



## Spring Quarterly Meeting

Cordell Hull Building

Senate Hearing Room 1

May 17, 2019

**Tennessee Higher Education Commission**



## AGENDA

### TENNESSEE HIGHER EDUCATION COMMISSION Spring Quarterly Meeting Cordell Hull Building, Senate Hearing Room 1 May 17, 2019, 10:00 am – 2:00 pm CDT

#### Adoption of Agenda

#### Approval of Minutes, January 25, 2019 Meeting

#### Chairman's Report

#### Executive Director's Report

#### Consent Agenda

- I. Postsecondary Education Authorization (*Action Item*)

#### Agenda Items

- II. New Academic Programs (*Action Items*)
  - A. University of Tennessee Knoxville, Information Sciences, Bachelor of Science
  - B. University of Tennessee Chattanooga, Data Analytics, Master of Science
  - C. Austin Peay State University, Counseling Psychology, Doctor of Psychology
- III. Institutional Mission Profiles (*Action Item*)
- IV. New Administrative Rule – Access to Public Records (*Action Item*)
- V. Tuition and Fees (*Action Item*)
  - A. Tuition Policy Revision
  - B. Range for Tuition Rates
  - C. Range for Combined Tuition and Mandatory Fees
- VI. Reappointment of Audit Committee Member
- VII. Legislative Updates
- VIII. Master Plan Update

#### Systems' Reports

Tennessee Board of Regents  
University of Tennessee  
Locally Governed Institutions

**DATE:** May 17, 2019

**SUBJECT:** Institutional Reauthorization

**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 to operate an educational institution in the state. For the institutions listed below, applications have been reviewed to determine whether all documentation was submitted in accordance with the Act and postsecondary rules. The Committee on Postsecondary Educational Institutions met on May 2, 2019 and endorsed staff recommendations for reauthorization as described below.

**Authorized Locations With Regular Authorization  
(June 1, 2019 - May 31, 2020) (38)**

1. Arnold's Beauty School (Milan, TN - Code: 1817)
2. At-Home Professions (Fort Collins, CO - Code: 1229)
3. Chattanooga Massage Institute (Hixson, TN - Code: 1248)
4. Codes Unlimited Healthcare Academy (Memphis, TN - Code: 1251)
5. College of Traditional Midwifery (Summertown, TN - Code: 1819)
6. Contemporary Music Center (Brentwood, TN - Code: 1742)
7. Dark Horse Institute (Franklin, TN - Code: 1596)
8. Delta Technical College (Horn Lake, MS - Code: 1597)
9. Dental Assistant School of Nashville (Brentwood, TN - Code: 1726)
10. Dental Staff School (Chattanooga, TN - Code: 1748)
11. Dental Staff School (Knoxville, TN - Code: 1655)
12. Drive-Train (Memphis, TN - Code: 1656)
13. Empire Beauty School (Brentwood, TN - Code: 1827)
14. Empire Beauty School (Jackson, TN - Code: 1829)
15. Empire Beauty School (Memphis, TN - Code: 1826)
16. Empire Beauty School (Memphis, TN - Code: 1830)
17. Genesis Career College (Cookeville, TN - Code: 1732)
18. Genesis Career College (Lebanon, TN - Code: 1722)
19. Genesis Career College: Nashville Airport Campus (Nashville, TN - Code: 1278)
20. Lab Four Professional Development Center (Memphis, TN - Code: 1405)
21. Master's Barber & Styling College Inc. (Old Hickory, TN - Code: 1823)

22. Max Trucking Training Academy (Memphis, TN - Code: 1910)
23. Mind Body Institute, LLC (Nashville, TN - Code: 1424)
24. Nashville Academy of Reflexology, LLC (Brentwood, TN - Code: 1680)
25. New College Franklin (Franklin, TN - Code: 1440)
26. Olympic Career Training Institute (Memphis, TN - Code: 1599)
27. Paul Mitchell the School Memphis (Memphis, TN - Code: 1864)
28. Recording Radio Film Connection & CASA Schools (Los Angeles, CA - Code: 1724)
29. Sandra Academy of Salon Services, Inc. (New Tazewell, TN - Code: 1825)
30. Southeast Institute of Biblical Studies (Knoxville, TN - Code: 1271)
31. Southern Baptist Theological Seminary (Jackson, TN - Code: 1483)
32. Southern Baptist Theological Seminary (Lenoir City, TN - Code: 1484)
33. Southern Baptist Theological Seminary (Louisville, KY - Code: 1482)
34. Southern Baptist Theological Seminary (Nashville, TN - Code: 1485)
35. The Allegiant Institute of Healthcare Solutions LLC (Memphis, TN - Code: 1905)
36. Total Tech, LLC (Nashville, TN - Code: 1506)
37. United Truck Driving School (Murfreesboro, TN - Code: 1517)
38. Urban League of Greater Chattanooga (Chattanooga, TN - Code: 1534)

**Authorized Locations With Conditional Authorization  
(June 1, 2019 - May 31, 2020) (1)**

1. Fortis Institute (Cookeville, TN - Code: 1413)
 

The institution failed to meet the required 1:1 financial ratios for total revenues to total expenditures and current assets to current liabilities. DPSA notified the institution of its intended recommendation and the institution responded by providing updated quarterly statements showing that it meets one of the two required ratios and agreeing to provide future quarterly statements. Therefore, DPSA recommends that the Committee:

  1. Make the institution's authorization conditional for the 2019-2020 authorization year.
  2. Require the institution to file quarterly income statements and balance sheets.
  3. Require the institution to submit quarterly student information, including a list of enrolled students and for each student a listing of the student's name, social security or student identification number, and contact information; program of enrollment; credits earned; and credits remaining.

**DATE:** May 17, 2019

**SUBJECT:** Temporary Authorization of New Institutions

**ACTION RECOMMENDED:** Temporary Authorization

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**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 May 2, 2019 and endorsed staff recommendations for Temporary Authorization of these institutions.

**A. Achieve Trade School** **Franklin, TN**  
508 Autumn Springs Court, Suite 2B, Franklin, Tennessee 37067

**Corporate Structure:** C-Corporation  
**Accreditation:** None  
**Title IV Funding:** No

**Change of Ownership:**

Achieve Trade School was purchased by Harren Equity Partners and Kristi Shain on December 8, 2017. The institution is a C-Corporation and has been authorized by THEC since May 11, 2017.

Achieve Trade School is seeking approval to revise one program. The program will be offered in a residential format. Instruction will be provided by the faculty from its authorized location in Franklin, Tennessee.

**1. Program: Electrical (Revised)**  
**Credential Awarded: Certificate of Completion**  
**Length of Program: 800 Contact Hours**  
**48 Months**

**B. Phlebotomy Training Specialists** **Nashville, TN**  
2 International Plaza, Suite 108, Nashville, Tennessee 37217

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

Phlebotomy Training Specialists 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.

- Program:** Phlebotomy Training  
**Credential Awarded:** Certificate of Training  
**Length of Program:** 44 Contact Hours  
3 Weeks Full-Time  
1.5 Months Part-Time

**C. The CodeCrew Code School** **Memphis, TN**  
1350 Crosstown Concourse #375, Memphis, Tennessee 38104

**Corporate Structure:** Not-for-Profit Corporation  
**Accreditation:** None  
**Title IV Funding:** No

The CodeCrew Code School 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.

- Program:** Full-Stack Software Development Bootcamp  
**Credential Awarded:** Microsoft JavaScript Certification  
**Length of Program:** 720 Contact Hours  
6 Months

**DATE:** May 17, 2019

**SUBJECT:** New Programs

**ACTION RECOMMENDED:** Approval

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**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 new program applications is in accordance with the Act and postsecondary rules. The Committee on Postsecondary Educational Institutions met on May 2, 2019 and endorsed staff recommendations for approval.

**A. Goodwill Industries-Knoxville, Inc. Knoxville, TN**  
5307 Kingston Pike, Knoxville, Tennessee 37919

**Corporate Structure:** Not-for-Profit Corporation  
**Authorization Date:** November 14, 2002  
**Accreditation:** None  
**Title IV Funding:** No  
**Highest Credential Offered:** Certificate

Goodwill Industries-Knoxville, Inc. 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 Knoxville, Tennessee.

- 1. Program: GoodTech Customer Service Core Training**  
**Credential Awarded: Certificate of Completion**  
**Length of Program: 45 Contact Hours**  
**3 Weeks**
  
- 2. Program: GoodTech Customer Service Technical Training**  
**Credential Awarded: Certificate of Completion**  
**Length of Program: 100 Contact Hours**  
**2 Months**

**B. NATS, Inc. Nashville, TN**  
1161 Murfreesboro Road, Suite 217, Nashville, Tennessee 37217

**Corporate Structure:** C-Corporation  
**Authorization Date:** July 22, 1994  
**Accreditation:** None  
**Title IV Funding:** No  
**Highest Credential Offered:** Certificate

NATS, 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 Nashville, Tennessee.

- 1. Program:** Phlebotomy  
**Credential Awarded:** Certificate  
**Length of Program:** 60 Contact Hours  
3 Weeks

**C. New Horizons Computer Learning Center** **Knoxville, TN**  
408 North Cedar Bluff Road, Suite 555, Knoxville, Tennessee 37923

**Corporate Structure:** S-Corporation  
**Authorization Date:** January 28, 1999  
**Accreditation:** None  
**Title IV Funding:** No  
**Highest Credential Offered:** Certificate

New Horizons Computer Learning Center is seeking approval to revise one program and for two new programs. The programs will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Knoxville, Tennessee, as well as on-line.

- 1. Program:** Adobe Graphic & Web Specialist (Revised)  
**Credential Awarded:** Certificate  
**Length of Program:** 80 Contact Hours  
2 Months Full-Time  
4 Months Part-Time
- 2. Program:** Computer Support  
**Credential Awarded:** Certificate  
**Length of Program:** 120 Contact Hours  
2 Months Full-Time  
4 Months Part-Time



- 5. Program: Office Administration**  
**Credential Awarded: Certificate**  
**Length of Program: 96 Contact Hours**  
**2 Months Full-Time**  
**4 Months Part-Time**

- D. NHLA Inspector Training School**  
6830 Raleigh LaGrange Rd, Memphis, Tennessee 38134

**Memphis, TN**

- Corporate Structure:** Not-for-Profit Corporation  
**Authorization Date:** July 17, 2003  
**Accreditation:** None  
**Title IV Funding:** No  
**Highest Credential Offered:** Certificate

NHLA Inspector Training School 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 Memphis, Tennessee, as well as on-line.

