the proposed Fermentation Science BS program during the first two years. Both faculty members will teach and conduct research as the curriculum expands and additional courses are offered.

1.1.20E LIBRARY RESOURCES: The University has significant library holdings for the proposed Fermentation Science program. The Walker Library has a robust collection of print materials and databases on the subject of fermentation science. Additionally, advanced classes will rely heavily on manufacturers' literature for specification and performance data as well as the latest hardware and software.

1.1.20F ADMINISTRATION/ORGANIZATION: No new organizational unit will be required. The proposed Fermentation Science BS program will be housed in the School of Agribusiness and Agriscience within the College of Basic and Applied Sciences.

1.1.20G SUPPORT RESOURCES: The proposed Fermentation Science BS program will utilize the 16 college-wide advisors and trained advisors specifically for transfer students within the Student Advising Center. Faculty will also be available to advise students on curricular and career issues. Additionally, the School of Agribusiness and Agriscience advisory board will provide mentoring and experiential opportunities for the students.

1.1.20H FACILITIES AND EQUIPMENT: The School of Agribusiness and Agriscience currently has adequate classroom space and floor space for a fermentation laboratory but the fermentation laboratory will require the installation of floor drains and certain other modifications to render them acceptable for the production of food products. Specialized instructional equipment will be purchased since only limited types of fermentation are currently taught at Middle Tennessee State University. One time expenditures have been budgeted for facility renovation and equipment purchases. In year four, a technician will be hired to maintain the equipment and related technology of the program.

1.1.20I NEED AND DEMAND: The Master Brewers Association of the Americas' Higher Education 2014 Survey results indicated a significant interest and potential for employment of graduates with a degree in brewing and fermentation science. The establishment of the proposed Fermentation Science BS program provides MTSU with a unique and highly flexible employment potential opportunity in response to a rapidly growing fermentation industry in Tennessee and nationwide. Program graduates will work in a variety of positions for major manufacturers in the middle Tennessee area, such as General Mills, Kroger, Brown-Forman, and Diageo, as well as increasing number of new and growing locally owned fermented food producers, breweries, and distilleries.

1.1.20J NO UNNECESSARY DUPLICATION: The proposed program will be the only Fermentation Science program in Tennessee. Currently, there are fewer than 10 colleges and universities in the United States that offer a bachelor's program in Fermentation Science.

1.1.2OK COOPERATING INSTITUTIONS: None at this time.

1.120L DIVERSIT Y AND ACCESS: Middle Tennessee State University embraces diversity as a core value and the proposed Fermentation Science BS program is consistent with the institution's Diversity Statement with a focus on student success, faculty recruitment, curricular content, and co-curriculum programmatic events and activities. Persons of color and students from other minority groups are underrepresented in the STEM fields, as well as agriculture. The established articulation programs are anticipated to be an avenue for increased diversity and access to a bachelor's level credential.

1.1.20M ASSESSMENT/EVALUATION AND ACCREDITATION: The Fermentation Science BS program will be evaluated utilizing both formative and summative evaluations to assess the extent to which the program is meeting institutional goals and objectives. Students will have input through student evaluations and the graduating seniors examination. Hands-on experience with state of the art materials and equipment on internship settings aligning with the student's career goals will allow for evaluation of strengths and weaknesses in knowledge, skills and abilities in fermentation science by internship supervisors. These evaluations will provide not only individual student feedback by curriculum evaluation informing the continuous curricular improvement. Placement data for new graduates and alumni will be tracked to identify program strengths and existing as well as new placement efforts. Additionally, the program will be evaluated externally every seven years in accordance with the Quality Assurance Funding Program. Assessment results from both internal and external evaluations will be used for program improvements.

1.1.20O EXTERNAL JUDGEMENT: External review of the proposed program was conducted during an institution site visit on September 23, 2016. Dr. Cory Emal, Professor of Medicinal Chemistry and Fermentation Science at Eastern Michigan University, served as the external reviewer. He recommended approval of the proposed Fermentation Science BS program. Dr. Emal stated that "MTSU at multiple levels within the institution is in full support of the proposed Fermentation Science program and is prepared for its implementation. Key personnel and a program champion are in place, the administration is supportive in spirit and through the earmarking of resources, and the university itself appears to have a knack for offering and supporting unique programs that proved to be successful at attracting students. Fermentation Science is an emerging discipline, and by offering a program at its evolution, MTSU has the opportunity to become one of the leaders in the field."

1.1.20P COST/BENEFIT: The proposed Fermentation Science BS program will be funded through additional tuition revenues generated by the program. No institutional reallocation of funds is necessary for program implementation.

1.1.30 POST APPROVAL MONITORING: An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, governing board, and Commission staff will perform a summative

evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Agenda Item: IV. _____

DATE: January 26, 2017

SUBJECT: Academic Program Review

ACTION RECOMMENDED: Information

As Tennessee's institutions of higher education continue to focus on the goals of completion and student success, there is a clear need for an ongoing evaluation of the state's academic programs. Recent years have seen a period of extensive growth in the current academic program inventory coupled with concerns that a significant number of programs are failing to meet productivity thresholds. Therefore, THEC performs an annual Academic Program Review which examines new programs across the state.

THEC works with governing boards and institutions to assess the health of academic offerings, make necessary adjustments to academic program policy, and ensure all programs are fully aligned to student success. As the state continues to move toward 55 percent of Tennesseans obtaining a college degree or certificate by 2025, it is vital that our institutions of higher education provide students with high quality academic programs.

The Academic Program Review provides a holistic view of the status of degree programs throughout the state, and includes the following components:

- **Program Activity**: Depicts new academic programs added to the state inventory in 2016, as well as programs that have been terminated.

- **Post Approval Monitoring**: Assesses success of newly approved academic programs against projected enrollment and graduation benchmarks.

Program Activity

The Commission has the statutory responsibility to review and approve new academic programs, while responsibility for program termination lies with the governing boards. However, Commission staff may recommend termination to the TBR and UT systems. The FOCUS Act also requires that institutions report annually on any academic program terminations to the General Assembly and THEC.

During 2016, the Commission approved four new academic programs and 15 programs received approval for modifications from the THEC Executive Director. The Board of Regents approved 20 pre-baccalaureate programs. The governing

boards terminated 53 programs. A complete listing of new academic programs, program modifications, and terminations can be found in Appendix A.

Table 1: New Academic Programs, Modifications and Terminations, 2016

	New Programs	Modified Programs	Terminations	Net Change
TBR Universities	4	14	4	+14
UT System	0	1	8	-7
TBR Community Colleges	20	--	41	-21
Total Actions	**24**	**15**	**53**	**-14**

- All new academic program activity in 2016 occurred at Tennessee Board of Regents institutions. Eighty percent of new academic programs were approved by TBR for community colleges, and the most common areas of growth were Trades and Industry followed by Heath Professions and Computer Information Sciences.

- Fifteen academic programs were approved through Academic Policy A1.1 which allows the THEC Executive Director to approve program modifications. The most common program modification was the result of the separation of a concentration from an existing program to establish a free standing academic program.

- The majority of programs terminated in 2016 were at TBR community colleges with a significant number of these programs being offered though TN eCampus. The remaining terminations included one baccalaureate degree, five master's degrees and six doctoral degrees.

Table 2: Trends in New Academic Programs, 2012-2016

New Programs	2012	2013	2014	2015	2016
TBR Universities	1	6	7	8	4
UT System	2	2	0	4	0
TBR Community Colleges	45	29	27	15	20
Total Actions	**48**	**37**	**34**	**27**	**24**

- Over the last five years, there has been a decline in the number of new academic programs approved each year.
- Overall, the number of programs approved annually by the Commission has grown since 2012, despite a 12 month moratorium on new programs that occurred from July from 2014-2015. However, there were fewer new programs approved by the Commission in 2016 than 2015.

Table 3: Trends in Academic Program Terminations, 2012-2016

Program Terminations	2012	2013	2014	2015	2016
TBR Universities	2	4	3	3	4
UT System	1	0	3	1	8
TBR Community Colleges	19	1	9	7	41
Total Actions	**22**	**5**	**15**	**11**	**53**

- Between 2012 and 2015, there has been an overall decline in the number of programs terminated annually by the governing boards.
- However, 2016 had a record number of programs terminated in a single year with the same number of programs being terminated in 2016 as the previous four years combined.

Post Approval Monitoring

Newly approved programs are evaluated through the Post Approval Monitoring (PAM) process. The PAM evaluates academic programs against enrollment and graduate projections, program cost, and other goals agreed upon by the governing boards and THEC. The PAM cycle is three years for pre-baccalaureate programs and five years at the baccalaureate and master's level. Effective with the revised academic policy in 2015, new doctoral programs are monitored for a seven-year period.

 In 2016, a total of 61 programs participated in PAM. Over half of all programs in PAM were certificate and associate degree programs at the TBR community colleges. The UT System made up roughly 13 percent of programs in PAM. A total of eight programs completed Post Approval Monitoring in 2016, five associate programs and three master's programs.

Table 4: Programs in Post Approval Monitoring, 2016

	Certificate & Associate	Bachelor	Master's	Doctoral	Total
TBR Universities	-	5	12	4	21
UT System	-	1	1	6	8
TBR Community Colleges	32	-	-	-	32
Total Programs in PAM	**32**	**6**	**13**	**8**	**61**

Enrollment and graduation benchmarks for programs are developed by each institution and failure to meet these benchmarks can impact the institution substantially. For example, if the institution does not enroll the projected number of students then there may be a deficit in tuition receipts, and thus, a financial burden to the institution.

In 2016, there were 14 academic programs that failed to meet both enrollment and graduation benchmarks: eight pre-baccalaureate, five master's and one doctoral. There are various reasons why programs may not meet projected benchmarks. Sometimes the implementation of programs are delayed due to difficulty hiring faculty, inadequate recruitment practices, changes in labor market demands, or other issues not within the control of the institution. For example, the Professional Science Master's program at Tennessee State University lost two key faculty members and two critical staff members. In addition, there was a delay in adding the program into the online application system for the School of Graduate Studies and Research. The staff departure and delay in adding the program to the application system has caused a delay in the program meeting enrollment and graduation benchmarks. The reason for not meeting benchmarks may also be tied to when a program receives accreditation as with the Occupational Therapy doctoral program at UT Chattanooga. The program received national accreditation in April 2016, and has seen a substantial increase in the number of applicants which will increase the chances that enrollment and graduation benchmarks will be met going forward.

Programs that did not meet benchmarks during the monitoring period completed a Program Productivity Plan that addressed deficiencies and provided specific plans for corrective actions. The Program Productivity Plan serves to help improve the program by helpings institutions formulate a strategy to address enrollment, retention and completion goals. For example, through the Program Productivity Plan the Fine Arts associate program at Roane State has initiated a marketing campaign and identified potential events on campus to help recruit students and increase enrollment.

Programs that have completed PAM are monitored by THEC through the Quality Assurance Funding program. Programs that are underperforming at the end of the monitoring cycle are in true peril of failing to reach the institutionally developed projections that indicate success. Underperforming programs that complete PAM are monitored by THEC through the Low Producing Program evaluation. THEC can recommend termination of those programs that do not, over the monitoring period, show improvement.

Table 5: 2016 Post Approval Monitoring
Certificate and Associate Programs

	Institution	Academic Program	Degree Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Chattanooga	Hospitality and Tourism Management	Associate	Spring 2015	1st		N/A
2	Cleveland	Paramedic	Certificate	Fall 2015	1st		x
3	Cleveland	Paramedic	Associate	Fall 2015	1st	x	N/A
4	Cleveland	Medical Informatics	Associate	Fall 2015	1st		N/A
5	Northeast	Aviation Maintenance Technology	Certificate	Fall 2015	1st		

	Institution	Academic Program	Degree Level	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
6	Roane	Mechatronics Technology	Associate	Fall 2015	1st	x	x
7	Southwest	Allied Health Science	Associate	Fall 2015	1st		
8	Southwest	Fire Science	Associate	Fall 2015	1st		N/A
9	Volunteer	Computer Information Technology	Associate	Fall 2015	1st	x	
10	Dyersburg	Advanced Integrated Industrial Technology	Associate	Spring 2014	2nd	x	
11	Motlow	Emergency Medical Services	Associate	Fall 2014	2nd	x	
12	Northeast	Entertainment Technology- Sound and Lighting	Certificate	Spring 2014	2nd		
13	Roane	Financial Services	Associate	Fall 2014	2nd		
14	Roane	Medical Informatics	Associate	Fall 2014	2nd		
15	Roane	Surgical Technology	Associate	Fall 2014	2nd		
16	Walters	Surgical Technology	Associate	Fall 2014	2nd		
17	Motlow	Mechatronics Technology	Associate	Fall 2013	3rd	x	
18	Nashville	Medical Informatics*	Associate	Fall 2013	3rd		
19	Southwest	Advanced Integrated Industrial Tech	Associate	Fall 2013	3rd		
20	Volunteer	Entertainment Media Production	Associate	Fall 2013	3rd	x	
21	Volunteer	Fine Arts	Associate	Fall 2013	3rd	x	
22	Volunteer	Medical Informatics	Associate	Fall 2013	3rd	x	

Programs terminated effective August 2016.

- Five associate programs completed monitoring in 2016. The Advanced Integrated Industrial Technology associate program at Southwest was scheduled to complete monitoring in 2016; however, the program will continued to be monitored through 2019 as the program failed to meet both enrollment and graduation benchmarks.
- Programs not meeting either enrollment or graduation benchmarks:
  - Northeast: Aviation Maintenance Technology and Entertainment Technology Sound and Lighting certificate programs
  - Roane: Medical Informatics, Financial Services, and Surgical Technology associate programs
  - Southwest: Allied Health Science and Advanced Integrated Industrial Technology associate programs
  - Walters: Surgical Technology associate program

Table 6: 2016 Post Approval Monitoring
Baccalaureate Programs

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Austin Peay	Theatre/Dance	Fall 2015	1st	x	x
2	Middle Tennessee	Theatre	Fall 2014	2nd	x	x
3	Middle Tennessee	Mechatronics Engineering	Fall 2013	3rd	x	x
4	Tennessee Tech	Environmental and Sustainability Studies	Fall 2012	4th		x
5	UT Chattanooga	Integrated Studies	Fall 2012	4th	x	x

- Five baccalaureate programs were evaluated through PAM in 2016.
- Four of the five baccalaureate programs met both enrollment and graduate benchmarks.

Table 7: 2016 Post Approval Monitoring
Master's Programs

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	Middle Tennessee	Finance	Fall 2015	1st		
2	Middle Tennessee	Liberal Arts	Fall 2015	1st	x	
3	Austin Peay	Engineering Technology	Fall 2014	2nd		
4	Tennessee State	Professional Science Master's	Fall 2014	2nd		
5	Tennessee State	Computer Science	Fall 2014	2nd	x	x
6	UT Knoxville	Creative Writing	Fall 2014	2nd		x
7	Austin Peay	Computer Science & Quantitative Methods	Fall 2013	3rd	x	x
8	Middle Tennessee	Management	Fall 2013	3rd	x	x
9	Tennessee Tech	Professional Science Master's	Fall 2013	3rd		
10	Middle Tennessee	International Affairs	Fall 2012	4th		

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
11	Middle Tennessee	Information Systems	Fall 2011	5th	x	x
12	Middle Tennessee	Leisure and Sport Management	Fall 2011	5th		x
13	Univ of Memphis	Social Work	Fall 2011	5th		x

- Thirteen master's programs were evaluated through PAM and three completed monitoring in 2016.
- Programs not meeting both enrollment and graduation benchmarks:
  - Austin Peay State University: Engineering Technology
  - Middle Tennessee State University: Finance and International Affairs
  - Tennessee State University: Professional Science Master's
  - Tennessee Technological University: Professional Science Master's

Table 8: 2016 Post Approval Monitoring
Doctoral Programs

	Institution	Academic Program	Implementation Term/Year	Monitoring Year	Met Enrollment Benchmark	Met Graduation Benchmark
1	UT Knoxville	Entomology, Plant Pathology and Nematology	Fall 2015	Delayed	N/A	N/A
2	UT Knoxville	Public Health	Fall 2015	Delayed	N/A	N/A
3	Univ of Memphis	Health Systems and Policy	Fall 2014	2nd	x	N/A
4	UT Chattanooga	Occupational Therapy	Fall 2014	2nd		
5	Middle Tennessee	Assessment, Learning and School Improvement	Fall 2013	3rd		x
6	Univ of Memphis	Epidemiology	Fall 2011	5th	x	
7	UT Knoxville	Nursing	Spring 2011	5th	x	
8	UT Knoxville	Energy Science and Engineering	Fall 2011	5th	x	x
9	Univ of Memphis	Social and Behavioral Science	Spring 2010	6th		
10	UT Chattanooga	Nursing Practice	Spring 2011	6th		x

- Ten doctoral programs were evaluated through PAM in 2016, six UT programs and four TBR programs.
- At the University of Memphis, three doctoral programs – Health Systems and Policy, Epidemiology, and Social and Behavioral Science are in the School of Public Health. These doctoral programs are closely related but distinct programs. Given the shared resources of these programs, University of Memphis received approval to combine the graduation target with the expectation of three graduates per year across the three Public Health doctoral programs. However, the programs failed to meet this combined benchmark.

By the end of 2015, eleven programs completed post-approval monitoring but failed to meet both enrollment and graduation benchmarks and therefore remained on monitoring status through 2016. These programs and their current status are reflected in Table 8.

Table 8: Under-Performing Programs: Monitoring Cycle Extended

	Institution	Academic Program	Degree Level	Graduates
1	University of Memphis	Interior Design	Bachelors	2015-16, 2 graduates
	Status Update: (34 graduates since implementation in Fall 2010) Enrollment and graduation benchmarks were met in 2010 and 2011; however there has been a decline in both metrics over the last three years.			
2	Columbia	Advanced Integrated Industrial Technology	Associate	2015-16, 8 graduates
	Status Update: (14 graduates since implementation in Fall 2012) Columbia received a Leap 2.0 grant to offer dual enrollment coursework for this program in Fall 2017. Twenty additional students are expected in this program by Fall 2017 due to this expansion.			
3-9	TBR Community Colleges	Fine Arts	Associate	1.3 average annual graduates per program

Status Update: Implemented in Fall 2012, the Fine Arts programs are utilizing various strategies to   increase enrollment. These efforts may take several years to produce gradates sufficient to meet benchmarks.
- **Chattanooga:** (10 graduates total) Program failed to meet enrollment or graduation benchmarks since the program was implemented. Students in the program now complete an education plan early in the AFA coursework to help ensure there is a clear path to graduation.
- **Cleveland:** (3 graduates total) Enrollment and graduation benchmarks are not meet but there are improvements over previous years.   In Fall 2015, the program partnered with the Cleveland Community Band in order to serve a greater variety of students.
- **Columbia**: (7 graduates total) Program exceeded the minimum benchmark for graduates in 2015-16 and is working to utilize the new Williamson County campus to draw additional AFA majors.
- **Dyersburg:** (6 graduates total) Program was terminated effective Fall 2016.
- **Nashville:** (2 graduates total) There were 72 students enrolled in this program for the fall 2016 semester which suggest that the established benchmarks will be met in the future.
- **Roane**: (0 graduates total) The program has met enrollment benchmarks with the assistance of promotional materials which highlight various programs of study, course offerings and scholarship opportunities.
- **Walters:** (9 graduates total) In 2015 and 2016 the program met enrollment benchmarks, but has only reached 50 percent of the graduation benchmark. The program is working to increase retention by sequencing courses to ensure a seamless transfer to universities is available.

	Institution	Academic Program	Degree Level	Graduates
10-11	TBR Community Colleges	Health Sciences	Associate	1.6 average annual graduates per program

- **Cleveland:** (7 graduates since implementation in Fall 2012) In 2016, the program meet graduation benchmarks for the first time; however the program continues to fall below 50 percent of the enrollment benchmark.
- **Pellissippi:** (6 graduates since implementation in Fall 2012) Pellissippi State proposes to terminate the program due to limited enrollment prospects.

