



Spring Quarterly Meeting

Nashville Room

3rd Floor Tennessee Tower

May 20, 2021

Tennessee Higher Education Commission



AGENDA
TENNESSEE HIGHER EDUCATION COMMISSION
Spring Quarterly Meeting
Nashville Room, 3rd floor, Tennessee Tower
May 20, 2021, 8:30 a.m. – 11:30 a.m. CDT

(if necessary) Statement of Electronic Meeting Necessity

Adoption of Agenda

Approval of Minutes, January 28, 2021 Meeting

Chairman's Report

Executive Director's Report

Consent Calendar

- I. Postsecondary Education Authorization (*Action Item*)
 - A. *Institutional Reauthorization*
 - B. *Authorization of New Institutions*
 - C. *Approval of New Programs*
 - D. *Optional Expedited Authorization*

Regular Calendar

- I. Financial and Statistical Reporting Policy Amendment (*Action Item*)
- II. Off Campus Location: East Tennessee State University, BlueSky Chattanooga Center (*Action Item*)
- III. 2021-22 Binding Tuition and Fees Ranges (*Action Item*)
 - A. *Range for Tuition*
 - B. *Range for Combined Tuition and Mandatory Fees*
- IV. New Academic Programs (*Action Items*)
 - A. *East Tennessee State University – Digital Media, Master of Fine Arts*
 - B. *East Tennessee State University - Orthotics and Prosthetics, Master of Science*
 - C. *East Tennessee State University – Doctor of Occupational Therapy*
 - D. *University of Memphis – Master of Non-Profit Management*
 - E. *University of Tennessee Knoxville – Geographic Information Science and Technology, Bachelor of Science*
- V. Legislative Update

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Winter Quarterly Meeting

Nashville Room, 3rd floor

Tennessee Tower

January 28, 2021

Link to recording: [THEC Commission Meeting 1/28/2021 \(tn.gov\)](#)

Chairman Evan Cope called the meeting to order at 8:59 a.m.

Member	PRESENT	ABSENT
Chairman Evan Cope	X	
Commissioner Nancy Dishner	X	
Secretary Tre Hargett	X	
Commissioner Tara Scarlett	X	
Commissioner Pam Koban	X	
Treasurer David Lillard	X	
Commissioner Sarah Morrison	X	
Commissioner Jay Moser	X	
Commissioner Vernon Stafford	X	
Commissioner Dawson Hassler	X	
Commissioner Frank Watson	X	
Commissioner AC Wharton	X	
Comptroller Jason Mumpower	X	
Commissioner Dakasha Winton	X	

At the start of the meeting there were nine (9) members physically present and four (4) members present via conference call, constituting a quorum. Comptroller Mumpower left the meeting at 10:51 a.m. Since Chairman Cope was not physically present at the meeting, he passed his gavel to Vice Chair Winton for the meeting.

ADOPTION OF AGENDA

Commissioner Wharton made a motion to adopt the agenda. Commissioner Scarlett seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

APPROVAL OF NOVEMBER 6, 2020 MINUTES

Commissioner Scarlett made a motion to approve the minutes. Commissioner Moser seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

APPROVAL OF DECEMBER 21, 2020 SPECIAL CALLED MEETING MINUTES

Commissioner Koban made a motion to approve the minutes. Commissioner Wharton seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

CHAIRMAN'S REPORT:

Vice Chair Winton delivered her report.

EXECUTIVE DIRECTOR REPORT:

Interim Executive Director Dr. House provided her report.

AGENDA ITEMS

Vice Chair Winton suggested that the commission vote on the consent calendar as one item unless there were any objections. Secretary Hargett made a motion to approve the consent calendar as one item. Treasurer Lillard seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

I. SARA Rules

Vice Chair Winton recognized Julie Woodruff, Division of Postsecondary State Authorization, and she presented the SARA Rules and the comments made at the rulemaking hearing.

Commissioner Wharton moved to adopt the rules as written. Commissioner Moser seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

II. New Academic Programs

A. Middle Tennessee State University, Physician's Assistant Studies, Master of Science

Provost Mark Burns proposed a Master of Science (MS) in Physician's Assistant Studies which will require a 27-month, full-time program consisting of 15 months of didactic curriculum and 12 months of supervised clinical practice experiences. Graduates of this program will have the needed background and credentials necessary for licensure with as a Physician Assistant. The program is seeking accreditation by the Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA).

Commission members asked questions regarding the program and discussion followed. A motion to approve the program was made by Secretary Hargett. Commissioner Wharton seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

B. Austin Peay State University, Criminal Justice, Master of Science

Provost Marie Cronley proposed a Master of Science (MS) in Criminal Justice with an optional concentration in Homeland Security. This program requires 30 credit hours and will prepare students for a range of careers in law enforcement, homeland security, courts, and corrections. The option of the concentration in Homeland Security differentiates this program from others that are offered in Tennessee.

Commission members asked questions about the program and discussion followed. A motion to approve the program was made by Commissioner Wharton. Commissioner Watson seconded the motion. A roll call vote was taken, and the motion passed with 13 ayes.

III. Outline for Executive Director Selection Process

Vice Chair Winton called on Board Secretary Shauna Jennings to read the Commission's authority to hire the Executive Director as follows:

"T.C.A. § 49-7-205 Staff:

- (a) (1) The commission is empowered to employ an executive director, define the executive director's duties and, within budgetary limitations, fix the executive director's compensation.

(2) The executive director shall serve at the pleasure of the commission.

(3) The executive director shall have the educational preparation and experience that qualifies the executive director, in the commission's judgment, to understand and evaluate the problems and needs of the state's institutions of higher learning and to direct the studies of the commission.
- (b) Within budgetary limitations, and subject to the approval of the commissioner of human resources, the executive director may employ other professional and staff employees necessary to efficiently discharge the duties of the agency.
- (c) The executive director and all other employees shall be reimbursed for travel expenses in accordance with the comprehensive travel regulations promulgated by the department of finance and administration and approved by the attorney general and reporter. "

Vice Chair Winton then recognized Commissioner Scarlett on the development of an executive director search process. Commissioner Scarlett stated that there were four (4) options for the Commission to discuss:

- (1) The Commission may consider the appointment of an external Search Committee deputized to manage the details of the search, vetting resumes, conducting preliminary interviews, and providing a list of finalists to the Commission. This external committee would be comprised of one (1) Commission member and four (4) external committee members. The search committee would be further empowered to establish timeline parameters as necessary and to contract with a national search firm.
- (2) The Commission may consider establishing a formal interim period for an established amount of time after which a special called can be properly noticed and a decision made as transitioning the Interim Executive Director to the permanent Executive Director.
- (3) The Commission may consider a concise human resource model whereby the position is posted on the relevant trade publication websites for an established amount of time. The THEC Human Resources Director can be charged to organize the subsequent submissions and transmit to the Commission for consideration. The Commission could then meet via a properly noticed special called meeting to determine a viable candidate for consideration.
- (4) The Commission may consider the immediate employment of a candidate, in accordance with statutory authority, whose titled position, salary, and duties are at the will of the Commission.

Commission members discussed the options presented by Commissioner Scarlett. Following the discussion, Commissioner Koban made a motion to hire Interim Executive Director Dr. Emily House as the Executive Director of THEC effective immediately. Commissioner Moser seconded the motion.

A roll call vote was taken, and the motion passed with 9 ayes, 3 nays, and 1 abstention. Commissioners voting aye were: Cope, Dishner, Hassler, Koban, Moser, Stafford, Watson, Wharton, and Winton. Commissioners vote nay were: Scarlett, Hargett, and Mumpower. Treasurer Lillard abstained.

IV. COVID Student Survey

Dr. Steven Gentile and Dr. Jacob Kamer presented information regarding the COVID Student Survey. The commission discussed the survey and asked several questions.

V. Other Business

A. Plan to honor former THEC Executive Director Mike Krause

Commission members discussed ways to honor former THEC Executive Director Mike Krause.

Vice Chair Winton adjourned the meeting at 11:07 a.m.

NEXT THEC COMMISSION MEETING:

Thursday, May 20, 2021 in Nashville

THEC Chairman Evan Cope

THEC Secretary AC Wharton, Jr.

DATE: May 20, 2021

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 6, 2021 and endorsed staff recommendations for reauthorization as described below.

**Authorized Locations With Regular Authorization
(June 1, 2021 - May 31, 2022) (34)**

1. Achieve Trade School (Nashville, TN - Code: 1904)
2. Arnold's Beauty School (Milan, TN - Code: 1817)
3. At-Home Professions (Fort Collins, CO - Code: 1229)
4. Chattanooga Massage Institute (Hixson, TN - Code: 1248)
5. Codes Unlimited Healthcare Academy (Memphis, TN - Code: 1251)
6. College of Traditional Midwifery (Summertown, TN - Code: 1819)
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. Genesis Career College (Cookeville, TN - Code: 1732)
14. Genesis Career College (Lebanon, TN - Code: 1722)
15. Genesis Career College: Nashville Airport Campus (Nashville, TN - Code: 1278)
16. Lab Four Professional Development Center (Memphis, TN - Code: 1405)
17. Master's Barber & Styling College Inc. (Old Hickory, TN - Code: 1823)
18. Mind Body Institute, LLC (Madison, TN - Code: 1424)
19. Nashville Academy of Reflexology, LLC (Nashville, TN - Code: 1680)
20. New College Franklin (Franklin, TN - Code: 1440)

21. Olympic Career Training Institute (Memphis, TN - Code: 1599)
22. Paul Mitchell the School Memphis (Memphis, TN - Code: 1864)
23. Phlebotomy Training Specialists (Nashville, TN - Code: 1950)
24. Recording Radio Film Connection & CASA Schools (Los Angeles, CA - Code: 1724)
25. Sandra Academy of Salon Services, Inc. (New Tazewell, TN - Code: 1825)
26. Southeast Institute of Biblical Studies (Knoxville, TN - Code: 1271)
27. Southern Baptist Theological Seminary (Jackson, TN - Code: 1483)
28. Southern Baptist Theological Seminary (Louisville, KY - Code: 1482)
29. Southern Baptist Theological Seminary (Nashville, TN - Code: 1485)
30. The Allegiant Institute of Healthcare Solutions LLC (Memphis, TN - Code: 1905)
31. The CodeCrew Code School (Memphis, TN - Code: 1953)
32. Total Tech, LLC (Nashville, TN - Code: 1506)
33. United Truck Driving School (Murfreesboro, TN - Code: 1517)
34. Urban League of Greater Chattanooga (Chattanooga, TN - Code: 1534)

**Authorized Locations With Temporary Authorization
(June 1, 2021 - May 31, 2022) (5)**

1. American Home Inspectors Training (Nashville, TN - Code: 1212)
2. Armored Trucking Academy LLC (Clarksville, TN - Code: 1983)
3. Reflections of Health School of Massage INC (Johnson City, TN - Code: 1463)
4. STEAM Training Institute (Memphis, TN - Code: 1975)
5. TNNAT Inc. Healthcare Career School (Smyrna, TN - Code: 1980)

**Authorized Locations With Conditional Authorization
(June 1, 2021 - May 31, 2022) (3)**

1. Empire Beauty School (Brentwood, TN - Code: 1827)
2. Empire Beauty School (Jackson, TN - Code: 1829)
3. Empire Beauty School (Memphis, TN - Code: 1826)

The institutions failed to meet the required 1:1 financial ratios for total revenues to total expenditures and current assets to current liabilities. The Division of Postsecondary State Authorization (DPSA) notified the institutions of its intended recommendation and gave the institutions an opportunity to reply. The institutions did not respond. Therefore, DPSA recommends:

1. The authorization of the institutions remain conditional throughout the authorization period.
2. The institutions be required to file quarterly financial statements until the next reauthorization applications are considered.
3. Failure to submit the necessary financial statements and explanation by the established deadlines may result in further adverse action by the Executive Director, including the assessment of fines, imposition of additional conditions, or revocation of authorization.

DATE: May 20, 2021

SUBJECT: Temporary Authorization of New Institutions

ACTION RECOMMENDED: Temporary Authorization

BACKGROUND INFORMATION: The Commission, under the Tennessee Higher Education Authorization Act of 2016, has the “power and duty” to act upon applications for authorization to operate an educational institution in the state. For the institutions listed below, applications have been reviewed, site visits have been performed, and staff has determined that all necessary documentation and bonds have been secured. The Committee on Postsecondary Educational Institutions met on May 6, 2021 and endorsed staff recommendations for Temporary Authorization of these institutions.

A. 160 Driving Academy **Chattanooga, TN**
5896 Brainerd Road, Chattanooga, Tennessee 37411

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

160 Driving Academy 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 Chattanooga, Tennessee, as well as on-line.

- 1. Program:** **Class A CDL**
- Credential Awarded:** **Certificate of Completion**
- Length of Program:** **160 Contact Hours**
4 Weeks

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

B. 160 Driving Academy

Nashville, TN

3101 Clarksville Pike, Nashville, Tennessee 37218

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

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

- 1. Program:** **Class A CDL**
- Credential Awarded:** **Certificate of Completion**
- Length of Program:** **160 Contact Hours**
4 Weeks

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

C. DWS Drone School

Memphis, TN

Agricenter International, 7777 Walnut Grove Road, C32-33, Memphis, Tennessee 38120

Corporate Structure: S-Corporation
Accreditation: None
Title IV Funding: No

DWS Drone School is seeking approval for three new programs. The programs will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee.

- 1. Program:** **Agricultural and Forestry Drone Collected Imagery Training**
- Credential Awarded:** **Certificate of Completion**
- Length of Program:** **15 Contact Hours**
3 Days Full-Time
3 Weeks Part-Time

License/Certification Required for Employment: Remote Pilot Certificate
Licensing Board/Agency: Federal Aviation Administration

- 2. Program:** **Drone s/UAS Pilot Training**

Credential Awarded: Certificate of Completion
Length of Program: 70 Contact Hours
1.28 Weeks Full-Time
2.5 Months Part-Time

License/Certification Required for Employment: Remote Pilot Certificate
Licensing Board/Agency: Federal Aviation Administration

3. **Program:** Virtual Reality and 3D Virtualization Training
Credential Awarded: Certificate of Completion
Length of Program: 21 Contact Hours
3 Days Full-Time
3 Weeks Part-Time

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

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

Change of Ownership:

New Horizons Computer Learning Centers was formally owned by Heidrun Frazier and Glenn Frazier. On October 26, 2020, Mr. and Mrs. Frazier sold their stakes in the institution. Currently, Ms. Shannon Byars owns 100% of the institution. The institution is a Limited Liability Company (LLC) and has been authorized by THEC since January 28, 1999.

New Horizons Computer Learning Center is seeking approval for one new program and to revise seven 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: 160 Contact Hours
2 Months Full-Time
4 Months Part-Time

- | | | |
|----|--|---|
| 2. | Program:
Credential Awarded:
Length of Program: | Computer Support (Revised)
Certificate
120 Contact Hours
2 Months Full-Time
4 Months Part-Time |
| 3. | Program:
Credential Awarded:
Length of Program: | IT Foundation
Certificate
175.5 Contact Hours
2.5 Months |
| 4. | Program:
Credential Awarded:
Length of Program: | IT Infrastructure (Revised)
Certificate
292.5 Contact Hours
4 Months |
| 5. | Program:
Credential Awarded:
Length of Program: | IT Security (Revised)
Certificate
290 Contact Hours
4 Months |
| 6. | Program:

Credential Awarded:
Length of Program: | Microsoft Certified Solutions Developer (MCSD)
(Revised)
Certificate
176 Contact Hours
6 Months |
| 7. | Program:
Credential Awarded:
Length of Program: | Office Administration (Revised)
Certificate
96 Contact Hours
2 Months Full-Time
4 Months Part-Time |
| 8. | Program:
Credential Awarded:
Length of Program: | Project Management (Revised)
Certificate
64 Contact Hours
1 Month Full-Time
2 Months Part-Time |

E. New Horizons Computer Learning Centers
651 E. 4th Street 2nd Floor, Chattanooga, Tennessee 37403

Chattanooga, TN

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

Change of Ownership:

New Horizons Computer Learning Centers was formally owned by Heidrun Frazier and Glenn Frazier. On October 26, 2020, Mr. and Mrs. Frazier sold their stakes in the institution. Currently, Ms. Shannon Byars owns 100% of the institution. The institution is a Limited Liability Company (LLC) and has been authorized by THEC since November 7, 2019.

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

- 1. Program: Adobe Graphics & Web Specialist (Revised)**
Credential Awarded: Certificate
Length of Program: 160 Contact Hours
2 Months Full-Time
4 Months Part-Time

- 2. Program: Computer Support (Revised)**
Credential Awarded: Certificate
Length of Program: 120 Contact Hours
2 Months Full-Time
4 Months Part-Time

- 3. Program: IT Foundation**
Credential Awarded: Certificate
Length of Program: 175.5 Contact Hours
2.5 Months

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

- 5. **Program:** Project Management (Revised)
Credential Awarded: Certificate
Length of Program: 64 Contact Hours
1 Month Full-Time
2 Months Part-Time

F. **New Horizons Computer Learning Centers** Johnson City, TN
2109 West Market Street, Johnson City, Tennessee 37604

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

Change of Ownership:

New Horizons Computer Learning Centers was formally owned by Heidrun Frazier and Glenn Frazier. On October 26, 2020, Mr. and Mrs. Frazier sold their stakes in the institution. Currently, Ms. Shannon Byars owns 100% of the institution. The institution is a Limited Liability Company (LLC) and has been authorized by THEC since November 7, 2019.

New Horizons Computer Learning Centers is seeking approval to revise three programs. The programs will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Johnson City, Tennessee, as well as on-line.