- 1. Program: Lumber Inspection Online**  
**Credential Awarded: Certificate of Completion**  
**Length of Program: 187 Contact Hours**  
**1.25 Months Full-Time**  
**12 Months Part-Time**

**DATE:** May 17, 2019

**SUBJECT:** Optional Expedited Authorization

**ACTION RECOMMENDED:** Approval

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**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 May 2, 2019 and endorsed staff recommendations for Optional Expedited Authorization of these institutions.

- |  |                  |
|--|------------------|
| 1. American National University (DEAC) | Bartlett, TN     |
| 2. American National University (DEAC) | Memphis, TN      |
| 3. American National University (DEAC) | Nashville, TN    |
| 4. Ashford University                  | San Diego, CA    |
| 5. Crown College of the Bible          | Powell, TN       |
| 6. Daymar College                      | Clarksville, TN  |
| 7. Daymar College                      | Murfreesboro, TN |
| 8. Daymar College                      | Nashville, TN    |
| 9. DeVry University                    | Naperville, IL   |
| 10. DeVry University                   | Nashville, TN    |

**DATE:** May 17, 2019

**SUBJECT:** New Academic Program  
University of Tennessee, Knoxville  
Information Sciences, Bachelor of Science  
(CIP 11.0401 – Information Science/Studies)

**ACTION RECOMMENDED:** Approval

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**PROGRAM DESCRIPTION**

The University of Tennessee, Knoxville proposes a Bachelor of Science (BS) in Information Sciences. The proposed program will provide an innovative curriculum that includes instruction in areas such as information organization, user experience, usability, internet studies (web design, information architecture) and data management. The proposed program will also provide research opportunities for students which will be aligned with the existing undergraduate minor in Information Studies and Technology, Master of Science in Information Sciences, and doctoral degree in Communication and Information. Collaboration with UT partnering organizations such as Oak Ridge National Laboratory, Scripps Networks, and UT Medical Center will enrich the curriculum, provide internships, and meet workforce needs for information sciences related jobs.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Information Sciences BS program was approved by the University Of Tennessee Board Of Trustees on March 1, 2019.

**PROPOSED IMPLEMENTATION DATE**

Fall 2019

**RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN**

The proposed Information Sciences program supports University of Tennessee, Knoxville’s mission:

*To move forward the frontiers of human knowledge and enrich and elevate the citizens of the state of Tennessee, the nation, and the world. As the preeminent research-based, land-grant university in the state, UT embodies the spirit of excellence in teaching, research, scholarship, creative activity, outreach, and engagement attained by the nation’s finest public research institutions.*

If approved, UTK will be the first public university in Tennessee to offer an undergraduate degree in information sciences which will provide new educational

opportunities to students in the state. The proposed program is also aligned with UTK's strategic plan, Vision 2020. Additionally, this degree aligns with the State Master Plan to increase the educational attainment levels of Tennesseans; and address the state's economic development, workforce development, and research needs and the Drive to 55.

**CURRICULUM**

The proposed BS in Information Sciences will consist of 120 credit hours, which includes 30 semester credit hours within the major. Students will also declare a concentration in either Data, Information Management, and Analytic and User Experience Design. Students will also have the option to complete the program with a general concentration, which will be a customized course plan. Students will be required to complete a capstone course.

**PROGRAM PRODUCTIVITY**

The program will offer coursework year-round and students may enroll full-time or part-time. The program projects attrition rates to be 10 percent each year. Projected enrollment and graduation rates for the first five years are as follows:

	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Enrollment</b>	10	18	26	34	42
<b>Graduates</b>	--	--	--	8	18

**PROGRAM DUPLICATION**

Currently, there are no programs at the bachelor's level that offer a degree in Information Sciences at a public university in Tennessee (CIP code: 11.0401 – Information Science).

**EXTERNAL JUDGEMENT**

An external review of the proposed program was conducted by Dr. Russ Todd, Department Chair and Associate Professor of Library and Information Science at Rutgers University. He provided his strong support for the proposed BS in Information Sciences and was impressed by the widespread support of the program as demonstrated through the supporting letters from industry partners. Dr. Todd stated that he was “very impressed with the letters of support – these are a clear statement of industry support for the proposed program, and a testament to the employment power of the program. I see considerable potential for representatives of the organizations presented in the supporting letters to contribute to some form of Program Advisory Council, where industry partners can contribute to the ongoing development of the program in an active and participatory way.”

**STUDENT DEMAND**

Evidence of a significant interest in the program was reflected from a survey of undergraduate students at UTK currently enrolled in the Information Studies and Technology minor. Of the 80 students surveyed more than 65 percent said they would be interested in taking more courses in the area and enrolling in such a program of study.

### **OPPORTUNITIES FOR PROGRAM GRADUATES**

The Tennessee Department of Labor and Workforce Development Occupational Projections for Information Technology occupations in Tennessee (2014-2024) show a consistently high annual growth in these occupations. Substantial external support for graduates of the proposed program has been demonstrated through letters of support from employers such as Oak Ridge National Laboratory, Information International Associates, U.S. Geological Society, Bohan Advertising, and Google.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

The School of Information Sciences at UTK currently offers a PhD in Communication and Information, a nationally ranked accredited Master of Science in Information Sciences, and a minor in Information Studies and Technology. The School has recently restructured its Master of Science program to delete some of the courses taught by the full-time faculty. The master's degree program was 42 credit hours and has recently been reduced to 36 credit hours, this has provided teaching capacity in the academic unit and more faculty will be available to teach undergraduate courses. An additional faculty member will be hired in 2021-22 (year 3 of the program) to support the new undergraduate program.

Other budget needs for the proposed Information Sciences program include initial technology needs and recurring funds to support technology maintenance, upgrades and licenses. Appendix A outlines the 5 year financial projections for the proposed Information Sciences, Bachelor of Science program.

### **ASSESSMENT AND 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. The benchmarks include, but are not limited to: enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. The monitoring period may be extended if additional time is needed to achieve the benchmarks. If benchmarks are not met, the Commission may recommend that the institutional governing board terminate the program.

**Tennessee Higher Education Commission  
THEC Financial Projections  
UT Knoxville  
Information Sciences, Bachelor of Science**

Seven-year projections are required for doctoral programs.

Five-year projections are required for baccalaureate and Master's degree programs

Three-year projections are required for associate degrees and undergraduate certificates.

Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>					
<b>A. One-time Expenditures</b>					
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-
Library	-	-	-	-	-
Consultants	-	-	-	-	-
Travel	-	-	-	-	-
Other	-	-	-	-	-
<b>Sub-Total One-time</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>					
<b>Personnel</b>					
<b>Administration</b>					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
<b>Sub-Total Administration</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Faculty</b>					
Salary	\$ 10,000	\$ 20,000	\$ 60,000	\$ 61,800	\$ 63,654
Benefits	-	-	24,000	24,720	25,462
<b>Sub-Total Faculty</b>	\$ 10,000	\$ 20,000	\$ 84,000	\$ 86,520	\$ 89,116
<b>Support Staff</b>					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Graduate Assistants</b>					
Salary					
Benefits					
Tuition and Fees* (See Below)					
<b>Sub-Total Graduate Assistants</b>					
<b>Operating</b>					
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	-	-	-	-	-
Equipment	-	-	-	-	-
Other	-	-	-	-	-
<b>Sub-Total Operating</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Recurring</b>	\$ 10,000	\$ 20,000	\$ 84,000	\$ 86,520	\$ 89,116
<b>TOTAL EXPENDITURES (A + B)</b>	\$ 10,000	\$ 20,000	\$ 84,000	\$ 86,520	\$ 89,116

<b>*If tuition and fees for Graduate Assistants are included, please provide the following information.</b>					
Base Tuition and Fees Rate					
Number of Graduate Assistants					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>II. Revenue</b>					
Tuition and Fees <sup>1</sup>	129,700	240,464	357,757	481,870	613,108
Institutional Reallocations <sup>2</sup>	(119,700)	(220,464)	(273,757)	(395,350)	(523,993)
Federal Grants <sup>3</sup>	-	-	-	-	-
Private Grants or Gifts <sup>4</sup>	-	-	-	-	-
Other <sup>5</sup>	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 10,000</b>	<b>\$ 20,000</b>	<b>\$ 84,000</b>	<b>\$ 86,520</b>	<b>\$ 89,116</b>
<b>Notes:</b>					
<b>(1) In what year is tuition and fee revenue expected to be generated and explain any differential fees. Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program.</b>					
Only in-state tuition is included in the calculation. The current instate tuition for a full-time student semester at UTK is \$6485.00. The growth model assumes a start of 10 students and a growth of 10 students each year, with 2 lost to attrition. Year 4 assumes 8 students graduate.					
<b>(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.</b>					
We currently have a number of GTAs who teach our undergraduate minor courses -- many of these courses will be replaced with new ones that are part of the major, so these existing GTAs lines will be shifted to support the major. Additional reallocations are described in the narrative of the NAPP in the section Program Costs/Revenues.					
<b>(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal)</b>					
N/A					
<b>(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).</b>					
N/A					
<b>(5) Please provide information regarding other sources of the funding.</b>					
N/A					

**DATE:** May 17, 2019

**SUBJECT:** New Academic Program  
University of Tennessee, Chattanooga  
Data Analytics, Masters of Science  
(CIP 52.1301- Management Science)

**ACTION RECOMMENDED:** Approval

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**PROGRAM DESCRIPTION**

The University of Tennessee, Chattanooga’s Gary W. Rollins College of Business (RCOB) and the College of Engineering and Computer Science (CECS) proposes to offer a collaborative Master of Science in Data Analytics (MSDA). Data Analytics is a broad discipline with many applications; it focuses on the collection, management, quality control, and interpretation of large sets of data. The proposed MSDA program will focus on combining high-quality expertise in computer science, with business analytic skills so that massive volumes of data may be visualized and analyzed to reveal emerging business trends. Data analytics is a rapidly growing field that requires well-trained and skilled workers. The proposed program will help address the shortage of professionals in this growing field. Students will have the option of engaging in additional work in either a business or a computer science concentration.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Master of Science in Data Analytics program was approved by the University of Tennessee Board of Trustees on March 1, 2019.

**PROPOSED IMPLEMENTATION DATE**

Fall 2019

**RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN**

The proposed MSDA program addresses the University of Tennessee, Chattanooga’s goal of transforming lives by offering students the opportunities to develop highly rewarding careers in the high demand area of data analytics. The proposed program grows out of the UTC’s strategic plan, is aligned with local and regional development strategies, and incorporates best practices. The program is part of an ongoing response to community demand; it provides UTC with an opportunity to fill an empty space in the region’s educational offerings while continuing to interact with industry, and, in so doing, assume a larger role in the civic infrastructure.