Appendix A
2016 Program Activity Report: New Academic Programs

	Institution	Academic Program	Degree Level
1	East Tennessee	Human Services	Master's
2	East Tennessee	Sport Science and Coach Education	Master's
3	Middle Tennessee	Religious Studies	Bachelor
4	Tennessee Tech & East Tennessee	Engineering	Bachelor
5	Cleveland	Welding Technology	Certificate
6	Columbia	Computer Networking	Certificate
7	Columbia	Web Design and Mobile Technologies	Certificate
8	Columbia	Hospitality & Tourism Management	Associate
9	Columbia	Medical Lab Technology	Associate
10	Jackson	Healthcare Technician	Certificate
11	Motlow	Medical Laboratory Technology	Associate
12	Nashville	Mechatronics	Associate
13	Northeast	Aviation Technology	Associate
14	Pellissippi	Scriptwriting	Certificate
15	Roane	Welding	Certificate
16	Roane	Computer Info Technology	Associate
17	Southwest	Advanced Machining	Certificate
18	Southwest	Industrial Motion Control Technology	Certificate
19	Southwest	Machining Fundamentals	Certificate
20	Southwest	PC and Networking Technician	Certificate
21	Volunteer	Mechatronics	Certificate
22	Volunteer	Mechatronics	Associate
23	Walters	Emergency Medical Services	Associate
24	Walters	Fire Science	Associate

2016 Program Activity Report: Modified Academic Programs

	Institution	Academic Program	Degree Level
1	Austin Peay	Computer Info Technology	Bachelor
2	Austin Peay	Computer Information Systems	Bachelor
3	Austin Peay	Computer Science	Bachelor
4	Austin Peay	Health Care Administration	Master's
5	East Tennessee	Nutrition	Bachelor
6	East Tennessee	Cardiopulmonary Science	Bachelor
7	East Tennessee	Radiologic Science	Bachelor
8	East Tennessee	Reading	Master's
9	Middle Tennessee	Animation	Bachelor
10	Middle Tennessee	Journalism	Bachelor
11	Univ of Memphis	Advertising	Bachelor

	Institution	Academic Program	Degree Level
12	Univ of Memphis	Public Relations	Bachelor
13	Univ of Memphis	Information Systems	Master's
14	Univ of Memphis	Sport Commerce	Master's
15	UT Chattanooga	Learning and Leadership, PhD (added)	Doctoral

2016 Program Activity: Terminated Academic Programs

	Institution	Academic Program	Degree Level
1	Austin Peay	Professional Studies	Bachelor
2	Austin Peay	Advanced Teaching and Learning	Master's
3	East Tennessee	Kinesiology and Sports Studies	Master's
4	Univ of Memphis	Advanced Studies in Teaching and Learning	Master's
5	UT Health Science	Physical Therapy	Master's
6	UT Health Science	Anatomy	Doctoral
7	UT Health Science	Biochemistry	Doctoral
8	UT Health Science	Pathology	Doctoral
9	UT Health Science	Pharmacology	Doctoral
10	UT Health Science	Physical Therapy Science	Doctoral
11	UT Knoxville	Polymer Engineering	Master's
12	UT Knoxville	Polymer Engineering	Doctoral
13	Chattanooga	Basic Tax Accounting	Certificate
14	Chattanooga	International Business	Certificate
15	Chattanooga	Web Page Authoring	Certificate
16	Chattanooga	Web Technology	Associate
17	Cleveland	Web Page Authoring	Certificate
18	Cleveland	Teaching	Associate
19	Cleveland	Web Technology	Associate
20	Columbia	Basic Early Childhood Education	Certificate
21	Columbia	General Education Core	Certificate
22	Columbia	Pre-Allied Health	Certificate
23	Columbia	Web Page Authoring	Certificate
24	Columbia	Early Childhood Education	Associate
25	Columbia	Web Technology	Associate
26	Dyersburg	Web Page Authoring	Certificate
27	Dyersburg	Criminal Justice	Associate
28	Dyersburg	Fine Arts	Associate
29	Dyersburg	Medical Informatics	Associate
30	Dyersburg	Professional Studies	Associate
31	Dyersburg	Web Technology	Associate
32	Motlow	Web Page Authoring	Certificate
33	Motlow	Professional Studies	Associate
34	Motlow	Web Technology	Associate
35	Nashville	Drafting and Construction	Certificate
36	Nashville	Horticulture and Landscape Gardening	Certificate
37	Nashville	Computer Network Technology	Associate

	Institution	Academic Program	Degree Level
38	Nashville	Computer Technology	Associate
39	Nashville	Medical Informatics	Associate
40	Nashville	Professional Studies	Associate
41	Northeast	Public Safety and Justice Affairs	Associate
42	Pellissippi	Architectural AutoCAD Applications	Certificate
43	Pellissippi	Digital Imaging for Photography	Certificate
44	Pellissippi	Document Specialist	Certificate
45	Pellissippi	General Education Core	Certificate
46	Pellissippi	Web Page Authoring	Certificate
47	Pellissippi	Professional Studies	Associate
48	Pellissippi	Web Technology	Associate
49	Roane	Web Page Authoring	Certificate
50	Roane	Criminal Justice	Associate
51	Roane	Professional Studies	Associate
52	Roane	Web Technology	Associate
53	Walters	Information Technology	Associate

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Agenda Item: ___V.___

DATE: January 26, 2017

SUBJECT: October 31 Revised Budgets, 2016-17

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The General Appropriations Act requires that the operating budgets of all higher education units be submitted by the respective governing boards to the Higher Education Commission. Each higher education board submits operating budget estimates two times each year. The proposed and revised estimates are referred to as the July 1 and October 31 operating budgets, respectively. These two operating budget estimates are compared throughout the enclosed materials.

The budgets are to be submitted, with the Commission's action and comments, to the Department of Finance and Administration for review and approval.

SUMMARY OF OPERATING BUDGETS: The 2016-17 revised operating budgets for higher education are balanced. Campuses have again directed the majority of their resources to the teaching functions. Expenditures for auxiliary enterprises have not exceeded revenues plus unallocated auxiliary fund balances. All higher education budget entities have submitted the required financial data to the Commission and are in compliance with all the budget guidelines and legislative directives.

Overall, 53.0 percent of all revenue was generated from tuition and fees compared to 39.2 percent ten years prior in 2006-07. State appropriations accounted for 37.1 percent of revenue, compared to 48.9 percent in 2006-07. Teaching functions — instruction, research, public service, and academic support — comprised 62.8 percent of all expenditures.

RECOMMENDATION: It is recommended that the Commission approve the revised 2016-17 October 31 budgets, authorize the Executive Director to make technical adjustments to the budgets if necessary and transmit the approval of the referenced budgets, along with the appropriate commentary, to the Commissioner of Finance and Administration.

Table 1
Tennessee Higher Education Commission

Academic Formula Units	Total FY 2011-12 Appropriation*	Total FY 2012-13 Appropriation*	Total FY 2013-14 Appropriation*	Total FY 2014-15 Appropriation*	Total FY 2015-16 Appropriation*	Total FY2016-17 Appropriation*	FY 2016-17 1 YR Change
TBR Universities							
Austin Peay	$26,107,600	$28,537,600	$32,995,000	$34,239,800	$36,983,700	$40,378,500	$3,394,800
East Tennessee**	44,000,700	45,772,200	48,685,000	48,048,900	51,078,100	55,012,800	3,934,700
Middle Tennessee	73,423,800	77,193,600	81,024,600	82,830,300	85,856,700	90,753,200	4,896,500
Tennessee State	29,335,100	30,810,900	32,610,800	32,088,900	32,892,000	33,717,900	825,900
Tennessee Tech	35,086,300	37,288,600	39,559,500	38,394,000	39,297,400	42,671,100	3,373,700
University of Memphis	85,464,300	87,346,700	89,106,400	89,331,900	95,139,600	102,440,600	7,301,000
Subtotal	**$293,417,800**	**$306,949,600**	**$323,981,300**	**$324,933,800**	**$341,247,500**	**$364,974,100**	**$23,726,600**
Two-Year Colleges							
Chattanooga	$19,970,200	$21,902,500	$26,624,800	$26,008,100	$27,449,400	$29,315,200	$1,865,800
Cleveland	8,421,200	8,672,000	8,997,100	8,843,700	9,336,300	9,751,700	415,400
Columbia	11,121,800	11,294,400	12,339,500	12,349,500	12,842,400	13,970,500	1,128,100
Dyersburg	6,484,500	6,867,800	7,238,900	7,317,900	7,841,700	8,622,500	780,800
Jackson	10,518,500	10,821,400	11,510,200	11,095,700	11,401,100	12,395,800	994,700
Motlow	9,662,900	10,310,000	11,017,200	10,656,700	11,007,400	11,739,900	732,500
Nashville	13,794,900	14,516,500	15,983,500	15,861,200	16,935,900	17,756,500	820,600
Northeast	11,924,900	12,920,300	13,648,200	13,224,100	14,594,100	16,059,900	1,465,800
Pellissippi	18,692,600	20,819,800	22,913,400	23,429,800	25,599,300	27,349,000	1,749,700
Roane	14,750,900	15,244,700	16,619,800	17,399,500	18,011,800	19,093,300	1,081,500
Southwest	28,648,100	27,953,000	25,739,300	24,677,200	25,278,600	26,115,800	837,200
Volunteer	15,281,400	15,614,700	16,075,400	16,216,000	17,198,100	18,698,700	1,500,600
Walters	15,745,100	17,043,300	19,866,900	20,350,200	20,967,800	21,912,500	944,700
Subtotal	**$185,017,000**	**$193,980,400**	**$208,574,200**	**$207,429,600**	**$218,463,900**	**$232,781,300**	**$14,317,400**
UT Universities							
UT Chattanooga	$33,294,400	$34,601,800	$36,128,500	$37,501,400	$41,674,700	$45,835,300	$4,160,600
UT Knoxville**	144,150,000	153,343,900	171,335,300	176,044,900	184,890,300	196,911,900	12,021,600
UT Martin**	23,636,300	24,609,100	25,043,000	26,049,700	27,692,100	29,472,900	1,780,800
Subtotal	**$201,080,700**	**$212,554,800**	**$232,506,800**	**$239,596,000**	**$254,257,100**	**$272,220,100**	**$17,963,000**
Total Colleges and Universities	**$679,515,500**	**$713,484,800**	**$765,062,300**	**$771,959,400**	**$813,968,500**	**$869,975,500**	**$56,007,000**
TN Colleges of Applied Technology	**$52,260,300**	**$53,848,800**	**$57,400,500**	**$55,346,600**	**$56,343,900**	**$60,790,600**	**$4,446,700**
Total Academic Formula Units	**$731,775,800**	**$767,333,600**	**$822,462,800**	**$827,306,000**	**$870,312,400**	**$930,766,100**	**$60,453,700**

*Recurring

**Does not include recurring funds appropriated to UT Martin for the Parsons Center ($200K) and the Somerville Center ($250K), to ETSU for the Gray Fossil Site ($350K) or to UT Knoxville for the engineering college ($3M).

Table 1 (continued)
Tennessee Higher Education Commission

Specialized Units	Total FY 2011-12 Appropriation*	Total FY 2012-13 Appropriation*	Total FY 2013-14 Appropriation*	Total FY 2014-15 Appropriation*	Total FY 2015-16 Appropriation*	Total FY2016-17 Appropriation*	Total FY2016-17 1 YR Change
Medical Education							
ETSU College of Medicine	$25,859,200	$27,321,000	$28,893,900	$28,948,800	$30,166,900	$31,268,700	$1,101,800
ETSU Family Practice	5,322,000	5,731,700	6,117,800	6,130,800	6,447,000	6,687,600	240,600
UT College of Veterinary Medicine	14,416,600	15,385,200	16,453,000	16,530,900	17,379,800	18,124,700	744,900
UT Health Science Center	115,223,000	121,623,200	128,887,400	129,382,100	134,984,800	140,534,000	5,549,200
Subtotal	**$160,820,800**	**$170,061,100**	**$180,352,100**	**$180,992,600**	**$188,978,500**	**$196,615,000**	**$7,636,500**
Research and Public Service							
UT Agricultural Experiment Station	$23,111,900	$24,342,600	$25,438,800	$25,557,800	$26,380,600	$27,625,600	$1,245,000
UT Agricultural Extension Service	27,825,100	29,431,800	30,836,900	31,044,400	32,384,200	33,831,200	1,447,000
TSU McMinnville Center	527,300	543,300	560,400	560,400	575,500	594,500	19,000
TSU Institute of Ag. and Environmental Research	2,145,000	2,208,900	2,280,500	2,278,500	2,340,600	3,456,300	1,115,700
TSU Cooperative Extension	2,918,200	3,010,500	3,110,400	3,108,900	3,207,300	3,318,500	111,200
TSU McIntire-Stennis Forestry Research	170,600	174,100	179,400	179,400	183,400	189,400	6,000
UT Space Institute	7,276,600	7,603,400	7,896,700	7,916,500	8,187,700	8,490,500	302,800
UT Institute for Public Service	4,341,200	4,541,300	5,232,400	5,247,800	5,420,500	5,628,900	208,400
UT County Technical Assistance Service	1,521,800	1,646,200	1,753,200	1,763,100	1,858,100	2,236,600	378,500
UT Municipal Technical Advisory Service	2,554,300	2,732,200	2,886,200	2,897,500	3,033,400	3,157,300	123,900
Subtotal	**$72,392,000**	**$76,234,300**	**$80,174,900**	**$80,554,300**	**$83,571,300**	**$88,528,800**	**$4,957,500**
Other Specialized Units							
UT University-Wide Administration	$4,209,000	$4,440,900	$4,589,300	$4,661,800	$4,859,900	$5,202,100	$342,200
TN Board of Regents Administration	4,563,400	4,881,800	5,104,200	5,133,100	5,465,400	5,720,200	254,800
TN Student Assistance Corporation	48,579,200	55,205,400	61,586,800	61,566,800	70,459,600	83,568,600	13,109,000
Tennessee Student Assistance Awards	46,162,500	52,762,500	57,762,500	57,762,500	67,762,500	80,962,500	13,200,000
Tennessee Student Assistance Corporation	1,225,700	1,251,900	1,353,500	1,333,500	1,476,300	1,627,900	151,600
Loan/Scholarships Program	1,191,000	1,191,000	1,220,800	1,220,800	1,220,800	978,200	(242,600)
Endowment Scholarships	-	-	1,250,000	1,250,000	-	-	-
TN Higher Education Commission	2,224,500	2,292,100	2,479,200	2,438,800	2,921,000	3,619,300	698,300
TN Foreign Language Institute	352,800	378,600	410,300	414,100	426,500	516,700	90,200
Contract Education	2,198,200	2,178,400	2,232,900	2,180,800	2,110,800	2,176,000	65,200
Subtotal	**$62,127,100**	**$69,377,200**	**$76,402,700**	**$76,395,400**	**$86,243,200**	**$100,802,900**	**$14,559,700**
Total Specialized Units	**$295,339,900**	**$315,672,600**	**$336,929,700**	**$337,942,300**	**$358,793,000**	**$385,946,700**	**$27,153,700**
Total Formula and Specialized Units	**$1,027,115,700**	**$1,083,006,200**	**$1,159,392,500**	**$1,165,248,300**	**$1,229,105,400**	**$1,316,712,800**	**$87,607,400**
Program Initiatives							
Campus Centers of Excellence	$17,328,000	$17,538,300	$18,193,700	$17,769,000	$17,414,600	$17,133,600	($281,000)
Campus Centers of Emphasis	1,247,600	1,265,900	1,313,300	1,282,600	1,257,000	1,236,600	(20,400)
Ned McWherter Scholars Program	401,800	401,800	411,800	411,800	411,800	711,800	300,000
UT Access and Diversity Initiative	5,600,600	5,550,100	5,688,900	5,688,900	5,806,700	5,806,700	-
TBR Access and Diversity Initiative	9,892,900	9,803,700	10,048,800	10,048,800	10,256,900	10,256,900	-
THEC Grants	2,339,200	2,318,100	2,403,300	2,353,900	5,778,400	5,778,400	-
Research Initiatives - UT	5,645,200	5,594,300	5,734,200	5,734,200	5,852,900	5,852,900	-
ETSU Gray Fossil Site***	-	-	-	-	350,000	350,000	-
UT Martin Parsons Center***	-	-	200,000	200,000	200,000	200,000	-
UT Martin Somerville Center***	-	-	-	-	-	250,000	250,000
UT Knoxville College of Engineering***	-	-	3,000,000	3,000,000	3,000,000	3,000,000	-
Subtotal	**$42,455,300**	**$42,472,200**	**$46,994,000**	**$46,489,200**	**$50,328,300**	**$50,576,900**	**$248,600**
Total Operating	**$1,069,571,000**	**$1,125,478,400**	**$1,206,386,500**	**$1,211,737,500**	**$1,279,433,700**	**$1,367,289,700**	**$87,856,000**

*Recurring

***Recurring funds appropriated to ETSU ($350K), UT Martin ($450K) and UT Knoxville ($3M).

Total Operating	**$1,069,571,000**	**$1,125,478,400**	**$1,206,386,500**	**$1,211,737,500**	**$1,279,433,700**	**$1,367,289,700**
Lottery for Education Account	**$301,000,000**	**$305,200,000**	**$329,700,000**	**$331,600,000**	**$331,600,000**	**$333,100,000**
GRAND TOTAL	**$1,370,571,000**	**$1,430,678,400**	**$1,536,086,500**	**$1,543,337,500**	**$1,611,033,700**	**$1,700,389,700**

Table 2

SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17

	APSU	ETSU	MTSU	TSU	TTU	UM	Total TBR Universities	Chattanooga	Cleveland
Tuition & Fees									
Jul 1 - Dollar	$76,776,800	$135,052,500	$191,688,000	$87,608,000	$99,704,800	$190,286,200	$781,116,300	$34,152,000	$11,058,900
Jul 1 - Percent	62.24%	65.10%	63.82%	67.55%	65.02%	54.81%	61.92%	53.22%	52.01%
Oct 31 - Dollar	$79,120,300	$134,681,800	$189,272,100	$87,424,000	$98,372,400	$197,600,600	$786,471,200	$30,267,300	$10,869,600
Oct 31 - Percent	62.78%	65.00%	63.41%	67.62%	64.35%	55.89%	62.05%	50.10%	51.38%
State Appropriation									
Jul 1 - Dollar	$40,320,200	$55,249,400	$90,092,000	$32,635,100	$41,896,800	$102,249,100	$362,442,600	$29,269,000	$9,735,400
Jul 1 - Percent	32.69%	26.63%	29.99%	25.16%	27.32%	29.45%	28.73%	45.61%	45.79%
Oct 31 - Dollar	$40,393,800	$55,391,900	$90,302,300	$32,708,100	$41,991,800	$102,422,500	$363,210,400	$29,336,800	$9,760,300
Oct 31 - Percent	32.05%	26.73%	30.25%	25.30%	27.47%	28.97%	28.66%	48.56%	46.13%
Sales & Service									
Jul 1 - Dollar	$0	$1,508,200	$630,600	$197,100	$1,759,800	$2,876,300	$6,972,000	$328,100	$0
Jul 1 - Percent	0.00%	0.73%	0.21%	0.15%	1.15%	0.83%	0.55%	0.51%	0.00%
Oct 31 - Dollar	$0	$1,339,100	$630,600	$197,100	$1,784,400	$3,085,800	$7,037,000	$308,100	$0
Oct 31 - Percent	0.00%	0.65%	0.21%	0.15%	1.17%	0.87%	0.56%	0.51%	0.00%
Other Sources									
Jul 1 - Dollar	$6,254,900	$15,643,600	$17,969,000	$9,253,200	$9,990,200	$51,764,900	$110,875,800	$425,500	$467,100
Jul 1 - Percent	5.07%	7.54%	5.98%	7.13%	6.51%	14.91%	8.79%	0.66%	2.20%
Oct 31 - Dollar	$6,519,800	$15,778,500	$18,304,100	$8,953,200	$10,727,800	$50,438,100	$110,721,500	$506,500	$526,100
Oct 31 - Percent	5.17%	7.62%	6.13%	6.93%	7.02%	14.27%	8.74%	0.84%	2.49%
Total Educ. & Gen.									
Jul 1 - Dollar	$123,351,900	$207,453,700	$300,379,600	$129,693,400	$153,351,600	$347,176,500	$1,261,406,700	$64,174,600	$21,261,400
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$126,033,900	$207,191,300	$298,509,100	$129,282,400	$152,876,400	$353,547,000	$1,267,440,100	$60,418,700	$21,156,000
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 2 (continued)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE
FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17**