- 1. **Program:** Computer Support (Revised)
Credential Awarded: Certificate
Length of Program: 120 Contact Hours
2 Months Full-Time
4 Months Part-Time
- 2. **Program:** Office Administration (Revised)
Credential Awarded: Certificate
Length of Program: 96 Contact Hours
2 Months Full-Time
4 Months Part-Time
- 3. **Program:** Project Management (Revised)
Credential Awarded: Certificate
Length of Program: 64 Contact Hours
1 Month Full-Time
2 Months Part-Time

G. New York University
518 East Iris Drive, Nashville, Tennessee 37204

Nashville, TN

Corporate Structure: Not-for-Profit Corporation
Accreditation: Middle States Association of Colleges and Schools,
Commission on Higher Education (MSACHE)
Title IV Funding: Yes

New York University 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: Production and A&R in the Music Industry
Credential Awarded: 2 Semester Credit Hours
Length of Program: 2 Semester Credit Hours
2.29 Weeks

H. Ryans Place Trucking School
2885 Hwy 43 S, Loretto, Tennessee 38469

Loretto, TN

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

Ryans Place Trucking 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 Loretto, Tennessee.

1. Program: Commercial Driver License Training
Credential Awarded: Certificate of Completion
Length of Program: 160 Contact Hours
4 Weeks Full-Time
2.5 Months Part-Time

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

I. Sweetwater Institute of Cosmetology **Sweetwater, TN**
409 Sweetwater-Vonore Road, Sweetwater, Tennessee 37874

Corporate Structure: Sole Proprietorship
Accreditation: National Accrediting Commission of Career Arts & Sciences (NACCAS)
Title IV Funding: No

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

1. Program: Cosmetology
Credential Awarded: Certificate
Length of Program: 1500 Contact Hours
11 Months

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

2. Program: Esthetics
Credential Awarded: Certificate
Length of Program: 750 Contact Hours
24 Months

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

3. Program: Instructor
Credential Awarded: Certificate
Length of Program: 300 Contact Hours
6 Months

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

- 4. Program: Manicuring**
Credential Awarded: Certificate
Length of Program: 600 Contact Hours
5 Months

License/Certification Required for Employment: Manicurist

Licensing Board/Agency: Tennessee Board of Cosmetology and Barber Examiners

DATE: May 20, 2021

SUBJECT: New Programs

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The Commission, under the Tennessee Higher Education Authorization Act of 2016, has the “power and duty” to act upon applications for authorization of educational programs in the state. Applications have been reviewed and staff has determined that all necessary documentation for new program applications is in accordance with the Act and postsecondary rules. The Committee on Postsecondary Educational Institutions met on May 6, 2021 and endorsed staff recommendations for approval.

A. 160 Driving Academy **Memphis, TN**
6747 East Shelby Drive, Memphis, Tennessee 38141

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: November 6, 2020
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

160 Driving Academy is seeking approval to revise one 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: **Class A CDL (Revised)**
Credential Awarded: **Certificate of Completion**
Length of Program: **160 Contact Hours**
4 Weeks

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

B. Academy of Make-Up Arts, LLC

Nashville, TN

299 Plus Park Boulevard, Nashville, Tennessee 37217

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: November 10, 2011
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Diploma

Academy of Make-Up Arts, LLC is seeking approval to revise one 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:** **Makeup for Television & Film (Revised)**
Credential Awarded: **Certificate**
Length of Program: **532 Contact Hours**
5 Months Full-Time
10 Months Part-Time

C. Codes Unlimited Healthcare Academy

Memphis, TN

UT GEB- Administration C128, 8 South Dunlap, Memphis, Tennessee 38163

Corporate Structure: Sole Proprietorship
Authorization Date: April 14, 2005
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

Codes Unlimited Healthcare Academy is seeking approval to revise one 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:** **Professional Medical Coding Curriculum (Revised)**
Credential Awarded: **Certificate of Completion**
Length of Program: **80 Contact Hours**
4 Months

D. Competitive Edge Dental Assisting Academy, LLC
1011 Waterford Place, Kingston, Tennessee 37763

Kingston, TN

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: July 23, 2020
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

Competitive Edge Dental Assisting Academy, LLC is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Kingston, Tennessee.

1. Program: Nitrous Oxide Monitoring
Credential Awarded: Certificate of Completion
Length of Program: 5 Contact Hours
1 Day

License/Certification Required for Employment: Nitrous Oxide Monitoring Certification
Licensing Board/Agency: Tennessee Board of Dentistry

E. Delta Technical College
6530 Interstate Boulevard, Horn Lake, Mississippi 38637

Horn Lake, MS

Corporate Structure: Sole Proprietorship
Authorization Date: April 28, 2011
Accreditation: Accrediting Commission of Career Schools and Colleges (ACCSC)
Title IV Funding: Yes
Highest Credential Offered: Diploma

Delta Technical College 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 Horn Lake, Mississippi, as well as on-line.

1. Program: Medical Coding Specialist - Hybrid
Credential Awarded: Diploma
Length of Program: 28 Semester Credit Hours
9 Months

F. Douglas J Aveda Institute **Knoxville, TN**
516 S. Gay Street, Knoxville, Tennessee 37902

Corporate Structure: S-Corporation
Authorization Date: November 16, 2016
Accreditation: National Accrediting Commission of Career Arts & Sciences (NACCAS)
Title IV Funding: Yes
Highest Credential Offered: Diploma

Douglas J Aveda Institute is seeking approval for one program. The program 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:** Master Barber
Credential Awarded: Diploma
Length of Program: 1500 Contact Hours
10 Months Full-Time
14 Months Part-Time

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

G. Drive-Train **Memphis, TN**
6711 Reese Road, Memphis, Tennessee 38134

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: April 26, 2012
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

Drive-Train is seeking approval for one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee.

- 1. Program:** CDL Permit Prep
Credential Awarded: Certificate of Completion
Length of Program: 40 Contact Hours
5 Days

H. Love Beauty School, Inc.
1161 Murfreesboro Hwy, Manchester, Tennessee 37355

Manchester, TN

Corporate Structure: S-Corporation
Authorization Date: November 16, 2016
Accreditation: Council on Occupational Education (COE)
Title IV Funding: Yes
Highest Credential Offered: Certificate

Love Beauty School, Inc. Is seeking approval to revise four programs. The programs will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Manchester, Tennessee, as well as on-line.

1. Program: Aesthetics (Revised)
Credential Awarded: Certificate
Length of Program: 750 Contact Hours
6.25 Months Full-Time
12.5 Months Part-Time

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

2. Program: Cosmetology (Revised)
Credential Awarded: Certificate
Length of Program: 1500 Contact Hours
13 Months Full-Time
30 Months Part-Time

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

3. Program: Nail Technology (Revised)
Credential Awarded: Certificate
Length of Program: 600 Contact Hours
5 Months Full-Time
10 Months Part-Time

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

4. **Program:** Instructor (Revised)
Credential Awarded: Certificate
Length of Program: 300 Contact Hours
2.5 Months Full-Time
2.5 Months Part-Time

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

- I. **Mid-South Christian College** **Memphis, TN**
PO Box 181056, Memphis, Tennessee 38181

- Corporate Structure:** Not-for-Profit Corporation
Authorization Date: January 1, 1988
Accreditation: Association for Biblical Higher Education, Commission on Accreditation (ABHE)
Title IV Funding: Yes
Highest Credential Offered: Bachelor Degree

Mid-South Christian College is seeking approval to revise nine programs. The programs 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:** Bible/Christian Education (Revised)
Credential Awarded: Bachelor of Christian Education
Length of Program: 133 Semester Credit Hours
48 Months
2. **Program:** Bible/Missions (Revised)
Credential Awarded: Bachelor of Christian Ministry
Length of Program: 133 Semester Credit Hours
45 Months
3. **Program:** Bible/Preaching (Revised)
Credential Awarded: Bachelor of Christian Ministry
Length of Program: 133 Semester Credit Hours
48 Months
4. **Program:** Christian Leadership (Revised)
Credential Awarded: Bachelors of Christian Leadership
Length of Program: 135 Semester Credit Hours
48 Months

5. **Program:** Bible/Christian Education (Revised)
Credential Awarded: Associate in Christian Ministry
Length of Program: 66 Semester Credit Hours
24 Months

6. **Program:** Bible/Missions (Revised)
Credential Awarded: Associate in Christian Ministry
Length of Program: 66 Semester Credit Hours
24 Months

7. **Program:** Bible/Preaching (Revised)
Credential Awarded: Associate of Christian Ministry
Length of Program: 66 Semester Credit Hours
24 Months

8. **Program:** Bible (Revised)
Credential Awarded: Certificate in Bible
Length of Program: 33 Semester Credit Hours
12 Months Full-Time
24 Months Part-Time

9. **Program:** Bible/Preaching (Revised)
Credential Awarded: Certificate in Christian Ministry
Length of Program: 33 Semester Credit Hours
12 Months Full-Time
24 Months Part-Time

J. **Omega Graduate School** **Dayton, TN**
500 Oxford Drive, Dayton, Tennessee 37321

Corporate Structure: Not-for-Profit Corporation
Authorization Date: January 1, 1982
Accreditation: Transnational Association of Christian Colleges and Schools, Accreditation Commission (TRACS)
Title IV Funding: Yes
Highest Credential Offered: Doctorate Degree

Omega Graduate 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 Dayton, Tennessee, as well as on-line.

- 1. **Program:** **Social Leadership**
Credential Awarded: **Doctor of Social Leadership**
Length of Program: **36 Semester Credit Hours**
36 Months

K. Richmond Graduate University **Chattanooga, TN**
 1815 McCallie Ave., Chattanooga, Tennessee 37404

- Corporate Structure:** Not-for-Profit Corporation
- Authorization Date:** July 31, 1998
- Accreditation:** Southern Association of Colleges and Schools,
Commission on Colleges (SACSCOC)
- Title IV Funding:** Yes
- Highest Credential Offered:** Master Degree

Richmont Graduate University 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 Chattanooga, Tennessee, as well as on-line.

- 1. **Program:** **Racial Trauma, Intervention, and Justice**
Credential Awarded: **Graduate Certificate**
Length of Program: **10 Semester Credit Hours**
12 Months Full-Time
18 Months Part-Time

L. Savvy Coders **Chattanooga, TN**
 1100 Market Street, Suite 500, Chattanooga, Tennessee 37402

- Corporate Structure:** Limited Liability Company (LLC)
- Authorization Date:** July 25, 2019
- Accreditation:** None
- Title IV Funding:** No
- Highest Credential Offered:** Certificate

Savvy Coders is seeking approval to offer one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Chattanooga, Tennessee, as well as on-line.

- 1. **Program:** Full Stack Web Development (Revised)
Credential Awarded: Certificate of Completion
Length of Program: 160 Contact Hours
3 Months

M. Savvy Coders **Nashville, TN**
 501 Union Street, Nashville, Tennessee 37219

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: November 7, 2018
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

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

- 1. **Program:** Full Stack Web Development
Credential Awarded: Certificate of Completion
Length of Program: 160 Contact Hours
3 Months

N. TN Professional Training Institute **Murfreesboro, TN**
 1819 Memorial Boulevard, Murfreesboro, Tennessee 37129

Corporate Structure: S-Corporation
Authorization Date: April 25, 2013
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

TN Professional Training Institute is seeking approval for one new program. The program will be offered in a distance learning format. All instruction is provided on-line.

- 1. **Program:** Medical Billing and Coding
Credential Awarded: Certificate
Length of Program: 80 Contact Hours
2.5 Months

DATE: May 20, 2021

SUBJECT: Optional Expedited Authorization

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 and staff has determined that all necessary documentation has been submitted. The Committee on Postsecondary Educational Institutions met on May 6, 2021 and endorsed staff recommendations for Optional Expedited Authorization of these institutions.

Optional Expedited Authorized Locations (11)

- | | |
|---|------------------|
| 1. American National University | Bartlett, TN |
| 2. American National University | Nashville, TN |
| 3. Austin Presbyterian Theological Seminary | Antioch, TN |
| 4. Crown College of the Bible | Powell, TN |
| 5. Daymar College | Clarksville, TN |
| 6. Daymar College | Murfreesboro, TN |
| 7. Daymar College | Nashville, TN |
| 8. DeVry University | Naperville, IL |
| 9. DeVry University | Nashville, TN |
| 10. Miller-Motte College | Chattanooga, TN |
| 11. The University of Arizona Global Campus | San Diego, CA |

DATE: May 20, 2021

SUBJECT: Financial and Statistical Reporting Policy Amendment

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

With the Focus on College and University Success (FOCUS) Act of 2016, the Tennessee Board of Regents are to maintain control of the Locally Governed Institutions (LGIs) data systems for state reporting purposes until the Tennessee Higher Education Commission (THEC) approves an LGI’s request to assume authority over its own data system. In the coming months, LGIs may have the opportunity to assume control over their own data systems, with the Commission’s approval, subject to their ability to submit data and adhere to data quality protocols put forth by staff. The proposed revisions to the Financial and Statistical Reporting portion of the Policy Manual codify current THEC practices that define data elements and directs, per statutory authority, public institutions to collaborate with THEC in order to ensure data quality.

PROPOSED POLICY REVISIONS

Attached is a redlined version of proposed policy revisions as well as a final version should the revisions be approved by the Commission. All proposed revisions align the policy with the format of other policies in the THEC Policy Manual, clarify language on THEC’s statutory requirements and authorities, and add or remove language consistent with applicable legislative action. A brief summary of the major revisions are below.

1.0.20 Publication of Standards

This revision adds the Data Dictionary as a document to which all public institutions can reference for how THEC defines all data required for enrollment, completion, course, and ad hoc data collections. The Data Dictionary, long-time managed by the Student Information System division of THEC, is continuously updated and posted onto the THEC website.

1.0.30C

This revision directs the staff to assess the extent to which the current data collected encompasses all measures necessary to meet the needs of THEC, its master plan, and other requirements of the state. Staff will engage in data

collection assessments as needs and requirements evolve.

1.0.30G

In alignment with § 49-8-203(i), which directs institutions to provide data to THEC for information, assessment, and accountability purposes, this revision directs public institutions to collaborate with THEC on ensuring data are accurate and reliable. This provision will aid THEC in its charge to maintain data quality.

RECOMMENDATION

Proposed revisions to the THEC Policy Manual's Financial Policies section have been thoroughly reviewed by the Policy, Planning, and Research Division and the Office of General Counsel and are recommended for approval and adoption.

Section Title: Financial Policies

Policy Title: Financial and Statistical Reporting

Policy Number: F1.0

1.0.10 **Scope and Purpose.** The Commission shall establish and enforce uniform standards of accounting, financial, and statistical reporting for all public institutions of higher education and adhere to statutory and administrative reporting requirements.

1.0.20 **Publication of Standards.** The Tennessee Higher Education Commission has promulgated, in conjunction with the Comptroller of the Treasury and Commissioner of Finance and Administration, accounting and financial reporting standards for state community colleges, universities, and colleges of applied technology. These standards are contained in the publication, *Financial Reporting for Tennessee Public Colleges and Universities*.

The Tennessee Higher Education Commission has developed, in conjunction with governing boards and institutions, standards for the enrollment, completion, course, and ad hoc data collections. These standards are contained in the Data Dictionary, which will be reviewed and updated as necessary and posted on the THEC website.

1.0.30A **Procedures.** The Commission shall adhere to all reporting requirements under Tennessee statute, including an annual report to the Governor and General Assembly that shall address the topics of access, efficiency, productivity, and quality.

1.0.30B The Commission shall work with governing boards and institutions to ensure that the annual audit of financial and enrollment records for each public institution of higher education in the state conducted by the Comptroller of the Treasury is reported to the Commission.

1.0.30C The Commission shall, as deemed appropriate, inspect data collected and stored in the THEC Student Information System to ensure the data collected meet the needs of the Commission, the master plan, and the requirements of the state.

1.0.30~~C~~D The Commission shall review the July 1 proposed and October 31 revised budgets of all public higher education programs and transmit the budgets and any comments to the Commissioner of Finance and Administration.

1.0.30~~E~~The Commission shall collect other statistical information as necessary to carry out its statutory responsibilities. To the extent possible, such

information shall be collected in standard formats and at regular intervals in order to minimize the workload of institutions and governing boards. Such information shall include, but not be limited to, instructional costs, students, academic programs, graduates, and facilities.

1.0.30~~EF~~ The Commission shall maintain a database for information, assessment, and accountability purposes to facilitate the statewide public policy agenda. Per T.C.A. § 49-8-203(i), institutions shall provide such data elements the Commission deems necessary to carry out this task. The Commission may report any information it considers necessary in accordance with applicable statutes, procedures, and internal policies.

1.0.30G The public institutions of higher education shall work with the Commission to ensure that statistical information reported through enrollment, completion, course, and ad hoc data collections in the THEC Student Information System are accurate and reliable.

1.0.30~~FH~~ The Commission shall work with all public institutions of higher education to post a link to the Commission's website, where consumers may view tuition and fees, graduation rates, and other information on programs in the state.

1.0.30~~GI~~ The Commission shall submit the revised higher education funding formula for the following fiscal year to the Office of Legislative Budget Analysis and the Comptroller of the Treasury no later than December 1 of each year.

1.0.30~~HJ~~ The Commission shall report any projected tuition increases for the next academic year to the Office of Legislative Budget Analysis and the Comptroller of the Treasury no later than December 1 of each year.

1.1.30~~K~~ The Commission shall publish a financial disclosure statement for student activity fees, which shall account for the student activity fees at public universities and community colleges on a campus-by-campus basis, including:

- 1) The number of undergraduate and graduate students enrolled;
- 2) The source of any student activity fees according to the number of students enrolled as undergraduate or graduate students;
- 3) The expenditure of the student activity fees; and
- 4) Funds not expended during the disclosure period.

1.0.30~~JL~~ The Commission shall receive, approve, and submit to the Governor requests for appropriations to support the programs of the Tennessee Student Assistance Corporation.

Approved: April 22, 1988

Revised: May ~~11, 2017~~20, 2021

Applicable Statute

T.C.A. § 3-14-202, legislative budget analysis

T.C.A. §49-7-112, supply and demand report

T.C.A. § 49-4-207, Tennessee student assistance corporation

T.C.A. § 49-7-202, legislative budget analysis, comptroller, uniform standards, articulation and transfer report

T.C.A. § 49-7-210, annual report

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

T.C.A. § 49-7-2019, posting of information

T.C.A. § 49-8-203, data

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The Tennessee Higher Education Commission has developed, in conjunction with governing boards and institutions, standards for the enrollment, completion, course, and ad hoc data collections. These standards are contained in the Data Dictionary, which will be reviewed and updated as necessary and posted on the THEC website.