Further, the implementation of the MSDA at UTC strongly supports the State Master Plan. Specifically, as part of the Drive to 55 initiative, graduates from the MSDA will contribute to the target number of postsecondary degrees awarded annually in the state. The degree program will result in community partnerships that will positively impact the economy through local and regional job placements and improved worker productivity.

**CURRICULUM**

The curriculum for the MS Data Analytics program has been developed collaboratively between the Rollins College of Business and College of Engineering and Computer Science, though the program will reside in the Rollins College of Business. The 36 credit hour curriculum is adequately structured to meet the stated objectives of the academic program. The proposed MSDA curriculum includes options for student to select an internship, practicum project or thesis to satisfy the capstone requirement. Students will have an opportunity to work under the close guidance of a faculty member on projects using real-world data provided by partner companies or important public data.

**PROGRAM PRODUCTIVITY**

The proposed MSDA program will recruit a diverse student body with a mix of international students, professionals in the workforce and recent graduates. In the first year, 15 students are expected to enroll in the program with first graduates expected in the third year.

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Enrollment</b>	15	20	24	24	24
<b>Graduates</b>	--	--	14	15	15

**PROGRAM DUPLICATION**

The proposed MSDA program is distinctive and does not duplicate existing programs in Data Analytics. The program is unique in the joint collaborative programmatic design between the Business and Computer Science faculties. This graduate program offers students the opportunity to develop expertise in both business administration and data analytics through a deliberative curriculum that is paired with unique practicum partnerships with TVA, BlueCross Blue Shield, non-profit agencies, and educational partners in the Chattanooga region. The joint collaborations and community partnerships offers the state a unique program that prepares students for the economy of the 21<sup>st</sup> century.

The Haslam College of Business at the University of Tennessee, Knoxville offers the only similar program in the state, but with a different emphasis. The Master of Science in Business Analytics is a 38 hour program with a focus on a broad range of decision analysis techniques and tools with an application to real-world business programs.

## **EXTERNAL JUDGEMENT**

Dr. Michael Goul, Associate Dean for Research at the W. P. Carey School of Business, Arizona State University, served as the external reviewer for the proposed Data Analytics program on October 15, 2018. In his review, Dr. Goul stated, "Overall, it is my opinion that the proposed MS in Data Analytics program is extremely well positioned, and when implemented, it will be a top competitor on par with the best masters in data analytics programs in the U.S .... I wholeheartedly recommend approval of the program as planned. This program will have many, many positive and highly competitive foundations on the very day it launches. All of the markers for what one could anticipate in a top program are already in place - industry participation, cross-discipline collaboration, well-designed curriculum with a strong project component, AACSB outcomes assessment protocols in place, a strong, collaborative faculty, and excellent Dean-level commitment from both engineering/computer science and business".

## **STUDENT DEMAND**

The University of Tennessee, Chattanooga is projecting a large enrollment for this proposed program based off the robust enrollment of the Business Analytics certificate that averages 23 new students a term. Further, UTC identified student interest from both undergraduate students and industry inquires for this program. UTC projects that students will be drawn from three distinct areas: individuals currently in the workforce who see the value in the degree, current undergraduates who wish to enroll in the program following graduation, and international students. Businesses in the Chattanooga region recognize the importance of the degree to their ongoing success and indicated a willingness to provide tuition assistance to employees who wish to upgrade their skills and earning potential by pursuing an advanced data analytics degree.

## **OPPORTUNITIES FOR PROGRAM GRADUATES**

There is a growing demand for data analytics professionals and a lack of available graduates to fill positions. A 2017 Forbes article predicts a \$203 billion-dollar data analytics market. Further, a regional and local demand exists for analysts and "big data" trained professionals. The Chattanooga *GIG City* initiative, powered by high-speed internet service to all residents and businesses, is expected to further increase the demand for highly trained data science professionals in the local area. In addition, area businesses such as Blue Cross Blue Shield of Tennessee, Unum, US Express, Electric Power Board, and the Tennessee Valley Authority have expressed interests in such professionals.

This number of available jobs is steadily increasing in the area of data analytics. According to EMSI - Labor Market Analytics, the number of jobs increased approximately 30 percent from 2017, and there are predicted to be close to 500 jobs available by 2028. Along with the demand for individuals with degrees in this area, the earnings associated with these jobs are also on the rise. From January 2017 to November 2018, there were 600 unique job posting related to data analytics within the Chattanooga region. Industries with job

postings included health and medical insurance carriers, government, holding companies, and management and consulting services.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

For administration purposes, the program will be housed in The Rollins College of Business. A faculty program director from the Rollins College of Business will be appointed who will be responsible for overall administration of the program to include the following: recruiting students, working with faculty to ensure that all the courses in the program are coordinated, providing guidance, assisting in student placement activities, and helping build connections with area businesses.

A steering committee consisting of faculty from Rollins College of Business and College of Engineering and Computer Science will be established to periodically review the program to determine if any changes are required, help handle exceptional situations and other matters related to the program. The program plans to hire one additional computer science faculty in the first year of the program and an additional business faculty member in the third year of the program.

A one-time \$45,000 is budgeted for year one to add necessary technologies needs for hardware and software. The program is also budgeting an annual \$35,200 to support graduate assistantships. The program will be funded through tuition and fees and institutional reallocations. Appendix A outlines the 5 year financial projections for the proposed Data Analytics program.

### **ASSESSMENT AND POST-APPROVAL MONITORING**

The professional accreditation agency for the Master of Science, Data Analytics, is through the Association to Advance Collegiate Schools of Business (AACSB). The MSDA program will be considered accredited by AACSB until it is reviewed by the AACSB Peer Review Team during the scheduled 2023-24 Continuous Improvement Review process.

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. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. The monitoring period may be extended if additional time is needed to achieve the benchmarks. If benchmarks are not met, the Commission may recommend that the institutional governing board terminate the program.

**Tennessee Higher Education Commission**  
**THEC Financial Projections**  
**University of Tennessee, Chattanooga**  
**Data Analytics, Master of Science**

Seven-year projections are required for doctoral programs.

Five-year projections are required for baccalaureate and Master's degree programs

Three-year projections are required for associate degrees and undergraduate certificates.

Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>					
<b>A. One-time Expenditures</b>					
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment <sup>1</sup>	45,000	-	-	-	-
Library	3,000	-	-	-	-
Consultants	-	-	-	-	-
Travel	6,000	-	-	-	-
Other	-	-	-	-	-
<b>Sub-Total One-time</b>	\$ 54,000	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>					
<b>Personnel</b>					
<b>Administration</b>					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
<b>Sub-Total Administration</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Faculty</b>					
Salary <sup>2</sup>	\$ 90,000	\$ 92,700	\$ 220,481	\$ 227,095	\$ 233,908
Benefits	36,900	38,007	90,397	93,109	95,903
<b>Sub-Total Faculty</b>	\$ 126,900	\$ 130,707	\$ 310,878	\$ 320,204	\$ 329,811
<b>Support Staff</b>					
Salary	\$ 16,000	\$ 16,480	\$ 16,974	\$ 17,484	\$ 18,008
Benefits	6,560	6,757	6,960	7,168	7,383
<b>Sub-Total Support Staff</b>	\$ 22,560	\$ 23,237	\$ 23,934	\$ 24,652	\$ 25,391
<b>Graduate Assistants</b>					
Salary	\$ 35,200	\$ 35,200	\$ 35,200	\$ 35,200	\$ 35,200
Benefits	-	-	-	-	-
Tuition and Fees* (See Below)	46,134	47,518	48,944	50,412	51,924
<b>Sub-Total Graduate Assistants</b>	\$ 81,334	\$ 82,718	\$ 84,144	\$ 85,612	\$ 87,124
<b>Operating</b>					
Travel	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628
Printing	4,000	4,120	4,244	4,371	4,502
Equipment	1,500	1,545	1,591	1,639	1,688
Other	-	-	-	-	-
<b>Sub-Total Operating</b>	\$ 10,500	\$ 10,815	\$ 11,140	\$ 11,474	\$ 11,818
<b>Total Recurring</b>	\$ 241,294	\$ 247,477	\$ 430,096	\$ 441,942	\$ 454,144
<b>TOTAL EXPENDITURES (A + B)</b>	\$ 295,294	\$ 247,477	\$ 430,096	\$ 441,942	\$ 454,144

<sup>1</sup> A new server and a computer lab (for computer science) is needed to support the program.

<sup>2</sup> Two new lines are needed to support the program. One in computer science at \$90,000 starting in year 1 and one in business at \$125,000 starting in year 3.

*\*If tuition and fees for Graduate Assistants are included, please provide the following information.*

Base Tuition and Fees Rate	\$ 11,533.50	\$ 11,879.51	\$ 12,235.89	\$ 12,602.97	\$ 12,981.06
Number of Graduate Assistants	4	4	4	4	4

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>II. Revenue</b>					
Tuition and Fees <sup>2</sup>	115,335	219,771	348,723	485,214	551,695
Institutional Reallocations <sup>3</sup>	129,959	27,706	81,372	(43,272)	(97,551)
Federal Grants <sup>4</sup>	-	-	-	-	-
Private Grants or Gifts <sup>5</sup>	50,000	-	-	-	-
Other <sup>6</sup>	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 295,294</b>	<b>\$ 247,477</b>	<b>\$ 430,095</b>	<b>\$ 441,942</b>	<b>\$ 454,144</b>
<b>Notes:</b>					
<b>(1) Provide the funding source(s) for the new or renovated space.</b>					
Tuition and fee revenue is expected to be generated in the first year of the program. The figures for tuition and fees above includes the differential tuition fee of \$57/credit hour in the Colleges of Business and Engineering and Computer Science. It also includes the graduate program fee of \$50/credit hour in the College of Business, which is applied to the College of Business courses only. Each fee is illustrated with an annual 3% escalator.					
<b>(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.</b>					
<b>(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.</b>					
<b>(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.</b>					
<b>(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).</b>					
The University of Chattanooga (UC) Foundation has provided \$50,000 in start up funds.					
<b>(6) Provide information regarding other sources of the funding.</b>					

**DATE:** May 17, 2019

**SUBJECT:** New Academic Program  
Austin Peay State University  
Counseling Psychology, Doctor of Psychology  
(CIP 42.2803 – Counseling Psychology)

**ACTION RECOMMENDED:** Approval

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**PROGRAM DESCRIPTION**

Austin Peay State University proposes a Doctor of Psychology (PsyD) program in Counseling Psychology with a concentration in serving military personnel, veterans, and their families as well as a generalist option. The purpose of this program is to provide advanced training to prepare practice-oriented, doctoral level psychologists to meet local, regional, state, and national needs. APSU intends to train practitioners who are competent to provide services in a wide variety of therapeutic contexts and settings (e.g., military, medical, community mental health, educational, organizational, and community) through utilization of the Vail training model. The Vail training model utilizes the practitioner-scholar model rather than the traditional scientist-practitioner model that is typically used for Counseling Psychology, PhD programs. In addition to preparing graduates to assess, diagnose, and treat psychological distress and disorders, the proposed PsyD program will prepare graduates to use their knowledge and skills to promote wellness through strategies of prevention and the identification and enhancement of client strengths, potentials, and resiliencies.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Doctor of Psychology in Counseling Psychology was approved by the Austin Peay State University Board of Trustees on March 15, 2019.