	Columbia	Dyersburg	Jackson	Motlow	Nashville	Northeast	Pellissippi	Roane	Southwest
Tuition & Fees									
Jul 1 - Dollar	$17,358,300	$9,098,200	$15,166,400	$17,813,800	$29,615,500	$22,270,800	$35,347,000	$20,689,100	$33,834,800
Jul 1 - Percent	55.16%	50.65%	53.69%	59.86%	61.34%	57.13%	54.39%	51.23%	55.50%
Oct 31 - Dollar	$17,708,600	$8,941,900	$15,243,300	$19,352,500	$27,885,000	$21,836,100	$35,098,000	$20,318,700	$32,326,500
Oct 31 - Percent	55.51%	50.15%	53.76%	61.71%	59.85%	56.32%	54.09%	50.67%	54.33%
State Appropriation									
Jul 1 - Dollar	$13,885,000	$8,604,800	$12,376,200	$11,723,800	$17,725,700	$16,028,200	$27,292,000	$18,920,300	$26,090,800
Jul 1 - Percent	44.13%	47.91%	43.81%	39.39%	36.72%	41.12%	41.99%	46.85%	42.80%
Oct 31 - Dollar	$13,908,000	$8,630,900	$12,404,400	$11,749,900	$17,768,900	$16,071,800	$27,368,400	$18,956,300	$26,142,500
Oct 31 - Percent	43.60%	48.40%	43.75%	37.47%	38.14%	41.45%	42.18%	47.27%	43.93%
Sales & Service									
Jul 1 - Dollar	$26,000	$6,100	$148,700	$47,500	$5,500	$28,600	$25,000	$30,900	$205,000
Jul 1 - Percent	0.08%	0.03%	0.53%	0.16%	0.01%	0.07%	0.04%	0.08%	0.34%
Oct 31 - Dollar	$26,000	$6,100	$148,700	$41,500	$5,500	$37,000	$25,000	$42,200	$205,000
Oct 31 - Percent	0.08%	0.03%	0.52%	0.13%	0.01%	0.10%	0.04%	0.11%	0.34%
Other Sources									
Jul 1 - Dollar	$197,800	$252,800	$555,500	$176,200	$930,400	$651,900	$2,326,000	$741,900	$830,000
Jul 1 - Percent	0.63%	1.41%	1.97%	0.59%	1.93%	1.67%	3.58%	1.84%	1.36%
Oct 31 - Dollar	$256,200	$252,800	$555,500	$215,100	$928,400	$828,300	$2,398,600	$786,400	$830,100
Oct 31 - Percent	0.80%	1.42%	1.96%	0.69%	1.99%	2.14%	3.70%	1.96%	1.40%
Total Educ. & Gen.									
Jul 1 - Dollar	$31,467,100	$17,961,900	$28,246,800	$29,761,300	$48,277,100	$38,979,500	$64,990,000	$40,382,200	$60,960,600
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$31,898,800	$17,831,700	$28,351,900	$31,359,000	$46,587,800	$38,773,200	$64,890,000	$40,103,600	$59,504,100
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 2 (continued)

SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE
FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17

	Volunteer	Walters	Total Two-Year Institutions	TN Colleges of Applied Technology	ETSU College of Medicine	ETSU Family Practice	ETSU College of Pharmacy	Tennessee Board of Regents Admin	TSU McMinnville Center
Tuition & Fees									
Jul 1 - Dollar	$31,987,900	$22,260,700	$300,653,400	$35,371,400	$9,549,300	$0	$11,255,400	$0	$0
Jul 1 - Percent	62.70%	49.40%	55.42%	37.06%	16.96%	0.00%	99.69%	0.00%	0.00%
Oct 31 - Dollar	$31,987,900	$22,355,500	$294,190,900	$35,376,700	$9,820,600	$0	$11,299,000	$0	$0
Oct 31 - Percent	62.62%	49.44%	54.77%	36.82%	17.30%	0.00%	99.69%	0.00%	0.00%
State Appropriation									
Jul 1 - Dollar	$18,642,800	$21,879,100	$232,173,100	$56,660,500	$31,082,900	$6,639,200	$0	$38,480,100	$590,300
Jul 1 - Percent	36.54%	48.56%	42.79%	59.36%	55.22%	43.07%	0.00%	65.41%	100.00%
Oct 31 - Dollar	$18,714,600	$21,929,000	$232,741,800	$56,745,200	$31,291,900	$6,689,900	$0	$38,539,000	$594,500
Oct 31 - Percent	36.63%	48.50%	43.33%	59.07%	55.12%	42.91%	0.00%	65.93%	100.00%
Sales & Service									
Jul 1 - Dollar	$26,000	$105,700	$983,100	$748,400	$14,195,100	$8,550,500	$0	$0	$0
Jul 1 - Percent	0.05%	0.23%	0.18%	0.78%	25.22%	55.46%	0.00%	0.00%	0.00%
Oct 31 - Dollar	$26,000	$105,700	$976,800	$784,700	$14,195,100	$8,675,500	$0	$0	$0
Oct 31 - Percent	0.05%	0.23%	0.18%	0.82%	25.00%	55.64%	0.00%	0.00%	0.00%
Other Sources									
Jul 1 - Dollar	$357,700	$814,300	$8,727,100	$2,666,300	$1,465,000	$226,500	$35,000	$20,350,300	$0
Jul 1 - Percent	0.70%	1.81%	1.61%	2.79%	2.60%	1.47%	0.31%	34.59%	0.00%
Oct 31 - Dollar	$357,800	$827,600	$9,269,400	$3,163,400	$1,465,000	$226,500	$35,000	$19,917,800	$0
Oct 31 - Percent	0.70%	1.83%	1.73%	3.29%	2.58%	1.45%	0.31%	34.07%	0.00%
Total Educ. & Gen.									
Jul 1 - Dollar	$51,014,400	$45,059,800	$542,536,700	$95,446,600	$56,292,300	$15,416,200	$11,290,400	$58,830,400	$590,300
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$51,086,300	$45,217,800	$537,178,900	$96,070,000	$56,772,600	$15,591,900	$11,334,000	$58,456,800	$594,500
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 2 (continued)

SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE
FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17

	TSU McIntire-Stennis Forestry Research	TSU Institute of Ag. and Env. Research	TSU Cooperative Extension	Sub-Total TBR System	UTC	UTK	UTM	Total UT Universities	UT Space Institute
Tuition & Fees									
Jul 1 - Dollar	$0	$0	$0	$1,137,945,800	$102,981,400	$407,278,000	$61,178,900	$571,438,300	$1,323,000
Jul 1 - Percent	0.00%	0.00%	0.00%	55.57%	65.67%	62.07%	62.57%	62.74%	12.88%
Oct 31 - Dollar	$0	$0	$0	$1,137,158,400	$104,155,800	$407,921,200	$58,070,400	$570,147,400	$1,323,000
Oct 31 - Percent	0.00%	0.00%	0.00%	55.46%	65.83%	62.07%	61.30%	62.65%	12.87%
State Appropriation									
Jul 1 - Dollar	$188,000	$2,399,600	$3,288,100	$733,944,400	$46,639,300	$202,644,900	$31,478,600	$280,762,800	$8,578,400
Jul 1 - Percent	100.00%	100.00%	100.00%	35.84%	29.74%	30.88%	32.19%	30.83%	83.50%
Oct 31 - Dollar	$189,400	$3,456,800	$3,320,300	$736,779,200	$46,713,500	$202,949,800	$31,515,100	$281,178,400	$8,584,900
Oct 31 - Percent	100.00%	100.00%	100.00%	35.93%	29.52%	30.88%	33.27%	30.90%	83.51%
Sales & Service									
Jul 1 - Dollar	$0	$0	$0	$31,449,100	$5,088,700	$5,538,300	$3,427,100	$14,054,100	$0
Jul 1 - Percent	0.00%	0.00%	0.00%	1.54%	3.25%	0.84%	3.50%	1.54%	0.00%
Oct 31 - Dollar	$0	$0	$0	$31,669,100	$5,080,200	$5,552,100	$3,452,900	$14,085,200	$0
Oct 31 - Percent	0.00%	0.00%	0.00%	1.54%	3.21%	0.84%	3.64%	1.55%	0.00%
Other Sources									
Jul 1 - Dollar	$0	$0	$0	$144,346,000	$2,099,400	$40,721,700	$1,697,100	$44,518,200	$372,500
Jul 1 - Percent	0.00%	0.00%	0.00%	7.05%	1.34%	6.21%	1.74%	4.89%	3.63%
Oct 31 - Dollar	$0	$0	$0	$144,798,600	$2,269,100	$40,721,700	$1,697,100	$44,687,900	$372,500
Oct 31 - Percent	0.00%	0.00%	0.00%	7.06%	1.43%	6.20%	1.79%	4.91%	3.62%
Total Educ. & Gen.									
Jul 1 - Dollar	$188,000	$2,399,600	$3,288,100	$2,047,685,300	$156,808,800	$656,182,900	$97,781,700	$910,773,400	$10,273,900
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$189,400	$3,456,800	$3,320,300	$2,050,405,300	$158,218,600	$657,144,800	$94,735,500	$910,098,900	$10,280,400
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 2 (continued)

SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE
FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17

	UT Health Science Center	Agricultural Experiment Station	Agricultural Extension Service	College of Veterinary Medicine	Institute for Public Service	MTAS	CTAS	University-Wide Admin.	Sub-Total UT System
Tuition & Fees									
Jul 1 - Dollar	$84,640,500	$0	$0	$12,385,300	$0	$0	$0	$0	$669,787,100
Jul 1 - Percent	31.50%	0.00%	0.00%	26.17%	0.00%	0.00%	0.00%	0.00%	49.39%
Oct 31 - Dollar	$84,647,500	$0	$0	$12,127,600	$0	$0	$0	$0	$668,245,500
Oct 31 - Percent	31.36%	0.00%	0.00%	25.72%	0.00%	0.00%	0.00%	0.00%	49.22%
State Appropriation									
Jul 1 - Dollar	$140,995,400	$27,697,600	$33,903,600	$18,430,900	$5,640,000	$3,156,700	$2,237,100	$5,263,200	$526,665,700
Jul 1 - Percent	52.47%	68.43%	68.42%	38.95%	83.07%	47.23%	40.87%	53.00%	38.84%
Oct 31 - Dollar	$141,082,100	$27,745,800	$33,950,800	$18,453,700	$5,644,000	$3,159,600	$2,238,700	$5,531,400	$527,569,400
Oct 31 - Percent	52.26%	68.44%	67.45%	39.14%	78.58%	47.26%	40.89%	55.71%	38.86%
Sales & Service									
Jul 1 - Dollar	$20,204,100	$3,227,400	$5,362,600	$14,984,500	$0	$0	$0	$0	$57,832,700
Jul 1 - Percent	7.52%	7.97%	10.82%	31.67%	0.00%	0.00%	0.00%	0.00%	4.26%
Oct 31 - Dollar	$20,972,100	$3,245,300	$6,096,700	$15,044,500	$0	$0	$0	$0	$59,443,800
Oct 31 - Percent	7.77%	8.00%	12.11%	31.91%	0.00%	0.00%	0.00%	0.00%	4.38%
Other Sources									
Jul 1 - Dollar	$22,880,200	$9,551,100	$10,287,500	$1,520,500	$1,149,300	$3,526,300	$3,236,200	$4,666,600	$101,708,400
Jul 1 - Percent	8.51%	23.60%	20.76%	3.21%	16.93%	52.77%	59.13%	47.00%	7.50%
Oct 31 - Dollar	$23,256,800	$9,551,100	$10,287,500	$1,520,500	$1,538,500	$3,526,300	$3,236,200	$4,397,100	$102,374,400
Oct 31 - Percent	8.61%	23.56%	20.44%	3.23%	21.42%	52.74%	59.11%	44.29%	7.54%
Total Educ. & Gen.									
Jul 1 - Dollar	$268,720,200	$40,476,100	$49,553,700	$47,321,200	$6,789,300	$6,683,000	$5,473,300	$9,929,800	$1,355,993,900
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$269,958,500	$40,542,200	$50,335,000	$47,146,300	$7,182,500	$6,685,900	$5,474,900	$9,928,500	$1,357,633,100
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 2 (continued)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL REVENUE DOLLARS AND PERCENT BY SOURCE
FOR THE TBR AND UT SYSTEMS, JULY 1 & OCTOBER 31 BUDGETS 2016-17**

	Grand Total
Tuition & Fees	
Jul 1 - Dollar	$1,807,732,900
Jul 1 - Percent	53.11%
Oct 31 - Dollar	$1,805,403,900
Oct 31 - Percent	52.97%
State Appropriation	
Jul 1 - Dollar	$1,260,610,100
Jul 1 - Percent	37.04%
Oct 31 - Dollar	$1,264,348,600
Oct 31 - Percent	37.10%
Sales & Service	
Jul 1 - Dollar	$89,281,800
Jul 1 - Percent	2.62%
Oct 31 - Dollar	$91,112,900
Oct 31 - Percent	2.67%
Other Sources	
Jul 1 - Dollar	$246,054,400
Jul 1 - Percent	7.23%
Oct 31 - Dollar	$247,173,000
Oct 31 - Percent	7.25%
Total Educ. & Gen.	
Jul 1 - Dollar	$3,403,679,200
Jul 1 - Percent	100.00%
Oct 31 - Dollar	$3,408,038,400
Oct 31 - Percent	100.00%

Table 3

SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
JULY 1 & OCTOBER 31 BUDGETS 2016-17

	APSU	ETSU	MTSU	TSU	TTU	UM	Total TBR Universities	Chattanooga
Instruction								
Jul 1 - Dollar	$56,958,000	$96,048,800	$141,969,800	$58,924,200	$67,052,600	$149,506,600	$570,460,000	$33,451,900
Jul 1 - Percent	47.42%	47.77%	49.24%	45.66%	46.26%	44.39%	46.75%	52.39%
Oct 31 - Dollar	$57,570,800	$102,774,300	$148,026,200	$60,365,400	$67,375,800	$176,393,400	$612,505,900	$33,205,500
Oct 31 - Percent	46.85%	48.68%	48.45%	45.88%	44.82%	44.50%	46.48%	53.29%
Research								
Jul 1 - Dollar	$530,700	$2,467,700	$4,562,000	$2,909,200	$2,079,200	$13,401,200	$25,950,000	$0
Jul 1 - Percent	0.44%	1.23%	1.58%	2.25%	1.43%	3.98%	2.13%	0.00%
Oct 31 - Dollar	$611,900	$4,697,200	$8,224,100	$2,934,400	$2,817,600	$27,696,300	$46,981,500	$0
Oct 31 - Percent	0.50%	2.22%	2.69%	2.23%	1.87%	6.99%	3.57%	0.00%
Public Service								
Jul 1 - Dollar	$398,800	$2,396,600	$3,601,500	$1,291,800	$2,596,900	$5,665,400	$15,951,000	$100,000
Jul 1 - Percent	0.33%	1.19%	1.25%	1.00%	1.79%	1.68%	1.31%	0.16%
Oct 31 - Dollar	$374,400	$2,443,500	$4,652,500	$1,310,200	$2,820,100	$7,318,500	$18,919,200	$100,000
Oct 31 - Percent	0.30%	1.16%	1.52%	1.00%	1.88%	1.85%	1.44%	0.16%
Academic Support								
Jul 1 - Dollar	$8,417,600	$20,955,000	$30,451,500	$10,350,900	$11,954,600	$30,959,500	$113,089,100	$5,318,100
Jul 1 - Percent	7.01%	10.42%	10.56%	8.02%	8.25%	9.19%	9.27%	8.33%
Oct 31 - Dollar	$8,661,000	$21,073,400	$31,252,000	$10,486,500	$12,950,600	$32,064,100	$116,487,600	$5,406,800
Oct 31 - Percent	7.05%	9.98%	10.23%	7.97%	8.62%	8.09%	8.84%	8.68%
Subtotal								
Jul 1 - Dollar	**$66,305,100**	**$121,868,100**	**$180,584,800**	**$73,476,100**	**$83,683,300**	**$199,532,700**	**$725,450,100**	**$38,870,000**
Jul 1 - Percent	**55.20%**	**60.61%**	**62.64%**	**56.93%**	**57.74%**	**59.25%**	**59.45%**	**60.88%**
Oct 31 - Dollar	**$67,218,100**	**$130,988,400**	**$192,154,800**	**$75,096,500**	**$85,964,100**	**$243,472,300**	**$794,894,200**	**$38,712,300**
Oct 31 - Percent	**54.71%**	**62.05%**	**62.89%**	**57.08%**	**57.19%**	**61.42%**	**60.32%**	**62.12%**
Student Services								
Jul 1 - Dollar	$23,829,000	$27,504,500	$41,770,000	$19,838,400	$23,566,500	$56,996,900	$193,505,300	$7,748,400
Jul 1 - Percent	19.84%	13.68%	14.49%	15.37%	16.26%	16.92%	15.86%	12.14%
Oct 31 - Dollar	$24,457,700	$28,150,300	$44,224,100	$20,270,700	$24,379,600	$68,185,100	$209,667,500	$7,962,500
Oct 31 - Percent	19.90%	13.33%	14.47%	15.41%	16.22%	17.20%	15.91%	12.78%
Institutional Support								
Jul 1 - Dollar	$11,027,200	$15,658,300	$23,333,600	$12,795,000	$14,867,300	$27,984,000	$105,665,400	$9,343,000
Jul 1 - Percent	9.18%	7.79%	8.09%	9.91%	10.26%	8.31%	8.66%	14.63%
Oct 31 - Dollar	$11,358,200	$15,675,400	$25,411,800	$13,141,000	$15,660,500	$31,151,400	$112,398,300	$7,943,600
Oct 31 - Percent	9.24%	7.43%	8.32%	9.99%	10.42%	7.86%	8.53%	12.75%
Operation & Maintenance								
Jul 1 - Dollar	$12,123,900	$17,100,700	$28,104,800	$16,213,100	$13,600,600	$34,564,300	$121,707,400	$6,734,800
Jul 1 - Percent	10.09%	8.50%	9.75%	12.56%	9.38%	10.26%	9.97%	10.55%
Oct 31 - Dollar	$12,914,000	$17,163,300	$28,638,700	$16,330,900	$14,646,800	$36,348,600	$126,042,300	$6,586,300
Oct 31 - Percent	10.51%	8.13%	9.37%	12.41%	9.74%	9.17%	9.56%	10.57%
Scholarships & Fellowships								
Jul 1 - Dollar	$6,839,200	$18,948,200	$14,512,100	$6,732,300	$9,214,400	$17,686,800	$73,933,000	$1,154,500
Jul 1 - Percent	5.69%	9.42%	5.03%	5.22%	6.36%	5.25%	6.06%	1.81%
Oct 31 - Dollar	$6,925,300	$19,136,400	$15,094,400	$6,732,300	$9,674,700	$17,257,000	$74,820,100	$1,111,300
Oct 31 - Percent	5.64%	9.06%	4.94%	5.12%	6.44%	4.35%	5.68%	1.78%
Total Educational & General Expenditures								
Jul 1 - Dollar	$120,124,400	$201,079,800	$288,305,300	$129,054,900	$144,932,100	$336,764,700	$1,220,261,200	$63,850,700
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$122,873,300	$211,113,800	$305,523,800	$131,571,400	$150,325,700	$396,414,400	$1,317,822,400	$62,316,000
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)

SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
JULY 1 & OCTOBER 31 BUDGETS 2016-17