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1.0.30C The Commission shall, as deemed appropriate, inspect data collected and stored in the THEC Student Information System to ensure the data collected meet the needs of the Commission, the master plan, and the requirements of the state.

1.0.30D The Commission shall review the July 1 proposed and October 31 revised budgets of all public higher education programs and transmit the budgets and any comments to the Commissioner of Finance and Administration.

1.0.30E The Commission shall collect other statistical information as necessary to carry out its statutory responsibilities. To the extent possible, such

information shall be collected in standard formats and at regular intervals in order to minimize the workload of institutions and governing boards. Such information shall include, but not be limited to, instructional costs, students, academic programs, graduates, and facilities.

- 1.0.30F The Commission shall maintain a database for information, assessment, and accountability purposes to facilitate the statewide public policy agenda. Per T.C.A. § 49-8-203(i), institutions shall provide such data elements the Commission deems necessary to carry out this task. The Commission may report any information it considers necessary in accordance with applicable statutes, procedures, and internal policies.
- 1.0.30G The public institutions of higher education shall work with the Commission to ensure that statistical information reported through enrollment, completion, course, and ad hoc data collections in the THEC Student Information System are accurate and reliable.
- 1.0.30H The Commission shall work with all public institutions of higher education to post a link to the Commission's website, where consumers may view tuition and fees, graduation rates, and other information on programs in the state.
- 1.0.30I The Commission shall submit the revised higher education funding formula for the following fiscal year to the Office of Legislative Budget Analysis and the Comptroller of the Treasury no later than December 1 of each year.
- 1.0.30J The Commission shall report any projected tuition increases for the next academic year to the Office of Legislative Budget Analysis and the Comptroller of the Treasury no later than December 1 of each year.
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- 1) The number of undergraduate and graduate students enrolled;
 - 2) The source of any student activity fees according to the number of students enrolled as undergraduate or graduate students;
 - 3) The expenditure of the student activity fees; and
 - 4) Funds not expended during the disclosure period.
- 1.0.30L The Commission shall receive, approve, and submit to the Governor requests for appropriations to support the programs of the Tennessee Student Assistance Corporation.

Approved: April 22, 1988

Revised: May 20, 2021

Applicable Statute

T.C.A. § 3-14-202, legislative budget analysis

T.C.A. §49-7-112, supply and demand report

T.C.A. § 49-4-207, Tennessee student assistance corporation

T.C.A. § 49-7-202, legislative budget analysis, comptroller, uniform standards, articulation and transfer report

T.C.A. § 49-7-210, annual report

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

T.C.A. § 49-7-2019, posting of information

T.C.A. § 49-8-203, data

DATE: May 20, 2021

SUBJECT: Off-Campus Location Center
East Tennessee State University, BlueSky

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Pursuant to Tenn. Code Ann. § 49-7-202(q)(3) the Tennessee Higher Education Commission is to review and approve or disapprove all proposals for off-campus locations at public institutions. In July 2017, the Commission approved two new Off-Campus Instructional policies for Community Colleges and Universities and Tennessee Colleges of Applied Technology.

Per the THEC Policy A1.4A Off-Campus Instruction for Community Colleges and Universities, off campus centers are defined as locations that are: geographically apart from the main campus, offer complete academic programs, and have an administrative presence.

East Tennessee State University and BlueCross BlueShield of Tennessee have formed a partnership to address the need for skilled information and technology professionals. From this partnership, East Tennessee State University is requesting permission to open an off-campus instruction center at BlueCross BlueShield of Tennessee at 1 Cameron Circle, Building 2 in Chattanooga, Tennessee. The partnership will be home of the BlueSky Chattanooga Center. The proposed center will target underserved students in Hamilton County Schools. Students who are accepted and enrolled, will earn an accelerated ABET-accredited B.S. in Computing degree, satisfying competencies such as cybersecurity, healthcare information systems, and data analytics.

The center is being provided at no cost to East Tennessee State University. BlueCross BlueShield will renovate their headquarters to provide classrooms, computer labs, faculty and staff offices, and space for other program-related activities. This collaboration will provide graduates that addresses the State’s Drive to 55 attainment goal and economic development needs. Upon graduation, students will receive a job offer from BlueCross BlueShield.

The off-campus location will be staffed by full-time staff members and full-time faculty. East Tennessee State University intends to hire two staff members at the main campus to provide additional support services for the off-campus location.

In March 2021, the East Tennessee State University Board of Trustees were notified of the proposed off-campus center for BlueSky Chattanooga to be effective spring 2022.



EAST TENNESSEE STATE
UNIVERSITY

Letter of Notification (LON) for Off-Campus Instruction

BlueSky Partnership ETSU/BCBSTN



EAST TENNESSEE STATE UNIVERSITY

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March 10, 2021

Ms. Betty Dandridge-Johnson
Chief Academic Officer,
Tennessee Higher Education Commission
312 Rosa Parks Ave, 9th Floor
Nashville TN 37243

Re: Off- Campus Instructional Site

Dear Betty:

This letter of support is for the proposal of a new off-campus instruction delivery site. The need for this site is the result of a partnership between East Tennessee State University (ETSU) and BlueCross BlueShield of Tennessee (BCBST). These two organizations have partnered to create BlueSky Tennessee Institute. This groundbreaking collaboration will provide Tennessee students the opportunity to earn a bachelor's degree in computing and a job offer at BlueCross – all in just two years. BlueSky Institute's accelerated bachelor's degree will provide a new pathway into one of the fastest-growing careers in the nation. The program will help develop much-needed technology talent for BlueCross – and prepare the next generation of technology leaders.

The BCBST/ETSU partnership is a unique model that will enhance the Tennessee higher education completion agenda while also directly impacting workforce development. We are both proud and supportive of this partnership and look forward to the exciting opportunities ahead. The University President, Chief Financial Officer, and the Chief Operating Officer are all aware of this effort and have been engaged in conversations regarding this partnership as a part of executive team discussions.

Submitted with this letter is the completed Tennessee Higher Education Commission Off-Site Approval form which addresses all requirements identified in policy A1.4A.

If you have any questions or need for additional information please let me know.

Sincerely,

Dr. Wilsie Bishop
Senior Vice President for Academics and Interim Provost



EAST TENNESSEE STATE UNIVERSITY



Letter of Notification (LON)

Policy A1. 4A Off-Campus Instruction – Community Colleges and Universities

Institution:	East Tennessee State University
Proposed Area for New Center:	BlueCross BlueShield of Tennessee Building 2 1 Cameron Circle Chattanooga, TN 37402 Hamilton County
Distance from Main Campus:	218 Miles
Proposed Academic Offering:	B.S. Computing
CIP Code:	11.0101
CIP Code Title:	Computer and Information Sciences, General
Proposed Implementation Date:	May 1, 2022

Letter of Notification Checklist

THEC Off-Campus Instruction Policy (A1.4A) Letter of Notification Requirements:

- Letter of Support from the CAO;
- Proposed area for new center;
- Academic offering, degree designation, and CIP code;
- Proposed implementation date;
- Need for center;
- Presentation of community and industry support;
- Description of the target population;
- Alignment with state initiatives and institution's master plan;
- Estimated costs and revenue sources for new center;
- Facilities plans and timeline for facilities acquisition;
- Existing programs offered at Public and Private Tennessee Institutions.

Overview

East Tennessee State University and BlueCross BlueShield of Tennessee (BCBST) have formed a partnership to address BCBST's ongoing need for skilled information technology professionals. The partnership, named BlueSky, will provide students an opportunity to earn an accelerated ABET-accredited B.S. in Computing at little-to-no cost to the student through financial support provided by BCBST. Throughout the program, students will engage in work-based learning through internships and other interaction with BCBST computing professionals. BlueSky graduates will be guaranteed a job offer from BCBST with a minimum starting salary of \$50,000 per year.

This Letter of Notification requests permission to open an off-campus instruction center housed within the corporate headquarters of BCBST in Chattanooga, TN, to serve as the home for BlueSky. The **BlueSky Chattanooga Center** facility is being provided at *no cost* to ETSU as part of the BCBST/ETSU BlueSky partnership. BCBST will renovate one floor of their headquarters building to provide classrooms, laptop-based computer labs, faculty/staff offices, and space for other program-related activities. BCBST will bear *all cost* of facility development (including all needed equipment) and ongoing upkeep and operation as part of the partnership.

BlueSky will target (but is not limited to) underserved student populations. Students will earn a Bachelor of Science degree that develops competencies in in-demand technology skills such as cybersecurity, healthcare information systems, data analytics, and more.

This BlueSky academic/industry workforce development partnership will create a valuable new career pathway for Tennessee high school students while providing a pattern that other Tennessee institutions can emulate. The collaboration will produce technology talent that satisfies BlueCross BlueShield of Tennessee's critical business need, will contribute to the State's goal of increasing the number of technology graduates and helping drive economic development¹, and will provide students the opportunity to earn a university degree debt free with the guarantee of a job offer upon graduation.

Proposed Center Location

BlueCross BlueShield of Tennessee
1 Cameron Circle
Building 2
Chattanooga, TN 37402

Distance From ETSU
218 miles

¹ In 2018, the State posted more than 4,500 technology-related jobs (Burning Glass, <https://www.burning-glass.com/research-project/cybersecurity>) that required both a bachelor's degree and less than two years of experience. Whereas only an estimated 900 students graduated with a degree in a technology-related field (IPEDS, <https://nces.ed.gov>).

Academic Offerings and CIP Information

Bachelor of Science in Computing; 11.0101 - Computer and Information Sciences, General
For a detailed listing of courses, please see [Appendix A](#).

Community and Industry Support:

Please see [Appendix E](#) for letters of support from community and industry leaders in the Chattanooga, TN area. These letters are representative of the support and assistance that an off-site center requires for feasibility and sustainability. Having BlueCross BlueShield of Tennessee (BCBST) as a committed industry partner with considerable investments in the center's success will strengthen the center's viability. Additionally, BCBST's current agreements and partnerships with the Public Education Foundation (PEF), Chattanooga 2.0, STEP-UP Chattanooga, and the Future Ready Institutes initiative in Hamilton County provides further support.

Description of Target Population:

Prospective students will include, but not be limited to, rising seniors across high schools in Hamilton County, Tennessee. This target population will represent students from diverse backgrounds and traditionally underserved and underrepresented populations. BCBST commits to provide both financial assistance and employment opportunities to students upon completing the program; this off-site center will act as a conduit to attract students to computing-related degree programs that may lead to technology-driven careers regionally and beyond.

Alignment with Tennessee Higher Education Completion Agenda:

To positively impact Tennessee's economy through sustainable research and workforce development initiatives, the Master Plan for Tennessee Postsecondary Education 2015-2025² aims to increase the number of Tennesseans who hold a post-secondary credential to 55% by 2025. The workforce landscape across the state illustrates a need for diversification. The Master Plan acknowledges that "the state must continue to prioritize and make strides toward access inclusion, and equity for all student subgroups."³ Tennessee's completion agenda notes that economically distressed and at-risk communities require specific, targeted approaches to degree attainment. The proposed center will provide ETSU and BCBST an opportunity to partner together to reach underserved students who stand to benefit significantly from post-secondary credentials. Specifically, students who complete this accelerated degree program through the proposed center will graduate with transferable job skills, the potential for a job offer from BCBST, and significantly less student debt.

The proposed center will cater to those students from Hamilton County high schools that serve at-risk areas. There is a need for equitable educational opportunities that include state-level interventions and institutional-level support. This off-campus center will answer both of those calls by providing premier academic instruction that includes hands-on, integrated internships that produce graduates who can immediately contribute to the workforce. Additionally, the

² THEC Master Plan, <https://www.tn.gov/the/about-theec-tsac/master-plan/master-plan.html>

³ Ibid, page 6.

center will provide the needed support and scaffolding that best benefits students who may be labeled at-risk. Mentoring programs, robust advising, and extra-curricular support will be part of the center's student experience. The center further aligns with the State's Master Plan and its effort to support completion strategies that bolster post-secondary credential attainment, extending the Drive to 55 initiative's reach.⁴ Plans for the center include the availability of an accelerated bachelor's degree in Computing from an ABET-certified curriculum. The center's accelerated degree will significantly reduce the time commitment by 50%, which is comparable to the time to complete an associate degree.

Alignment with ETSU's Institutional Master Plan:

The proposed center aligns with ETSU's Mission and Values⁵ statement that affirms the contributions of "*diverse people, cultures, and thought to intellectual, social, and economic development.*" This off-campus center will offer a community-based educational experience through recruitment strategies targeted towards at-risk students across Hamilton County. The proposed site will include the necessary advising, mentoring, and health-related amenities to support and encourage students identified as at-risk and those who represent diverse backgrounds.⁶ Also provided through this center are residential opportunities, participation in student clubs and organizations, and events and activities representing both recreational and artistic interests. These offerings support one of ETSU's core values to offer "*students a total university experience.*"⁷

ETSU's Strategic Plan cites six key areas⁸ used to provide a framework for decision making and innovation at the university. The proposed center extends the reach of the university's main campus to support and propagate those critical areas in the following ways:

- *Support[s] a strategic growth agenda that maximizes the student experience both inside and outside the classroom.*

The proposed center will offer students enrolled in the Blue Sky Institute a unique academic experience. The degree program offered through the proposed center exemplifies a work-based, hands-on approach to instructional delivery designed to capitalize on the transferability of knowledge and skills through the proposed center. This new center will further promote student experiences both inside and outside of the classroom.

- *Ensur[es] the diversity and inclusion of people and ideas.*

Equity, diversity, and inclusion are core values of the BCBST team. Through this

⁴ Drive to 55, <https://driveto55.org/the-alliance/>

⁵ ETSU Mission and Values, <https://www.etsu.edu/president/mission.php>

⁶ NASEM, <https://www.nationalacademies.org/news/2019/10/mentoring-could-improve-diversity-and-inclusion-in-stemm-but-needs-more-attention-in-colleges-and-universities-says-new-report-which-identifies-effective-mentoring-practices>

⁷ ETSU Mission and Values

⁸ ETSU Strategic Plan, https://www.etsu.edu/president/documents/univ_strategicplan.pdf

partnership, the proposed center will cultivate a diverse and inclusive cohort of students comprised of low-income students to invest in and strengthen the community. The center will also feature equitable learning opportunities provided by BCBST and its community and industry partners to ensure that all students are set up for success through generous grant and scholarship availability.

- *Lead[s] the region forward through community engagement and service.*

The off-campus center stands to transform workforce development initiatives. BCBST identified critical areas of concern related to career readiness and technical competencies. Partnering with ETSU to deliver a reputable, credentialed bachelor's degree in Computing will not only satisfy the needs of BCBST. Still, it will also work to engage the community through partnerships needed to support the success of Blue Sky Institute students as they complete an academic program embedded with service-learning components and opportunities to serve the community.

5-Year Headcount Projections:

The off-campus center will support the BlueSky program through a cohort approach. Projections for the first year of the program include 15-20 students recruited from Hamilton County high schools. The projected 5-year headcount is estimated to reach beyond 50 students per year. Scalability is a focus of the project, and these projections support the creation of the new center.

Estimated Costs and Revenue Sources for New Center:

Cost and revenue estimate are provided in [Appendix B](#). Note that the budget includes the following items:

- An equipment budget of \$20,000 to \$40,000 per year to purchase computer hardware, software, and related resources to be used by faculty and staff. Other equipment expenses, including technology used by students, is provided by BCBST.
- A budget of \$3,000 to \$5,000 per year for library resources to materials specific to this program.
- A budget of \$105,000 to \$150,000 per year for miscellaneous operating expenses to include such items as student support, student activities, and other miscellaneous expenses that may arise.
- Students enrolled will pay customary ETSU tuition and fees as outlined in the revenues table.

As students will be provided with all computer equipment needed to complete the program by BCBST, the equipment cost reflected in the budget is an estimate of faculty and staff equipment costs as well as costs incurred in program delivery for items like instructional software, software used for operations, etc. As these are budget items for annual purchases, they were listed in the budget breakdown under one-time expenditures.

Operational costs are listed at \$100,000 for year one and \$150,000 per year thereafter. This estimate reflects miscellaneous site operating expenses such as site-specific student support,

student activities, and other miscellaneous expenses that may arise. This budget line item covers special activities for students, activities to build esprit de corps, etc. Once the program reaches a steady state of 50 students admitted per year, this provides a pool of support of \$1,500 per student specifically designated for BlueSky. These funds supplement the funds ETSU already allocates and services already provided to all ETSU students. It should be noted that per the established agreement between BCBST and ETSU, BCBST will provide \$75,000 per year in funding to support operating expenses.

Facilities Plans and Timeline for Facilities Acquisition:

Per the binding agreement of the BlueSky partnership, BCBST has agreed to provide a state-of-the-art facility located at its company headquarters in Chattanooga, TN. This 6100 square-foot facility will house all academic and instructional spaces along with the administrative offices and student support resources needed to ensure student success. Pending approval, BCBST will begin necessary renovations and interior redesign to create a premier academic instruction center. BCBST has agreed to cover all costs associated with the conversion of this facility and its ongoing upkeep.

Staffing Plan

The BlueSky Chattanooga Center will employ two full-time faculty members, an academic advisor/student success coordinator, and an executive aide effective January 1, 2022. One of the faculty members will serve as the site director/administrator. This staff will support the activities of the initial student cohort of 15-20 students. Prior to May 2023 an additional two faculty members will be added to the Center staff, bringing the ongoing team to four full-time faculty members and two full-time staff.

The team in Chattanooga will be supported by a BlueSky Director and an instructional designer, both of whom will work on the main ETSU campus in Johnson City.

In addition to the personnel employed by ETSU to support this program, BCBST will employ their own Executive Director and support staff to manage the facility, maintain equipment, and otherwise participate in and support the educational joint venture.

Accreditation Statement

Following approval from THEC, the SACSCOC Substantive Change process will be followed to gain approval to open the BlueSky Chattanooga Center. The B.S. in Computing program to be deployed is ABET accredited. ABET has been notified of the program offering at this new location.