**PROPOSED IMPLEMENTATION DATE**

Fall 2020

**RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN**

In keeping with the goals identified in the Master Plan for Higher Education in Tennessee and APSU’s Strategic Plan, Austin Peay State University is committed to offering graduate programs of distinction that train professionals to meet the workforce needs of the state of Tennessee and the region surrounding the university. This degree recognizes the need to increase the number of professionals with the advanced training, skills, and credentials working within the region and the state and to help APSU better serve the needs of the families in the Fort Campbell community to which APSU belongs.

## **CURRICULUM**

The proposed Doctor of Psychology in Counseling Psychology will consist of 100 credit hours which will include coursework, year-long internship, and a dissertation. The curriculum is designed to adhere to the standards set forth by the American Psychological Association. Coursework will include core courses required of all students, courses required for military personnel concentration, and electives. Students who do not wish to pursue military health service may take additional focused electives and choose practicum experiences relative to their professional goals and interests.

## **PROGRAM PRODUCTIVITY**

Only students who have earned a master's degree in psychology, counseling, or other closely-related discipline will be eligible for admissions to the proposed PsyD program. The program will offer coursework year-round and students will enroll full-time, on ground, and in a cohort model. The first cohort of graduates will occur in year 5. Projected enrollment and graduation rates for the first seven years are as below.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Enrollment</b>	6	6	9	10	10	12	12
<b>Graduation</b>	--	--	--	--	6	6	8

## **PROGRAM DUPLICATION**

There are no other institutions offering a Counseling Psychology PsyD program in the state of Tennessee. There is one other program – at the University of Memphis – that shares the same CIP code as the proposed program, although this is a PhD program. There are other counseling and clinical psychology doctoral programs in Tennessee, although these programs are relatively small, admitting a maximum of nine students annually, use a different curricular and training model than the proposed PsyD program, and are designed for scientist-practitioners focused on research rather than practitioner-scholars who have an option to concentrate on serving military families.

## **EXTERNAL JUDGEMENT**

An external review of the proposed program was conducted during an institutional site visit on July 17-19, 2018. Dr. Joan Biever, Associate Provost and Professor at Our Land of the Lake University and Dr. Jean Birbilis, Professor and Interim Dean of the Graduate School of Professional Psychology the University of St. Thomas served as the external reviewers. Dr. Biever and Dr. Birbilis recommended the program be approved and cited the strong case that the program will “meet Tennessee's master plan's workforce goals by producing highly qualified mental health practitioners in north central Tennessee. Every group we met with noted the limited availability of critical mental health services in the Clarksville region.”

## **STUDENT DEMAND**

A fall 2016 survey of alumni and current students of the APSU Counseling Master of Science program provided evidence of student interest in the proposed PsyD program. Out of 51 alumni respondents, 51 percent responded that they would be very likely to enroll if

APSU offered a PsyD in Counseling Psychology. The student respondents also indicated a very similar interest with 62 percent indicating that they would enroll in the PsyD program.

### **OPPORTUNITIES FOR PROGRAM GRADUATES**

According to the U.S. Bureau of Labor Statistics (BLS) Occupational Outlook Handbook, the employment of psychologists is expected to grow 19 percent between 2014 and 2024, which is much faster than average rate of growth compared to all occupations. The BLS also cites that the increase will be driven by greater demand for mental health services in schools, hospitals, mental health centers, and social service agencies. There are currently 3,800 mental health professional shortage areas in the U.S., according to the Health Resources and Services Administration. APSU is located in Montgomery County, which is designated as one of these shortage areas.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

The proposed program will be housed in the Department of Psychological Science and Counseling within the College of Behavioral and Health Sciences. Currently, this department offers a bachelor's program in Psychological Science and two Master's programs in Counseling and Industrial-Organizational Psychology. Due to existing courses in the graduate curriculum, APSU has the necessary library and technology resources to support the proposed PsyD program.

Austin Peay State University will need to hire five full-time, tenure track faculty members to comprise the core faculty for the proposed Counseling Psychology PsyD program. APSU will hire a Director of Training in August 2019 – a year before enrollment begins – to manage the implementation and logistics of the new doctoral program. Two additional faculty will be hired by the fall of 2020 when students are first enrolled, and the remaining two faculty will be hired by the fall of 2023.

A one-time expense of \$150,000 is budgeted for the renovation of the Wesley Building that will house the training clinic, faculty offices, and student lounge and computer lab. The program will be supported through tuition and fees as well as institutional reallocations. Appendix A outlines the 8 year financial projections of the Doctor of Psychology in Counseling Services program that includes projections for the 2019-20 planning year.

### **ASSESSMENT AND POST-APPROVAL MONITORING**

Austin Peay State University plans to seek "intent to apply" status from the American Psychological Association (APA) that accredits psychology doctoral programs. APSU will seek "intent to apply" status at the beginning of the spring 2020 term – full term prior to the enrollment of the first cohort. Obtaining this designation from APA will aid in recruitment efforts. APSU intends to develop an affiliated internship program to ensure PsyD students who desire a local internship will have one available. Affiliated internship programs must also pursue APA accreditation.



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. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. The monitoring period may be extended if additional time is needed to achieve the benchmarks. If benchmarks are not met, the Commission may recommend that the institutional governing board terminate the program.

**Tennessee Higher Education Commission  
THEC Financial Projections  
Austin Peay State University  
Counseling Psychology, PsyD**

Seven-year projections are required for doctoral programs.  
Projections should include cost of living increases per year.  
Planning year projections are not required but should be included when appropriate.

	Year 1 Planning	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>I. Expenditures</b>								
<b>A. One-time Expenditures</b>								
New/Renovated Space <sup>1</sup>	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	7,000	-	-	-	-	-	-	-
Library	-	5,000	-	-	-	-	-	-
Consultants	6,000	-	4,000	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-
Other	-	16,000	-	4,000	-	10,000	-	-
<b>Sub-Total One-time</b>	<b>\$ 163,000</b>	<b>\$ 21,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>B. Recurring Expenditures</b>								
<b>Personnel</b>								
<b>Administration</b>								
Salary	\$ -	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262
Benefits	-	3,300	3,383	3,484	3,588	3,696	3,807	3,921
<b>Sub-Total Administration</b>	<b>\$ -</b>	<b>\$ 13,300</b>	<b>\$ 13,583</b>	<b>\$ 13,888</b>	<b>\$ 14,200</b>	<b>\$ 14,520</b>	<b>\$ 14,848</b>	<b>\$ 15,183</b>
<b>Faculty</b>								
Salary	\$ 75,000	\$ 208,500	\$ 212,670	\$ 356,923	\$ 364,062	\$ 371,343	\$ 378,770	\$ 386,345
Benefits	24,000	66,720	68,054	107,077	109,219	111,403	114,188	117,043
<b>Sub-Total Faculty</b>	<b>\$ 99,000</b>	<b>\$ 275,220</b>	<b>\$ 280,724</b>	<b>\$ 464,000</b>	<b>\$ 473,281</b>	<b>\$ 482,746</b>	<b>\$ 492,958</b>	<b>\$ 503,388</b>
<b>Support Staff</b>								
Salary	\$ -	\$ 15,000	\$ 15,375	\$ 15,683	\$ 15,996	\$ 16,316	\$ 16,642	\$ 16,975
Benefits	-	2,475	2,549	2,626	2,704	2,786	2,869	2,955
<b>Sub-Total Support Staff</b>	<b>\$ -</b>	<b>\$ 17,475</b>	<b>\$ 17,924</b>	<b>\$ 18,309</b>	<b>\$ 18,700</b>	<b>\$ 19,102</b>	<b>\$ 19,511</b>	<b>\$ 19,930</b>
<b>Graduate Assistants</b>								
Salary	\$ -	\$ 19,000	\$ 48,450	\$ 67,830	\$ 69,187	\$ 70,570	\$ 71,982	\$ 73,421
Benefits	-	-	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	41,695	107,364	154,818	159,463	164,247	189,588	195,275
<b>Sub-Total Graduate Assistants</b>	<b>\$ -</b>	<b>\$ 60,695</b>	<b>\$ 155,814</b>	<b>\$ 222,648</b>	<b>\$ 228,650</b>	<b>\$ 234,817</b>	<b>\$ 261,570</b>	<b>\$ 268,696</b>
<b>Operating</b>								
Travel	\$ -	\$ 4,500	\$ 4,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Printing	-	3,000	3,090	3,183	3,278	3,377	3,478	3,478
Assessment/Testing Instruments	-	-	900	927	964	1,003	1,043	1,043
Library	-	-	7,000	7,210	7,426	7,649	7,879	7,879
Other	-	1,350	1,350	1,750	1,750	1,750	5,250	5,250
<b>Sub-Total Operating</b>	<b>\$ -</b>	<b>\$ 8,850</b>	<b>\$ 16,840</b>	<b>\$ 20,570</b>	<b>\$ 20,918</b>	<b>\$ 21,279</b>	<b>\$ 25,150</b>	<b>\$ 25,150</b>
<b>Total Recurring</b>	<b>\$ 99,000</b>	<b>\$ 375,540</b>	<b>\$ 484,885</b>	<b>\$ 739,415</b>	<b>\$ 755,749</b>	<b>\$ 772,464</b>	<b>\$ 814,037</b>	<b>\$ 832,347</b>
<b>TOTAL EXPENDITURES (A + B)</b>	<b>\$ 262,000</b>	<b>\$ 396,540</b>	<b>\$ 488,885</b>	<b>\$ 743,415</b>	<b>\$ 755,749</b>	<b>\$ 782,464</b>	<b>\$ 814,037</b>	<b>\$ 832,347</b>