	Cleveland	Columbia	Dyersburg	Jackson	Motlow	Nashville	Northeast	Pellissippi
Instruction								
Jul 1 - Dollar	$10,149,100	$15,936,300	$9,563,800	$11,923,200	$14,669,800	$24,733,000	$18,421,900	$34,961,600
Jul 1 - Percent	47.57%	51.61%	53.24%	44.11%	49.28%	51.49%	46.13%	53.85%
Oct 31 - Dollar	$10,319,400	$16,392,400	$9,365,800	$12,235,300	$15,075,900	$24,705,800	$18,709,300	$35,947,500
Oct 31 - Percent	48.65%	51.35%	52.54%	44.25%	49.40%	51.23%	47.72%	52.77%
Research								
Jul 1 - Dollar	$0	$0	$0	$0	$0	$0	$0	$0
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Oct 31 - Dollar	$0	$0	$0	$0	$0	$0	$0	$0
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Public Service								
Jul 1 - Dollar	$237,000	$125,400	$20,200	$64,100	$107,100	$451,400	$237,500	$538,200
Jul 1 - Percent	1.11%	0.41%	0.11%	0.24%	0.36%	0.94%	0.59%	0.83%
Oct 31 - Dollar	$217,700	$125,000	$20,200	$65,100	$136,700	$511,000	$218,700	$538,400
Oct 31 - Percent	1.03%	0.39%	0.11%	0.24%	0.45%	1.06%	0.56%	0.79%
Academic Support								
Jul 1 - Dollar	$1,304,200	$1,597,400	$566,100	$2,708,800	$2,794,600	$6,285,800	$4,774,100	$6,281,900
Jul 1 - Percent	6.11%	5.17%	3.15%	10.02%	9.39%	13.09%	11.95%	9.68%
Oct 31 - Dollar	$1,301,600	$1,609,000	$617,500	$2,828,200	$2,788,500	$5,764,300	$4,652,300	$7,083,500
Oct 31 - Percent	6.14%	5.04%	3.46%	10.23%	9.14%	11.95%	11.87%	10.40%
Subtotal								
Jul 1 - Dollar	**$11,690,300**	**$17,659,100**	**$10,150,100**	**$14,696,100**	**$17,571,500**	**$31,470,200**	**$19,215,000**	**$39,796,100**
Jul 1 - Percent	**54.79%**	**57.19%**	**56.51%**	**54.37%**	**59.02%**	**65.51%**	**48.11%**	**61.29%**
Oct 31 - Dollar	**$11,838,700**	**$18,126,400**	**$10,003,500**	**$15,128,600**	**$18,001,100**	**$30,981,100**	**$23,580,300**	**$43,569,400**
Oct 31 - Percent	**55.82%**	**56.78%**	**56.11%**	**54.72%**	**58.98%**	**64.24%**	**60.14%**	**63.96%**
Student Services								
Jul 1 - Dollar	$2,877,000	$4,496,100	$2,152,500	$3,284,200	$3,897,300	$3,938,700	$4,767,200	$7,060,600
Jul 1 - Percent	13.48%	14.56%	11.98%	12.15%	13.09%	8.20%	11.94%	10.87%
Oct 31 - Dollar	$2,850,700	$4,470,700	$2,185,700	$3,382,300	$3,986,300	$4,195,600	$4,620,500	$7,373,500
Oct 31 - Percent	13.44%	14.00%	12.26%	12.23%	13.06%	8.70%	11.78%	10.82%
Institutional Support								
Jul 1 - Dollar	$4,056,900	$4,510,800	$3,054,000	$5,209,200	$4,404,200	$5,531,000	$5,570,000	$7,690,500
Jul 1 - Percent	19.02%	14.61%	17.00%	19.27%	14.79%	11.51%	13.95%	11.85%
Oct 31 - Dollar	$3,844,700	$4,557,600	$3,101,100	$5,265,400	$4,336,600	$5,725,300	$5,300,600	$7,935,500
Oct 31 - Percent	18.13%	14.28%	17.39%	19.04%	14.21%	11.87%	13.52%	11.65%
Operation & Maintenance								
Jul 1 - Dollar	$2,320,000	$3,771,600	$2,042,300	$2,652,900	$3,327,900	$5,803,700	$5,944,700	$6,601,900
Jul 1 - Percent	10.87%	12.21%	11.37%	9.81%	11.18%	12.08%	14.88%	10.17%
Oct 31 - Dollar	$2,284,100	$4,278,900	$2,064,400	$2,682,400	$3,396,400	$6,029,700	$5,484,000	$7,244,400
Oct 31 - Percent	10.77%	13.40%	11.58%	9.70%	11.13%	12.50%	13.99%	10.63%
Scholarships & Fellowships								
Jul 1 - Dollar	$391,000	$439,500	$563,000	$1,189,200	$569,300	$1,293,400	$223,000	$1,791,000
Jul 1 - Percent	1.83%	1.42%	3.13%	4.40%	1.91%	2.69%	0.56%	2.76%
Oct 31 - Dollar	$391,400	$489,500	$473,000	$1,189,200	$799,300	$1,293,400	$223,000	$1,996,000
Oct 31 - Percent	1.85%	1.53%	2.65%	4.30%	2.62%	2.68%	0.57%	2.93%
Total Educational & General Expenditures								
Jul 1 - Dollar	$21,335,200	$30,877,100	$17,961,900	$27,031,600	$29,770,200	$48,037,000	$39,938,400	$64,925,700
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$21,209,600	$31,923,100	$17,827,700	$27,647,900	$30,519,700	$48,225,100	$39,208,400	$68,118,800
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)

SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
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	Roane	Southwest	Volunteer	Walters	Total Two-Year Institutions	TN Colleges of Applied Technology	ETSU College of Medicine	ETSU Family Practice
Instruction								
Jul 1 - Dollar	$21,432,900	$25,777,400	$27,522,500	$24,507,200	$273,050,600	$58,262,900	$42,530,300	$10,184,400
Jul 1 - Percent	52.93%	42.54%	55.33%	54.34%	50.60%	60.44%	66.22%	67.24%
Oct 31 - Dollar	$21,383,700	$25,677,800	$27,728,800	$24,813,700	$275,560,900	$60,930,000	$43,008,000	$10,521,900
Oct 31 - Percent	52.65%	41.74%	55.29%	54.15%	50.55%	60.46%	65.27%	67.44%
Research								
Jul 1 - Dollar	$0	$0	$0	$0	$0	$0	$4,468,700	$299,100
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.96%	1.97%
Oct 31 - Dollar	$0	$0	$0	$0	$0	$0	$5,648,900	$309,100
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	8.57%	1.98%
Public Service								
Jul 1 - Dollar	$540,500	$43,300	$406,500	$525,900	$3,397,100	$0	$0	$0
Jul 1 - Percent	1.33%	0.07%	0.82%	1.17%	0.63%	0.00%	0.00%	0.00%
Oct 31 - Dollar	$617,300	$44,000	$414,200	$534,200	$3,542,500	$0	$0	$0
Oct 31 - Percent	1.52%	0.07%	0.83%	1.17%	0.65%	0.00%	0.00%	0.00%
Academic Support								
Jul 1 - Dollar	$1,643,200	$6,465,100	$2,990,600	$2,309,700	$45,039,600	$153,200	$5,933,800	$2,917,400
Jul 1 - Percent	4.06%	10.67%	6.01%	5.12%	8.35%	0.16%	9.24%	19.26%
Oct 31 - Dollar	$1,813,200	$6,557,400	$3,073,700	$2,526,000	$46,022,000	$106,000	$5,969,100	$2,999,600
Oct 31 - Percent	4.46%	10.66%	6.13%	5.51%	8.44%	0.11%	9.06%	19.23%
Subtotal								
Jul 1 - Dollar	**$23,018,000**	**$34,434,800**	**$30,919,600**	**$27,342,800**	**$321,487,300**	**$58,416,100**	**$52,932,800**	**$13,400,900**
Jul 1 - Percent	**56.84%**	**56.82%**	**62.16%**	**60.63%**	**59.57%**	**60.60%**	**82.41%**	**88.47%**
Oct 31 - Dollar	**$23,814,200**	**$32,279,200**	**$31,216,700**	**$27,873,900**	**$325,125,400**	**$61,036,000**	**$54,626,000**	**$13,830,600**
Oct 31 - Percent	**58.64%**	**52.47%**	**62.24%**	**60.83%**	**59.64%**	**60.57%**	**82.90%**	**88.65%**
Student Services								
Jul 1 - Dollar	$5,616,300	$7,985,000	$5,258,200	$5,880,200	$64,961,700	$11,255,000	$1,575,800	$0
Jul 1 - Percent	13.87%	13.18%	10.57%	13.04%	12.04%	11.68%	2.45%	0.00%
Oct 31 - Dollar	$5,714,300	$8,173,900	$5,296,200	$5,985,800	$66,198,000	$11,947,100	$1,513,200	$0
Oct 31 - Percent	14.07%	13.29%	10.56%	13.06%	12.14%	11.86%	2.30%	0.00%
Institutional Support								
Jul 1 - Dollar	$5,625,800	$10,542,900	$6,877,500	$4,603,500	$77,019,300	$15,241,400	$3,012,200	$1,523,900
Jul 1 - Percent	13.89%	17.40%	13.83%	10.21%	14.27%	15.81%	4.69%	10.06%
Oct 31 - Dollar	$5,520,400	$11,322,600	$6,967,100	$4,516,800	$76,337,300	$15,763,400	$3,049,500	$1,548,800
Oct 31 - Percent	13.59%	18.41%	13.89%	9.86%	14.00%	15.64%	4.63%	9.93%
Operation & Maintenance								
Jul 1 - Dollar	$5,042,200	$7,367,900	$5,292,100	$6,478,200	$63,380,200	$10,737,300	$6,448,200	$222,000
Jul 1 - Percent	12.45%	12.16%	10.64%	14.36%	11.74%	11.14%	10.04%	1.47%
Oct 31 - Dollar	$5,058,500	$7,323,900	$5,284,000	$6,689,800	$64,406,800	$11,255,900	$6,447,500	$222,000
Oct 31 - Percent	12.46%	11.91%	10.54%	14.60%	11.82%	11.17%	9.78%	1.42%
Scholarships & Fellowships								
Jul 1 - Dollar	$593,700	$2,417,000	$1,391,100	$794,300	$12,810,000	$751,300	$260,000	$0
Jul 1 - Percent	1.47%	3.99%	2.80%	1.76%	2.37%	0.78%	0.40%	0.00%
Oct 31 - Dollar	$505,700	$2,417,000	$1,391,100	$759,400	$13,039,300	$769,500	$260,000	$0
Oct 31 - Percent	1.25%	3.93%	2.77%	1.66%	2.39%	0.76%	0.39%	0.00%
Total Educational & General Expenditures								
Jul 1 - Dollar	$40,494,600	$60,598,600	$49,738,500	$45,099,000	$539,658,500	$96,401,100	$64,229,000	$15,146,800
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$40,613,100	$61,516,600	$50,155,100	$45,825,700	$545,106,800	$100,771,900	$65,896,200	$15,601,400
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)

**SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
JULY 1 & OCTOBER 31 BUDGETS 2016-17**

	ETSU College of Pharmacy	Tennessee Board of Regents Admin	TSU McMinnville Center	TSU McIntire-Stennis Forestry Research	TSU Institute of Ag. and Env. Research	TSU Cooperative Education	Sub-Total TBR System	UTC
Instruction								
Jul 1 - Dollar	$6,380,700	$0	$0	$0	$0	$0	$960,868,900	$66,516,600
Jul 1 - Percent	61.96%	0.00%	0.00%	0.00%	0.00%	0.00%	48.50%	42.58%
Oct 31 - Dollar	$6,479,900	$0	$0	$0	$0	$0	$1,009,006,600	$70,113,800
Oct 31 - Percent	60.31%	0.00%	0.00%	0.00%	0.00%	0.00%	48.09%	41.91%
Research								
Jul 1 - Dollar	$423,800	$0	$589,400	$187,600	$2,386,700	$0	$34,305,300	$2,129,900
Jul 1 - Percent	4.12%	0.00%	100.00%	100.00%	100.00%	0.00%	1.73%	1.36%
Oct 31 - Dollar	$459,200	$0	$1,357,800	$813,800	$4,772,000	$0	$60,342,300	$2,374,500
Oct 31 - Percent	4.27%	0.00%	100.00%	100.00%	100.00%	0.00%	2.88%	1.42%
Public Service								
Jul 1 - Dollar	$0	$0	$0	$0	$0	$3,286,000	$22,634,100	$2,626,100
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	1.14%	1.68%
Oct 31 - Dollar	$0	$0	$0	$0	$0	$6,847,200	$29,308,900	$2,632,800
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	1.40%	1.57%
Academic Support								
Jul 1 - Dollar	$1,426,300	$0	$0	$0	$0	$0	$168,559,400	$12,412,800
Jul 1 - Percent	13.85%	0.00%	0.00%	0.00%	0.00%	0.00%	8.51%	7.95%
Oct 31 - Dollar	$1,677,800	$0	$0	$0	$0	$0	$173,262,100	$17,746,000
Oct 31 - Percent	15.62%	0.00%	0.00%	0.00%	0.00%	0.00%	8.26%	10.61%
Subtotal								
Jul 1 - Dollar	**$8,230,800**	**$0**	**$589,400**	**$187,600**	**$2,386,700**	**$3,286,000**	**$1,186,367,700**	**$83,685,400**
Jul 1 - Percent	**79.93%**	**0.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**59.89%**	**53.57%**
Oct 31 - Dollar	**$8,616,900**	**$0**	**$1,357,800**	**$813,800**	**$4,772,000**	**$6,847,200**	**$1,271,919,900**	**$92,867,100**
Oct 31 - Percent	**80.20%**	**0.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**60.62%**	**55.51%**
Student Services								
Jul 1 - Dollar	$619,700	$0	$0	$0	$0	$0	$271,917,500	$24,191,100
Jul 1 - Percent	6.02%	0.00%	0.00%	0.00%	0.00%	0.00%	13.73%	15.49%
Oct 31 - Dollar	$656,700	$0	$0	$0	$0	$0	$289,982,500	$24,835,200
Oct 31 - Percent	6.11%	0.00%	0.00%	0.00%	0.00%	0.00%	13.82%	14.85%
Institutional Support								
Jul 1 - Dollar	$621,100	$27,970,200	$0	$0	$0	$0	$231,053,500	$15,261,400
Jul 1 - Percent	6.03%	97.99%	0.00%	0.00%	0.00%	0.00%	11.66%	9.77%
Oct 31 - Dollar	$610,600	$27,681,300	$0	$0	$0	$0	$237,389,200	$16,720,000
Oct 31 - Percent	5.68%	97.69%	0.00%	0.00%	0.00%	0.00%	11.31%	9.99%
Operation & Maintenance								
Jul 1 - Dollar	$523,900	$563,000	$0	$0	$0	$0	$203,582,000	$20,422,800
Jul 1 - Percent	5.09%	1.97%	0.00%	0.00%	0.00%	0.00%	10.28%	13.07%
Oct 31 - Dollar	$528,300	$645,000	$0	$0	$0	$0	$209,547,800	$20,021,000
Oct 31 - Percent	4.92%	2.28%	0.00%	0.00%	0.00%	0.00%	9.99%	11.97%
Scholarships & Fellowships								
Jul 1 - Dollar	$302,100	$10,000	$0	$0	$0	$0	$88,066,400	$12,646,400
Jul 1 - Percent	2.93%	0.04%	0.00%	0.00%	0.00%	0.00%	4.45%	8.10%
Oct 31 - Dollar	$332,100	$10,000	$0	$0	$0	$0	$89,231,000	$12,848,600
Oct 31 - Percent	3.09%	0.04%	0.00%	0.00%	0.00%	0.00%	4.25%	7.68%
Total Educational & General Expenditures								
Jul 1 - Dollar	$10,297,600	$28,543,200	$589,400	$187,600	$2,386,700	$3,286,000	$1,980,987,100	$156,207,100
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$10,744,600	$28,336,300	$1,357,800	$813,800	$4,772,000	$6,847,200	$2,098,070,400	$167,291,900
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)

SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
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	UTK	UTM	Total UT Universities	UT Space Institute	UT Health Science Center	Agricultural Experiment Station	Agricultural Extension Service	College of Veterinary Medicine
Instruction								
Jul 1 - Dollar	$282,648,100	$43,155,200	$392,319,900	$5,014,200	$138,570,800	$0	$57,800	$34,908,600
Jul 1 - Percent	43.50%	44.18%	43.42%	48.97%	52.90%	0.00%	0.12%	73.38%
Oct 31 - Dollar	$290,001,800	$46,438,900	$406,554,500	$5,069,400	$142,274,600	$0	$463,600	$36,541,100
Oct 31 - Percent	41.78%	45.40%	51.05%	46.67%	50.33%	0.00%	0.81%	72.27%
Research								
Jul 1 - Dollar	$23,457,200	$311,400	$25,898,500	$609,400	$7,653,400	$36,229,800	$0	$2,942,000
Jul 1 - Percent	3.61%	0.32%	2.87%	5.95%	2.92%	89.62%	0.00%	6.18%
Oct 31 - Dollar	$48,662,600	$322,300	$51,359,400	$1,258,700	$9,783,200	$42,918,300	$0	$3,879,800
Oct 31 - Percent	7.01%	0.32%	6.45%	11.59%	3.46%	90.65%	0.00%	7.67%
Public Service								
Jul 1 - Dollar	$12,650,100	$575,800	$15,852,000	$0	$70,300	$0	$47,269,200	$123,800
Jul 1 - Percent	1.95%	0.59%	1.75%	0.00%	0.03%	0.00%	95.19%	0.26%
Oct 31 - Dollar	$14,407,100	$610,200	$17,650,100	$0	$71,300	$0	$54,134,200	$127,700
Oct 31 - Percent	2.08%	0.60%	2.22%	0.00%	0.03%	0.00%	95.10%	0.25%
Academic Support								
Jul 1 - Dollar	$71,624,900	$11,416,300	$95,454,000	$527,200	$42,655,000	$1,701,600	$907,100	$5,307,800
Jul 1 - Percent	11.02%	11.69%	10.56%	5.15%	16.29%	4.21%	1.83%	11.16%
Oct 31 - Dollar	$74,637,400	$12,348,200	$104,731,600	$579,200	$53,732,800	$1,929,000	$895,600	$5,746,800
Oct 31 - Percent	10.75%	12.07%	13.15%	5.33%	19.01%	4.07%	1.57%	11.37%
Subtotal								
Jul 1 - Dollar	**$390,380,300**	**$55,458,700**	**$445,839,000**	**$6,150,800**	**$188,949,500**	**$37,931,400**	**$48,234,100**	**$43,282,200**
Jul 1 - Percent	**60.08%**	**56.78%**	**49.34%**	**60.07%**	**72.14%**	**93.83%**	**97.14%**	**90.98%**
Oct 31 - Dollar	**$427,708,900**	**$59,719,600**	**$487,428,500**	**$6,907,300**	**$205,861,900**	**$44,847,300**	**$55,493,400**	**$46,295,400**
Oct 31 - Percent	**61.62%**	**58.39%**	**61.21%**	**63.59%**	**72.83%**	**94.73%**	**97.49%**	**91.56%**
Student Services								
Jul 1 - Dollar	$45,150,400	$12,418,500	$81,760,000	$76,000	$6,244,500	$0	$0	$0
Jul 1 - Percent	6.95%	12.71%	9.05%	0.74%	2.38%	0.00%	0.00%	0.00%
Oct 31 - Dollar	$45,656,300	$13,326,600	$83,818,100	$76,200	$6,949,800	$0	$0	$0
Oct 31 - Percent	6.58%	13.03%	10.52%	0.70%	2.46%	0.00%	0.00%	0.00%
Institutional Support								
Jul 1 - Dollar	$64,731,500	$8,703,900	$88,696,800	$1,699,500	$30,758,100	$2,050,900	$1,421,800	$1,456,900
Jul 1 - Percent	9.96%	8.91%	9.82%	16.60%	11.74%	5.07%	2.86%	3.06%
Oct 31 - Dollar	$68,751,300	$8,689,800	$94,161,100	$1,564,900	$33,780,900	$2,053,400	$1,430,400	$1,460,500
Oct 31 - Percent	9.91%	8.50%	11.82%	14.41%	11.95%	4.34%	2.51%	2.89%
Operation & Maintenance								
Jul 1 - Dollar	$74,657,900	$11,794,300	$106,875,000	$2,024,700	$27,052,200	$443,100	$0	$2,795,000
Jul 1 - Percent	11.49%	12.07%	11.83%	19.77%	10.33%	1.10%	0.00%	5.88%
Oct 31 - Dollar	$77,444,600	$11,470,600	$108,936,200	$2,021,900	$27,148,000	$443,400	$0	$2,766,900
Oct 31 - Percent	11.16%	11.21%	13.68%	18.61%	9.60%	0.94%	0.00%	5.47%
Scholarships & Fellowships								
Jul 1 - Dollar	$74,811,400	$9,301,900	$96,759,700	$288,900	$8,923,100	$0	$0	$39,500
Jul 1 - Percent	11.51%	9.52%	10.71%	2.82%	3.41%	0.00%	0.00%	0.08%
Oct 31 - Dollar	$74,541,000	$9,073,700	$96,463,300	$292,100	$8,923,100	$0	$0	$39,500
Oct 31 - Percent	10.74%	8.87%	12.11%	2.69%	3.16%	0.00%	0.00%	0.08%
Total Educational & General Expenditures								
Jul 1 - Dollar	$649,731,500	$97,677,300	$903,615,900	$10,239,900	$261,927,400	$40,425,400	$49,655,900	$47,573,600
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$694,102,100	$102,280,300	$796,382,400	$10,862,400	$282,663,700	$47,344,100	$56,923,800	$50,562,300
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)