Access and Enrollment

This campus center will be open to all admitted students. While the target population of admitted students will be concentrated in the Hamilton County region, any student may apply to the program. This center is intended to serve as a micro-campus to allow for a full campus experience in a region-specific location. One of the center's main goals is to help bolster Hamilton County and surrounding areas by producing highly skilled graduates of computing ready to join the local workforce.

Rising high school seniors in targeted Hamilton County schools will receive information on the BlueSky program through a communication plan developed collaboratively between BCBST, ETSU, and PEF (an external BlueSky partner). Interested high school students will be able to work with a Student Success Manager employed by BCBST to get detailed information on the program and to receive assistance in applying. ETSU Admissions and recruiting personnel will also participate in traditional admission activities.

Students interested in enrolling in the BlueSky program will complete a program-specific application that will allow them to apply for participation in BlueSky and for admission to ETSU in one step. This application process will require recommendation letters from teachers/community members and narrative statements from the applicant. Prior to admission to the BlueSky program, students will participate in an interview process guided by BlueSky participants from BCBST, ETSU, and PEF. Early admission will take place the November before a cohort begins, and rolling admission decisions will be made thereafter.

ETSU has initiated contact with Hamilton County schools to introduce a dual enrollment program to prepare students for the accelerated BlueSky program. It is anticipated that the first dual enrollment courses will be offered by ETSU in Hamilton County in 2022. Participation in the dual enrollment program will not be required for admission to BlueSky, and it will not reduce students' overall time to graduation. (It will reduce students' course load during some semesters and better position students to excel in foundational coursework.) For students not completing dual enrollment during high school, academic support services will be available as a part of the BlueSky program to supplement in-class instruction to enable students to achieve success in coursework.

Existing Programs Offered at Public and Private Tennessee Institutions

It is essential to distinguish between a general computing degree and a computing degree with an information systems concentration. The information systems concentration supplements the computer science core curriculum with courses in e-Business, Enterprise Resource Planning, and Enterprise System implementation and programming. While several computing-related degree programs are offered across the state, the East Tennessee State University Bachelor's in Computing is the only ABET-certified program that features an *Information Systems* concentration. The Information Systems concentration is highly sought after and is of particular interest to the BlueCross BlueShield of Tennessee collaboration. The proposed center

will feature one of the only ABET-accredited bachelor's degrees with an information systems concentration available in the state. The program offered through the purposed center is further differentiated based on the integration of a job-embedded internship-to-career pathway offered through BlueCross BlueShield of Tennessee.

[Appendix C](#) provides a detailed list and explanation of Information Systems Bachelor's degrees and Computing-related Bachelor's degrees with an Information Systems concentration currently offered in Tennessee.

Please see [Appendix D](#) for a complete list of Computing-related degree programs offered at Tennessee public institutions.

These data demonstrate that a public, ABET-accredited bachelor's degree in a computing-related discipline features an information systems concentration Hamilton County area. The closest public option is over 200 miles away, on the main ETSU campus. There are community college-level, Master-level, and private institution programs nearer, but cost and rigor are both deterrents. An ABET-accredited computing program with an information systems concentration would be well placed within the proposed center given the collaborative, job-embedded partnership with BCBST and the high demand for computer science professionals with information systems exposure.

Due to the Center's location in proximity to the UT Chattanooga campus, ETSU BCBST CEO, JD Hickey, emailed Chancellor Angle in the late fall 2020 to let him know that BCBST would be formalizing a partnership for BlueSky. Though BCBST did not share specific information at that time regarding the ETSU partnership, they did inform Chancellor Angle that BlueCross would be moving forward with another university partner. Subsequent to that communication, and right before the initial public announcement by BCBST of this program, BCBST VP of Corporate Communications and Community Relations, Scott Wilson, informed UTC's Chief of Staff, David Steele, of plans to partner with ETSU.

President Brian Noland spoke with Chancellor Angle on January 29, 2021, to discuss the BlueSky project and ETSU's partnership with BCBST.

APPENDIX A: Academic Offering

Bachelor of Science in Computing | Concentration in Information Systems Health Systems Security and Analytics Emphasis

Computing Course Requirements (80 credits)

- CSCI 1210 – Essentials of Web Development (3 credits)
- CSCI 1250 – Introduction to Computer Science I (4 credits)
- CSCI 1260 – Introduction to Computer Science II (4 credits)
- CSCI 1400 – PC Set-up and Maintenance (1 credit)
- CSCI 1510 – Student in University (3 credits)
- CSCI 1900 – Math for Computer Science (3 credits)
- CSCI 2020 – Fundamentals of Database (3 credits)
- CSCI 2150 – Computer Organization (3 credits)
- CSCI 2910 – Server-Side Web Programming (4 credits)
- CSCI 3020 – Database Advanced Topics (3 credits)
- CSCI 3400 – Networking Fundamentals (3 credits)
- CSCI 3410 – Enterprise Information Security (3 credits)
- CSCI 3500 – Information Security and Assurance (3 credits)
- CSCI 3700 – Enabling Business with Information Systems (3 credits)
- CSCI 3850 – Health Information Systems (3 credits)
- CSCI 4047 – Data Analytics and Visualization (3 credits)
- CSCI 4250 – Software Engineering I (3 credits)
- CSCI 4350 – Software Engineering II (3 credits)
- CSCI 4537 – Ethical Hacking (3 credits)
- CSCI 4607 – Information Risk Management (3 credits)
- CSCI 4757 – Information Systems Implementation (3 credits)
- CSCI 4767 – Enterprise Programming (3 credits)
- CSCI 4770 – Career Readiness in Computing Information Systems (3 credits)
- CSCI 4905 – Internship (10 credits)

General Education Course Requirements (44 credits)

- COMM 2055 – Argumentation and Debate (3 credits)
- ECON 2070 – Quantitative Methods for Business I (3 credits)
- ECON 2210 – Principles of Macroeconomics (3 credits)
- ENGL 1010 – Critical Reading and Expository Writing (3 credits)
- ENGL 1020 – Critical Thinking and Argument (3 credits)
- MATH 1530 Probability and Statistics – Non-Calculus (3 credits)
- Fine Arts Course (3 credits)
- Humanities Course (3 credits)
- History Courses (6 credits)
- Literature Course (3 credits)
- Social/Behavioral Science Course (3 credits)
- Natural Science for Majors Courses (8 credits)

APPENDIX B: Estimated Cost and Revenue Sources



Form A1.4AB

Operational Costs/Revenues Estimate for Off-Campus Center Location

Please include a brief **Budget Narrative** outlining the source of funds, any external assistance (e.g., private industry), and expenses associated with the establishment of this Center.

Please provide explanation of the Other Sources category included in the Revenues section.

Institution Name: East Tennessee State University (ETSU)
Name of Proposed Off-Campus Center: BlueSky Chattanooga
 Five-year cost projections are required.

Expenditures

One-time Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5
New/Renovated Space ¹	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 20,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 30,000
Library	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Sub-Total One-time	\$ 23,000	\$ 45,000	\$ 35,000	\$ 35,000	\$ 35,000

Recurring Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5
Administration					
Salary	\$ 118,500	\$ 118,500	\$ 118,500	\$ 118,500	\$ 118,500
Benefits	\$ 37,200	\$ 37,200	\$ 37,200	\$ 37,200	\$ 37,200
Sub-Total Administration	\$ 155,700	\$ 155,700	\$ 155,700	\$ 155,700	\$ 155,700
Faculty					
Salary	\$ 120,000	\$ 292,500	\$ 292,500	\$ 292,500	\$ 292,500
Benefits	\$ 51,000	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500
Sub-Total Faculty	\$ 171,000	\$ 405,000	\$ 405,000	\$ 405,000	\$ 405,000
Support Staff					
Salary	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	\$ 40,200	\$ 40,200	\$ 40,200	\$ 40,200	\$ 40,200
Sub-Total Support Staff	\$ 106,200	\$ 106,200	\$ 106,200	\$ 106,200	\$ 106,200
Operating					
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 105,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Sub-Total Operating	\$ 105,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Sub-Total Recurring	\$ 537,900	\$ 816,900	\$ 816,900	\$ 816,900	\$ 816,900
TOTAL EXPENDITURES	\$ 560,900	\$ 861,900	\$ 851,900	\$ 851,900	\$ 851,900

Funding Source for Facilities/Space:

Owned by Institution
 Leased by Institution
 Owned by another public institution of higher education
 Provided by BCBST
 Provided at no cost to the institution. Please document.
 Facilities/Space Square Footage

Revenues

One-time Revenues

	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition and Fees	\$ 408,850	\$ 1,443,355	\$ 2,187,950	\$ 2,187,950	\$ 2,187,950
State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Services of Education Activities	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources (provide explanation)	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Sub-Total One-time	\$ 583,850	\$ 1,618,355	\$ 2,362,950	\$ 2,362,950	\$ 2,362,950

Recurring Revenues

	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition and Fees	\$ -	\$ -	\$ -	\$ -	\$ -
State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Services of Educational Activities	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources (provide explanation)	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Recurring	\$ -	\$ -	\$ -	\$ -	\$ -

TOTAL REVENUES	\$ 583,850	\$ 1,618,355	\$ 2,362,950	\$ 2,362,950	\$ 2,362,950
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APPENDIX C: Existing Programs, Explained

Institution	Degree	Major	TN CIP Code	Comments
Austin Peay State University	BS	Computer Information Technology	11.0103	This program currently features two different concentrations, a web and database concentration and a networking concentration. This program does not feature the Information systems concentration or emphasize the business implementation processes and enterprise approach and scope that the program featured in the proposed center offers. The program is not an ABET-accredited program.
Austin Peay State University	BS	Computer Information Systems	11.0501	This program currently features two different concentrations, a general concentration and an information assurance and security concentration. While this program is similar in content, the program is not an ABET-accredited program. The program featured in the proposed center is.
Austin Peay State University	BS	Computer Science	11.0701	APSU does offer a bachelor's in Computer Science but this program does not feature the Information Systems concentration or emphasize the business implementation processes and enterprise approach and scope that the program featured in the proposed center offers. This program is also not ABET accredited.
Lipscomb University (Private)	BS	Computer Science	11.0701	This program, while ABET certified, emphasizes foundations of computer science through three concentrations: cybersecurity, data science, and high performance computing. This program differs substantially in scope from the program offered through the proposed center and does not provide students with adequate exposure to job-embedded information systems experience nor does it offer an Information systems-related concentration.
Lipscomb University (Private)	BS	Information Technology Management	52.12.06	This program is a 79-81 credit hour undergraduate degree program that pairs together business foundations and the ability to leverage technology that includes systems-based infrastructure, computing, and human resources. Currently, this program is only offered in a traditionally modality via the main campus and does not include the job-embedded, collaborative internship offered by the program featured in the proposed center.
Middle Tennessee State University	BBA	Information Systems	32.52.1201	This program is a business administration bachelor's degree with an information systems concentration. While the program does include some similar courses to the program offered in the proposed center, the primary approach of this program is business-oriented. Students do not receive adequate foundations in computer science. The program offered through the proposed center does include a computer science foundational core.

Middle Tennessee State University	BS	Computer Science	11.0701	This program offers two different concentrations. The first concentration, Business Applications with either a business administration minor or a mathematics minor, prepares students for computing careers in various sectors. This concentration is not ABET accredited. The second concentration, Professional Computer Science, is ABET accredited but does not include an emphasis on enterprise-level integrations, implementations, and programming. These components are included in the program offered through the proposed center.
Tennessee State University	BS	Computer Science	11.0701	TN-State offers an ABET-Accredited BS in CS degree, however there is no IS concentration and the current concentrations do not highlight or emphasize the business implementation processes and enterprise approach and scope that the program featured in the proposed center offers.
Tennessee Technological University	BS	Computer Science	11.0701	This program, while ABET certified, emphasizes foundations of computer science. This program differs substantially in scope from the program offered through the proposed center and does not provide students with adequate exposure to job-embedded information systems experience nor does it offer an Information systems-related concentration.
University of Memphis	BS	Computer Science	11.0701	UofM does offer a BS in Computer Science that is ABET accredited but does not feature the Information systems concentration or emphasize the business implementation processes and enterprise approach and scope that the program featured in the proposed center offers.
University of Tennessee, Chattanooga	BS	Computer Science	11.0701	This degree program offers three different concentrations: Cyber Security, Data Science, and Software systems. While these programs are ABET certified, none of the concentrations highlight or emphasize the business implementation processes and enterprise approach and scope that the program featured in the proposed center offers.
University of Tennessee, Knoxville	BS	Information Sciences	11.0401	The quality and focus of this degree differs significantly from the program offered by this proposed site. While UTK does offer a bachelor's degree in information science, this program is not currently ABET certified. The scope of this degree is also limited to information management and analytics and user experience design. This degree does not include an emphasis on enterprise-level integrations, implementations, and programming. These components are included in the program offered through the proposed center.
University of Tennessee, Knoxville	BS	Information Sciences	11.0401	This degree program offered two different concentrations in Information Systems - Data Information Management and User Experience Design. The BS in IS is not accredited through ABET. UTK does offer a BS in Computer Science that is ABET accredited but does not feature the Information systems concentration.

University of Tennessee, Knoxville	BSCS	Computer Science	11.0701	The program features an ABET-Accredited bachelor's degree in computer science. This program does offer a concentration in IS, however this pathway is not ABET accredited.
University of Tennessee, Martin	BS	Computer Science	11.0701	The program features an ABET-Accredited bachelor's degree in computer science. This program does offer a concentration in IS, however this will not be available until 2022. This program may also be unavailable in the modality necessary for students at the BlueSky campus proposed in this document.
University of Tennessee, Martin	BSBA	Information Systems	32.52.1201	This program does offer a concentration in IS, however this will not be available until 2022. This program may also be unavailable in the modality necessary for students at the BlueSky campus proposed in this document.
Vanderbilt University (Private)	BS	Computer Science	11.0701	This program, while ABET certified, is focused more on computer science with an emphasis in scientific and engineering principles and theoretical analysis. This program differs substantially in scope from the program offered through the proposed center and does not provide students with adequate exposure to job-embedded information systems experience.

APPENDIX D: Computing-Related Degree Programs Offered by TN Public Institutions

In an effort of thoroughness, this proposal also includes a list of computing-related degree programs offered across the state through public institutions. Because of the scope of this collaborative initiative, the predicted target student population and their socioeconomic demographics, and anticipated student cost, only select private institutions are included in this list.

Institution	Degree	Major	TN CIP Code
East Tennessee State University	BS	COMPUTING	11.0101
East Tennessee State University	MS	COMPUTER SCIENCE	11.0101
Cleveland State Community College	C1	SYSTEMS ADMINISTRATION AND MANAGEMENT	11.0103
East Tennessee State University	MS	INFORMATION SYSTEMS	11.0103
Middle Tennessee State University	MS	INFORMATION SYSTEMS	11.0103
Pellissippi State Community College	C1	INFORMATION SYSTEMS FUNDAMENTALS	11.0103
University of Memphis	MS	INFORMATION SYSTEMS	11.0103
University of Tennessee, Knoxville	BS	INFORMATION SCIENCES	11.0401
Middle Tennessee State University	BBA	INFORMATION SYSTEMS	32.52.1201
University of Tennessee, Martin	BSBA	INFORMATION SYSTEMS	32.52.1201
Austin Peay State University	BS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Chattanooga State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Cleveland State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Cleveland State Community College	C1	CYBER DEFENSE	11.0103
Columbia State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Columbia State Community College	C1	WEB DESIGN AND MOBILE TECHNOLOGIES	11.0103
Columbia State Community College	C1	CYBER SECURITY	11.0103
Dyersburg State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Dyersburg State Community College	C1	IT TECHNICIAN	11.0103

Jackson State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Jackson State Community College	C1	CCNA ROUTING AND SWITCHING	11.0103
Jackson State Community College	C1	NETWORK COMPUTER TECHNICIAN	11.0103
Motlow State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Nashville State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Nashville State Community College	C1	COMPUTER PROGRAMMING	11.0103
Northeast State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Pellissippi State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Roane State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Roane State Community College	C1	COMPUTER INFORMATION TECHNOLOGY	11.0103
Southwest Tennessee Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Tennessee College of Applied Technology at Livingston	D	INFORMATION TECHNOLOGY	11.0103
University of Memphis	C4	SOFTWARE TESTING	11.0103
Volunteer State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Walters State Community College	AAS	COMPUTER INFORMATION TECHNOLOGY	11.0103
Jackson State Community College	C1	PROGRAMMING	11.0201
Dyersburg State Community College	C1	COMPUTER SYSTEMS OPERATIONS MAINTENANCE	11.0401
Austin Peay State University	BS	COMPUTER INFORMATION SYSTEMS	11.0501
Austin Peay State University	BS	COMPUTER SCIENCE	11.0701
Middle Tennessee State University	BS	COMPUTER SCIENCE	11.0701
Middle Tennessee State University	MS	COMPUTER SCIENCE	11.0701
Tennessee State University	BS	COMPUTER SCIENCE	11.0701
Tennessee State University	MS	COMPUTER SCIENCE	11.0701
Tennessee Technological University	BS	COMPUTER SCIENCE	11.0701

Tennessee Technological University	MS	COMPUTER SCIENCE	11.0701
University of Memphis	BS	COMPUTER SCIENCE	11.0701
University of Memphis	C4	DATA SCIENCE	11.0701
University of Memphis	MS	COMPUTER SCIENCE	11.0701
University of Memphis	PhD	COMPUTER SCIENCE	11.0701
University of Tennessee, Chattanooga	BS	COMPUTER SCIENCE	11.0701
University of Tennessee, Chattanooga	MS	COMPUTER SCIENCE	11.0701
University of Tennessee, Knoxville	BSCS	COMPUTER SCIENCE	11.0701
University of Tennessee, Knoxville	MS	COMPUTER SCIENCE	11.0701
University of Tennessee, Knoxville	PhD	COMPUTER SCIENCE	11.0701
University of Tennessee, Martin	BS	COMPUTER SCIENCE	11.0701
Cleveland State Community College	C1	NETWORKING	11.0901
Columbia State Community College	C1	COMPUTER NETWORKING	11.0901
Pellissippi State Community College	C1	A+/NETWORK+CERTIFICATION PREPARATION	11.0901
Southwest Tennessee Community College	C1	PC AND NETWORKING TECHNICIAN	11.0901
Tennessee College of Applied Technology at Athens	D	COMPUTER ELECTRONICS	11.0901
Tennessee College of Applied Technology at McKenzie	D	INFORMATION TECHNOLOGY SYSTEMS MANAGEMENT	11.0901
Tennessee College of Applied Technology at Paris	D	INFORMATION TECHNOLOGY SYSTEMS MANAGEMENT	11.0901
Tennessee College of Applied Technology at Pulaski	D	COMPUTER OPERATING SYSTEMS AND NETWORK TECHNOLOGY	11.0901

APPENDIX E: Letters of Support

The following are letters of support for organizations and professional representatives from the Hamilton County and surrounding areas. These letters of support work to further bolster the community excitement and engagement of this potential center. Included are the following:

- **Dr. Daniel D. Challener**, President, *Public Education Foundation (PEF)*
- **Christy Gillenwater**, President & CEO, *Chattanooga Area Chamber of Commerce*
- **Dr. Bryan Johnson**, Superintendent, *Hamilton County Schools*
- **David Mansouri**, President & CEO, *State Collaborative on Reforming Education (SCORE)*
- **Sarah H. Morgan**, President, *The Bentwood Foundation*



February 18, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

I am writing to document Public Education Foundation's strong support for BlueSky Tennessee Institute, the innovative program created by an extraordinary partnership between East Tennessee State University and BlueCross Blue Shield of Tennessee.