<b>*If tuition and fees for Graduate Assistants are included, please provide the following information.</b>									
Base Tuition and Fees Rate	\$ -	\$ 20,847	\$ 21,473	\$ 22,117	\$ 22,780	\$ 23,464	\$ 23,698	\$ 23,888	\$ 23,888
Number of Graduate Assistants	-	2	5	7	7	7	8	8	8
Number of Total Students		6	12	20	30	33	39	43	43
	<b>Year 1 Planning</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 8</b>
<b>II. Revenue</b>									
Tuition and Fees <sup>2</sup>	-	125,084	257,673	442,338	683,413	774,307	924,241	1,027,187	1,027,187
Institutional Reallocations <sup>3</sup>	99,000	250,456	227,212	297,076	72,337	1,843	110,205	194,839	194,839
Federal Grants <sup>4</sup>	-	-	-	-	-	-	-	-	-
Private Grants or Gifts <sup>5</sup>	-	-	-	-	-	-	-	-	-
Other <sup>6</sup>	-	-	-	-	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 99,000</b>	<b>\$ 375,540</b>	<b>\$ 484,885</b>	<b>\$ 739,414</b>	<b>\$ 755,750</b>	<b>\$ 755,750</b>	<b>\$ 814,036</b>	<b>\$ 832,347</b>	<b>\$ 832,347</b>
<b>Notes:</b>									
<b>(1) Provide the funding source(s) for the new or renovated space.</b>									
Renovations for the Wesley Building which will house the training clinic including faculty offices, student lounge, and computer lab.									
<b>(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.</b>									
A differential fee of \$25 per credit hour will help offset expenses related to maintaining testing and assessment materials, AV equipment, research and dissertation support.									
<b>(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.</b>									
NA at this time									
<b>(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.</b>									
N/A at this time									
<b>(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).</b>									
Half of the graduate assistants will teach two courses per year beginning with the second semester of year 1									
<b>(6) Provide information regarding other sources of the funding.</b>									

**DATE:** May 17, 2019

**SUBJECT:** Institutional Mission Profiles

**ACTION RECOMMENDED:** Approval

**PROGRAM DESCRIPTION**

Mission profiles characterize the distinctiveness in degree offerings and address institutional accountability for the quality of instruction, research, and public service provided to the students of Tennessee. Mission profiles are also utilized by the outcomes-based funding formula to help align institutional mission and state funding priorities. The 2016 FOCUS (Focus on College and University Success) Act emphasizes the importance of institutional mission profiles and directs the annual submission of profiles. Each public university and community college considers the annual submission to reflect on the mission of the institution and make any updates necessary to communicate this mission to stakeholders. Since 2017, each institution has submitted an updated mission profile which was reviewed and approved by the Commission.

Mission profiles for each university are provided for Commission approval. The mission profiles for each community college will be considered at the November 2019 THEC meeting. For the universities, the revisions to the mission profiles in 2019 centered primarily on changes related to student characteristics, academic programs and emphasis on Carnegie classification. The University of Tennessee, Knoxville made substantive changes to their mission profile with their focus on student success, research and teaching. All proposed revisions are highlighted in bold text.

It should be noted that institutional mission profiles do not supplant institutional mission statements used for institutional accreditation and other public disclosure. The comprehensive mission statements are in accord with the institutional mission profiles.

Austin Peay State University is a moderately selective institution in Clarksville, northwest of Nashville. Austin Peay has experienced steady overall enrollment growth in the last three years with record breaking University new freshman class enrollments in Fall 2016, Fall 2017, and Fall 2018 and all-time high overall enrollment of **10,954 in Fall 2018**. With a Carnegie Classification of a Master's Large institution, Austin Peay combines a solid foundation in the liberal arts with strong professional programs. The University emphasizes disciplines in the arts, but also emphasizes professional disciplines in business, education, health sciences, and STEM fields. It predominantly serves undergraduate students throughout Middle Tennessee and provides additional programming and services focusing on adult, first generation, low socio-economic, military, minority, and high-performing students. **Austin Peay also launched its first doctoral program, the Ed.D. in Educational Leadership, in Fall 2018.**

*Approved by APSU Board of Trustees, March 2019*

East Tennessee State University is a traditionally selective institution located in Johnson City. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world. **ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity).** Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant."

*Approved by ETSU Board of Trustees, April 2019*

Middle Tennessee State University is a selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while its distinctive programs draw students from across the nation and around the world. Through innovative undergraduate and graduate programs, MTSU attracts a diverse, largely full-time student population with a broad range of academic preparedness. The University is committed to using advanced research-based practices to help students recognize their academic promise and achieve success: it confers **approximately** 5,000 degrees annually. Dedicated faculty prepare students for lifelong learning that adapts to and shapes a rapidly changing world through an understanding of culture and history, scholarship, and creative undertakings. MTSU's signature Honors College and experiential and integrative learning programs deliver a value-added undergraduate education rich in research, service learning, and civic engagement. Graduate offerings foster the pursuit of scholarly research, creative endeavors, and professional advancement through programs spanning the arts and humanities, education, business, STEM, the social, behavioral, and health sciences, and media and entertainment. MTSU houses centers of excellence in historic preservation and popular music and notable chairs of excellence. MTSU holds the Doctoral Moderate Research and Community Engagement Carnegie Classifications.

*Approved by MTSU Board of Trustees, March 2019*

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. As the only state-supported Carnegie Doctoral/Research institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. An historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the democratic principle of accepting all qualified applicants. The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

*Approved by Tennessee Higher Education Commission, May 2018  
(no changes proposed)*



Founded as Tennessee's technological university, Tennessee Tech creates, advances, and applies knowledge to expand opportunity and economic competitiveness. As a STEM-infused, comprehensive institution, Tennessee Tech delivers enduring education, impactful research, and collaborative service. Holding a Carnegie classification of "Doctoral University: **High** Research, the University provides strong programs in each of its 10 colleges and schools—Agricultural and Human Ecology, Arts and Sciences, Business, Education, Engineering, Fine Arts, Honors, Interdisciplinary Studies, Nursing, and Graduate Studies. Degrees are offered in **42** baccalaureate, 19 masters and 3 specialist programs and 4 doctoral programs, as well as **12** undergraduate and graduate certificate programs. Doctoral areas of study include Engineering, Environmental Science, Exceptional Learning, and Nursing. The University's commitment to public service and economic development is especially visible in its efforts in rural communities in the Upper Cumberland region and beyond. Tennessee Tech graduates are known for their creativity, tenacity, and analytical approach to problem solving.

*At June 2018 TTU Board of Trustees meeting, delegation of authority was given to TTU President to make technical changes and submit Mission Profile annually on behalf of the BOT.*

The University of Memphis is a comprehensive, internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment. The University is classified as *Doctoral: Higher Research (R2)* and *Community Engaged* per the Carnegie **Classification for Institutions of Higher Learning**. The UofM is dedicated to providing the highest quality of education to its 21,500 students through 13 colleges and schools that offer 139 academic degree programs at the undergraduate, masters, doctoral and professional levels. The UofM awards more than 4,300 degrees annually. Talented and innovative faculty have developed **21** undergraduate and **21** graduate programs in various disciplines that are ranked in the Top 25 nationally. With a focus on research and service benefitting communities and society, local and global, we are home to **nationally designated centers of excellence** in cybersecurity **research and education, transportation workforce development, and mobile health big data as well as five Tennessee centers of research excellence**. Our metropolitan setting has enabled us to build a nationally-ranked internship program that facilitates the placement of undergraduate and graduate students throughout the community in nonprofit and for-profit organizations that specialize in healthcare, government, transportation and logistics, music and entertainment, medical devices, banking and the arts. Student success, service, innovation, collaboration, diversity and inclusion, and accountability are core values at the University of Memphis.

*Approved by UofM Board of Trustees, March 2019*

## University of Tennessee - Chattanooga

### *Institutional Mission Profile*

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The University of Tennessee at Chattanooga is a comprehensive, metropolitan university, offering bachelor's, master's, specialist, and selected doctoral degrees and certificates through the Colleges of Arts and Sciences; Business; Engineering and Computer Science; and Health, Education, and Applied Professional Studies as well as the Graduate School. Founded in 1886, the private campus joined The University of Tennessee system of public higher education in 1969 and emphasizes strong professional programs essential to the economic vitality of the region with a grounding in the liberal arts. UT Chattanooga is classified as a Carnegie "Master's Large" campus, and in 2008 earned the elective Carnegie classification as a "Community Engagement" campus for both curricular engagement and outreach and partnerships. While pursuing its mission as an engaged metropolitan university, UTC enjoys a strong relationship with the Chattanooga regional community, allowing for numerous cooperative education, internship, volunteer, clinical, and other experiential learning opportunities as well as applied research and partnership efforts. The University of Chattanooga Foundation works to ensure the university's heritage of excellence through support of academic initiatives such as the outstanding Honors program.

*Approved by Tennessee Higher Education Commission, May 2018  
(no changes proposed)*

**The University of Tennessee, Knoxville, Tennessee’s flagship and land-grant university, serves Tennessee, the region and world through excellence in research, teaching, and engagement. The university educates over 22,000 undergraduate and 6,000 graduate and professional students, has 1500 full-time faculty and offers a multitude of degree programs. Committed to student success and achievement, the university has the highest first-to-second year retention rate, highest four-year graduation rate, and highest six-year graduation rate for undergraduate students among the state’s public institutions.** UTK is the only public university in Tennessee to hold the highest Carnegie Classification of Doctoral University, Very High Research Activity, **showcasing a commitment to the production of new knowledge across all fields of inquiry.** A unique and vital research partnership with Oak Ridge National Laboratories is one of the university’s distinguishing programs, **sharing faculty and several joint institutes contributing research and innovations in areas such as clean energy, security, computing and nuclear systems.** University initiatives like Experience Learning bring students into research partnerships alongside faculty in order to prepare the students for the challenges of a rapidly changing and increasingly global work force. **As the Tennessee Volunteers, serving the communities and those around us through service, education, engagement and research is foundational. UTK is proud to be recognized as a Carnegie Community Engagement institution.** With top-ten nationally ranked programs in nuclear engineering, supply chain management, and printmaking **as well as more than 20 other programs ranked among the best in their fields, the university is committed to continuous improvement to benefit its students, the pursuits of the state, and the citizens of Tennessee.**

*Approved by UT Board of Trustees, March 2019*

The primary purpose of The University of Tennessee at Martin is to provide a quality undergraduate education in a traditional collegiate atmosphere characterized at all levels by close collaboration among students, faculty, and staff. In addition, the university is dedicated to meeting life-long educational needs by providing graduate programs, distance-learning opportunities and other creative endeavors. Furthermore, the university is committed to advancing the regional and global community through scholarly activities, research and public service. Located in Northwest Tennessee on a largely residential campus, the university predominantly serves undergraduate students (**95** percent of total enrollment). UT Martin is a selective institution that provides outreach programs and special services for sub-populations including first-generation, adult, and transfer students. The most recent six-year graduation rate was **47.7** percent. UT Martin's Carnegie Classification is Masters Medium, with select graduate offerings in Education, Business, Family and Consumer Sciences, Agriculture and Natural Resources, and Strategic Communications. The campus is committed to encouraging community engagement and leadership enhancement and has received national recognition for its commitment to volunteering, service learning, and civic engagement.