**SUMMARY OF PERCENT UNRESTRICTED EDUCATIONAL AND GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE TBR AND UT SYSTEMS
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	Institute for Public Service	MTAS	CTAS	University-Wide Admin.	Sub-Total UT System	Grand Total
Instruction						
Jul 1 - Dollar	$0	$0	$0	$0	$570,871,300	$1,531,740,200
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	42.21%	45.95%
Oct 31 - Dollar	$0	$0	$0	$0	$590,903,200	$1,599,909,800
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	40.71%	45.07%
Research						
Jul 1 - Dollar	$0	$0	$0	$250,000	$73,583,100	$107,888,400
Jul 1 - Percent	0.00%	0.00%	0.00%	1.23%	5.44%	3.24%
Oct 31 - Dollar	$0	$0	$0	$250,000	$109,449,400	$169,791,700
Oct 31 - Percent	0.00%	0.00%	0.00%	1.24%	7.54%	4.78%
Public Service						
Jul 1 - Dollar	$5,336,800	$6,222,800	$5,682,900	$0	$80,557,800	$103,191,900
Jul 1 - Percent	83.24%	94.64%	98.75%	0.00%	5.96%	3.10%
Oct 31 - Dollar	$5,704,800	$6,220,900	$5,684,500	$0	$89,593,500	$118,902,400
Oct 31 - Percent	84.14%	94.57%	98.75%	0.00%	6.17%	3.35%
Academic Support						
Jul 1 - Dollar	$0	$267,200	$0	$0	$146,819,900	$315,379,300
Jul 1 - Percent	0.00%	4.06%	0.00%	0.00%	10.86%	9.46%
Oct 31 - Dollar	$0	$271,900	$0	$0	$167,886,900	$341,149,000
Oct 31 - Percent	0.00%	4.13%	0.00%	0.00%	11.57%	9.61%
Subtotal						
Jul 1 - Dollar	**$5,336,800**	**$6,490,000**	**$5,682,900**	**$250,000**	**$871,832,100**	**$2,058,199,800**
Jul 1 - Percent	**83.24%**	**98.70%**	**98.75%**	**1.23%**	**64.46%**	**61.74%**
Oct 31 - Dollar	**$5,704,800**	**$6,492,800**	**$5,684,500**	**$250,000**	**$957,833,000**	**$2,229,752,900**
Oct 31 - Percent	**84.14%**	**98.70%**	**98.75%**	**1.24%**	**66.00%**	**62.82%**
Student Services						
Jul 1 - Dollar	$0	$0	$0	$0	$88,080,500	$359,998,000
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	6.51%	10.80%
Oct 31 - Dollar	$0	$0	$0	$0	$90,844,100	$380,826,600
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	6.26%	10.73%
Institutional Support						
Jul 1 - Dollar	$1,074,500	$85,500	$72,000	$20,052,800	$147,368,800	$378,422,300
Jul 1 - Percent	16.76%	1.30%	1.25%	98.77%	10.90%	11.35%
Oct 31 - Dollar	$1,075,400	$85,500	$72,000	$19,974,700	$155,658,800	$393,048,000
Oct 31 - Percent	15.86%	1.30%	1.25%	98.76%	10.72%	11.07%
Operation & Maintenance						
Jul 1 - Dollar	$0	$0	$0	$0	$139,190,000	$342,772,000
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	10.29%	10.28%
Oct 31 - Dollar	$0	$0	$0	$0	$141,316,400	$350,864,200
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	9.74%	9.89%
Scholarships & Fellowships						
Jul 1 - Dollar	$0	$0	$0	$0	$106,011,200	$194,077,600
Jul 1 - Percent	0.00%	0.00%	0.00%	0.00%	7.84%	5.82%
Oct 31 - Dollar	$0	$0	$0	$0	$105,718,000	$194,949,000
Oct 31 - Percent	0.00%	0.00%	0.00%	0.00%	7.28%	5.49%
Total Educational & General Expenditures						
Jul 1 - Dollar	$6,411,300	$6,575,500	$5,754,900	$20,302,800	$1,352,482,600	$3,333,469,700
Jul 1 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Oct 31 - Dollar	$6,780,200	$6,578,300	$5,756,500	$20,224,700	$1,451,370,300	$3,549,440,700
Oct 31 - Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4

MANDATORY STUDENT FEE CHARGES
2015-16 & 2016-17

	2015-16			2016-17			Percent Increase		
	Total Mandatory Fees	Undergraduate Maintenance Fees	Total Undergraduate Resident	Total Mandatory Fees	Undergraduate Maintenance Fees	Total Undergraduate Resident	Total Mandatory Fees	Undergraduate Maintenance Fees	Total Undergraduate Resident
Austin Peay	$1,453	$6,348	$7,801	$1,473	$6,522	$7,995	1.4%	2.7%	2.5%
East Tennessee (SRs & Grad Students)	$1,359	$6,828	$8,187	$1,379	$7,002	$8,381	1.5%	2.5%	2.4%
East Tennessee (FR, SOPHs, JRs) [1]	$1,649	$6,828	$8,477	$1,669	$7,002	$8,671	1.2%	2.5%	2.3%
Middle Tennessee	$1,648	$6,756	$8,404	$1,660	$6,930	$8,590	0.7%	2.6%	2.2%
Tennessee State	$1,039	$6,378	$7,417	$1,039	$6,528	$7,567	0.0%	2.4%	2.0%
Tennessee Tech	$1,171	$7,182	$8,353	$1,171	$7,380	$8,551	0.0%	2.8%	2.4%
University of Memphis	$1,583	$7,686	$9,269	$1,637	$7,860	$9,497	3.4%	2.3%	2.5%
UT Chattanooga	$1,732	$6,624	$8,356	$1,776	$6,768	$8,544	2.5%	2.2%	2.2%
UT Knoxville (admitted before 2013-14) [2]	$1,758	$9,028	$10,786	$1,810	$9,228	$11,038	3.0%	2.2%	2.3%
UT Knoxville (admitted in 2013-14) [3]	$1,758	$10,376	$12,134	$1,810	$10,688	$12,498	3.0%	3.0%	3.0%
UT Knoxville (admitted after 2013-14) [3]	$1,758	$10,678	$12,436	$1,810	$10,914	$12,724	3.0%	2.2%	2.3%
UT Martin (Full-Time w/ 60+ SCH & All Part-time) [2]	$1,408	$6,918	$8,326	$1,408	$7,070	$8,478	0.0%	2.2%	1.8%
UT Martin (Full-Time w/ fewer than 60 SCH) [4]	$1,408	$6,918	$8,326	$1,408	$7,680	$9,088	0.0%	11.0%	9.2%
Chattanooga	$325	$3,828	$4,153	$319	$3,930	$4,249	-1.8%	2.7%	2.3%
Cleveland	$299	$3,828	$4,127	$299	$3,930	$4,229	0.0%	2.7%	2.5%
Columbia	$271	$3,828	$4,099	$271	$3,930	$4,201	0.0%	2.7%	2.5%
Dyersburg	$299	$3,828	$4,127	$299	$3,930	$4,229	0.0%	2.7%	2.5%
Jackson	$285	$3,828	$4,113	$285	$3,930	$4,215	0.0%	2.7%	2.5%
Motlow	$301	$3,828	$4,129	$307	$3,930	$4,237	2.0%	2.7%	2.6%
Nashville	$225	$3,828	$4,053	$225	$3,930	$4,155	0.0%	2.7%	2.5%
Northeast	$287	$3,828	$4,115	$311	$3,930	$4,241	8.4%	2.7%	3.1%
Pellissippi	$339	$3,828	$4,167	$323	$3,930	$4,253	-4.7%	2.7%	2.1%
Roane	$303	$3,828	$4,131	$303	$3,930	$4,233	0.0%	2.7%	2.5%
Southwest	$315	$3,828	$4,143	$305	$3,930	$4,235	-3.2%	2.7%	2.2%
Volunteer	$277	$3,828	$4,105	$293	$3,930	$4,223	5.8%	2.7%	2.9%
Walters	$288	$3,828	$4,116	$288	$3,930	$4,218	0.0%	2.7%	2.5%
TN Colleges of Applied Technology	$230	$3,324	$3,554	$230	$3,417	$3,647	0.0%	2.8%	2.6%

1 - Mandatory fees approved for the renovation of the DP Culp Center are being phased in. Freshman, Sophomores and Juniors will pay an additional debt service fee of $240 and an additional Student Activity fee of $50 in FY17. As these classes progress, the additional fees will remain part of the mandatory fees.

2 - UT Knoxville students admitted before the Fall of 2013 and UT Martin full-time students with more than 60 credit hours and all part-time students are charged for 12 hours, regardless of the number of credits taken.

3 - The 2016-17 tuition rate for students admitted in the Fall 2013 or later at UT Knoxville are flat rates for 15 semester credit hours, regardless of the number of credit hours taken by the student. This policy was approved in 2012 by the UT Board for introduction in Fall 2013. Eventually, each class will be charged for 15 credit hours and tuition increases will be applied to cohorts.

4 - The 2016-17 tuition rate for full-time students who have completed fewer than 60 credit hours is a flat rate for 15 hours a semester regardless of how many hours the student is enrolled in. Part-time students and full-time students who have completed more than 60 credit hours are charged a flat rate for 12 hours regardless of how many hours the student is enrolled in.

Table 5

COMPARISON OF MAJOR AUXILIARY ENTERPRISE REVENUES, EXPENDITURES AND TRANSFERS
FOR THE TBR AND UT SYSTEMS

	Actual 2015-16			Revised 2016-17		
	Revenue	Expenditures/ Transfers	Difference	Revenue	Expenditures/ Transfers	Difference
Austin Peay	$11,479,304	$11,479,304	$0	$12,820,200	$12,820,100	$100
East Tennessee	20,206,408	20,206,408	-	24,922,300	24,901,200	21,100
Middle Tennessee	31,515,289 *	30,648,999	866,290	33,147,200	33,147,100	100
Tennessee State	23,451,322	23,451,322	-	24,276,100	24,276,100	-
Tennessee Tech	16,807,005 *	16,807,005	-	14,766,300 *	14,766,300	-
University of Memphis	22,410,240	21,627,548	782,692	25,728,200	25,728,200	-
Subtotal	**$125,869,568**	**$124,220,586**	**$1,648,982**	**$135,660,300**	**$135,639,000**	**$21,300**
Chattanooga	$1,646,478	$1,454,988	$191,490	$1,525,000	$1,402,300	$122,700
Cleveland	200,368	31,875	168,493	167,700	45,300	122,400
Columbia	104,001	44,182	59,819	94,500 *	94,500	-
Dyersburg	91,837	91,300	537	91,300	91,300	-
Jackson	228,600	228,600	-	225,000	225,000	-
Motlow	252,003	10,036	241,967	157,000	12,800	144,200
Nashville	453,535	27,106	426,429	410,200	27,300	382,900
Northeast	272,034 *	13,601	258,433	285,000	13,300	271,700
Pellissippi	546,321	546,321	-	530,000 *	530,000	-
Roane	313,783 *	313,783	-	313,300 *	313,300	-
Southwest	722,211	496,763	225,448	722,100	679,300	42,800
Volunteer	391,064	391,064	-	400,000	284,800	115,200
Walters	270,182	35,805	234,377	270,300 *	270,300	-
Subtotal	**$5,492,417**	**$3,685,424**	**$1,806,993**	**$5,191,400**	**$3,989,500**	**$1,201,900**
UT Chattanooga	$15,173,532	$15,083,988	$89,544	$14,184,296	$14,184,296	$0
UT Knoxville	216,882,464	216,882,464	-	219,645,105	219,645,105	-
UT Martin	9,662,434	9,614,063	48,371	10,192,740	10,192,740	-
Subtotal	**$241,718,430**	**$241,580,515**	**$137,915**	**$244,022,141**	**$244,022,141**	**$0**
UT Space Institute	$174,900	$174,900	$0	$215,000	$215,000	$0
UT Memphis	1,397,896 *	1,235,604	162,292	1,739,644	1,739,644	-
TN Colleges of Applied Technology	5,220,131	4,798,155	421,976	4,930,800 *	4,322,000	608,800
Subtotal	**$6,792,927**	**$6,208,659**	**$584,268**	**$6,885,444**	**$6,276,644**	**$608,800**
TOTAL	**$379,873,342**	**$375,695,184**	**$4,178,158**	**$391,759,285**	**$389,927,285**	**$1,832,000**

*Revenues may include transfers from Auxiliary Fund Balance in order to balance Auxiliary Enterprises

Table 6

Athletics Data
2015-16 & 2016-17

	2015-16 General Fund Support	Athletics General Fund as Percent of E&G	2015-16 Student Athletics Fee	2015-16 Student Athletic Fee Revenue	2015-16 Athletics Budget
APSU	$5,343,100	4.8%	$400	$3,253,100	$11,588,600
ETSU	5,235,600	2.8%	450	6,167,300	14,457,200
MTSU	8,829,800	3.2%	350	6,877,700	27,623,900
TSU	5,345,100	4.4%	320	2,862,500	10,474,700
TTU	5,539,300	3.8%	456	4,690,700	12,976,400
UM	8,832,700	2.6%	450	7,387,600	47,527,200
UTC	6,711,300	4.6%	480	4,549,300	16,173,600
UTM	5,533,400	6.2%	408	2,206,800	10,515,000
UTK*	0	NA	0	1,000,000	133,399,000
Subtotal	**$51,370,300**			**$38,995,000**	**$284,735,600**
Chattanooga	$693,300	1.2%	$0	$0	$1,013,600
Cleveland	622,400	3.0%	0	0	861,400
Columbia	425,900	1.6%	0	0	639,000
Dyersburg	384,300	2.3%	0	0	584,900
Jackson	535,300	2.2%	0	0	558,500
Motlow	486,000	1.9%	0	0	730,000
Roane	519,200	1.4%	0	0	862,600
Southwest	658,500	1.2%	0	0	946,500
Volunteer	761,000	1.8%	0	0	906,200
Walters	700,700	1.7%	0	0	1,095,000
Subtotal	**$5,786,600**			**$0**	**$8,197,700**
Total	**$57,156,900**			**$38,995,000**	**$292,933,300**

	2016-17 General Fund Support	Athletics General Fund as Percent of E&G	2016-17 Student Athletics Fee	2016-17 Student Athletic Fee Revenue	2016-17 Athletics Budget
APSU	$5,530,600	4.5%	$400	$3,427,400	$11,475,500
ETSU	5,993,300	2.8%	450	5,335,400	14,450,500
MTSU	8,511,400	2.8%	350	6,815,000	26,491,300
TSU	5,423,300	4.1%	320	2,860,000	10,818,800
TTU	5,365,200	3.6%	456	4,552,500	11,741,000
UM	6,153,600	1.6%	450	7,643,200	38,939,800
UTC	6,754,400	4.0%	480	4,991,500	16,148,800
UTM	6,375,300	6.2%	408	2,032,000	11,109,000
UTK*	0	NA	0	1,000,000	129,817,400
Subtotal	**$50,107,100**			**$38,657,000**	**$270,992,100**
Chattanooga	$807,100	1.3%	$0	$0	$1,199,100
Cleveland	540,800	2.5%	0	0	858,000
Columbia	469,200	1.5%	0	0	853,400
Dyersburg	387,300	2.2%	0	0	536,500
Jackson	481,700	1.7%	0	0	523,700
Motlow	595,500	2.0%	0	0	888,000
Roane	591,200	1.5%	0	0	968,400
Southwest	700,900	1.1%	0	0	949,700
Volunteer	720,000	1.4%	0	0	846,000
Walters	807,100	1.8%	0	0	1,242,100
Subtotal	**$6,100,800**			**$0**	**$8,864,900**
Total	**$56,207,900**			**$38,657,000**	**$279,857,000**

*Athletics at UTK are self supporting.

Agenda Item: VI. A.

DATE: January 26, 2017

SUBJECT: Cleveland State Community College Master Plan

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC encourages institutions to produce a master plan every five years.

MASTER PLAN SUMMARY

Cleveland State Community College is among the smallest of Tennessee's community colleges, enrolling 3,530 students (headcount) and 2,413 (FTE) in Fall 2015 across its main campus in Cleveland and leased satellite campuses in Athens and Madisonville. Sizemore Group, a regional planning and design firm, used the THEC Space Model, campus input, and local and regional demographic data to develop the Master Plan. The College has exceeded the growth projections in the previous Master Plan and has recently completed a Strategic Plan. Of the 11 buildings on campus, five are original and are approaching 50 years of age with no major renovation projects completed. The infrastructure systems (data/phone, power, lighting, HVAC, and others) are deteriorating and lack capacity. Access to Wi-Fi across campus and compliance with ADA are concerns for students, faculty, and staff. The campus has significant size and functional deficits in lab/studio space, open labs, and offices, with a projected gross square footage need of 56,000 after facility demolition and expansion. The Master Plan calls for the demolition of the Career Education facility and construction of a new facility to house academic programs in the health sciences, classrooms, and offices. The Master Plan also calls for major renovations to aging facilities, infrastructure improvements, and development of the campus grounds, including land use, landscaping, and signage.

RECOMMENDATION

The 2016 Cleveland State Master Plan provides a comprehensive yet flexible plan to guide the College for the next three decades. It has been thoroughly reviewed and THEC staff recommend it for approval.

Cleveland State Community College Master Plan Executive Summary

Cleveland State Community College serves the areas of Bradley, McMinn, Meigs, Polk, and Monroe Counties. The main campus is on a 80.62-acre site in Cleveland with other locations in Athens and Madisonville as noted on Map 3. This master plan comes at a time when the college has exceeded the growth projected in the previous plan having reached 2,370 FTE / 3,509 HC in 2015. It is grounded on a recently completed Strategic Plan that focused on identifying and responding to the specific needs of the community, a key to success for a community college. As a result, including a demographic study was essential. Thus, the findings and recommendations of this master plan address the convergence of physical and programmatic needs with occupation and industry needs.