PEF's mission is to support the transformation of public education so that every student succeeds in learning and in life. For more than twenty years, we have designed and led programs that help economically disadvantaged students become the first in their family to go to and graduate from college. Stacy Lightfoot, PEF's leader of this work, is a nationally recognized expert in this field and has twice testified to the US Senate about what helps low income students earn a college degree. We believe that BlueSky has the potential to help many students from historically underserved populations earn a degree that will dramatically change the trajectory of their lives.

There is no question that there is profound need for BlueSky. In businesses and non-profits across our county, there is great need for people with skills in computer science, information technology, and cyber security. And there is ample evidence that this need for people with these skills will continue to grow in the years to come. Yet very few Hamilton County students earn a degree in these fields. According to data from the National College Clearinghouse, of the 5,777 Hamilton County Schools students who graduated from a public high school and enrolled in college in the fall of 2012, 2013, and 2014, **only 74 students earned a degree or credential in computer science or information technology, and only six of these 74 students were graduates of our most challenged high schools.** Consequently, we strongly endorse BlueSky Institute's commitment to recruit students from across our county and especially from our community's six most challenged high schools.

PEF is excited about the impact we believe BlueSky can have in the Chattanooga community. We believe BlueCross and ETSU's partnership will provide a proof-point for how higher education and business can partner to positively impact the communities they serve. We pledge to help the effort in every way we can.

Sincerely,

Daniel D. Challener, Ph. D.
President

100 East Tenth St, Suite 500
Chattanooga, TN 37402
P (423)265-9403
F (423)265-9832

PEFCHATTANOOGA.ORG



BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

The Chattanooga Area Chamber of Commerce is proud to support BlueSky Tennessee Institute, the innovative partnership between BlueCross BlueShield of Tennessee (BlueCross) and East Tennessee State University (ETSU). BlueSky offers students an accelerated bachelor's degree in computer science with the prospect of an immediate job offer at BlueCross in the highly sought after field of information technology. This program has the potential to become a model for how universities and businesses work together to support and address the greater Chattanooga region's workforce needs.

Students at BlueSky can earn a bachelor's degree in applied science from East Tennessee State University in only 27 months. It's an affordable program for students with ambition and an aptitude for technology, and the institute will focus on including students who have potential but haven't always had the opportunities they deserve.

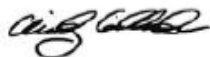
ETSU is an ideal partner for the BlueSky launch. As a statewide leader in computing education, ETSU has the faculty and curriculum needed to support the institute goals. Students at BlueSky will follow a hands-on curriculum that meets real-world business needs, and they'll work as BlueCross trainees along the way — learning from mentors and finding their place in a dynamic, inclusive workplace.

The institute's graduates will also address a challenge that area companies face. Companies are outsourcing many local information technology and cybersecurity jobs because of the lack of suitably trained and experienced employees in Hamilton County. BlueSky graduates will help boost the number of qualified information technology experts available to work here.

The institute put in place several key elements to ensure programmatic success. BlueCross has built a state-of-the-art facility at its Cameron Hill headquarters – offering students access to high quality computing equipment in an environment specifically created for BlueSky. The company also secured support throughout the community, with buy-in from both Hamilton County Schools and the Public Education Foundation of Chattanooga.

The Chattanooga Area Chamber of Commerce is very excited about the impact of the BlueSky program on our Hamilton County community. This innovative partnership will create a new pathway that will serve the highest need students in Hamilton County while also addressing the technology staffing shortages of our local economy.

Sincerely,



Christy Gillenwater
President & CEO



February 22, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

Hamilton County Schools would like to offer strong support to East Tennessee State University (ETSU) and BlueCross BlueShield of Tennessee (BlueCross) with the launch of BlueSky Tennessee Institute (BlueSky).

BlueSky will provide a unique pathway for students in Hamilton County to achieve an accelerated bachelor's degree in computer science with the prospect of an immediate job offer upon graduation. The institute has the potential to become a transformational model for how students access and achieve a postsecondary credential.

The launch of BlueSky offers a new aspect to the long-standing partnership between Hamilton County Schools and BlueCross. The institute will serve as a launchpad to a successful tech career for many students, including those who participate in the BlueCross Technology Academies located across Hamilton County. By connecting BlueCross workforce knowledge with the computing and educational expertise of ETSU, BlueSky will provide a one-of-a-kind opportunity for local high schoolers. Students will have hands-on learning opportunities that will apply their skills in real-time to the IT challenges facing BlueCross. This unprecedented access will provide Hamilton County students valuable experience and set them up for lucrative, rewarding careers.

BlueSky can help address the lack of postsecondary credential achievement for graduates of Hamilton County Schools and provide an opportunity for success in a highly desirable industry to historically marginalized students. Currently, Hamilton County high schools have a graduation rate of 86.7 percent. However, only 57 percent of Hamilton County students who earn their diploma achieve a degree within six years of high school graduation.

Hamilton County Schools leadership is enthusiastic about the potential of BlueSky and is excited to support the launch of this innovative program. The partnership between BlueCross and ETSU provides an example for how higher education and businesses can partner to provide students the technical and life skills that will prepare them to succeed wherever their career takes them.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bryan Johnson".

Dr. Bryan Johnson
Superintendent

Office of the Superintendent • 3074 Hickory Valley Road • Chattanooga, TN 37421
Tel: 423-498-7042 • www.hcde.org

February 16, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

The Benwood Foundation would like to offer strong support to East Tennessee State University (ETSU) and BlueCross Blue of Tennessee (BCBST) as they launch BlueSky Tennessee Institute (BlueSky). The Benwood Foundation supports shared prosperity in Chattanooga through strategic grant-making, collaborative problem-solving, and adaptive leadership. BlueSky is a model for the type of collaborative innovation that the Benwood Foundation is focused on developing and supporting.

BlueSky represents the pioneering programming that is needed to rethink the available pathways for Hamilton County students to achieve success. BlueSky serves an immediate workforce need for information systems and cyber security professionals but also strengthens our community by targeting recruitment on students from low-income backgrounds. BlueSky seeks to provide access to a life altering postsecondary credential and set students up for a lifetime of success.

BlueSky is a perfect example of how collective impact can be used to transform the Chattanooga community. The Benwood Foundation works to leverage the knowledge and creativity of stakeholders across the region to create lasting impacts on the community. BlueSky will be the catalyst for many more strategic partnerships between organizations across Chattanooga to come together and create solutions that lift the community.

The Benwood Foundation is incredibly excited about the potential of BlueSky for the Hamilton County community. The Benwood Foundation believes the partnership between BCBST and ETSU will provide an exemplar for how higher education and industry can partner to provide a new pathway that others will follow.

Sincerely,



Sarah H. Morgan
President

Benwood Foundation
736 Market Street, #1600
Chattanooga, TN 37402

info@benwood.org

423-267-4311

benwood.org



February 22, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To Whom It May Concern:

The State Collaborative on Reforming Education (SCORE) is excited to support the newly formed partnership between East Tennessee State University (ETSU) and BlueCross BlueShield of Tennessee (BCBST) to launch the BlueSky Tennessee Institute (BlueSky). BlueSky represents a new pathway for students in Hamilton County to achieve a post-secondary credential. As we work towards ensuring that all Tennessee students receive a credential or degree and are prepared for a career that enables economic independence, we look to innovative ideas from community leaders that align with the same goal. This transformational model has the potential to become an exemplar of how industry and universities come together to improve education and promote successful careers for students across Tennessee.

SCORE believes that ETSU is an ideal postsecondary partner for BlueSky and will provide the expertise to deliver an accelerated degree in computer science. ETSU is a statewide leader in computing and maintains the faculty, curriculum, and international certification through the Accreditation Board for Engineering and Technology (ABET) required of a program as ambitious as BlueSky. With the launch and implementation of BlueSky, ETSU is also poised to be a statewide leader on innovative pathways towards postsecondary credentials.

BlueSky will present students in Hamilton County with a new pathway to career success. By providing an accelerated bachelor's degree in computer science and with the opportunity for a job offer, chosen students will have immediate access to economic independence.

SCORE is confident that this bold and innovative partnership between BCBST and ETSU in the BlueSky program will stand as a successful example of how businesses and higher education institutions can work together to provide a pathway for students to complete a postsecondary degree and credential that will lead to career success and economic independence.

Sincerely,

David Mansouri
President and CEO, SCORE

DATE: May 20, 2021

SUBJECT: 2021-22 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 total maintenance and mandatory fees.

Current salary policy assumes the state will provide partial funding to public higher education institutions with the balance covered by the college or university. Under this policy, public universities receive 55 percent, community colleges receive 67 percent, and the TN Colleges of Applied Technology receive 80 percent of designated salary increases from the state. Institutions cover any remaining balance with increased operating funds or tuition revenue, either funded by increased enrollment or increased tuition and fee levels.

TENNESSEE’S TUITION AND FEE PROFILE

Average full-time, annual tuition and mandatory fees for 2020-21 is \$9,751 at public universities, \$4,553 at community colleges, and \$3,936 at the Tennessee Colleges of Applied Technology (TCATs). Tennessee’s public higher education tuition and fee levels continue to be considered average compared to peers across member states of the Southern Regional Education Board. Over the last six years, Tennessee institutions have implemented the lowest consecutive growths in tuition in over four decades, while state appropriations have increased an average of six percent per year. In fact, Tennessee public institutions held tuition and fees flat in 2020-21 to prioritize affordability for students and their families facing the effects of the pandemic.

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 fourth largest program per capita. Funding for the lottery scholarship and Tennessee Student Assistance Award comprise most of the financial aid in Tennessee, with over \$346 million distributed through these two funding sources in 2019-20. Tennessee distributed an additional \$62 million to students through the TN Promise and TN Reconnect programs last year. Due in part to these funding levels, Tennessee's bachelor's degree graduates have some of the lowest debt in the nation, according to the Institute for College Access & Success. Higher education in Tennessee continues to be affordable, allowing Tennesseans to access and complete college without high amounts of debt.

RECOMMENDATION

At the November 2020 Commission meeting, THEC staff recommended a zero to three percent guiding tuition and fee range for the 2021-22 fiscal year, based on an operating budget increase request of \$36 million and an estimated salary increase of \$23 million for partial funding of a two percent salary increase. The Commission approved a revised tuition and fee guidance range of zero to two percent at that time.

On April 29, both chambers of the 112th General Assembly passed the 2021-22 General Appropriations Act, including funding to formula units of \$81.4 million (inclusive of full funding for outcome growth and partially funding of a four percent salary pool). Based on these funding levels, THEC staff recommend a tuition binding range of zero to two percent at universities, community colleges and TCATs, and a combined total tuition and mandatory fees binding range of zero to two percent at universities, community colleges, and TCATs. This recommendation recognizes the previous action of the Commission in November as well as the needs of many institutions to fund the remaining balance of the four percent salary increase. Scenarios for minimum and maximum tuition and mandatory fee increases for 2021-22 are presented and summarized in Attachment I for each university and community college, and for the TCAT system.

Attachment II details the comparison of 2020-21 tuition and mandatory fee rates with the maximum allowed increase (i.e. two percent) for each university and community college, and for the TCAT system. If all institutions increased maintenance and mandatory fees by two percent (the maximum allowed under this recommended binding range), the average full-time, annual tuition and

mandatory fees for 2021-22 would be \$9,946 at public universities, \$4,644 at community colleges, and \$4,015 at the TCATs—increases of \$196, \$91, and \$79, respectively.

Attachment III details the unfunded balances of the four percent salary increase at each institution once operating increases and the state-funded portion of the salary increase are considered. Institutions with balances will need nearly \$10 million to meet the fiscal obligation of a full four percent salary increase. Seven universities and two community colleges cannot meet the requirements of a full four percent salary increase with operating and the state portion of the salary increase alone and will need to either cut other operating costs or increase tuition revenue to meet this outstanding balance. This attachment does not include assumptions for the effects of other real, non-personnel inflationary cost-drivers on institutions.

Attachment I - Binding Tuition Ranges

Maximum Increase of Maintenance (Tuition) and Maintenance + Mandatory Fees - 2.00% Limit

Institutions	2021-22 Binding Ranges				
	Maintenance Fee		Maintenance + Mandatory Fees		
	Minimum	Maximum	Minimum	Maximum	
Austin Peay	\$0 or Less	\$ 141	\$0 or Less	\$	173
East Tennessee	\$0 or Less	\$ 151	\$0 or Less	\$	190
Middle Tennessee	\$0 or Less	\$ 151	\$0 or Less	\$	188
Tennessee State	\$0 or Less	\$ 141	\$0 or Less	\$	164
Tennessee Tech (Admitted Prior to Fall 2020)	\$0 or Less	\$ 161	\$0 or Less	\$	186
Tennessee Tech (Fall 2020 and After) ¹	\$0 or Less	\$ 181	\$0 or Less	\$	207
University of Memphis (Undergrad Non-Guaranteed)	\$0 or Less	\$ 164	\$0 or Less	\$	198
University of Memphis (Undergrad Guaranteed) ²	\$0 or Less	\$ 165	\$0 or Less	\$	199
Chattanooga	\$0 or Less	\$ 85	\$0 or Less	\$	91
Cleveland	\$0 or Less	\$ 85	\$0 or Less	\$	91
Columbia	\$0 or Less	\$ 85	\$0 or Less	\$	92
Dyersburg	\$0 or Less	\$ 85	\$0 or Less	\$	91
Jackson	\$0 or Less	\$ 85	\$0 or Less	\$	91
Motlow	\$0 or Less	\$ 85	\$0 or Less	\$	91
Nashville	\$0 or Less	\$ 85	\$0 or Less	\$	90
Northeast	\$0 or Less	\$ 85	\$0 or Less	\$	91
Pellissippi	\$0 or Less	\$ 85	\$0 or Less	\$	92
Roane	\$0 or Less	\$ 85	\$0 or Less	\$	91
Southwest	\$0 or Less	\$ 85	\$0 or Less	\$	91
Volunteer	\$0 or Less	\$ 85	\$0 or Less	\$	91
Walters	\$0 or Less	\$ 85	\$0 or Less	\$	91
UT Chattanooga (UG - Soar in Four) ³	\$0 or Less	\$ 157	\$0 or Less	\$	193
UT Chattanooga (UG - Returning)	\$0 or Less	\$ 141	\$0 or Less	\$	178
UT Knoxville	\$0 or Less	\$ 227	\$0 or Less	\$	265
UT Martin	\$0 or Less	\$ 164	\$0 or Less	\$	195
TN Colleges of Applied Tech	\$0 or Less	\$ 74	\$0 or Less	\$	79
University Avg ⁴	\$0 or Less	\$ 162	\$0 or Less	\$	195
Community College Avg	\$0 or Less	\$ 85	\$0 or Less	\$	91

1 - Full-time students admitted in Fall 2020 at Tennessee Technological University will pay a flat rate for 15 credit hours per semester, regardless of the number of hours take. Full-time students admitted prior to Fall 2020 and part-time students will be charged a per credit hour rate for the first 12 credit hours and a discounted rate for additional hours.

2 - Beginning in 2019-20, the University of Memphis began to offer a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen will be eligible to enroll in the guaranteed tuition plan, which guarantees the Fall 2019 tuition rate for eight consecutive regular semesters if they take at least 12 student credit hours per semester.

3 - Beginning in 2019-20, first-time, full-time students enrolled at UT Chattanooga will pay a flat rate for 15 credit hours per semester, regardless of how many hours taken. Returning and part-time students will be charged a flat rate for 12 credit hours per semester, regardless of how many hours are taken.

4 - This average incorporates a weighted tuition for Tennessee Tech, University of Memphis and UT Chattanooga students to reflect differentiated tuition levels.