*Approved by UT Board of Trustees, March 2019*

The University of Tennessee Health Science Center (UTHSC) strives to improve the health and well-being of Tennesseans and **the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery** clinical care and public service. With the home campus in Memphis and major sites in Knoxville, Chattanooga and Nashville, UTHSC's six colleges – Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing, and Pharmacy – offer **41** degree programs and graduate more than 900 new health care professionals and researchers each year. UTHSC is the leading public institution in Tennessee for research on the causes, treatment, and prevention of diseases. Clinical care is provided by UTHSC clinical practice groups, including University Clinical Health, UT Le Bonheur Pediatric Specialists, UT Methodist Physicians, UT Regional One Physicians, and University Dental Practice.

*Approved by UT Board of Trustees, March 2019*

**DATE:** May 17, 2019

**SUBJECT:** New Administrative Rule- Access to Public Records

**ACTION RECOMMENDED:** Adoption

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### **BACKGROUND INFORMATION**

In 2016, the General Assembly passed Public Chapter 722, which updated the Tennessee Public Records Act. The Act required all governmental entities to adopt a written public records policy by July 1, 2017. PC 722 also directed the Office of Open Records Counsel, a division of the Comptroller of the Treasury, to publish best practice guidelines and a model public records policy for agencies to use when developing their own policy and procedures.

THEC developed a policy based on the model policy and best practices published by the Office of Open Records Counsel. Policy LR6.0 was adopted by the Commission on May 11, 2017.

In 2018, the General Assembly passed Public Chapter 712, which required agencies to promulgate rules based on the Tennessee Public Records Act.

Staff monitored the development of public records rules by other state agencies as they were presented in the General Assembly's Government Operations Committee hearings. Draft rules were developed based on the Public Records Act, taking into account the intent of the legislature, as it was clearly expressed by the Committee during these hearings.

A public Rulemaking Hearing was held on February 15, 2019. No members of the public attended and no comments were submitted. No modifications have been made to the draft rules since the hearing.

### **RECOMMENDATION**

Staff recommends that the Commission:

1. Adopt Chapter 1540-01-11 as Rulemaking Hearing Rules; and,
2. Authorize the Executive Director to make any necessary technical corrections to these rules including changes suggested by the Tennessee Attorney General.

**RULES  
OF  
TENNESSEE HIGHER EDUCATION COMMISSION**

**CHAPTER 1540-01-11  
ACCESS TO PUBLIC RECORDS**

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**1540-01-11-.01 PURPOSE AND SCOPE.**

- (1) The purpose of these rules is to establish procedures regarding public records requests received by the Tennessee Higher Education Commission, and to provide economical and efficient access to Public Records subject to the Tennessee Public Records Act or "TRPA" in Tennessee Code Annotated § 10-7-501, et seq.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

**1540-01-11-.02 DEFINITIONS.**

- (1) "Commission" means the Tennessee Higher Education Commission.
- (2) "Office of Open Records Counsel" or "OORC" means the State of Tennessee Office of Open Records Counsel, established pursuant to T.C.A. § 8-4-601 et. Seq., or any successor office or entity.
- (3) "Public Records" means all documents, papers, letters, maps, books, photographs, microfilms, electronic data processing files and output, films, sound recordings, or other material, regardless of physical form or characteristics, made or received pursuant to law or ordinance or in connection with the transaction of official business by any governmental agency, not otherwise protected by law or exempt from disclosure under the Tennessee Public Records Act.
- (4) "Public Records Request Coordinator" or "PRRC" means any individual within the Tennessee Higher Education Commission whose role it is to ensure public records requests are routed to the appropriate Records Custodian and are fulfilled in accordance with Tennessee Public Records Act.
- (5) "Records Custodian" means any office, official, or employee of the Tennessee Higher Education Commission lawfully responsible for the direct custody and care of a public record. The Records Custodian is not necessarily the original preparer or receiver of the record.
- (6) "Requestor" is a person seeking access to a public record, whether it is for inspection or duplication.
- (7) "TPRA" is the Tennessee Public Records Act in T.C.A. § 10-7-501, et seq.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.



### **1540-01-11-.03 REQUESTING ACCESS TO PUBLIC RECORDS.**

- (1) The Commission shall provide access to its Public Records to any citizen of Tennessee.
- (2) A Requestor may request access to Public Records maintained and received by the Commission by making a request in person, by telephone, mail, or email. All public record requests should be directed to the Commission's PRRC. Any employee of the Commission who receives what they believe may be a public records request, formal or informal, shall immediately notify the PRRC.
- (3) Requests for inspection are not required to be made in writing. Requests for inspection may be made in-person at the Commission's office, by telephone, or in writing by mail or email. Email requests shall be sent to THEC.TSAC.PublicRecords@tn.gov.
- (4) A Requestor shall make a request for copies of Public Records in writing to the PRRC using the Commission's Public Records Request Form, which can be found on the Commission's website. The request for copies may be submitted by mail to the attention of the PRRC at the Commission's current mailing address, or by email to THEC.TSAC.PublicRecords@tn.gov.
- (5) Any request for inspection or copying of a Public Record shall be sufficiently detailed to enable the Commission to identify the specific records for inspection or copying.
- (6) A Requestor may assert Tennessee citizenship by presenting valid government-issued photo identification that includes the Requestor's address (or alternative acceptable form of identification). The PRRC may waive the requirement of having the Requestor present government-issued photo identification if the Requestor has previously provided proof of Tennessee citizenship or if it can be verified that the Requestor is a Tennessee citizen by information contained in the public domain, or by other reliable means.
- (7) The designated PRRC is the Commission's Deputy General Counsel, and may be reached at the Commission's offices of record in Nashville or THEC.TSAC.PublicRecords@tn.gov.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

### **RULE 1540-01-11-.04 RESPONDING TO PUBLIC RECORDS REQUESTS.**

- (1) Upon receipt of a public records request, the PRRC shall review the request, consult with the appropriate Records Custodian as needed, and make an initial determination of the following:
  - a. If the Requestor provided sufficient evidence of Tennessee citizenship pursuant to Rule 1540-01-11-.03(6);
  - b. If the records requested are described with sufficient specificity to identify them; and
  - c. If the Commission is the custodian of the Public Records.
- (2) The PRRC shall acknowledge receipt of the request and take any of the following appropriate action(s):
  - a. Advise the Requestor of these Rules regarding:
    - i. Proof of Tennessee citizenship;
    - ii. Form(s) required for copies;

- iii. Fees (and labor threshold and waivers, if applicable); and
    - iv. Aggregation of multiple or frequent requests.
  - b. Denial of the request as outlined in Rule 1540-01-11-.04(3);
  - c. If appropriate, contact the Requestor to determine if the request can be narrowed.
  - d. Upon acknowledgement of receipt of the request, immediately forward the records request to the Records Custodian.
- (3) If appropriate, the Commission will deny the request in writing using the Commission's Public Records Request Response form, providing the ground for denial which may include, but shall not be limited to:
  - a. The Requestor is not a Tennessee citizen;
  - b. The request lacks specificity, in which case the PRRC shall offer to assist in clarification;
  - c. The record request is exempt from disclosure under the TPRA. The PRRC shall provide the applicable exemption in the written denial.
  - d. The Commission is not the custodian of the requested records. If the requested records are in the custody of a different governmental entity, and the PRRC knows the correct governmental entity, the PRRC will advise the Requestor of the correct governmental entity;
  - e. The record(s) requested do not exist.
- (4) The PRRC shall coordinate with the appropriate Records Custodian to promptly make public records available in accordance with T.C.A. § 10-7-503. If not practicable to promptly provide the requested records or the records need to be segmented because of the large volume of records to be provided, then the PRRC, or Records Custodian as designee, shall, within seven (7) business days from the receipt of the request, send the Requestor a completed Public Records Request Form notifying them of such, and that a records production schedule will be provided as expeditiously as practicable. Any segmentation of records must be authorized by the PRRC or the Commission's General Counsel's Office.
- (5) If a Public Record contains information not subject to disclosure under the TPRA, the Commission shall prepare a redacted copy of the Public Record prior to providing access. Whenever a redacted record is provided, the Commission should provide the Requestor with the basis for redaction. Any redaction must be authorized by the PRRC or the Commission's General Counsel's office.
- (6) If the PRRC or Records Custodian discovers records responsive to a records request were omitted, the PRRC, or Records Custodian as designee, will contact the Requestor concerning the omission and produce the records as quickly as practicable.
- (7) The Records Custodian shall provide the requested records to the PRRC once compiled. The PRRC will coordinate delivery of the records to the Requestor for pickup, by mail to the Requestor's home address or other acceptable address within Tennessee, or by electronic delivery to an email provided by the Requestor.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

#### **1540-01-11-.05 INSPECTION OF PUBLIC RECORDS.**

- (1) There shall be no charge for inspection of open public records.
- (2) The location for inspection of public records within the Commission's offices should be determined by either the PRRC or the Records Custodian.
- (3) Public records may be inspected during regular business hours. Under reasonable circumstances, the PRRC or a Records Custodian may require an appointment for inspection or may require inspection of records at an alternate location.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

#### **1540-01-11-.06 CHARGES, PAYMENT, AND WAIVERS.**

- (1) The Commission shall not use fees and charges for copies of public records to hinder citizen access to public records. The Commission shall make reasonable efforts to provide copies of requested records in a manner that will minimize or eliminate cost to the Commission and the Requestor. The Commission's schedule of fees and charges shall not exceed the amounts authorized by the OORC Schedule of Reasonable Charges and shall be published on the Commission's website.
- (2) The PRRC or Records Custodian shall provide Requestor with an itemized estimate of charges prior to producing copies of records and may require pre-payment of such charges before producing requested records. Payment is to be made by personal check or money order, payable to the Tennessee Higher Education Commission, and presented to the Records Custodian or PRRC.
- (3) If an outside vendor is used to duplicate records, the actual costs assessed by the vendor will be added to any other applicable charges incurred by THEC.
- (4) The Commission may waive or reduce any part of the fees calculated under these rules upon a written determination that such waiver or reduction would be in the best interests of the public.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

#### **1540-01-11-.07 AGGREGATION OF FREQUENT AND MULTIPLE REQUESTS.**

- (1) The Commission will aggregate record requests when more than four (4) requests are received by the Commission within a calendar month (either from a single individual or a group of individuals deemed to be working in concert).
- (2) If aggregating, the level at which records requests will be aggregated is the agency-level, encompassing all divisions of the Commission.
- (3) The PRRC is responsible for making the determination a group of individuals are working in concert. The PRRC or Records Custodian must inform the individuals that they have been deemed to be working in concert and that they have the right to appeal the decision to the OORC.
- (4) Routinely released and readily accessible records excluded from aggregation include, but are not limited to any record regularly maintained by the Commission in electronic format, not requiring redaction or other modification, delivered to the requestor via electronic means.