The main campus in Cleveland sits between relatively steep terrain, I-75 and residential areas as seen on Map 1. Opportunities for growth are limited to primarily across Adkisson. First established in the mid 1960's, it has eleven buildings today. The original five buildings are approaching the 50 year old mark, and have not received any major capital improvement since originally built. As a result, most systems and materials have reached the end of their useful life, as do portions of the site infrastructure. Due to further constraints of their size, configuration and layout, most of these buildings don't meet the functional needs of certain programs, particularly in the science / health / technology areas, nor do they lend themselves to all state of art classroom settings.
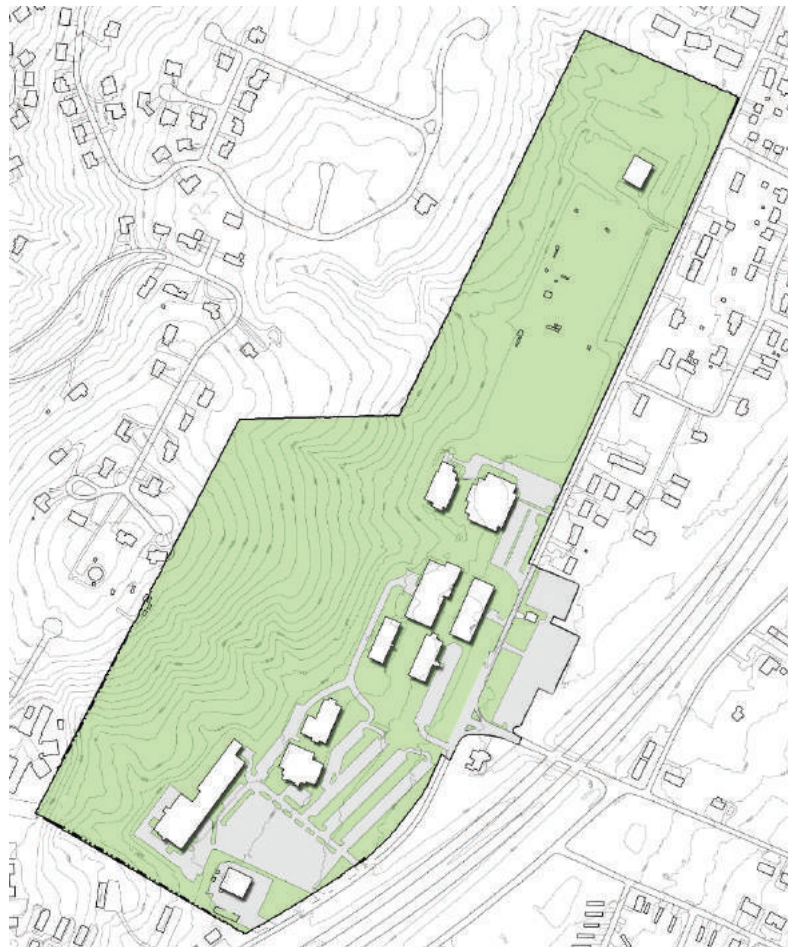
The demographic study looked at quantifiable data: population numbers and physical locations. It revealed that in the last five years, over 80% of the students enrolled come from within a very compact area surrounding the main campus as illustrated on Map 3. The study also looked at qualitative information in the form of surveys and interviews with industry / employers, combined with on the ground input from local partners. This was used to optimize the baseline enrollment growth projection by:

•   Aggressively competing to increase penetration rate of strongest programs that are in most demand. (Nursing and Health Sciences)
•   Introducing new programs to increase interest. Examples could be wildlife and conservation
•   Seizing the opportunity to improve retention via the Education Pathways (Bill & Melinda Gates Foundation) program.
•   Simultaneously, improving capture of age 30 - 44 cohort for the next five years and then shift back and to improve the capture of age 17-20 cohort in the years 2020 -2025.
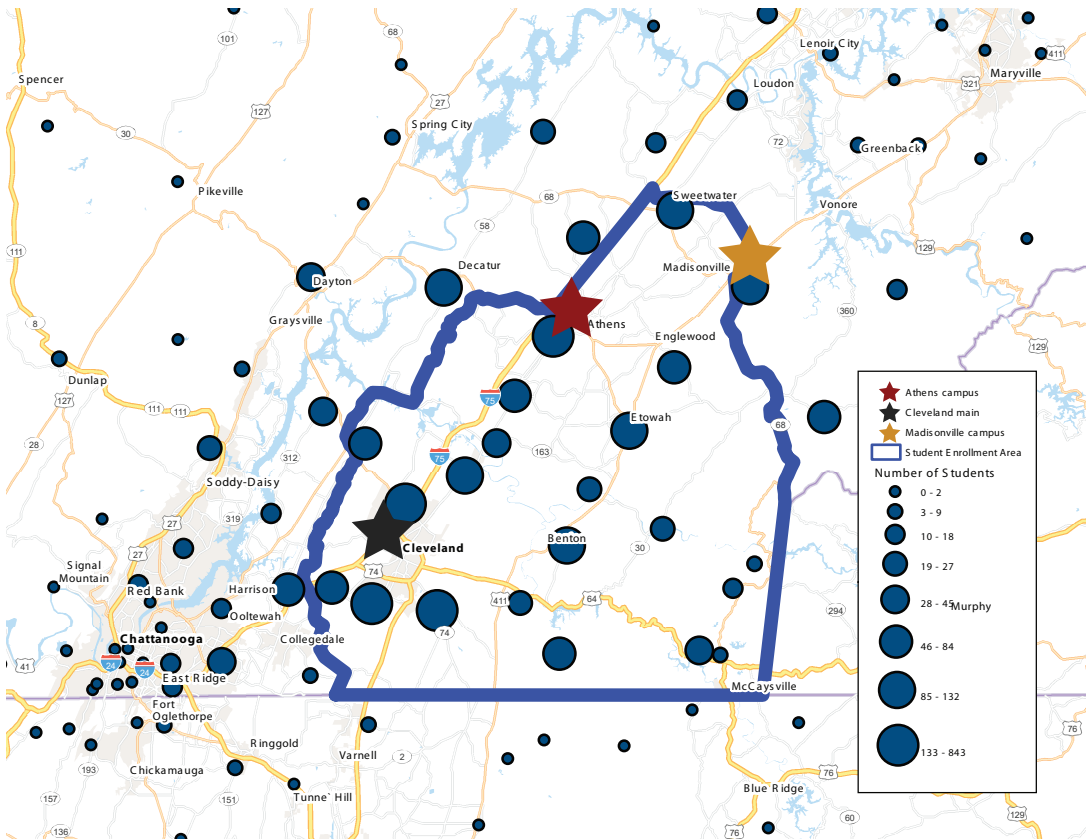
Existing Conditions

Map 1
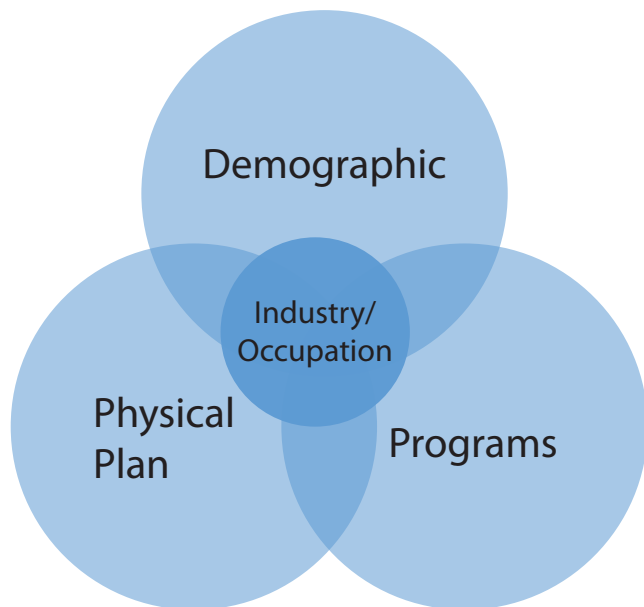
Student Locations (2011 -2015) Aggregated by County
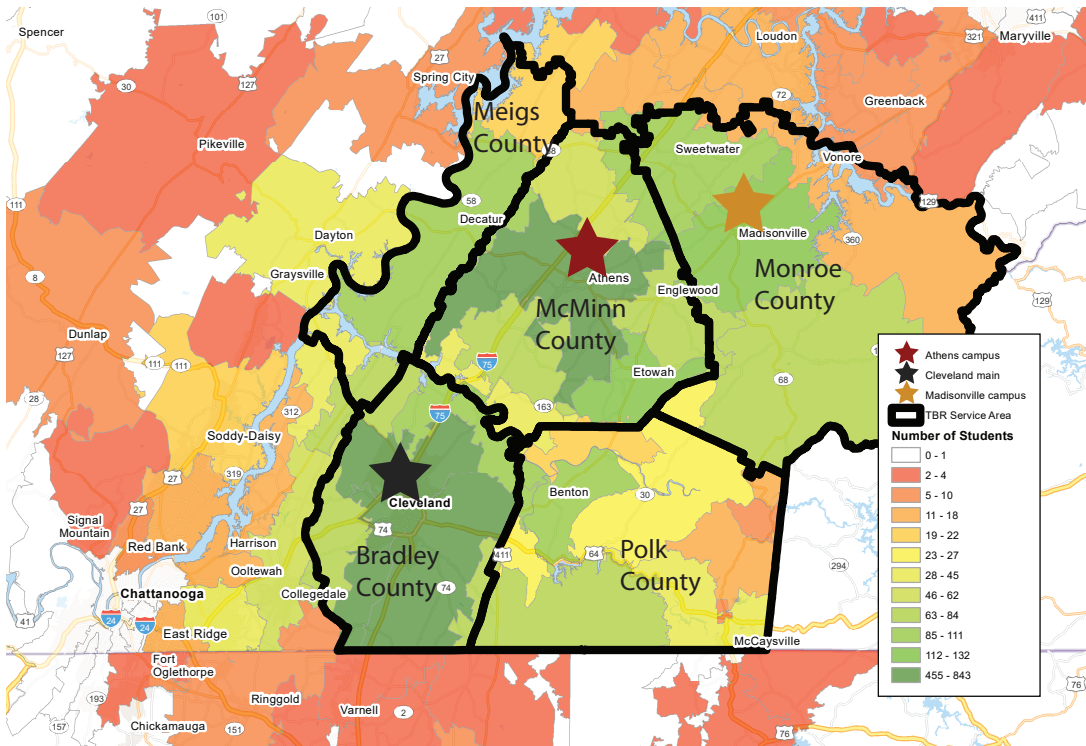
Map 2

Student Locations (2011 -2015) Aggregated by ZIP Code

Map 3 - Blue line represents student enrollment area where 80% of students come from

Out of this came an enrollment scenario of 3220 FTE/ 4600 HC used to arrive at future space requirements. Those indicate a need for additional space, particularly in the area of laboratories. This is not taking into consideration the condition of the facilities. Because of the physical condition and the challenges of the layout, this plan suggests the demolition of one facility, Career Education, which combined with the need above, creates a deficit of approximately 50,000 gsf to be met in a New Facility. In addition the Master Plan Recommends:

• Development of a continuous loop road around the campus and a strategy that minimizes conflicts between vehicles and pedestrians

• A new formal campus entrance and improved parking layout to better access One Stop Shop.

• Major renovations, address technology, complete upgrade of systems and allow for the use of new pedagogical methods and equipment.

• Storm, sanitary, and data infrastructure improvements

• Development of a "greener" feel for the campus

• Land Use strategies that focus on the edges of campus, views to and from the highway, leveraging the topography and connecting across Adkisson

• Landscape strategies that optimize native plants and the inherent wooded character of the campus

• Future development of strategy to relocate Athens Program

Map 4

	2015			2020			2025	
	Total			Total	Athens		Total	Athens
FTE	2370	118%		2800	250	115%	3220	250
Headcount	3509	114%		4000	750	115%	4600	750
Faculty	71	100%		71	2	115%	82	2
Staff	152	100%		152	7	115%	175	7
Adjunct	130							
WSCH	17575	115%		20211		115%	23243	
Classroom	5699	115%		6554		115%	7537	
Lab	11876	115%		13657		115%	15706	

Agenda Item: VI. B.

DATE: January 26, 2017

SUBJECT: Columbia State Community College Master Plan

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC encourages institutions to produce a master plan every five years.

MASTER PLAN SUMMARY

Columbia State Community College is centered in Columbia, Tennessee, with satellite campuses/teaching locations in Clifton, Williamson County, Lawrenceburg, Lewisburg, and Spring Hill. In Fall 2015, Columbia State served over 5,400 students (headcount) and had a full-time equivalent (FTE) enrollment of over 3,600. The campus planning and design firm, TSW, used the THEC Space Model, campus input, and local and regional demographic data to develop the Master Plan Update. Over the next seven to ten years, the population in Columbia State's service area is expected to grow by 68,000 residents, a potential enrollment growth of 509 FTE, or 15%. Columbia State's (main campus) average classroom station occupancy (63%) exceeds the THEC Space Guideline of 60%, but lab space occupancy does not (57% to THEC's 80%). The Space Guidelines show needs in class labs, open labs, and faculty offices. Additionally, the quality of labs, classrooms, the gymnasium, and library were found to be inadequate for their purpose and use. Following enrollment growth benchmarks, the main campus Master Plan includes the construction of an allied health building, demolition of the present Walter and Health Sciences Buildings, and major renovations to the library and gymnasium. The Master Plan also includes strategic land acquisition for future expansion, greater security, and increased pedestrian and traffic flow efficiency.

RECOMMENDATION

The 2016 Columbia State Master Plan provides a comprehensive yet flexible plan to guide the College for the next three decades. It has been thoroughly reviewed and THEC staff recommend it for approval.

COLUMBIA STATE MASTER PLAN: EXECUTIVE SUMMARY

Columbia State Community College was the first community college in Tennessee. The Columbia Campus opened 50 years ago in 1967.

This Master Plan focuses primarily on the Columbia Campus. Rapid growth at the Williamson County Campus has led to new facilities which opened in Fall of 2016 and so were not analyzed as part of this effort.

The quality of teaching and other spaces on the Columbia Campus reflects a significant need for improved space. Several key buildings have very outdated interiors, furnishings, and building systems.

A number of improvements are recommended for the Columbia Campus, as shown on pages 7-8. The proposed Allied Health Building will replace, upgrade, and expand currently inadequate space for the College's allied health programs.

A detailed demographic and labor market analysis is provided on pages 22-33. Key findings are as follows:

- Projected population growth is concentrated in the northeastern half of the service area
- Population growth could increase enrollment 7% over next five years
- Participation rate is lower than peer colleges, especially in rural areas
- Areas of high educational need and high unemployment are more rural
- Service area is generally well served by existing campuses

15%
projected population GROWTH **BY 2025 IN SERVICE AREA**

» ENROLLMENT GROWTH BENCHMARKS BY CAMPUS (HEADCOUNT)

Legend:
- Fall 2015
- Benchmark 1
- Benchmark 2

Campuses: Columbia Campus, Clifton Campus, Lawrence Co Campus, Lewisburg Campus, Williamson Campus, Northfield Site
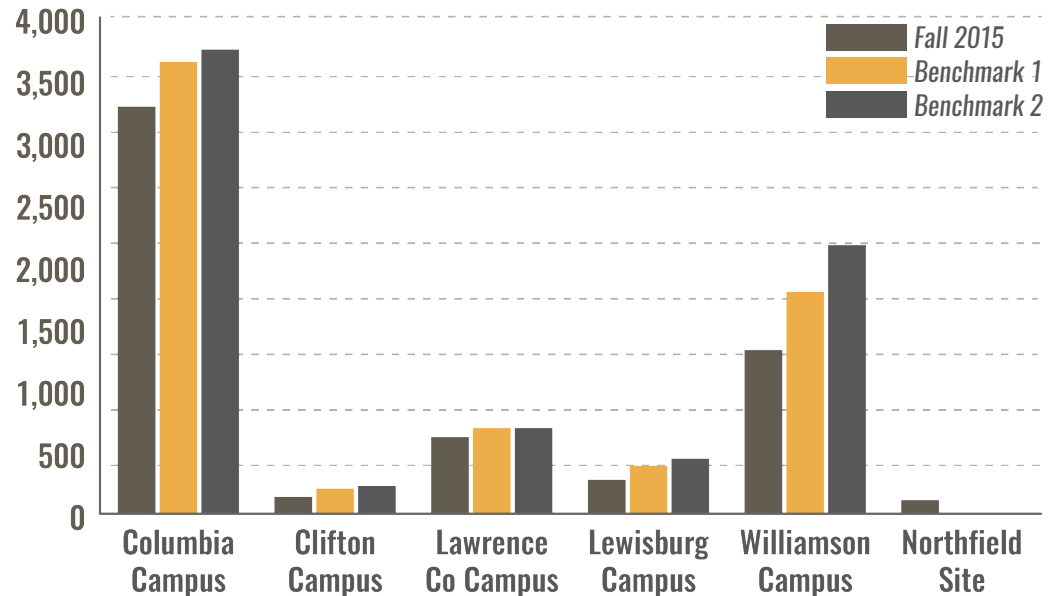
SPACE NEEDS: COLUMBIA CAMPUS

A detailed space analysis was conducted based on THEC space standards (see pages 60-66). Key findings are as follows:

- There is a need for additional lab space.
- While the quantity of some types of space is adequate, the quality of labs, classrooms, gymnasium, and library space is inadequate.

- Seats in classrooms are well occupied, but labs are not.
- Classroom and lab utilization is good, except on Fridays, after 3:00 p.m., and for some special disciplines.
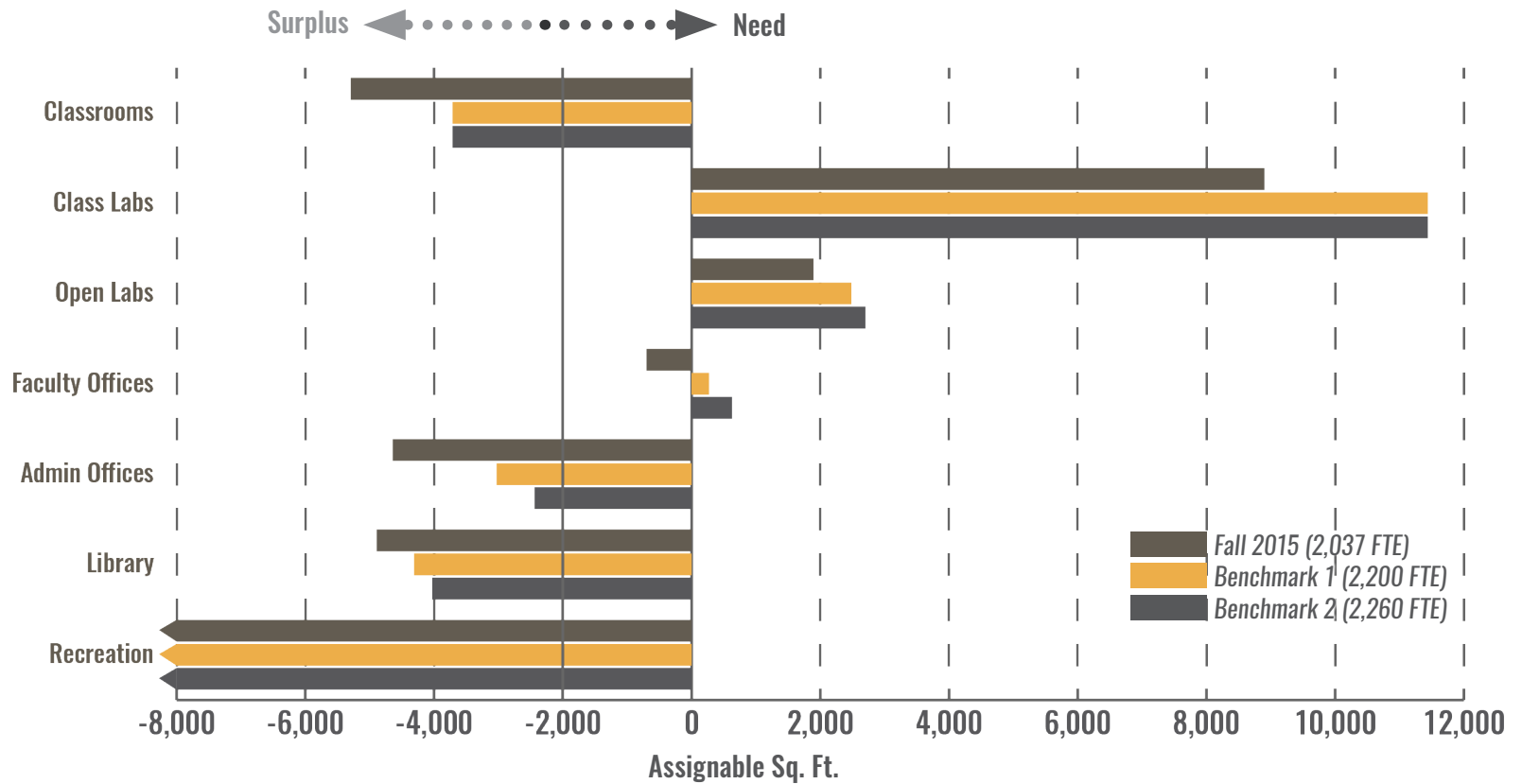
Surplus ← • • • • • • • • • • → Need

	Fall 2015 (2,037 FTE)
	Benchmark 1 (2,200 FTE)
	Benchmark 2 (2,260 FTE)

Categories (top to bottom): Classrooms, Class Labs, Open Labs, Faculty Offices, Admin Offices, Library, Recreation

X-axis: Assignable Sq. Ft. (-8,000 to 12,000)

HAMPSHIRE PIKE

H

G

RUTHERFORD LANE

E

WELLNESS CENTER

LIBRARY

PRYOR

GYM

F

HICKMAN

D

A

JONES STUDENT CENTER

WARF

CLEMENT

B

FACILITIES

C

I

A - PROPOSED ALLIED HEALTH BUILDING
B - DEMOLISH THE WALTER BUILDING
C - DEMOLISH THE HEALTH SCIENCES BUILDING
D - PEDESTRIAN IMPROVEMENTS
E - MAJOR RENOVATION OF LIBRARY
F - MAJOR RENOVATION OF GYMNASIUM
G - NEW CAMPUS ENTRANCE
H - LAND ACQUISITION
I - FIELD HOUSE IMPROVEMENTS

0   200   400   600 feet

A. PROPOSED ALLIED HEALTH BUILDING

There is currently a need for lab space on the Columbia Campus, a need that is expected to continue to grow with enrollment. In order to meet this need, and provide adequate and consolidated teaching space for existing health programs, a proposed Allied Health Building should be constructed in one of two locations as shown at left.

B. DEMOLISH THE WALTER BUILDING

This building has a number of facilities issues that make it inadequate for continued academic use and difficult to renovate. Once the Allied Health Building is opened, this building should be demolished.

C. DEMOLISH THE HEALTH SCIENCES BUILDING

This building has a number of facilities issues that make it inadequate for continued academic use and difficult to renovate. Once the Allied Health Building is opened, this building should be demolished.

D. PEDESTRIAN IMPROVEMENTS

A number of improvements should be made as shown on the plan at left to facilitate circulation, provided needed outdoor gathering spaces, and modernize the look of the campus.

E. LIBRARY MAJOR RENOVATION

The existing library should be modernized to create a true learning hub, improve student success, and create a better impression for potential students.

F. GYMNASIUM MAJOR RENOVATION

The Wellness Center was recently renovated, but the adjacent gymnasium, known as the Webster Athletic Center, needs substantial upgrades to be usable.