Attachment II - Binding Tuition Ranges
2021-22 Maintenance and Mandatory Fee Increase Scenarios and Comparisons - 2.00% Limit

Institutions	2020-21			2021-22 Maximums			Combined Increase
	Maintenance Fee	Mandatory Fee	Combined	Maintenance Fee	Mandatory Fee	Combined	
Austin Peay	\$ 7,044	\$ 1,583	\$ 8,627	\$ 7,185	\$ 1,615	\$ 8,800	\$ 173
East Tennessee	\$ 7,572	\$ 1,919	\$ 9,491	\$ 7,723	\$ 1,957	\$ 9,681	\$ 190
Middle Tennessee	\$ 7,554	\$ 1,870	\$ 9,424	\$ 7,705	\$ 1,907	\$ 9,612	\$ 188
Tennessee State	\$ 7,026	\$ 1,157	\$ 8,183	\$ 7,167	\$ 1,180	\$ 8,347	\$ 164
Tennessee Tech (Admitted Prior to Fall 2020)	\$ 8,040	\$ 1,278	\$ 9,318	\$ 8,201	\$ 1,304	\$ 9,504	\$ 186
Tennessee Tech (Fall 2020 and Later) ¹	\$ 9,060	\$ 1,278	\$ 10,338	\$ 9,241	\$ 1,304	\$ 10,545	\$ 207
University of Memphis (Undergrad Non-Guaranteed)	\$ 8,208	\$ 1,704	\$ 9,912	\$ 8,372	\$ 1,738	\$ 10,110	\$ 198
University of Memphis (Undergrad Guaranteed) ²	\$ 8,232	\$ 1,704	\$ 9,936	\$ 8,397	\$ 1,738	\$ 10,135	\$ 199
Chattanooga	\$ 4,242	\$ 326	\$ 4,568	\$ 4,327	\$ 333	\$ 4,659	\$ 91
Cleveland	\$ 4,242	\$ 306	\$ 4,548	\$ 4,327	\$ 312	\$ 4,639	\$ 91
Columbia	\$ 4,242	\$ 340	\$ 4,582	\$ 4,327	\$ 347	\$ 4,674	\$ 92
Dyersburg	\$ 4,242	\$ 306	\$ 4,548	\$ 4,327	\$ 312	\$ 4,639	\$ 91
Jackson	\$ 4,242	\$ 292	\$ 4,534	\$ 4,327	\$ 298	\$ 4,625	\$ 91
Motlow	\$ 4,242	\$ 312	\$ 4,554	\$ 4,327	\$ 318	\$ 4,645	\$ 91
Nashville	\$ 4,242	\$ 262	\$ 4,504	\$ 4,327	\$ 267	\$ 4,594	\$ 90
Northeast	\$ 4,242	\$ 318	\$ 4,560	\$ 4,327	\$ 324	\$ 4,651	\$ 91
Pellissippi	\$ 4,242	\$ 346	\$ 4,588	\$ 4,327	\$ 353	\$ 4,680	\$ 92
Roane	\$ 4,242	\$ 310	\$ 4,552	\$ 4,327	\$ 316	\$ 4,643	\$ 91
Southwest	\$ 4,242	\$ 326	\$ 4,568	\$ 4,327	\$ 333	\$ 4,659	\$ 91
Volunteer	\$ 4,242	\$ 300	\$ 4,542	\$ 4,327	\$ 306	\$ 4,633	\$ 91
Walters	\$ 4,242	\$ 295	\$ 4,537	\$ 4,327	\$ 301	\$ 4,628	\$ 91
UT Chattanooga (UG - Soar in Four) ³	\$ 7,836	\$ 1,820	\$ 9,656	\$ 7,993	\$ 1,856	\$ 9,849	\$ 193
UT Chattanooga (UG - Returning)	\$ 7,060	\$ 1,820	\$ 8,880	\$ 7,201	\$ 1,856	\$ 9,058	\$ 178
UT Knoxville	\$ 11,332	\$ 1,932	\$ 13,264	\$ 11,559	\$ 1,971	\$ 13,529	\$ 265
UT Martin	\$ 8,214	\$ 1,534	\$ 9,748	\$ 8,378	\$ 1,565	\$ 9,943	\$ 195
TN Colleges of Applied Tech	\$ 3,687	\$ 249	\$ 3,936	\$ 3,761	\$ 254	\$ 4,015	\$ 79
University Avg ⁴	\$ 8,107	\$ 1,644	\$ 9,751	\$ 8,269	\$ 1,677	\$ 9,946	\$ 196
Community College Avg	\$ 4,242	\$ 311	\$ 4,553	\$ 4,327	\$ 317	\$ 4,644	\$ 91

1 - Full-time students admitted in Fall 2020 at Tennessee Technological University will pay a flat rate for 15 credit hours per semester, regardless of the number of hours take. Full-time students admitted prior to Fall 2020 and part-time students will be charged a per credit hour rate for the first 12 credit hours and a discounted rate for additional hours.

2 - Beginning in 2019-20, the University of Memphis began to offer a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen will be eligible to enroll in the guaranteed tuition plan, which guarantees the Fall 2019 tuition rate for eight consecutive regular semesters if they take at least 12 student credit hours per semester.

3 - Beginning in 2019-20, first-time, full-time students enrolled at UT Chattanooga will pay a flat rate for 15 credit hours per semester, regardless of how many hours taken. Returning and part-time students will be charged a flat rate for 12 credit hours per semester, regardless of how many hours are taken.

4 - This average incorporates a weighted tuition for Tennessee Tech, University of Memphis and UT Chattanooga students to reflect differentiated tuition levels.

**Attachment III - Binding Tuition Ranges
2021-22 Legislative Action - Salary Increase Balances**

	Operating Increase	State-Funded Salary Increase	Full Salary Increase Cost	Remaining Salary Cost
Austin Peay	\$4,645,200	\$2,007,500	\$3,649,700	\$3,003,000
East Tennessee	2,707,700	3,136,600	5,702,900	141,400
Middle Tennessee	998,800	4,540,500	8,255,300	(2,716,000)
Tennessee State	(615,200)	2,117,000	3,849,300	(2,347,500)
Tennessee Tech	1,337,900	2,105,200	3,827,500	(384,400)
University of Memphis	3,419,500	5,424,800	9,863,300	(1,019,000)
<i>subtotal</i>	\$12,493,900	\$19,331,600	\$35,148,000	(\$3,322,500)
Chattanooga	\$932,800	\$1,192,100	\$1,788,100	\$336,800
Cleveland	574,000	418,900	628,200	364,700
Columbia	1,267,400	560,300	840,300	987,400
Dyersburg	448,600	352,700	529,200	272,100
Jackson	789,100	479,500	719,100	549,500
Motlow	2,588,500	718,700	1,078,300	2,228,900
Nashville	109,900	892,400	1,338,500	(336,200)
Northeast	982,200	692,100	1,037,900	636,400
Pellissippi	1,399,400	1,350,000	2,025,300	724,100
Roane	1,097,800	832,200	1,248,400	681,600
Southwest	287,400	1,136,500	1,704,900	(281,000)
Volunteer	1,909,700	1,053,600	1,580,400	1,382,900
Walters	651,200	856,900	1,285,500	222,600
<i>subtotal</i>	\$13,038,000	\$10,535,900	\$15,804,100	\$7,769,800
UT Chattanooga	\$1,470,100	\$2,550,000	\$4,636,300	(\$616,200)
UT Knoxville	7,051,800	9,249,400	16,817,300	(516,100)
UT Martin	393,100	1,356,200	2,465,600	(716,300)
<i>subtotal</i>	\$8,915,000	\$13,155,600	\$23,919,200	(\$1,848,600)
TN Colleges of Applied Tech	\$1,553,100	\$2,377,500	\$2,971,800	\$958,800
Total Academic Formula	\$36,000,000	\$45,400,600	\$77,843,100	(8,932,700)

DATE: May 20, 2021

SUBJECT: New Academic Program
East Tennessee State University
Digital Media, Master of Fine Art (MFA)
(CIP 50.0102 – Digital Arts)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

East Tennessee State University (ETSU) proposes a Master of Fine Art (MFA) in Digital Media which will require 60-66 credit hours and will align with the standards set by the National Association of Schools of Art and Design (NASAD). The purpose of the proposed degree is to create an avenue for advanced graduate-level study in digital media studio practice.

The proposed Digital Media, MFA aligns with the focus and concentration areas of both the existing Bachelor of Science in Digital Media and the minor in Digital Media. The proposal for the Digital Media, MFA was developed by faculty in order to offer students a terminal degree to meet the growing need in the industry for highly qualified digital artists. Additionally, graduates of the proposed program will have the necessary credential to teach at the college level post-graduation due to the terminal nature of the degree.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Digital Media, MFA program was approved by the East Tennessee State University Board of Trustees on April 23, 2021.

PROPOSED IMPLEMENTATION DATE

August 2021

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Digital Media, MFA broadly addresses the state’s workforce and economic development needs and specifically aligns with the Tennessee Entertainment Commission’s Create_Here campaign which highlights Tennessee’s creative technology class and seeks to recruit new talent and companies.

The proposed program aligns with ETSU’s goals to increase the number of graduate students and to promote a balance of workforce and academic outcomes by prioritizing funding for the creation of professional master’s and doctoral programs.

CURRICULUM

The proposed program will require 60-66 credit hours which will be comprised of 42 credit hours of core courses; six credit hours of guided electives; and 12-18 credit hours of a culminating experience. The Digital Media, MFA will provide an array of experiences including the advancement of the individuals' skills in their digital media specialization; teamwork in digital media projects for internal and external clients; experimenting with new technologies; and opportunities to develop and finalize a professional body of work. Additionally, 70 percent of the program is studio-based credit hours which will meet the curriculum structure set by the National Association of Schools of Art and Design (NASAD). Due to the proposed program's terminal designation and its suitability for postsecondary teaching, 20 percent of the curriculum is devoted to teaching and research.

Program learning outcomes for graduates of the proposed program are:

- Demonstrate mastery and depth of knowledge within their digital media specialty
- Demonstrate the development of individual expression through a variety of media
- Practice a high level of self-criticism for consistent development and growth
- Understand the importance of cultural and social diversity in digital media
- Work collaboratively and effectively in team environments
- Employ an iterative approach to digital media development
- Use applied research and evaluation methods
- Design and develop curriculum for digital media
- Evaluate the design teaching/learning paradigm

PROGRAM PRODUCTIVITY

The proposed Digital Media, MFA program projects an initial enrollment of seven students increasing to a consistent 16 students by year four. Retention rates are calculated at 70 percent based on current Studio Art, MFA rates. The proposed program projects a consistent five graduates a year starting in year three.

	2021	2022	2023	2024	2025
Enrollment	7	13	17	16	16
Graduates	--	--	5	5	5

PROGRAM DUPLICATION

Currently, no other universities in Tennessee offer a Digital Media, MFA program.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institution site visit on October 30, 2020. Dr. Victor Zordan, Program Director of Digital Production Arts in the School of Computing at Clemson University served as the external reviewer for the proposed program. The virtual site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Zordan made a recommendation for approval of the proposed program and stated, "ETSU's ample success in its undergraduate digital media program offers strong support that a pool of eager and interested students will initially and persistently be available to fill the ranks of the proposed MFA."

STUDENT DEMAND

Many recent Digital Media graduates, graduates from other programs, and professionals from the industry have directly contacted individual faculty members of ETSU's existing undergraduate Digital Media program expressing interest in an MFA in Digital Media. Additionally, a 2016 survey of current ETSU students indicated 26 out of 40 students expressed interest in graduate school and 21 students expressed an interest in an MFA.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified for advanced positions in animation, game design, visualization, and visual effects in addition to teaching opportunities at the postsecondary level. The Bureau of Labor Statistics predicts an 8.4 percent growth in the job outlook for Multimedia Artists and Animators from 2016-2026. Additionally, the state of Tennessee has passed the Tennessee Visual Content Modernization Act of 2018 which provides \$25 million in recurring funds for grants to businesses for developing digital media. These potential growth areas align with the focus of the proposed program and will hopefully provide job opportunities for graduates of the program.

Letters of support for the proposed program were provided by representatives from Industrial Light and Magic, Magnetic Dreams Animation Studio, Mohawk Games, and 343 Industries.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be housed in the College of Business and Technology in the Digital Media Department. A professor of Professional Practice will be selected every three years to support the Digital Media Department. This position will teach at the undergraduate level, freeing up existing faculty to teach at the graduate level. and will be filled by a current Digital Media, MFA student. Three graduate assistant positions will be funded for the proposed program.

Existing facilities and space will be utilized to support the proposed program and any necessary expenditures will be funded through digital media course fees and institutional reallocations. Anticipated expenses and revenues for the proposed program are outlined in the THEC Financial Projections Form in Appendix A.

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. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and

other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Tennessee Higher Education Commission
Appendix A: THEC Financial Projections
East Tennessee State University
Digital Arts, Master of Fine Arts

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.

Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures						
A. One-time Expenditures						
New/Renovated Space ¹	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	15,000	-	-	-	-	-
Library	-	-	-	-	-	-
Consultants	6,000	-	-	-	-	-
Travel	3,000	-	-	-	-	-
Other	-	-	-	-	-	-
Sub-Total One-time	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Benefits	-	1,000	1,030	1,061	1,093	1,126
Sub-Total Administration	\$ -	\$ 6,000.00	\$ 6,030.00	\$ 6,060.90	\$ 6,092.73	\$ 6,125.51
Faculty						
Salary	\$ -	\$ 68,000	\$ 70,040	\$ 72,141	\$ 68,000	\$ 70,040
Benefits	-	26,540	26,948	27,368	26,540	26,948
Sub-Total Faculty	\$ -	\$ 94,540	\$ 96,988	\$ 99,509	\$ 94,540	\$ 96,988
Support Staff						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants						
Salary	\$ -	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400
Benefits	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	35,706	36,420	37,149	37,891	38,649
Sub-Total Graduate Assistants	\$ -	\$ 59,106	\$ 59,820	\$ 60,549	\$ 61,291	\$ 62,049
Operating						
Travel	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Printing	-	-	-	-	-	-
Equipment	-	5,000	5,000	5,000	5,000	5,000
Other	5,000	5,000	5,000	5,000	5,000	5,000
Sub-Total Operating	\$ 5,000	\$ 10,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Total Recurring	\$ 5,000	\$ 169,646	\$ 180,838	\$ 184,119	\$ 179,924	\$ 183,163
TOTAL EXPENDITURES (A + B)	\$ 59,000	\$ 169,646	\$ 180,838	\$ 184,119	\$ 179,924	\$ 183,163

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
Projected Student Numbers						
Incoming		7	8	8	8	8
Graduating		-	-	5	5	5
Total Expected Enrollment		7	13	17	16	16
Course Fees per Student		2,700	2,700	2,700	2,700	2,700
Total Course Fees		18,900	35,100	45,900	43,200	43,200

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

Base Tuition and Fees Rate	\$ -	11,902	12,140	12,383	12,630	12,883
Number of Graduate Assistants	-	3	3	3	3	3

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue						
Tuition and Fees ²	-	102,214	192,921	256,408	245,288	249,330
Institutional Reallocations ³	59,000	67,432	(12,082)	(72,289)	(65,364)	(66,167)
Federal Grants ⁴	-	-	-	-	-	-
Private Grants or Gifts ⁵	-	-	-	-	-	-
Other ⁶	-	-	-	-	-	-
BALANCED BUDGET LINE	\$ 59,000	\$ 169,646	\$ 180,838	\$ 184,119	\$ 179,924	\$ 183,163

Notes:

(1) Provide the funding source(s) for the new or renovated space.

The investment for renovations will need to be provided collaboratively by the University, the College of Business & Technology, and the Department of Digital Media.

(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.

With tuition and university fees at \$11,902, and digital media course fees of \$135 per credit hour, the proposed degree should be generate positive revenue in it's second year.

(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

The initial investment for faculty will be a collaborative effort between the College of Business & Technology and the Department of Digital Media.

(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

N/A

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

N/A

(6) Provide information regarding other sources of the funding.

N/A

DATE: May 20, 2021

SUBJECT: New Academic Program
East Tennessee State University
Orthotics and Prosthetics, Master of Science (MS)
(CIP 51.2307: Orthotist/Prosthetist)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

East Tennessee State University (ETSU) proposes a Master of Science in Orthotics and Prosthetics which is a specialized healthcare profession that combines a unique blend of clinical and technical skills needed to care for patients who have neuromuscular and musculoskeletal disorders and/or patients who have a partial or total absence of a limb. The proposed program will require 70 credit hours and include didactic, lab, and clinical experiences.

The addition of the proposed program would complement the existing Doctor of Physical Therapy (DPT) and proposed Doctor of Occupational Therapy (OTD) to provide a variety of physical rehabilitation programs offered through the College of Clinical and Rehabilitative Health Sciences at ETSU. The proposed program will seek accreditation from Commission on Accreditation of Allied Health Education Programs and the National Commission on Orthotic and Prosthetic Education.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Orthotics and Prosthetics, Master of Science program was approved by the East Tennessee State University Board of Trustees on April 23, 2021.

PROPOSED IMPLEMENTATION DATE

Summer 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed orthotics and prosthetics program will align with the State Master Plan through the creation of a graduate degree program for immediate entry into a high need field in Tennessee and will also contribute to the research needs of health across the state.

The proposed program aligns with ETSU’s Mission, Vision, and Strategic Plan as follows:

- Create a graduate degree program that will contribute to and benefit from the educational and research programs and clinical services available through the Academic Health Sciences Center.

- Contribute to regional stewardship and wise use of human and financial resources by providing students with an opportunity to obtain a degree at a lower cost than those offered at surrounding private institutions.
- Provide students with options for clinical experiences and service to diverse and underserved populations in order to better prepare them to provide rehabilitative services for those populations.

CURRICULUM

The proposed 70 credit hour curriculum will include both didactic and lab coursework along with clinical experiences. The proposed curriculum emphasizes in-depth knowledge and skills in patient assessment and intervention with a strong focus on disease, body structure and body system functions, while integrating activity limitations, participation restrictions, and contextual factors. The curriculum has been developed on the foundation of the biomechanical model and is informed and supported by the International Classification of Functioning, Disability, and Health framework. Additionally, the proposed Orthotics and Prosthetics, MS will utilize a problem-based learning approach with an interprofessional focus, which will prepare graduates to practice with appropriate skills and expertise in diverse practice settings that require collaboration and teamwork and the ability to overcome silos that are prominent in traditional healthcare curricula.

Five curricular themes will be woven into the proposed curriculum: interprofessional education; research and evidence-based practice; foundational knowledge; professional development; and integration of theory to clinical practice. Additionally, program outcomes will ensure graduates are able to:

- Exemplify the role of the orthotist/prosthetist in providing ethical, patient-centered care by applying accepted professional responsibilities in clinical practice experiences.
- Assess safety of self and others and adhere to safety procedures throughout the provision of orthotic/prosthetic services.
- Comprehend and demonstrate knowledge of the collaborative role of the orthotist/prosthetist as a member of the interdisciplinary rehabilitation team in providing patient-centered care.
- Critique evidence-based practice with an understanding of the research processes and how to use research findings to appropriately inform and influence clinical practice.
- Integrate knowledge of the fundamental concepts of human function (physical, cognitive, social, psychological) with the practice framework of assessment, formulation, implementation, and follow-up of a comprehensive orthotic / prosthetic treatment plan.
- Formulate clinical decisions designed to meet patient needs and expectations and measure effectiveness of orthotic and prosthetic intervention by utilizing (or administering) appropriate outcome measures.
- Demonstrate the ability to provide effective education to patients, their support networks, health care professionals, and the public at large.