Authority: T.C.A. §§ 10-7-503 and 10-7-506.

**DATE:** May 17, 2019

**SUBJECT:** Tuition Policy Revision

**ACTION RECOMMENDED:** Approval

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**BACKGROUND INFORMATION**

The Tennessee Higher Education Commission (THEC) Policy Manual outlines the roles and responsibilities of the Commission and its staff in the areas of academic affairs, finance, human resources, legal and regulatory affairs, and general operations.

**F2.0 Tuition and Fees Proposed Policy Revision**

This policy was originally approved on April 22, 1988 and was last updated on May 11, 2017. It outlines the Commission’s procedures for determining and issuing annual ranges for tuition and fee levels. The FOCUS Act expanded THEC’s authority, authorizing the Commission to issue *binding* tuition and fee ranges for in-state, undergraduate students. Proposed revisions to this policy first specify the Commission staff’s responsibility to assess compliance with issued ranges. Second, the revisions allow any institution to formally request a one-time assessment for compliance that recognizes the institution’s shift to a tuition model that incentivizes on-time completion.

**RECOMMENDATION**

The proposed revisions to THEC Policy F2.0 Tuition and fees have been thoroughly reviewed by fiscal policy staff and the Office of General Counsel, and are recommended for approval and adoption.

**Section Title:** Financial Policies

**Policy Title:** Tuition and Fees

**Policy Number:** F2.0

2.0.10 **Scope and Purpose.** Since the passage of its enabling legislation, the Commission has engaged with state leaders, institutions, and consumers to advance access and affordability in the higher education sector. The Focus On College and University Success (FOCUS) Act of 2016 augmented the Commission’s responsibility and authority in the financing of higher education in Tennessee, including granting the Commission binding authority on tuition and fee policy.

2.0.20 **Authority.** As the coordinating body for higher education in Tennessee, the Commission is empowered by statute to develop a comprehensive strategic financial plan, focusing on student tuition and other charges; operate an outcomes-based funding formula, which considers the impact of tuition, maintenance fees, and other charges assessed by each institution; promulgate and adopt rules concerning residency, fee waivers, and tuition discounts; and develop and approve tuition policies binding upon all state institutions of higher education.

2.0.30A **Procedures.** The Commission shall review the tuition and institutional fee rates for all state institutions of higher education on an annual basis.

2.0.30B The Commission shall annually develop and approve a tuition and fee policy applicable to tuition and fees charged to in-state, undergraduate students, commonly referred to as “in-state tuition” or “maintenance fees.” This policy shall be binding upon all state institutions of higher education.

2.0.30C The Commission shall have no authority to set a tuition and fee policy applicable to non-resident or graduate students.

2.0.30D The Commission’s tuition policy shall include two (2) approved ranges of allowable percentage adjustment, including:

- 1) One (1) range for any proposed modification to the current tuition rates; and
- 2) One (1) range for any proposed modification to the combined total amount of tuition and all mandatory fees assessed.

Institutions may adopt tuition and fee adjustments within the Commission's approved policy range(s), but no increase shall exceed the Commission's approved maximum percentage adjustment. An institution may, however, reduce tuition and fees if approved by its respective governing board.

Commission staff shall assess compliance. Should an institution seek to restructure its tuition model to accommodate on-time completion, it may request, with governing board approval, a one-time Commission assessment for compliance that recognizes the new tuition model structure.

2.0.30E Commission staff shall annually produce a comparison of fees with the Southern Regional Education Board, peer institutions, and other states for presentation to the Commission and appropriate executive and legislative officials.

2.0.30F The Commission shall determine the number of non-resident students who meet requirements for admission to a Tennessee community college that may be charged in-state tuition rates, provided that those non-resident students charged in-state rates:

- 1) Do not exceed three percent (3%) of the institution's full-time equivalent (FTE) enrollment; and
- 2) Have a bona fide place of residence in a county adjacent to the Tennessee state line that is also within a thirty-mile (30) radius of the city in which the institution is located.

The Commission shall make necessary adjustments to this number every three (3) years.

2.0.30G The Commission shall develop and adopt rules and regulations concerning the implementation and operation of tuition and fee discount, waiver, and credit programs, as applicable by statute.

**Approved:** April 22, 1988

**Revised:** May 11, 2017

#### **Applicable Statute**

T.C.A. § 8-50-114, tuition waiver for public employees

T.C.A. § 8-50-115, tuition reduction for children of state employees

T.C.A. § 49-7-116, tuition-free courses for full-time university and college employees

T.C.A. § 49-7-119, tuition discount for children of public school teachers

T.C.A. § 49-7-202, strategic financial plan, tuition and fees, funding formula

T.C.A. § 49-7-211, financial disclosure of student activity fees

T.C.A. § 49-7-2303, tuition credits or refunds during military service

T.C.A. § 49-8-102, residency classification for tuition and fees

**Section Title:** Financial Policies

**Policy Title:** Tuition and Fees

**Policy Number:** F2.0

2.0.10 **Scope and Purpose.** Since the passage of its enabling legislation, the Commission has engaged with state leaders, institutions, and consumers to advance access and affordability in the higher education sector. The Focus On College and University Success (FOCUS) Act of 2016 augmented the Commission’s responsibility and authority in the financing of higher education in Tennessee, including granting the Commission binding authority on tuition and fee policy.

2.0.20 **Authority.** As the coordinating body for higher education in Tennessee, the Commission is empowered by statute to develop a comprehensive strategic financial plan, focusing on student tuition and other charges; operate an outcomes-based funding formula, which considers the impact of tuition, maintenance fees, and other charges assessed by each institution; promulgate and adopt rules concerning residency, fee waivers, and tuition discounts; and develop and approve tuition policies binding upon all state institutions of higher education.

2.0.30A **Procedures.** The Commission shall review the tuition and institutional fee rates for all state institutions of higher education on an annual basis.

2.0.30B The Commission shall annually develop and approve a tuition and fee policy applicable to tuition and fees charged to in-state, undergraduate students, commonly referred to as “in-state tuition” or “maintenance fees.” This policy shall be binding upon all state institutions of higher education.

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2.0.30D The Commission’s tuition policy shall include two (2) approved ranges of allowable percentage adjustment, including:

- 1) One (1) range for any proposed modification to the current tuition rates; and
- 2) One (1) range for any proposed modification to the combined total amount of tuition and all mandatory fees assessed.



Institutions may adopt tuition and fee adjustments within the Commission's approved policy range(s), but no increase shall exceed the Commission's approved maximum percentage adjustment. An institution may, however, reduce tuition and fees if approved by its respective governing board.

Commission staff shall assess compliance. Should an institution seek to restructure its tuition model to accommodate on-time completion, it may request, with governing board approval, a one-time Commission assessment for compliance that recognizes the new tuition model structure.

2.0.30E Commission staff shall annually produce a comparison of fees with the Southern Regional Education Board, peer institutions, and other states for presentation to the Commission and appropriate executive and legislative officials.

2.0.30F The Commission shall determine the number of non-resident students who meet requirements for admission to a Tennessee community college that may be charged in-state tuition rates, provided that those non-resident students charged in-state rates:

- 1) Do not exceed three percent (3%) of the institution's full-time equivalent (FTE) enrollment; and
- 2) Have a bona fide place of residence in a county adjacent to the Tennessee state line that is also within a thirty-mile (30) radius of the city in which the institution is located.

The Commission shall make necessary adjustments to this number every three (3) years.

2.0.30G The Commission shall develop and adopt rules and regulations concerning the implementation and operation of tuition and fee discount, waiver, and credit programs, as applicable by statute.

**Approved:** April 22, 1988

**Revised:** ~~May 11, 2017~~ May 17, 2019

#### **Applicable Statute**

T.C.A. § 8-50-114, tuition waiver for public employees

T.C.A. § 8-50-115, tuition reduction for children of state employees

T.C.A. § 49-7-116, tuition-free courses for full-time university and college employees

T.C.A. § 49-7-119, tuition discount for children of public school teachers

T.C.A. § 49-7-202, strategic financial plan, tuition and fees, funding formula

T.C.A. § 49-7-211, financial disclosure of student activity fees

T.C.A. § 49-7-2303, tuition credits or refunds during military service

T.C.A. § 49-8-102, residency classification for tuition and fees

**DATE:** May 17, 2019

**SUBJECT:** Tuition and Fee Ranges

**ACTION RECOMMENDED:** Approval

**BACKGROUND INFORMATION**

Since 2010, the Complete College Tennessee Act has required the Commission to make student fee and state appropriation recommendations concurrently. Numerous factors impacted the tuition recommendation, including affordability and financial aid, the income profile of students attending Tennessee public institutions, and institutional revenues and cost inflation. The FOCUS Act expanded THEC’s authority on student fee levels, requiring that the Commission issue binding tuition ranges each year. These ranges apply only to resident, undergraduate students on the tuition (maintenance fee) rate, as well as the total maintenance and mandatory fee charge.

**TENNESSEE’S TUITION AND FEE PROFILE**

Average full-time, annual tuition and mandatory fees for 2018-19 is \$9,403 at public universities, \$4,444 at community colleges, and \$3,842 at the Tennessee Colleges of Applied Technology (TCATs). Over the last five years, tuition and mandatory fees have increased an average of three to four percent annually, while state appropriations have increased an average of seven percent per year.

Tennessee’s financial aid resources are among the highest in the U.S., according to the National Association of State Student Grant Aid Programs. Tennessee has the eighth largest financial aid program and the third largest per capita. Funding for the lottery scholarship and Tennessee Student Assistance Award comprises the majority of financial aid in Tennessee. Due in part to these funding levels, Tennessee’s bachelor’s degree graduates have the 10<sup>th</sup> lowest debt level in the nation, according to the Project on Student Debt.

## **RECOMMENDATION**

At the November 2018 Commission meeting, the Commission approved a tuition and fee guidance range of zero to two and a half percent, incorporating a budget increase request of \$64 million in new state funds.

On April 30, both chambers of the 111<sup>th</sup> General Assembly passed the 2019-20 General Appropriations Act, granting formula units \$56 million (inclusive of increases for outcomes productivity and a partially-funded two percent salary pool). THEC staff, therefore, maintain the initial recommendation of a tuition binding range of zero to two and a half percent at universities, community colleges, and TCATs and a combined total tuition and mandatory fees binding range of zero to two and a half percent at universities, community colleges, and TCATs. Scenarios for minimum and maximum tuition and mandatory fee increases for 2019-20 are presented and summarized in Attachment I for each university and community college, as well as the TCAT system.