G. NEW CAMPUS ENTRANCE

A fifth entrance should be created to campus Hampshire Pike.

H. LAND ACQUISITION

Land across Hampshire Pike should be acquired as shown on page 67.

I. FIELD HOUSE IMPROVEMENTS

Improvements should be made to the existing baseball and softball field house.

FACILITIES IMPROVEMENTS

A number of upgrades to building systems are also recommended to buildings not covered by the major renovations and other projects above. These are listed on page 83.

Agenda Item: VI. C.

DATE: January 26, 2017

SUBJECT: Motlow State Community College Master Plan Update: Smyrna Campus

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC encourages institutions to produce a master plan every five years.

MASTER PLAN SUMMARY

Though Motlow State Community College is centered in Tullahoma, with a Main Campus Fall 2015 headcount of 2,049, its largest campus is in Smyrna, with a headcount of 2,250. Full-time enrollment at the Smyrna campus has grown rapidly from just under 600 in Fall 2005 to nearly 1,500 in Fall 2015; enrollment at the other three Motlow State campuses over this period has remained relatively constant. To account for such an enrollment growth, the campus planning and design firm, TSW, updated the 2012 Motlow State Community College Master Plan to reassess the Smyrna Campus facility needs. Under the THEC Space Model guidelines, the Smyrna Campus currently exceeds the THEC standard for average classroom occupancy (75% of seats are occupied compared to the 60% THEC standard) and nearly meets the THEC standard for average lab station occupancy (72% at Smyrna compared to the 80% THEC standard). The Update projects a short-term need for an 80,000 gross square foot academic building and 750 additional parking spaces. With student population projected to increase by more than 20% over the next decade, the Update also projects a long-term need for an additional two buildings, comprising 90,000 gross square feet, and 1,000 additional parking spaces. To meet these needs, the Update proposes acquiring approximately 75 acres of surrounding land. The construction of the three additional buildings could help the campus capture a more collegiate atmosphere by forming a campus quad and introducing a full library, bookstore, and other campus amenities not currently present at the campus.

RECOMMENDATION

The Motlow State Community College Master Plan Update: Smyrna Campus provides a comprehensive plan to guide the College in meeting the needs of its fastest growing campus. It has been thoroughly reviewed and THEC staff recommend it for approval.
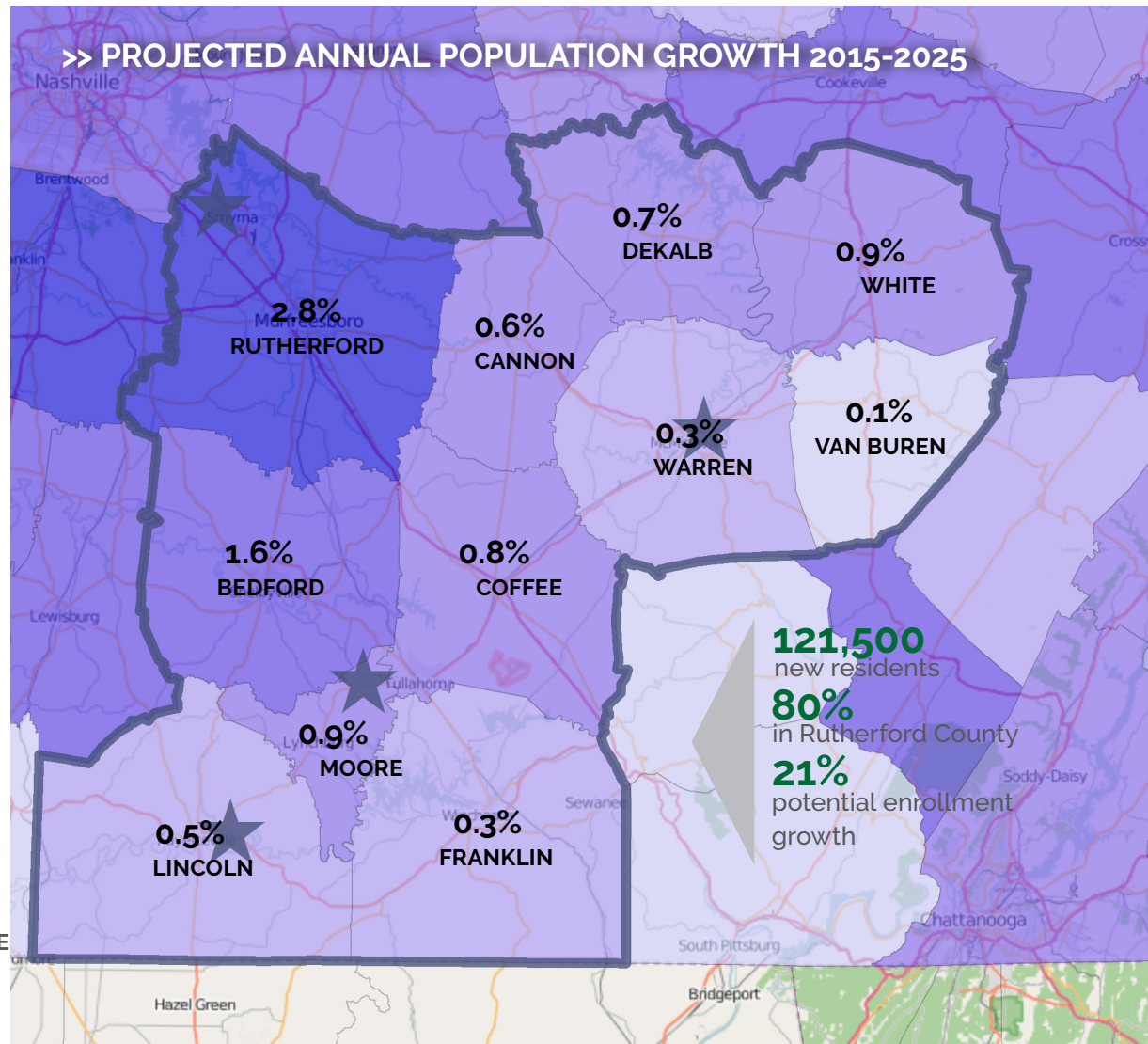
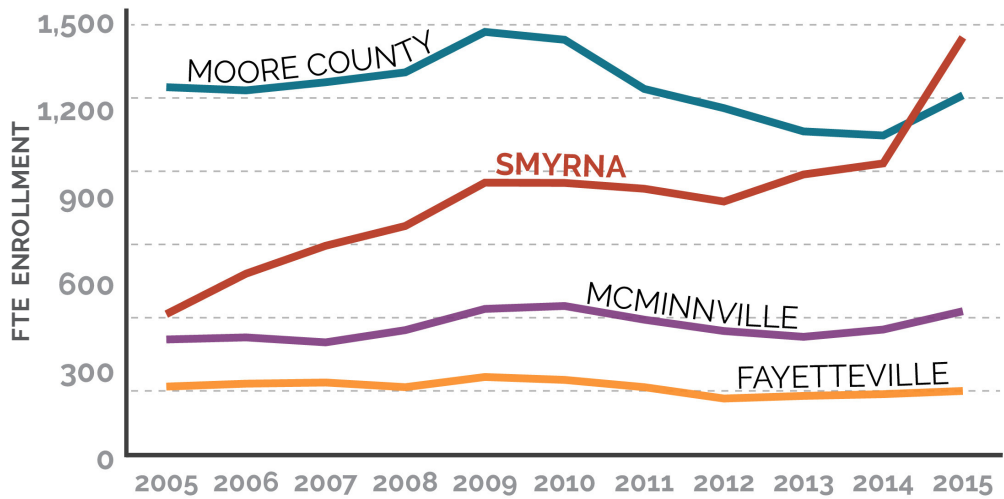## MOTLOW STATE SMYRNA CAMPUS MASTER PLAN: EXECUTIVE SUMMARY

Over the past decade, Motlow State Community College has been the second fastest growing community college in Tennessee. In Fall 2015, full-time equivalent (FTE) enrollment on the Smyrna campus in suburban Nashville eclipsed enrollment at the historic main campus in Moore County, even though the Smyrna Campus has less than 20% of the building square footage of the Moore County Campus.

Enrollment on the Moore County Campus is expected to remain constant in the near term, but continued growth on the Smyrna Campus will require significant investment and expansions to ensure a continued high quality educational experience and support the goals of the Complete College Tennessee Act. For this reason, this Master Plan focuses primarily on the future of the Smyrna Campus.

SECOND FASTEST
growing community college
IN TENNESSEE
from 2005 to 2015

>> PROJECTED ANNUAL POPULATION GROWTH 2015-2025

0.7% DEKALB

0.9% WHITE

2.8% RUTHERFORD

0.6% CANNON

0.3% WARREN

0.1% VAN BUREN

1.6% BEDFORD

0.8% COFFEE

121,500 new residents
80% in Rutherford County
21% potential enrollment growth

0.9% MOORE

0.5% LINCOLN

0.3% FRANKLIN

In fall 2015, enrollment on the Smyrna Campus eclipsed enrollment the Moore County Campus.

According to the Tennessee Higher Education space model, there was a shortage of approximately 32,000 net square feet of all types of space (excluding physical education) on the Smyrna Campus in Fall 2015. By growth benchmark 1, this number will grow to approximately 60,000 net square feet. In order to address this and other needs, this Master Plan recommends the following:

- A new 80,000 gross square foot academic building should be constructed on the Smyrna Campus, containing mostly labs and classrooms, as well as offices and library/study space.
- Parking should be expanded on the Smyrna Campus by approximately 750 spaces in order to meet the needs anticipated by growth benchmark 1.
- Additional entrances should be constructed for the Smyrna Campus to improve access.
- Land acquisition should be pursued to ensure available land for long-term expansions of the Smyrna Campus.

SMYRNA CAMPUS LONG TERM MASTER PLAN

Rapid enrollment growth on the Smyrna Campus means that significant investments in new facilities are required to meet needs. The long term plan shown below would meet all needs anticipated by Growth Benchmark 3, which assumes an FTE enrollment of 5,000 students. If extraordinary growth occurs beyond Benchmark 3, Building 1 could be demolished to allow for a larger facility (Building 6) that would provide more adequate and flexible space.
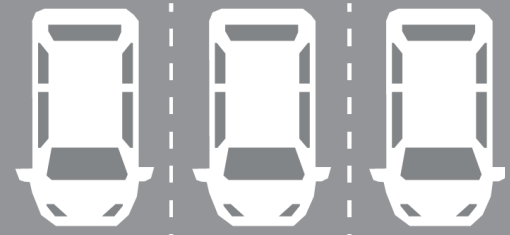

Existing Retention Area

Proposed Retention Area

Potential Building 6 Site
(assuming Building 1 demolition)

Existing Building 2

Proposed Building 3

Proposed Central Quadrangle

Existing Building 1

Proposed Parking Lot Expansion

Existing Water Tower

Proposed Building 4

Proposed Building 5

Proposed New Parking Lot on Acquired Land

Proposed New Entrance

Proposed New Entrance

Motlow College Boulevard

ONE NEW BUILDING
80,000 GROSS SQ.FT.

750 additional parking **SPACES**

>> LONG TERM RECOMMENDATIONS

TWO ADDITIONAL BUILDINGS
90,000 GROSS SQ.FT.

1,000 additional parking **SPACES**

DEGREE PROGRAMS WITH STRONGEST JOB OUTLOOK

An important part of any college Master Plan is understanding the regional job market, particularly for community colleges, because a significant percentage of their students enter the workforce immediately after graduation.

Modern labor markets function at the regional scale, so data is analyzed for the three Workforce Investment Areas that intersect Motlow State's service area. Most of the service area is within Workforce Investment Areas 6 and 7, but Rutherford County is within Workforce Investment Area 9, which is more strongly influenced by the Nashville economy.

The Tennessee Department of Labor provides job outlook grade levels for each Workforce Investment Area, broken down by industry clusters. Motlow State's degree programs shown at right correspond to industry clusters with excellent or favorable job outlooks in all three workforce investment areas that intersect the service area.
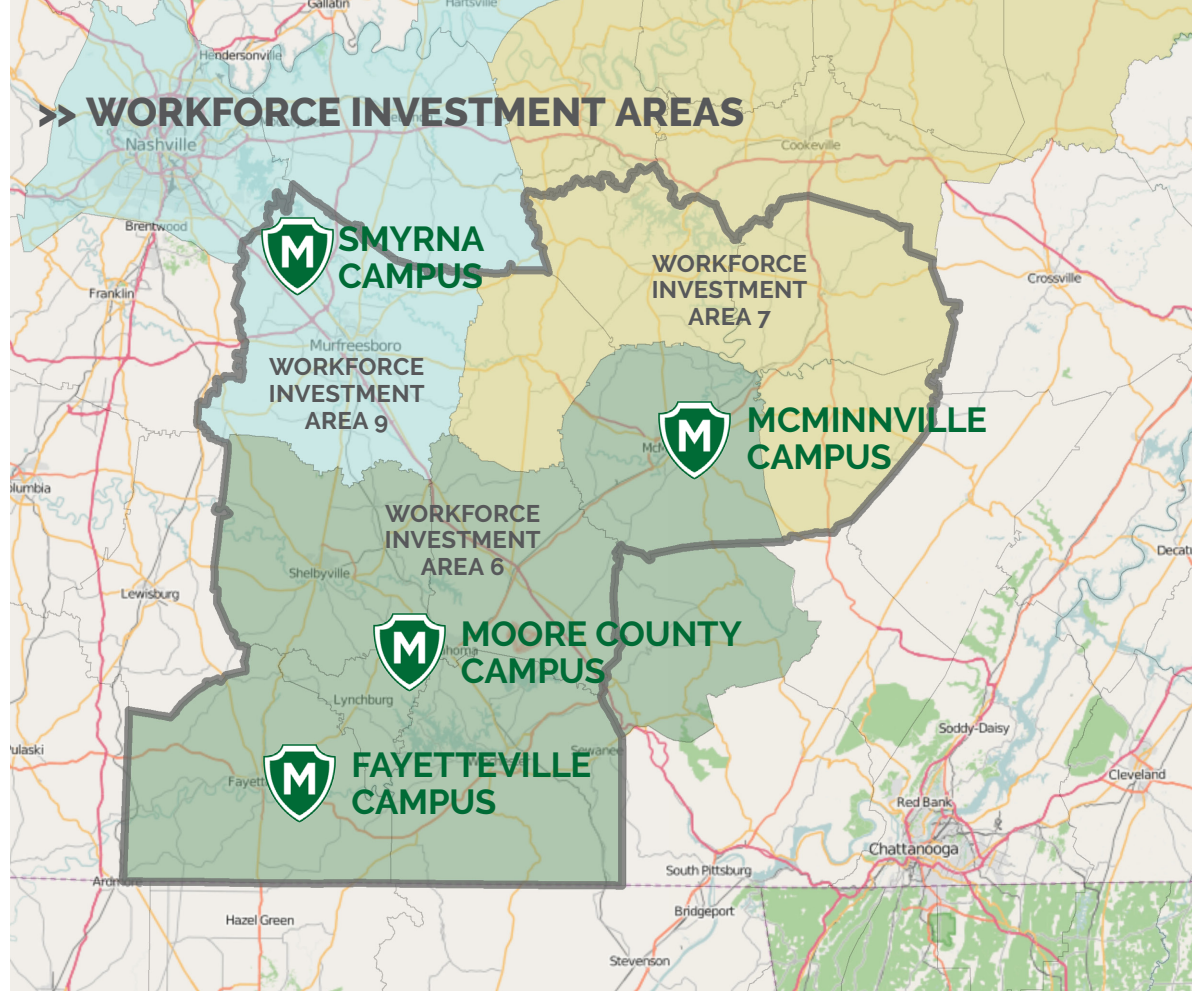
>> WORKFORCE INVESTMENT AREAS

SMYRNA CAMPUS

WORKFORCE INVESTMENT AREA 7

WORKFORCE INVESTMENT AREA 9

MCMINNVILLE CAMPUS

WORKFORCE INVESTMENT AREA 6

MOORE COUNTY CAMPUS

FAYETTEVILLE CAMPUS

EARLY CHILDHOOD EDUCATION

ACCOUNTING

BUSINESS OFFICE

INFORMATION

PROGRAMMING

<< EXISTING LAND OWNED
BY MOTLOW STATE
(26 ACRES TOTAL)

<< PROPOSED FOR PARTIAL ACQUISITION
PRIVATELY OWNED (12.7 ACRES)

<< PROPOSED FOR ACQUISITION
PRIVATELY OWNED (6.2 ACRES)

<< PROPOSED FOR PARTIAL ACQUISITION
OWNED BY CITY OF SMYRNA
(57.5 ACRES)

MOTLOW COLLEGE BLVD

US HWY 41

5 MINUTE WALK (¼ MILE)

SAM RIDLEY PKWY

Agenda Item: VI. D.
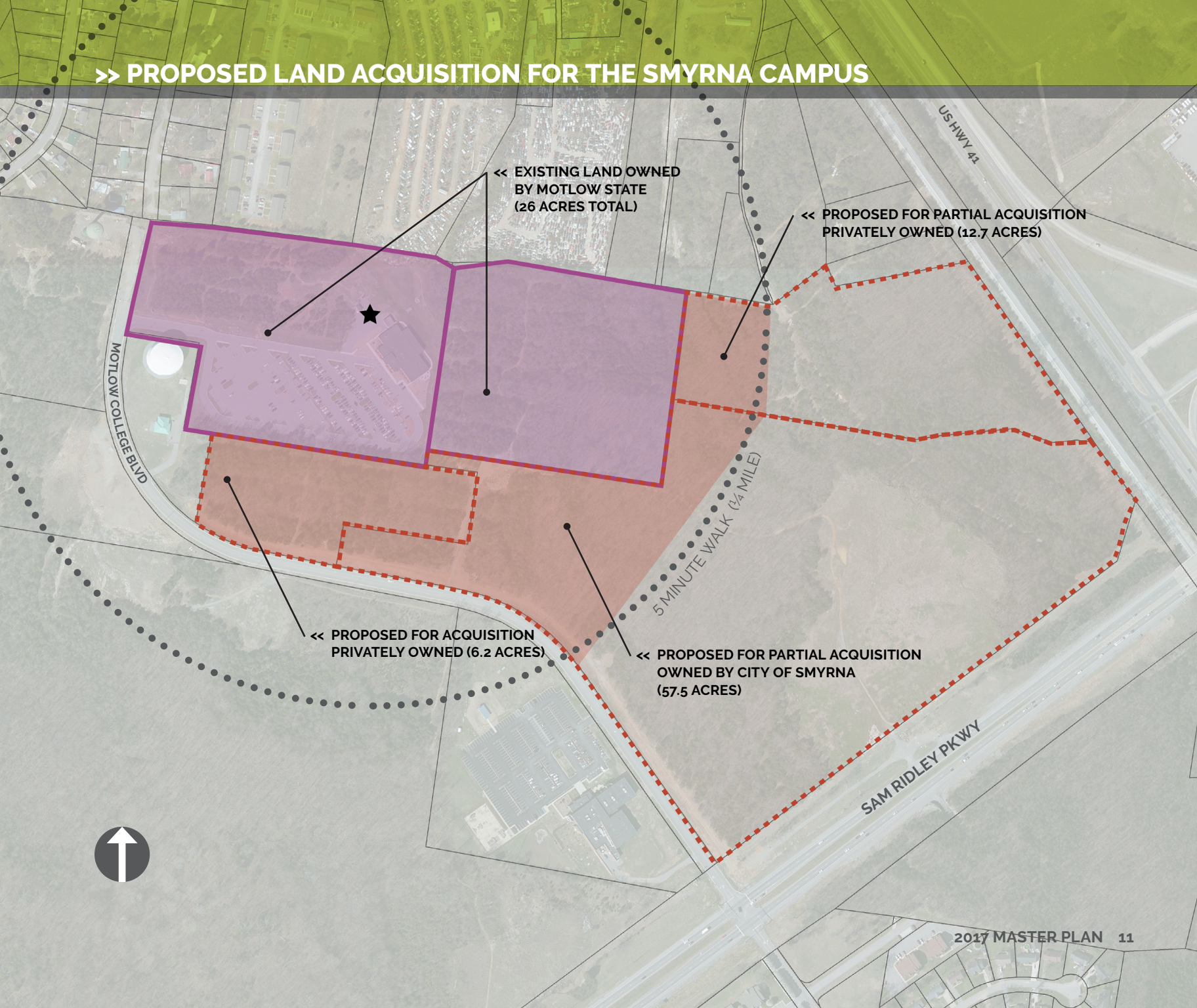
DATE: January 26, 2017

SUBJECT: Nashville State Community College Master Plan

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC encourages institutions to produce a master plan every five years.