The proposed program will require the development of 18 new courses specific to the study of orthotics and prosthetics. Three courses will be delivered online over the summer in order to provide flexibility for students who will be engaged in off-campus clinical experiences over the summer.

PROGRAM PRODUCTIVITY

The proposed Orthotics and Prosthetics, MS program projects an initial enrollment of 15 students increasing to a consistent 29 students by year two. Attrition rates are calculated at five percent. The proposed program projects a consistent 14 graduates annually starting in year two.

	2022	2023	2024	2025	2026
Enrollment	15	29	29	29	29
Graduates	--	--	14	14	14

PROGRAM DUPLICATION

Currently, there are no graduate level orthotics and prosthetics programs in the state of Tennessee. As of March 2021, there are only 13 accredited orthotics and prosthetics programs accepting students across the United States.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institutional site visit on October 30, 2020. Rebecca Spragg, Assistant Professor and Program Coordinator of Orthotics and Prosthetics in the School of Health Promotion and Human Performance at Eastern Michigan University served as the external reviewer for the proposed program. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Ms. Spragg made a recommendation for approval of the proposed program and commented: “This proposed Orthotics and Prosthetics [O&P] program at East Tennessee is well positioned, both geographically and academically to meet the growing needs of the orthotic and prosthetic community. One of the most notable aspects of the proposed program is the focus on inter-professional education. This is a much needed area, to increase the exposure of O&P to other healthcare professionals, as well as to develop orthotic and prosthetic students as an essential part of the healthcare team. The integration of the physical therapy and occupational therapy programs into the course work of the orthotics and prosthetics program will be a benefit to the students and faculty of all of the programs, and ultimately an enormous benefit to the healthcare field and the patients they will serve in the future. This will be a noteworthy advantage of the ETSU program.”

STUDENT DEMAND

A survey was distributed to current ETSU undergraduate students registered for minors offered in the College of Clinical and Rehabilitative Health Sciences. Seventy students

responded and out of those responses, sixty percent of students indicated interest in pursuing a master's degree in an orthotics and prosthetics program offered at ETSU. Additionally, only five institutions in the southeast currently offer a master's degree in Orthotics and Prosthetics (Alabama, Florida, Georgia, and Texas) making the Academic Common Market a possibility for students from other states.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified to seek board certification and licensing as orthotics and prosthetics practitioners. According to the Bureau of Labor Statistics, orthotics and prosthetics occupations in Tennessee are projected to grow at a faster rate (22 percent) than the projected growth for all occupations in the state between 2016 and 2026 (seven percent). Nationally, the number of Americans with diagnosed diabetes is projected to increase 165 percent by 2050 and currently 50-70 percent of all amputations are diabetes related indicating a likely increase in the number of qualified practitioners in the future. Additionally, according to an analysis of information provided by Burning Glass Technologies, an analytics software company that provides real-time data on labor market trends, competitive saturation is low for the orthotics and prosthetics degree and if approved would be the only program within 400 miles.

Letters of support for the proposed program were provided by regional employers such as Mountain Home Veterans Administration Medical Center; Holston Medical Group; TalkBack Pediatric Therapy; Victory Orthotics and Prosthetics; and Excel Prosthetics and Orthotics.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be housed in the College of Clinical and Rehabilitative Health Sciences and in the Department of Rehabilitative Sciences which currently houses an undergraduate program in Rehabilitative Health Sciences, undergraduate and graduate programs in Nutrition and Dietetics, a Physical Therapy Doctorate program, and the proposed Occupational Therapy Doctorate (OTD) program. The proposed program will require 18 new courses and use 10 existing courses that are being developed for the proposed OTD program. Three full-time faculty positions will be required to support the proposed program which includes the program director.

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. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Tennessee Higher Education Commission
Attachment A: THEC Financial Projections
East Tennessee State University
Orthotics & Prosthetics

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.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures						
A. One-time Expenditures						
New/Renovated Space	500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	500,000	-	-	-	-	-
Library	-	-	-	-	-	-
Consultants	10,000	-	-	-	-	-
Travel	-	-	-	-	-	-
Other	-	-	-	-	-	-
Sub-Total One-time	\$ 1,010,000	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures						
Personnel						
Administration						
Salary						\$ -
Benefits						-
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty						
Salary	\$ 90,000	\$ 272,700	\$ 280,881	\$ 289,307	\$ 297,987	\$ 306,926
Benefits	30,350	91,961	94,719	97,561	100,488	103,502
Sub-Total Faculty	\$ 120,350	\$ 364,661	\$ 375,600	\$ 386,868	\$ 398,474	\$ 410,429
Support Staff						
Salary		\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020
Benefits		20,350	20,961	21,589	22,237	22,904
Sub-Total Support Staff	\$ -	\$ 60,350	\$ 62,161	\$ 64,025	\$ 65,946	\$ 67,924
Graduate Assistants						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	-	-	-	-	-
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating						
Travel	\$ 6,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Dues	5,000	2,500	2,500	2,500	2,500	2,500
Utilities	-	20,000	20,000	20,000	20,000	20,000
University Administration	-	82,781	151,825	156,379	161,071	165,903
Other_Lab Supplies	-	25,000	25,000	25,000	25,000	25,000
Sub-Total Operating	\$ 11,000	\$ 140,281	\$ 209,325	\$ 213,879	\$ 218,571	\$ 223,403
Total Recurring	\$ 131,350	\$ 565,292	\$ 647,086	\$ 664,773	\$ 682,991	\$ 701,756
TOTAL EXPENDITURES (A + B)	\$ 1,141,350	\$ 565,292	\$ 647,086	\$ 664,773	\$ 682,991	\$ 701,756

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue						
Tuition and Fees ¹	-	338,637	616,302	631,485	647,123	663,230
Institutional Reallocations ²	1,141,350	226,655	30,784	33,288	35,868	38,526
Federal Grants ³	-	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-	-
Other ⁵	-	-	-	-	-	-
BALANCED BUDGET LINE	\$ 1,141,350	\$ 565,292	\$ 647,086	\$ 664,773	\$ 682,991	\$ 701,756

Notes:

7 year total revenue/(loss)

(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.

Tuition and fee revenue will be generated in year two of the program. Fees are \$110 per credit hour, which includes an Academic Health Science Center (AHSC) fee at ETSU at \$50.00 per credit hour for courses taught within the AHSC. An additional \$60 program fee per credit is included to cover costs of lab operations and supplies for the MSOP program. This course fee is earmarked for the college that generates the credit hours.

(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

Institutional reallocations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding.

(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

N/A

(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

N/A

(5) Please provide information regarding other sources of the funding.

N/A

DATE: May 20, 2021

SUBJECT: New Academic Program
East Tennessee State University
Doctor of Occupational Therapy (OTD)
(CIP 51.2306 – Occupational Therapy/Therapist)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

East Tennessee State University (ETSU) proposes a Doctor of Occupational Therapy (OTD) which will require 107 credit hours and include both didactic and laboratory coursework. The proposed program is a cohort-based, non-dissertation professional degree that will be delivered in an on-ground format. The curriculum will emphasize in-depth evaluation and intervention skills with a focus on disease, body functions and structure while integrating activity limitations, participation restrictions, and contextual factors. The proposed OTD program will utilize a problem-based learning approach with an interprofessional focus, which will prepare graduates to practice with appropriate skills and expertise in diverse practice settings that require collaboration, teamwork, and the ability to break down silos that are prominent in traditional health care curricula. The proposed program will seek accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE) which in 2017 provided a recommendation that the entry-level degree for occupational therapy education be elevated to the doctorate level. An advisory board will be developed to advise faculty on current professional issues and future trends in occupational therapy; provide input on curriculum development and clinical education; and contribute to program evaluation and strategic planning.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Doctor of Occupational Therapy program was approved by the East Tennessee State University Board of Trustees on February 19, 2021.

PROPOSED IMPLEMENTATION DATE

Summer 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed program aligns with the State Master Plan which acknowledges, “the critical need for academic programs of distinction at the graduate and professional level to fully address Tennessee’s economic development, workforce, and research needs.” The OTD program provides a graduate degree program that prepares graduates for entry into one of the region’s fastest growing labor categories, provides state-of-the-art rehabilitative care, and will contribute to the research needs of the healthcare community.

The proposed Doctor of Occupational Therapy degree also aligns with the mission and vision of East Tennessee State University, the Academic Health Sciences Center, and the goals of the College of Clinical and Rehabilitative Health Sciences. ETSU’s mission statement highlights the need to “provide strong, comprehensive educational, research, and service programs in the health sciences that advance the health and wellness of people throughout Tennessee and Southern Appalachia and of rural populations around the world.”

CURRICULUM

The proposed 107 credit hour curriculum has been developed on the foundation of the biological, psychological, and social aspects model and is informed and supported by the International Classification of Functioning, Disability, and Health (ICF) and the Ecology of Human Performance (EHP). Both the ICF and EHP provide the curriculum with a framework for understanding health and health-related domains by considering functioning and disability of an individual, as well as the context and environmental factors that support and hinder participation. The proposed curriculum will utilize a problem-based learning approach with an interprofessional focus, which will prepare graduates to practice with appropriate skills and expertise in diverse practice settings that require collaboration and teamwork.

Five content threads will be woven into all phases of the curriculum to ensure students develop the necessary occupational therapist skills which address the biopsychosocial needs of diverse and underserved populations. These threads are as follows:

- Foundational knowledge and competencies
- Evidence-based clinical and community-based care
- Interprofessional practice
- Scholarly inquiry
- Administration and leadership of practice

PROGRAM PRODUCTIVITY

The proposed OTD program projects an initial enrollment of 24 students increasing to a consistent 68 students by year three. Attrition rates are calculated at 5 percent. The proposed program projects 23 graduates a year starting in year three.

	2022	2023	2024	2025	2026	2027	2028
Enrollment	24	47	68	68	68	68	68
Graduates	--	--	23	23	23	23	23

PROGRAM DUPLICATION

Currently, there are only two OTD programs offered in Tennessee. One at University of Tennessee, Chattanooga and one at Belmont University. As of March 2021, there are 43 ACOTE accredited OTD programs in the United States.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institutional site visit on May 21-22, 2020. Dr. Maggie Maloney, Occupational Therapy Program Director and Assistant Professor for the Occupational Therapy Program at the University of Toledo and Dr. Christine Wright, Chair of the Department of Occupational Therapy and OTD Program Director at Arkansas State University served as the external reviewers for the proposed program. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Drs. Maloney and Wright made a recommendation for approval of the proposed OTD program and stated, "the proposed program is needed in the region and will be an asset to the institution and to the health and human service employers in the region." Additionally, they recommended approval and stated the proposed program would "meet the perceived increased need for occupational therapists in the workforce. In particular, this program will graduate occupational therapy practitioners who will also have the potential to be researchers, leaders, and advocates for their profession and their clients."

STUDENT DEMAND

A survey was distributed to current ETSU undergraduate students in health-related majors to gauge student interest in the proposed program. A total of 171 responses were received and 73 percent indicated interest in an OTD program if offered at ETSU. Additionally, information from the American Occupational Therapy Association (AOTA) indicates that Occupational Therapy is a popular graduate program that attracts 10 more applicants than available seats with a national acceptance rate of approximately 18 percent among qualified applicants.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified to sit for licensure as an occupational therapist. According to the Bureau of Labor Statistics (BLS) the employment of occupational therapists is projected to grow 24 percent from 2016-2026, nearly four times the national average growth rate of seven percent. Furthermore, existing occupational therapy programs in close proximity to ETSU have a 100 percent job placement rate. Additionally, according to an analysis of information provided by Burning Glass Technologies (an analytics software company that provides real-time data on labor market trends), student interest and demand is growing, and competitive saturation is low for the OTD.

Letters of support for the proposed program were provided by the Tennessee Physical Therapy Association, Ballard Health, the National HealthCare Corporation, Quillen Rehabilitation Hospital, Department of Veterans Affairs, and Ashe Memorial Hospital.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be housed in the College of Clinical and Rehabilitative Health Sciences which currently houses the Doctor of Physical Therapy program, the Doctor of

Audiology program, and the Master of Science in Speech-Language Pathology program. The proposed program will require 29 new courses to satisfy degree requirements and ACOTE standards. The proposed program will be housed in the Veteran's Administration campus in Building 2 alongside the Department of Physical Therapy. Several new positions will be required to administer the proposed program including a program director, five full-time faculty, one adjunct faculty, and an executive aide.

ASSESSMENT AND POST-APPROVAL MONITORING

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

Tennessee Higher Education Commission
Appendix A: THEC Financial Projections
East Tennessee State University
Doctor of Occupational Therapy

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.
Planning year projections are not required but should be included when appropriate.

	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
I. Expenditures									
A. One-time Expenditures									
New/Renovated Space ¹		\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment		100,000	-	-	-	-	-	-	-
Library		-	-	-	-	-	-	-	-
Consultants		6,000	-	-	-	-	-	-	-
Travel		3,000	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-
Sub-Total One-time		\$ 1,609,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures									
Personnel									
Administration									
Salary	\$ 55,000	\$ 110,000	\$ 113,300	\$ 116,699	\$ 120,200	\$ 123,806	\$ 127,520	\$ 131,346	\$ 135,286
Benefits	17,175	34,350	35,381	36,442	37,535	38,661	39,821	41,016	42,246
Sub-Total Administration	\$ 72,175	\$ 144,350.00	\$ 148,680.50	\$ 153,140.92	\$ 157,735.14	\$ 162,467.20	\$ 167,341.21	\$ 172,361.45	\$ 177,532.29
Faculty									
Salary	\$ 42,500	\$ 172,550	\$ 262,727	\$ 440,608	\$ 453,826	\$ 467,441	\$ 481,464	\$ 495,908	\$ 510,386
Benefits	14,675	59,581	90,718	152,139	156,703	161,404	166,246	171,234	176,072
Sub-Total Faculty	\$ 57,175	\$ 232,131	\$ 353,444	\$ 592,747	\$ 610,529	\$ 628,845	\$ 647,710	\$ 667,142	\$ 686,458
Support Staff									
Salary	\$ -	\$ 24,000	\$ 24,720	\$ 25,461	\$ 26,224	\$ 27,010	\$ 27,820	\$ 28,654	\$ 29,512
Benefits	-	17,150	17,664	18,193	18,738	19,300	19,879	20,475	21,095
Sub-Total Support Staff	\$ -	\$ 41,150	\$ 42,384	\$ 43,654	\$ 44,962	\$ 46,310	\$ 47,699	\$ 49,129	\$ 50,607
Graduate Assistants									
Salary	\$ -	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400
Benefits	-	-	-	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	48,501	50,925	53,472	56,145	58,953	61,905	64,995	68,225
Sub-Total Graduate Assistants	\$ -	\$ 71,901	\$ 74,325	\$ 76,872	\$ 79,545	\$ 82,353	\$ 85,305	\$ 88,395	\$ 91,625
Operating									
Travel	\$ 6,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Printing	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
University Administration	-	131,976	241,895	361,734	372,586	383,764	395,277	407,135	419,345
Other	10,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Sub-Total Operating	\$ 20,500	\$ 171,476	\$ 281,395	\$ 401,234	\$ 412,086	\$ 423,264	\$ 434,777	\$ 446,635	\$ 458,945
Total Recurring	\$ 222,025	\$ 665,339	\$ 904,689	\$ 1,272,242	\$ 1,309,589	\$ 1,348,113	\$ 1,387,852	\$ 1,428,833	\$ 1,469,852
TOTAL EXPENDITURES (A + B)	\$ 72,175	\$ 1,831,025	\$ 665,339	\$ 904,689	\$ 1,272,242	\$ 1,309,589	\$ 1,348,113	\$ 1,387,852	\$ 1,428,833

	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
*If tuition and fees for Graduate Assistants are included, please provide the following information.									
Base Tuition and Fees Rate		\$ -	16,167	16,975	17,824	18,715	19,651	20,634	21,665
Number of Graduate Assistants		-	3	3	3	3	3	3	3
	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
II. Revenue									
Tuition and Fees ²		-	486,720	887,677	1,323,861	1,360,034	1,397,293	1,435,669	1,475,197
Institutional Reallocations ³	72,175	1,831,025	178,619	17,012	(51,619)	(50,445)	(49,180)	(47,817)	(46,364)
Federal Grants ⁴		-	-	-	-	-	-	-	-
Private Grants or Gifts ⁵		-	-	-	-	-	-	-	-
Other ⁶		-	-	-	-	-	-	-	-
BALANCED BUDGET LINE	\$ 72,175	\$ 1,831,025	\$ 665,339	\$ 904,689	\$ 1,272,242	\$ 1,309,589	\$ 1,348,113	\$ 1,387,852	\$ 1,428,833
Notes:									
(1) Provide the funding source(s) for the new or renovated space.									
New space or renovations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding and from revenue generated by the program.									
(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.									
Tuition and fee revenue will be generated in year one of the program. The Academic Health Science Center (AHSC) at ETSU has a \$50.00 per credit hour course fee for courses taught within the AHSC. This course fee is earmarked for the college that generates the credit hours.									
(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.									
Institutional reallocations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding.									
(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.									
N/A									
(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).									
N/A									
(6) Provide information regarding other sources of the funding.									
N/A									

DATE: May 20, 2021

SUBJECT: New Academic Program
University of Memphis
Master of Nonprofit Management
(CIP 52.0206 – Non-Profit/Public/Organizational Management)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Memphis proposes a Master of Nonprofit Management (MNM) to provide students with the theoretical and practical knowledge necessary to lead and transform nonprofit organizations and address complex social issues. The program is designed as a 39-credit hour online program accessible to pre-service as well as mid-career professionals looking to advance in the field. The curriculum for the program is based on the guidelines provided by the Nonprofit Academic Centers Council (NACC) which is the accrediting body for nonprofit programs.