Attachment II details the comparison of 2018-19 tuition and mandatory fee rates with the maximum allowed increase (i.e., two and a half percent) for each university and community college, as well as the TCAT system. If all institutions increased maintenance and mandatory fees by two and a half percent (the maximum allowed), the average full-time, annual tuition and mandatory fees for 2019-20 would be \$9,638 at public universities, \$4,555 at community colleges, and \$3,938 at TCATs—increases of \$235, \$111, and \$96, respectively.

**Attachment I - 2019-20 Binding Tuition Ranges**

**Maximum Increase of Maintenance (Tuition) and Maintenance + Mandatory Fees: 2.50%**

Institutions	2019-20 Binding Ranges			
	Maintenance Fee		Maintenance + Mandatory Fees	
	Minimum	Maximum	Minimum	Maximum
Austin Peay	\$0 or Less	\$ 172	\$0 or Less	\$ 212
East Tennessee	\$0 or Less	\$ 186	\$0 or Less	\$ 232
Middle Tennessee	\$0 or Less	\$ 184	\$0 or Less	\$ 230
Tennessee State	\$0 or Less	\$ 172	\$0 or Less	\$ 200
Tennessee Tech	\$0 or Less	\$ 196	\$0 or Less	\$ 228
University of Memphis	\$0 or Less	\$ 202	\$0 or Less	\$ 243
Chattanooga	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Cleveland	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Columbia	\$0 or Less	\$ 104	\$0 or Less	\$ 112
Dyersburg	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Jackson	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Motlow	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Nashville	\$0 or Less	\$ 104	\$0 or Less	\$ 110
Northeast	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Pellissippi	\$0 or Less	\$ 104	\$0 or Less	\$ 112
Roane	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Southwest	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Volunteer	\$0 or Less	\$ 104	\$0 or Less	\$ 111
Walters	\$0 or Less	\$ 104	\$0 or Less	\$ 111
UT Chattanooga	\$0 or Less	\$ 172	\$0 or Less	\$ 217
UT Knoxville (admitted after 2013-14)	\$0 or Less	\$ 278	\$0 or Less	\$ 325
UT Martin (Part-Time & Full-Time w/ 90+ SCH) <sup>1</sup>	\$0 or Less	\$ 185	\$0 or Less	\$ 222
UT Martin (Full-Time w/ less than 90 SCH) <sup>1</sup>	\$0 or Less	\$ 201	\$0 or Less	\$ 238
TN Colleges of Applied Tech	\$0 or Less	\$ 90	\$0 or Less	\$ 96
<b>University Average<sup>2</sup></b>	<b>\$0 or Less</b>	<b>\$ 195</b>	<b>\$0 or Less</b>	<b>\$ 235</b>
<b>Community College Average</b>	<b>\$0 or Less</b>	<b>\$ 104</b>	<b>\$0 or Less</b>	<b>\$ 111</b>

1 - The tuition rate for full-time students who have completed fewer than 90-credit hours is a flat rate for 12 hours per semester, regardless how many hours the student is enrolled. Full-time students who have completed more than 90-credit hours are also charged a flat rate for 12 hours, regardless how many hours the student is enrolled. Part-time students are charged on a per-credit hour basis at the 90+ credit hour rate.

2 - This average incorporates a weighted tuition for UT Martin students to reflect both differentiated tuition levels.

**Attachment II - 2019-20 Binding Tuition Ranges**  
**2019-20 Maintenance and Mandatory Fee Increase Scenario and Comparison - 2.50% Limit**

Institutions	2018-19			2019-20 Maximums			Combined Increase	Combined % Increase
	Maintenance Fee	Mandatory Fee	Combined	Maximum Maintenance Fee	Maximum Mandatory Fee	Maximum Combined Fee		
Austin Peay	\$ 6,888	\$ 1,583	\$ 8,471	\$ 7,060	\$ 1,623	\$ 8,683	\$ 212	2.50%
East Tennessee	\$ 7,422	\$ 1,855	\$ 9,277	\$ 7,608	\$ 1,901	\$ 9,509	\$ 232	2.50%
Middle Tennessee	\$ 7,380	\$ 1,826	\$ 9,206	\$ 7,565	\$ 1,872	\$ 9,436	\$ 230	2.50%
Tennessee State	\$ 6,900	\$ 1,107	\$ 8,007	\$ 7,073	\$ 1,135	\$ 8,207	\$ 200	2.50%
Tennessee Tech	\$ 7,860	\$ 1,243	\$ 9,103	\$ 8,057	\$ 1,274	\$ 9,331	\$ 228	2.50%
University of Memphis	\$ 8,064	\$ 1,637	\$ 9,701	\$ 8,266	\$ 1,678	\$ 9,944	\$ 243	2.50%
Chattanooga	\$ 4,140	\$ 319	\$ 4,459	\$ 4,244	\$ 327	\$ 4,570	\$ 111	2.50%
Cleveland	\$ 4,140	\$ 299	\$ 4,439	\$ 4,244	\$ 306	\$ 4,550	\$ 111	2.50%
Columbia	\$ 4,140	\$ 333	\$ 4,473	\$ 4,244	\$ 341	\$ 4,585	\$ 112	2.50%
Dyersburg	\$ 4,140	\$ 299	\$ 4,439	\$ 4,244	\$ 306	\$ 4,550	\$ 111	2.50%
Jackson	\$ 4,140	\$ 285	\$ 4,425	\$ 4,244	\$ 292	\$ 4,536	\$ 111	2.50%
Motlow	\$ 4,140	\$ 305	\$ 4,445	\$ 4,244	\$ 313	\$ 4,556	\$ 111	2.50%
Nashville	\$ 4,140	\$ 255	\$ 4,395	\$ 4,244	\$ 261	\$ 4,505	\$ 110	2.50%
Northeast	\$ 4,140	\$ 311	\$ 4,451	\$ 4,244	\$ 319	\$ 4,562	\$ 111	2.50%
Pellissippi	\$ 4,140	\$ 339	\$ 4,479	\$ 4,244	\$ 347	\$ 4,591	\$ 112	2.50%
Roane	\$ 4,140	\$ 303	\$ 4,443	\$ 4,244	\$ 311	\$ 4,554	\$ 111	2.50%
Southwest	\$ 4,140	\$ 319	\$ 4,459	\$ 4,244	\$ 327	\$ 4,570	\$ 111	2.50%
Volunteer	\$ 4,140	\$ 293	\$ 4,433	\$ 4,244	\$ 300	\$ 4,544	\$ 111	2.50%
Walters	\$ 4,140	\$ 288	\$ 4,428	\$ 4,244	\$ 295	\$ 4,539	\$ 111	2.50%
UT Chattanooga	\$ 6,888	\$ 1,776	\$ 8,664	\$ 7,060	\$ 1,820	\$ 8,881	\$ 217	2.50%
UT Knoxville (admitted after 2013-14)	\$ 11,110	\$ 1,896	\$ 13,006	\$ 11,388	\$ 1,943	\$ 13,331	\$ 325	2.50%
UT Martin (Part-Time & Full-Time w/ 90+ SCH) <sup>1</sup>	\$ 7,416	\$ 1,460	\$ 8,876	\$ 7,601	\$ 1,497	\$ 9,098	\$ 222	2.50%
UT Martin (Full-Time w/ less than 90 SCH) <sup>1</sup>	\$ 8,052	\$ 1,460	\$ 9,512	\$ 8,253	\$ 1,497	\$ 9,750	\$ 238	2.50%
TN Colleges of Applied Tech	\$ 3,612	\$ 230	\$ 3,842	\$ 3,702	\$ 236	\$ 3,938	\$ 96	2.50%
<b>University Average<sup>2</sup></b>	<b>\$ 7,805</b>	<b>\$ 1,598</b>	<b>\$ 9,403</b>	<b>\$ 8,000</b>	<b>\$ 1,638</b>	<b>\$ 9,638</b>	<b>\$ 235</b>	<b>2.50%</b>
<b>Community College Average</b>	<b>\$ 4,140</b>	<b>\$ 304</b>	<b>\$ 4,444</b>	<b>\$ 4,244</b>	<b>\$ 311</b>	<b>\$ 4,555</b>	<b>\$ 111</b>	<b>2.50%</b>

1 - The tuition rate for full-time students who have completed fewer than 90-credit hours is a flat rate for 12 hours per semester, regardless how many hours the student is enrolled. Full-time students who have completed more than 90-credit hours are also charged a flat rate for 12 hours, regardless how many hours the student is enrolled. Part-time students are charged on a per-credit hour basis at the 90+ credit hour rate.

2 - This average incorporates a weighted tuition for UT Martin students to reflect both differentiated tuition levels.

**DATE:** May 17, 2019

**SUBJECT:** Reappointment of member to audit committee

**ACTION RECOMMENDED:** Approval

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**BACKGROUND INFORMATION:** The THEC/TSAC Audit Committee Charter outlines the requirements for membership on the audit committee. The committee and its chair shall be selected by the Executive Director of THEC/TSAC and confirmed by the Commission/Board of Directors. The audit committee shall consist of five members with representation from both organizations who are generally knowledgeable in financial, management, and auditing matters. The committee chair shall have some accounting or financial management expertise. Each member shall serve for a term not to exceed three years, and may be reappointed. Each member shall be free of any appearance of conflict and of any relationship that would interfere with his or her exercise of independent judgment.

The current composition of the audit committee is:

Sharon Hayes, Chair, representing TSAC

Claude Pressnell, representing TSAC

Pam Koban, representing THEC

Greg Turner, designee for Finance and Administration Commissioner, representing TSAC

**Reappointment:** Ms. Pam Koban has completed a three-year term on the audit committee. Mr. Krause recommends reappointment to another three-year term as permitted by the charter.

**Agenda Item:** VII

**DATE:** May 17, 2019

**SUBJECT:** Legislative Update

**ACTION RECOMMENDED:** Information

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**BACKGROUND INFORMATION:**

An update will be given regarding the closing of the 111<sup>th</sup> General Assembly-first session with an overview of legislation impacting THEC / TSAC and higher education.



**Agenda Item:** VIII

**DATE:** May 17, 2019

**SUBJECT:** Master Plan Update

**ACTION RECOMMENDED:** Information

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**BACKGROUND INFORMATION:**

The THEC/TSAC staff is updating the Tennessee Higher Education Master Plan, for approval by the Commission in November, 2019. Staff will provide an overview of the objectives, process, and timeline to update and improve this document.