MASTER PLAN SUMMARY

Nashville State Community College is the largest of Tennessee's 13 community colleges by student headcount, enrolling 10,701 students in Fall 2015 across all five campuses (FTE enrollment = 6,272). Approximately 59% of those students are enrolled part time and 41% are enrolled at a satellite campus or off-campus teaching location. The campus planning and design firm, TSW, used the THEC Space Model, campus input, and local and regional demographic data to develop the Master Plan. Both Nashville State's Main and Southeast campus currently have adequate space, but the Clarksville campus has great needs in classrooms, labs, faculty offices, libraries, and parking. Montgomery County (Clarksville) is projected to experience a 2% population growth between now and 2025—the largest in Nashville State's service area. The College's average classroom occupancy exceeds the THEC standard (75% of stations occupied compared to 60% THEC standard) and average lab station use closely approaches THEC guidelines (76% compared to 80%). The Master Plan does not include the demolition, renovation, or addition of facility space on the Main campus, but does recommend the development of a quad, construction of a 28,000 gross square feet facility, and expansion of parking at the Clarksville campus. The Master Plan also recommends two new campuses for Nashville State to serve Davidson County's rapidly growing populations in the North and East.

RECOMMENDATION

The 2016 Nashville State Master Plan provides a comprehensive yet flexible plan to guide the College for the next three decades. It has been thoroughly reviewed and THEC staff recommend it for approval.

Nashville State Community College Master Plan Executive Summary

Nashville State serves the most populated metropolitan region in Tennessee and has been the fastest growing public community college in the state over the past decade, due in part to rapid population growth within its service area. Its wide variety of academic programs served 11,653 (headcount) students total in Fall 2015.

While the existing amount of space is adequate on both the Main Campus and the Southeast Campus, there is a need for additional teaching, office, and other space types on the Clarksville Campus, as well as a need for additional parking on that site. A plan for expansions at this campus is shown on page 9 of the Master Plan. This plan would meet space and parking needs projected through enrollment growth benchmark 2, as shown in the table on this page. Growth projections show that growth will continue to decline on the Main Campus as it is captured by other existing campuses and proposed new satellite campuses in locations that better serve existing and future students.

A demographic study summarized on pages 18-24 of the Master Plan examined areas of high educational need as shown in the map on the following page. A number of conclusions can be drawn from the regional demographic data:

- Population growth is projected to be strong in the region in the coming years, especially in the Clarksville area.

- Population density is and will continue to be highest in central and eastern Davidson County. Low wage job density is highest west of downtown Nashville.

- There is a need for postsecondary education in the service area, particularly in and north of Clarksville and in central and southeastern Davidson County, areas well served by existing campuses.

- Nashville State's low participation rate relative to other Tennessee community colleges indicates the potential for growth.

- There are a significant number of competing institutions in Davidson County, but Nashville State's low tuition makes it competitive.

- There is potential demand for new campuses in eastern and northeastern Davidson County, as well as in Stewart or Houston County.

The Master Plan recommends the creation of two new Nashville State campuses within Davidson County to capture the need for additional higher education credentials, one in the eastern portion of the county,

Nashville State has continued to provide a high quality education despite significant enrollment growth

Statewide Growth Rate Comparison
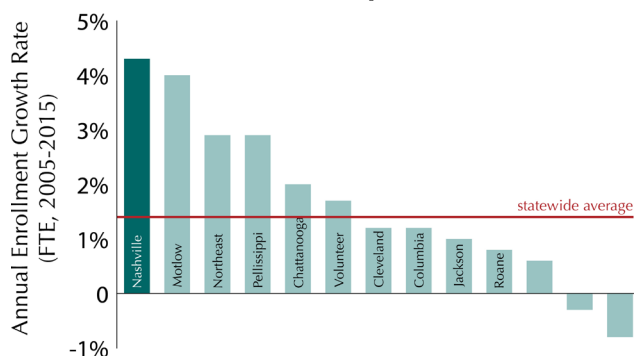
*Over the past decade, Nashville State has been the fastest growing public community college in Tennessee*

Table 4a: Enrollment Growth Benchmarks (FTE)

Campus	Fall 2015	Benchmark 1	Benchmark 2
Main	3,622	3,550	3,450
Clarksville	447	570	660
Dickson	190	220	250
Humphreys	292	292	292
Southeast	882	1,100	1,300
East Davidson County*	0	195	503
North Davidson County*	0	270	575
Total	**5,433**	**6,197**	**7,030**

*Proposed

and another in the northeastern portion of the county. These campuses could be housed in leased or owned spaces. Care should be taken to make sure their final locations correspond with the areas of need, and are located sufficiently far from the Main Campus to avoid competition. General academic programs and estimated space needs for each campus are shown on page 69 of the Master Plan

1

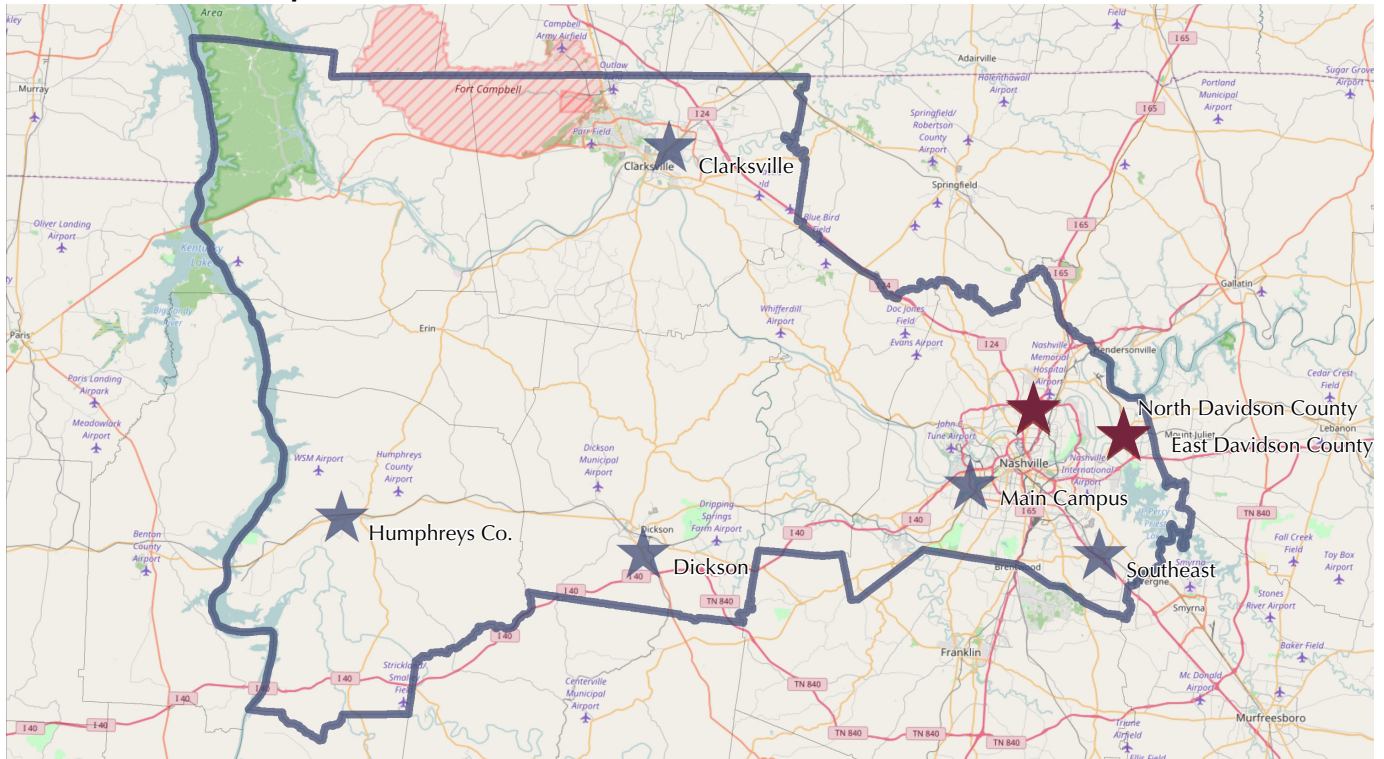## Unreached Areas with High Need for Postsecondary Education
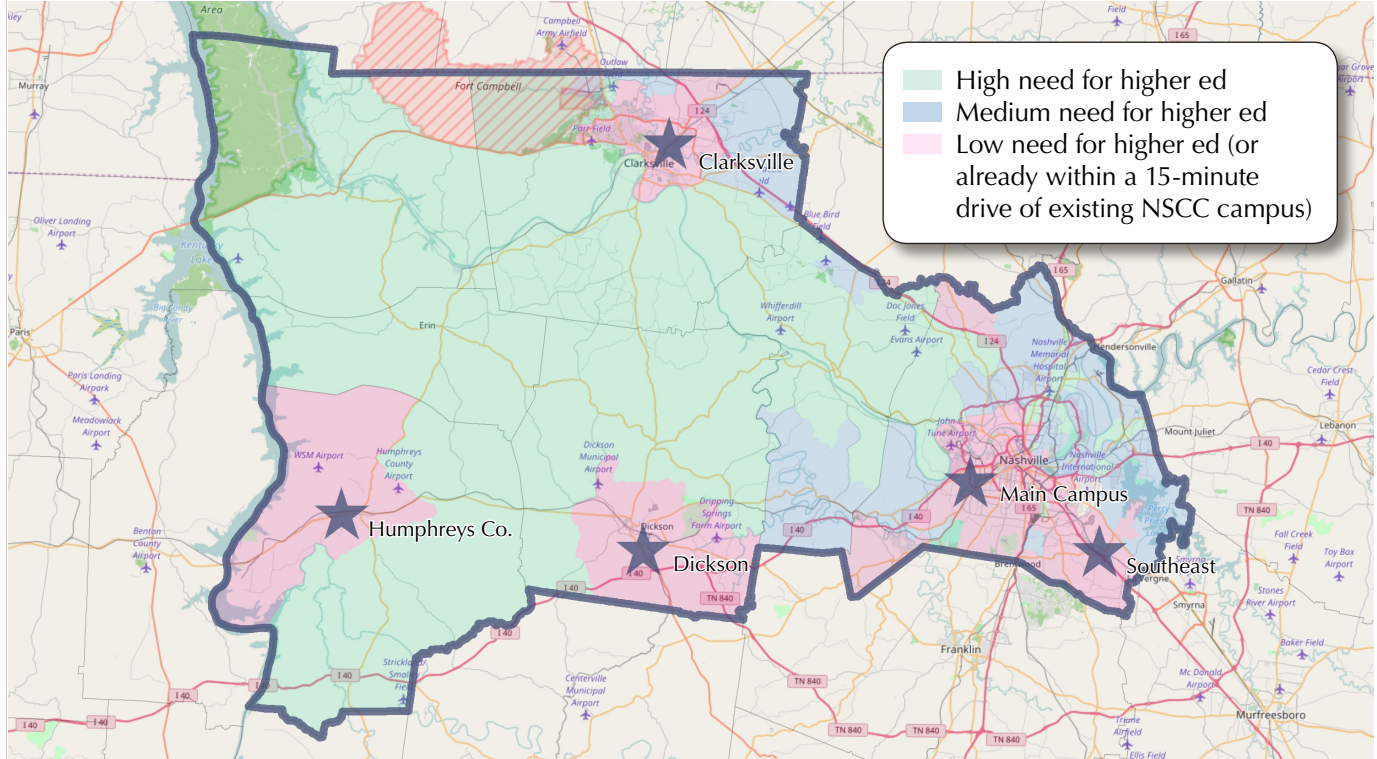
Areas show census tracts with high numbers of residents who have a high school diploma or equivalent, have not started college, and do not live within a 15-minute drive of an existing NSCC campus
Source: U.S. Census American Community Survey 2013 data
Map © OpenStreetMap (and) contributors, CC-BY-SA

Legend:
- High need for higher ed
- Medium need for higher ed
- Low need for higher ed (or already within a 15-minute drive of existing NSCC campus)

Potential Satellite Campus Locations

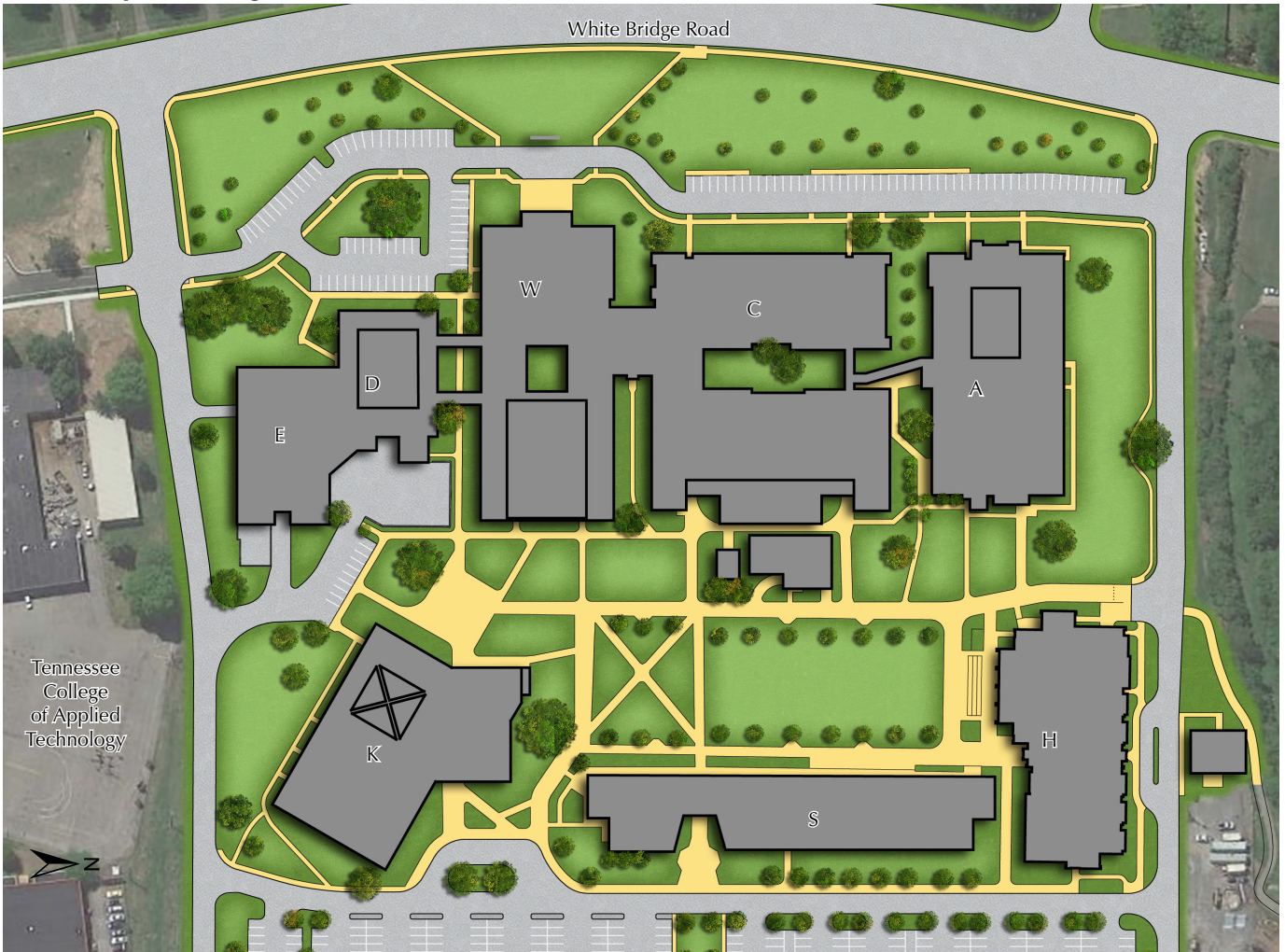All proposed campus locations shown are approximate
Map © OpenStreetMap (and) contributors, CC-BY-SA

Clarksville Campus Master Plan

Proposed Parking Expansion

Proposed Building (28,000 gross sq. ft.)

Proposed New Quad

Existing Building

Wilma Rudolph Blvd.

Proposed New Traffic Signal

N

Main Campus Existing Conditions

White Bridge Road

W

C

D

A

E

Tennessee College of Applied Technology

K

H

S

N

Agenda Item: <u>VII</u>

DATE: January 26, 2017

SUBJECT: Capital Project Prioritization

ACTION RECOMMENDED: Discussion

Background

A core responsibility of the Commission is prioritizing capital project requests submitted by the governing boards. Along with the outcomes-based funding formula, financial aid and tuition, capital projects form the foundation of higher education finance policy and should be connected to and reinforce statewide policy goals of the THEC Master Plan and the Drive to 55. The current THEC policy approach to capital outlay projects includes principles such as respecting the priority order of the governing board and prioritizing renovation over new construction. However, the policy does not link capital outlay priorities to statewide higher education goals. That fact, along with the necessity of reexamining the capital prioritization process in light of the FOCUS Act, warrants the consideration of changes to the Commission's capital policies.

With the establishment of six new university boards this spring, the prioritization process will involve eight capital outlay projects lists (one each from the new university boards along with one each from UT and TBR) and will be a more complex task. In preparation for the 2018-19 budget cycle, the initial planning for which is already underway at institutions and governing boards, the Commission staff have begun working through ways to revamp the process of prioritizing capital projects. To that end, we have heavily researched how other states approach this task, secured the assistance of a nationally recognized external consultant who has extensive prior work in Tennessee and engaged an advisory group of campus and board officials to discuss potential changes.

The advisory group consists of board and campus officials across finance, academic and facilities management personnel. The variety of backgrounds from this group ensures that a range of viewpoints is offered up for discussion. The goal of this group is to thoroughly discuss and analyze

potential changes to the capital prioritization process that will come before the Commission for consideration. Thus far, the group has met twice, on December 5 and again January 6, to begin discussions of potential revisions to the capital prioritization policy. In order to be utilized for project submissions that will be part of the 2018-19 budget recommendation (to be considered at the November 2017 THEC meeting), a new policy should be considered at the Commission's spring 2017 board meeting. As institutions are now beginning to develop projects, it is helpful to clarify and communicate the goals and broad parameters of the new policy as soon as they become apparent.

Therefore, for information purposes, Commission staff will engage the Commission in a discussion of potential key goals and principles that it would want to include in a new policy. This discussion will provide helpful guidance, ensuring that the discussions and ideas broached thus far are consistent with the intent of the Commission. A fully developed policy proposal will be considered for action at the spring 2017 Commission meeting. This timeframe ensures that boards have a sense of the direction that the new policy is taking as they begin to develop project proposals.

Potential Capital Prioritization Policy Goals
The advisory group and Commission staff have begun the discussion of a number of potential goals that will shape the new policy. For discussion, the goals under consideration so far include:
1. Capital projects should be linked to state goals and the Drive to 55.
   a. Increasing degree production, particularly at the undergraduate level.
   b. Enhancing research and workforce development.
   c. Emphasizing adult learners and other focus populations, as identified in the outcomes-based funding formula.
   d. Identifying and addressing education and workforce needs of local and regional economies.
2. Capital projects should enhance campus mission and distinction, and should be envisioned or contemplated in the institution's current Master Plan.
3. Institutional facility condition and needs, as analyzed by the THEC Space Planning Guidelines, should be a factor in determining priorities.
4. Boards should develop project proposals that include a programmatic plan, which may include academic planning and early ideas regarding the uses and layout of buildings.

5. External funding should be a factor in project priority, but should not inappropriately determine capital priorities. Currently, a capital match program requires a certain percentage of project costs be borne by the campus, ideally from private fundraising.

6. Both qualitative and quantitative factors should be considered in the Commission's capital priorities.

7. The Commission should be proactive when appropriate to identify types of capital projects that would be consistent with statewide goals.

8. All projects, whether renovations or new construction, regardless of sector or formula/non-formula status, should have a fair chance.

Other factors that are under consideration as a new capital prioritization policy is being developed:

1. The Commission should submit a single, prioritized list of capital projects to the Governor and General Assembly for consideration in the budget.

2. The Commission should reevaluate all project submissions every year.

3. The Commission should respect board priority, except under unique circumstances.

4. Tennessee should maximize efficiencies where possible by giving consideration to renovation projects.

5. Some projects may lend themselves to limiting the total additional new square footage, by including the demolition of obsolete structures.

Summary

The Commission staff will discuss these potential goals and principles for the capital outlay prioritization process. We seek guidance as to the general direction these ideas are headed, as well as other elements not included herein that ought to be considered and debated.