The impetus for the proposed MNM program grew from a partnership between the University of Memphis Department of Public and Nonprofit Administration and ALSAC/St. Jude Children’s Research Hospital, the largest nonprofit employer in the region and among the most globally recognized charities. ALSAC is considered one of the industry leaders in the area of philanthropy and nonprofit fundraising, and their cooperation has been instrumental in the development of the proposed program. Through this partnership, students in the proposed program will learn the principles and practices of nonprofit marketing and fundraising from an organization that is a standard-bearer in the field.

Students in the proposed MNM program will have a choice of two educational tracks to pursue, fundraising/philanthropy or social justice, as well as the option of a generalist nonprofit management program. These specializations will benefit the local nonprofit community and better define its niche among NACC accredited programs.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Master of Nonprofit Management program was approved by the University of Memphis Board of Trustees on June 3, 2020.

PROPOSED IMPLEMENTATION DATE

August 2021

RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN

The University of Memphis is committed to its mission of an urban-serving university that closely collaborates with its community partners. The proposed Master of Nonprofit Management program aligns with the University's mission to "provide the highest quality of education by focusing on research and service benefitting local and global communities." The proposed program will rely on the department's Philanthropy and Nonprofit Leadership Advisory Board for support and guidance. This advisory board is comprised of leaders from the philanthropic and nonprofit sectors and represents the vast array of nonprofit organizations in Memphis and the mid-South region.

The proposed program aligns with the 2015-25 Master Plan for Tennessee Postsecondary Education in three key areas: increased enrollment in majors leading to high demand jobs, optimizing online learning, and partnerships between higher education and industry.

CURRICULUM

The proposed Master of Nonprofit Management requires the completion of 39 credit hours. The curriculum for the program is based on the guidelines provided by the Nonprofit Academic Centers Council. The curriculum is designed for students to complete 24 credit hours in the core, 12 credit hours of electives and a 3 credit hour capstone. Students will be guided by an individual course plan, approved by their academic advisor. Students will have the flexibility to enroll in a generalist course of study or focus on one of two tracks: social justice or fundraising and philanthropy.

Graduates from the proposed MNM program will possess the following knowledge, skills, and abilities to apply to the profession of nonprofit management.

- Effective written and oral communication that is audience-appropriate
- Techniques for employee, volunteer, and donor recruitment, development, and retention, including effective approaches to board governance
- Ability to assess past financial performance, current financial analysis, and financial forecasts to make strategic decisions
- Knowledge of public service and fundraising ethics and financial stewardship
- Research design and data analysis, including program evaluation methods, and the incorporation of stakeholders into the research and evaluation process
- Best practices for leading teams and organizations
- Change management facilitation and negotiation skills

PROGRAM PRODUCTIVITY

Enrollment projections for the program were determined based on trend data of students enrolled in the existing Nonprofit concentration within the Master of Public Administration program and the graduate certificate program in Nonprofit Leadership and Philanthropy. The proposed MNM program projects an initial enrollment of eight students with steady increases to 30 students by the fifth year.

	2021	2022	2023	2024	2025
Enrollment	8	15	20	27	30
Graduates	--	3	10	15	25

PROGRAM DUPLICATION

The proposed Master of Nonprofit Management will be the first such program in the State of Tennessee. This unique master’s program will be fully online and offer two tracks: fundraising/philanthropy and social justice. East Tennessee State University offers a Nonprofit and Public Financial Management concentration within their Master of Public Administration program. Tennessee State University offers a graduate certificate program in Nonprofit Management.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual site visit on December 1, 2020. Dr. Douglas Ihrke, Professor and Chair of the Department of Public and Nonprofit Administration at the University of Wisconsin – Milwaukee served as the external reviewer. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Irke recommended approval of the proposed Master of Nonprofit Management and stated, “In my professional judgement, the proposed program is needed in the Memphis community and beyond. It is recommended the program be approved because of the strength of the curriculum and faculty, the support services provided for online delivery of the program, and the outstanding community support it has behind it. ”

STUDENT DEMAND

Student demand for the proposed MNM program was determined by the University of Memphis’ Department of Public and Nonprofit Administration in serving increasing demands from students in the current related program offerings. A total of 100 students have earned the Nonprofit concentration within the Master of Public Administration since it was first offered in 2007. Since 2011, 64 students have eared the 15-credit hour graduate certificate in Philanthropy and Nonprofit Leadership.

Additionally, the Department of Public and Nonprofit Administration conducted an online survey to determine student interest for a Master of Nonprofit Management program. The survey was administered to 125 students and graduates from the Master of Public Administration and the Philanthropy and Nonprofit Leadership graduate certificate program. A strong interest was displayed with 74 percent of the respondents indicating a need for the program that would benefit the University and the city of Memphis.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates of the proposed Master of Nonprofit Management will have employment opportunities both nationally and statewide. The nonprofit sector is growing rapidly, but organizations are having difficulty meeting that need. According to the 2017 Nonprofit

Employment Practices Survey, 50 percent of nonprofits surveyed said they expect to increase their staff. One excellent source of data for nonprofit demand is the interactive website Nonprofit Works. This center, created by the John Hopkins Center for Civil Society Studies' Nonprofit Economic Data Project, provides the public with U.S. nonprofit employment, establishment, and wage data at the national, state, and local levels. In Tennessee, nonprofit employment grew by 14.3 percent, compared to 5.5 percent for the private sector.

The nonprofit sector is a substantial part of the Memphis economy. According to the Bureau of Labor Statistics, Memphis' 501(c)(3) nonprofits employed over 52,000 workers in 2016. Furthermore, nonprofit employers are the third largest payroll by industry, and constitute 8.1 percent of private employment in Tennessee and over 10 percent in Shelby County. From 2007 to 2016 nonprofit employment growth increased 16.7 percent, more than three times that of the for-profit sector (4.6 percent).

The need for the proposed MNM program is corroborated by letters of support from nonprofit leaders. Letters of support from nonprofit agencies were received from ALSAC/St. Jude Children's Research Hospital, LeBonheur Children's Hospital, Momentum Nonprofit Partners, Habitat for Humanity of Greater Memphis, Arts Memphis, Soulsville Foundation, and Memphis Athletic Ministries.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed MNM program will be fully online and will be supported by UofM Global, including learning support, technology support, library services, and career services specifically geared toward online learners. The proposed program will be housed in the Department of Public and Nonprofit Administration within the School of Urban Affairs and Public Policy. The current faculty in the department will deliver the instruction for all core courses. Students will take elective courses from various departments such as Journalism and Strategic Media, Management, and Social Work. The proposed program will utilize existing courses and will require the development of two new core courses. Adjunct faculty members will be hired to allow flexibility for faculty to develop the new courses.

Appendix A outlines the 5-year financial projections for the Master of Nonprofit Management program. Minimal expenses for the program will be covered by tuition and fees.

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. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Tennessee Higher Education Commission
Attachment A: THEC Financial Projections
University of Memphis
Master of Nonprofit Management

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
I. Expenditures					
A. One-time Expenditures					
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment					
Library	1,750	1,750	1,750	1,750	1,750
Accreditation Fee	-	2,400	-	-	-
Travel	3,000				
Other (Marketing New Program)	5,000	1,000	1,000	1,000	1,000
Sub-Total One-time	\$ 9,750	\$ 5,150	\$ 2,750	\$ 2,750	\$ 2,750
B. Recurring Expenditures					
Personnel					
Administration					
Salary 1/2 faculty admin		\$ -	\$ -	\$ -	\$ -
Benefits 35.3%	-	-	-	-	-
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty					
Salary associate		\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Sub-Total Faculty	\$ -	\$ -	\$ -	\$ -	\$ -
Support Staff adjuncts					
Salary	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
Benefits					
Sub-Total Support Staff	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
Graduate Assistants					
Salary					
Benefits	-	-	-	-	-
Tuition and Fees* (See Below)					
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -
Operating					
Travel	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Printing	1,000	1,000	1,000	1,000	1,000
Equipment	-	-	-	-	-
Other					
Sub-Total Operating	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Total Recurring	\$ 10,000	\$ 10,000	\$ 10,150	\$ 10,303	\$ 10,459
TOTAL EXPENDITURES (A + B)	\$ 19,750	\$ 15,150	\$ 12,900	\$ 13,053	\$ 13,209

*If tuition and fees for Graduate Assistants are included, please provide the following information.					
Base Tuition and Fees Rate	\$ 12,000.00	\$ 12,600.00	\$ 13,230.00	\$ 13,891.50	\$ 14,586.08
Number of Graduate Assistants	2	2	2	2	2
	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue					
Tuition and Fees ¹	120,327	135,855	139,740	271,710	310,530
Institutional Reallocations ²	(100,577)	(120,705)	(126,840)	(258,657)	(297,321)
Federal Grants ³	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-
Other ⁵	-	-	-	-	-
BALANCED BUDGET LINE	\$ 19,750	\$ 15,150	\$ 12,900	\$ 13,053	\$ 13,209
Notes:					
(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.					
(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.					
(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.					
(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).					
(5) Please provide information regarding other sources of the funding.					

DATE: May 20, 2021

SUBJECT: New Academic Program
University of Tennessee, Knoxville
Geographic Information Science and Technology, Bachelor of Science
(CIP Code: 45.0702 - Geographic Information Science and
Cartography)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Knoxville (UTK) proposes a Bachelor of Science (BS) in Geographic Information Science and Technology (GIS&T). Geographic Information Science is an interdisciplinary field that encompasses a wide range of application areas, including transportation logistics, network analysis, emergency management, urban planning, public health, resource and environmental management, location intelligence, and energy analytics. Demand for well-trained GIS&T professionals currently exceeds the supply of graduates in this area.

Since 2016, UTK has offered instruction in GIS&T within the Geography, Bachelor of Arts program. The proposed program will expand and enhance the existing curriculum and offer additional STEM and cutting-edge GIS&T coursework for this program.

The proposed GIS&T program will allow graduates to bridge the gap between advanced geographic information technology and real-world problems/applications and to use spatial mapping, modeling, and analytics to make informed decisions. Further, the proposed degree will provide foundational training in the principles of spatial, statistical, and mathematical analysis, as well as knowledge of computer science, spatial data structures, algorithms, and information visualization.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Geographic Information Science and Technology, BS program was approved by the University of Tennessee Board of Trustees on February 25-26, 2021.

PROPOSED IMPLEMENTATION DATE

Fall 2021

RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN

The proposed program aligns with the State’s Master Plan by creating an undergraduate degree program focused on one of the largest economic growth industries in Tennessee and neighboring regions: the geospatial technology industry. In alignment with UTK’s mission, the proposed Geographic Information Science and

Technology will leverage existing partnerships between the UTK Geography Department, Oak Ridge National Laboratory (ORNL), and the U.S. Department of Energy to enhance teaching, scholarship, and service in the GIS-T fields.

CURRICULUM

The proposed Geographic Information Science and Technology, Bachelor of Science program will require 120 credit hours including 43 credit hours of general education courses, 53 credit hours of prerequisite and core courses, 20 hours of elective courses and a 4 hour capstone or internship course. Since the pandemic started in March 2020, the Department of Geography has made a strong push to redesign courses with the instructional modality changing to hybrid and fully-online. A total of six new courses will be developed for the proposed program.

Graduates from the proposed GIS&T program will be able to:

- Comprehend fundamental concepts and practices of Geographic Information Systems (GIS) and advances in Geospatial Information Science and Technology.
- Apply basic graphic and data visualization concepts in cartography, such as color theory, symbolization, normalization, and classification.
- Demonstrate knowledge of interdisciplinary applications of GIS&T.
- Apply GIS analysis to address geospatial problems and/or research questions.
- Demonstrate proficiency in the use of GIS tools to create maps that are fit-for-purpose
- Demonstrate confidence in undertaking new analysis using GIS, troubleshoot problems in GIS, and seek help from software/website help menus and the GIS community to solve problems.
- Apply statistical methods to data to be used in geospatial analysis.
- Effectively communicate and present project results in oral, written, and graphic forms.

PROGRAM PRODUCTIVITY

Enrollment projections for the proposed GIS&T program are based on historical data for the Geospatial Science and Technology concentration within the Geography, Bachelor of Arts program. The program is expected to enroll 10 students in the first year with 82 students expected by the fifth year. A total of six graduates are expected in year four.

Five-year enrollment and graduation projections are listed below.

	2021	2022	2023	2024	2025
Enrollment	10	24	41	60	82
Graduates	--	--	--	6	16

PROGRAM DUPLICATION

The proposed Bachelor of Science in Geographic Information Science and Technology will be the first such program in the state of Tennessee. Tennessee State University and the University of Memphis both offer graduate certificate programs in Geospatial/Geographical Information Systems.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institution site visit on September 28, 2020. Dr. Yongmei Lu, Professor and Chair, Department of Geography at Texas State University served as the external reviewer. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Lu made a recommendation for the approval of the proposed GIS program for the following reasons:

- The readiness of the university, the college, the department, and the current students who are studying GIS in the Department of Geography to embrace this proposed B.S. in GIS&T degree program as a nature growth;
- The outstanding quality of faculty for teaching and research in the field of GIS&T, the sufficient facility support at the different levels (i.e. the department, the college, and the university), the library and space resources, and the outstanding GIS staff support; and
- The strong and unreserved support the Department has secured from the university, the college, and communities (e.g. ORNL, private sector, and local and state government agencies).

STUDENT DEMAND

A student interest survey was distributed by instructors in the Department of Geography current students along with a focus group to gauge interest in the proposed GIS&T program. Seventy percent of respondents indicated that they would be interested in completing a GIS&T degree. Additionally, a focus group of 18 geography students were gauged on their interest of a GIS&T program. The students unanimously agreed that a GIS&T program that emphasized advanced training and encouraged real-world projects that graduates would have stronger prospects for a GIS job with a higher starting salary.

OPPORTUNITIES FOR PROGRAM GRADUATES

Numerous projections from government agencies indicate considerable growth and employment opportunities in the geospatial technology industry. The U.S. Department of Labor Employment and Training Administration cites an annual growth rate of approximately 35 percent for the geospatial technology industry. Additionally, the U.S. Department of Labor's Occupational Information Network (O*NET) offers a projected growth for Geospatial Information Scientists and Technologists and Geographic Information Systems Technicians at faster-than-average rates (7 percent to 10 percent) from 2018 to 2028, with 2018 median wages at \$43.40 hourly and \$90,270 annually. In November 2019, Forbes Magazine highlighted the limitless future of GIS&T professionals and predicted that

GIS&T would be one of the fastest-growing fields in terms of job availability, desired skillset, and high pay in the next few years and decade

UTK's Department of Geography has a strong connection to the GIS industry, both public and private. Letters of support for the proposed program were provided by the Oak Ridge National Laboratory, Tennessee Department of Finance and Administration, ESRI Environmental Systems Research Institute, Inc., GEO Jobe, and the Blount County GIS Group.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The Department of Geography at the University of Tennessee, Knoxville will support the proposed program by drawing on current resources and faculty expertise. The department already offers much of the coursework for the proposed program. In addition to these courses, students will also take other STEM courses from Mathematics, Computer Science, and Information Sciences.

A team of seven full-time faculty and three full-time GIS staff members in the Department of Geography will provide the instruction for the proposed program. GIS&T faculty members in the Department of Geography are experts in the diverse fields of geographic information science at both the national and international levels. An adjunct faculty member is budgeted to ensure the implementation of a high-quality program if the projected demand is met and exceeded. Appendix A outlines the five-year financial projections for the proposed Geographic Information Science and Technology BS program which outlines minimal expenditures.

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. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Tennessee Higher Education Commission

Attachment A: THEC Financial Projections

University of Tennessee, Knoxville

BS in Geographic Information Science & Technology

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
I. Expenditures					
A. One-time Expenditures					
New/Renovated Space ¹	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-
Library	-	-	-	-	-
Consultants	-	-	-	-	-
Travel	-	-	-	-	-
Other	-	-	-	-	-
Sub-Total One-time	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures					
Personnel					
Administration					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty					
Salary	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020
Benefits	13,200	13,596	14,004	14,424	14,857
Sub-Total Faculty	\$ 53,200	\$ 54,796	\$ 56,440	\$ 58,133	\$ 59,877
Support Staff					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants					
Salary	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Tuition and Fees* (See Below)	-	-	-	-	-
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -
Operating					
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	1,000	1,000	1,000	1,000	1,000
Equipment	-	-	-	-	-
Other	-	-	-	-	-
Sub-Total Operating	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Recurring	\$ 54,200	\$ 55,796	\$ 57,440	\$ 59,133	\$ 60,877
TOTAL EXPENDITURES (A + B)	\$ 54,200	\$ 55,796	\$ 57,440	\$ 59,133	\$ 60,877

	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue					
Tuition and Fees ¹	96,240	235,596	410,525	612,784	854,221
Institutional Reallocations ²	(42,040)	(179,800)	(353,085)	(553,651)	(793,344)
Federal Grants ³	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-
Other ⁵	-	-	-	-	-
BALANCED BUDGET LINE	\$ 54,200	\$ 55,796	\$ 57,440	\$ 59,133	\$ 60,877

Notes:

(1) Provide the funding source(s) for the new or renovated space.

Not applicable

(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.

Year 1 tuition is estimated at \$401 per credit hour. Tuition in subsequent years has a 2% inflation factor

Years	Tuition rates	# of students	credit hours	Semesters	Total
Year 1	401	10	12	2	96,240
Year 2	409	24	12	2	235,596
Year 3	417	41	12	2	410,525
Year 4	426	60	12	2	612,784
Year 5	434	82	12	2	854,221

(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

There are no reallocations.

(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

No Federal grants are used to fund this degree.

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

No external grants or gifts are used to fund this degree.

() Provide information regarding other sources of the funding.

This degree is funded entirely through tuition revenue.

Agenda Item: V.

DATE: May 20, 2021

SUBJECT: Legislative Update

ACTION RECOMMENDED: Information

PROGRAM DESCRIPTION

Staff will provide an overview and summary of the 2021 Legislative Session.