



Fall Quarterly Meeting

Senate Hearing Room I

Cordell Hull State Office Building

November 18, 2021

Tennessee Higher Education Commission



TENNESSEE HIGHER EDUCATION COMMISSION
Fall Quarterly Meeting
Senate Hearing Room 1-Cordell Hull State Office Building
Thursday, November 18, 2021 9:00 a.m. – 12:00 p.m. CST

Adoption of Agenda

Approval of Minutes, July 22, 2021 Meeting

Chairman's Report

Executive Director's Report

Agenda Items

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
- II.** Institutional Mission Profiles (*Action Item*)

Regular Calendar

- I.** Fall 2021 Enrollment Update (*Information*)
- II.** 2022-23 Operating State Appropriation Recommendations (*Action Item*)
- III.** 2022-23 Student Fee Recommendations (*Action Item*)
- IV.** 2022-23 Capital Projects Recommendations (*Action Item*)
- V.** New Academic Programs (*Action Item*)
 - A. University of Tennessee, Martin – Master of Sport Coaching and Performance
 - B. Tennessee State University – Data Science, Master of Science

VI. 2021-2025 Formula Review Update (*Information*)

VII. Campus Security Update (*Information*)

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Summer Quarterly Meeting

Nashville Room, 3rd floor

Tennessee Tower

July 22, 2021

Link to recording:

[THEC Commission Meeting 7/22/2021 \(tn.gov\)](#)

Chairman Evan Cope called the meeting to order at 8:30 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 AC Wharton		X
Comptroller Jason Mumpower	X	
Commissioner Dakasha Winton	X	

At the start of the meeting there were nine (9) members physically present, constituting a quorum. At 10:00 a.m. two (2) members, Secretary Tre Hargett and Comptroller Jason Mumpower, left the meeting, leaving seven (7) members, still constituting a quorum.

APPROVAL OF MAY 20, 2021 MINUTES

Commissioner Stafford made a motion to approve the minutes. Commissioner Scarlett seconded the motion. A voice vote was taken, and the motion passed.

CHAIRMAN'S REPORT:

Chairman Cope delivered his report.

ADOPTION OF AGENDA

Commissioner Koban made a motion to adopt the agenda. Commissioner Moser seconded the motion. A voice vote was taken, and the motion passed.

EXECUTIVE DIRECTOR REPORT:

Executive Director Dr. Emily House provided her report.

AGENDA ITEMS

Chairman Cope stated that there were three (3) items on the consent calendar and without questions or objections, that he would entertain a motion and second to approve the consent calendar as one (1) item. Secretary Hargett made a motion to approve the consent calendar as one (1) item. Commissioner Stafford seconded the motion. A voice vote was taken, and the motion passed.

I. Outcomes-based Funding Formula Update

Dr. Steven Gentile presented information on the outcomes-based funding formula with the recommendation to implement a stop-out provision for university-conferred associate degrees and for the recommendation to match university associate degree values to the community college sector.

Commission members asked questions and a discussion followed. Secretary Hargett made a motion to approve. Commissioner Moser seconded the motion. A voice vote was taken, and the motion passed.

II. University of Tennessee Southern

A. Appropriation Request Integration

Dr. Gentile presented information on incorporating University of Tennessee Southern as an outcome formula unit after the institution produces four (4) years of high-quality outcome data. UT Southern would be treated, for appropriation request purposes, like all other specialized units which do not participate in the outcomes formula. The Outcomes-Based Funding (OBF) formula utilizes four (4) years of data to produce an appropriation request for each of the state's community colleges and undergraduate-serving universities. The requirement of the University of Tennessee Southern to produce outcome data consistent with the Commission's standards will ensure public funds are distributed in a fair and equitable manner.

Dr. Gentile presented the recommendation of requiring UT Southern to produce a facilities master plan, per THEC policy, prior to participating in the capital outlay appropriation process. The University of Tennessee System is developing a Strategic Plan for UT Southern, which will in turn inform the facilities master plan.

Dr. Gentile also presented the recommendation of allowing the University of Tennessee System to request capital maintenance support on behalf of University of Tennessee Southern in the FY23 appropriation request, but not to revise the University of Tennessee System's Sherman-Dergis Formula calculation to reflect University of Tennessee Southern's campus footprint until the FY24 appropriation cycle.

Chairman Cope motioned to approve that UT Southern be treated as a specialized unit until 2025, at which time adequate data will be available to include UT Southern in the outcomes-based funding formula. Secretary Hargett seconded the motion. A voice vote was taken, the motion passed.

Chairman Cope motioned to approve that UT Southern is eligible to request capital outlay projects, pursuant to THEC's capital outlay process, once their campus facilities master plan is approved by the Commission and the University of Tennessee's capital maintenance share reflect UT Southern's footprint in FY2024. Commissioner Stafford seconded the motion. A voice vote was taken, and the motion passed.

B. Academic Programs

Betty Dandridge Johnson presented information regarding the current academic programs offered at the University of Tennessee Southern. This includes one (1) undergraduate certificate program, one (1) associate degree program, twenty-three (23) bachelor's degree programs, and two (2) graduate degree programs.

Chairman Cope motioned to vote on the bachelor's and graduate programs at University of Tennessee Southern as a slate and treat the associate degree separately. Commissioner Scarlett seconded the motion. A voice vote was taken, and the motion passed.

Commissioner Scarlett motioned to approve the bachelor and graduate degree programs. Commissioner Koban seconded the motion. A voice vote was taken, and the motion passed.

Commissioner Scarlett motioned to approve the associate degree program on the condition that the program would wind down by 2026. Commissioner Moser seconded the motion. A voice vote was taken, and the motion passed.

III. New Academic Programs

A. University of Memphis, American Sign Language and Deaf Studies, Bachelor of Arts

Dr. Julie Roberts presented information on the Bachelor of Arts in American Sign Language (ASL) and Deaf Studies. The university currently offers a minor in ASL and has established ASL as an acceptable course to fulfill the university's world language requirements. The University of Memphis expects that a major in ASL and Deaf Studies will attract new students to the university because a similar degree is not offered within a 200-mile radius of Memphis. Additionally, the program is designed to offer the ability for students to double major in ASL and another major at the university.

Commission members asked questions and a discussion followed with Dr. Linda Jarmulowicz, Dean of the School of Communication Sciences and Disorders. Commissioner Stafford motioned to approve. Commissioner Scarlett seconded the motion. A voice vote was taken, and the motion passed.

B. University of Memphis, Applied Physiology and Neuromechanics, Ph.D.

Dr. Roberts presented information on the Doctor of Philosophy in Applied Physiology and Neuromechanics with two concentrations: Applied Physiology and Nutrition and Applied Biomechanics. The proposed program will focus on the function and structure of the human body related to its health, nutrition, and movement.

Commissioner Winton motioned to approve. Commissioner Stafford seconded the motion. A voice vote was taken, and the motion passed.

C. University of Memphis, Doctor of Physical Therapy

Dr. Roberts presented information on the Doctor of Physical Therapy (DPT) program that is dedicated to developing graduates that are trained to practice independently or as part of a multidisciplinary health team. The broad educational foundation focuses on understanding disease etiology and progression across the lifespan while developing and refining the knowledge and skills of assessment, evaluation, and therapeutic intervention. The proposed program will seek accreditation from the Commission on Accreditation for Physical Therapy Education (CAPTE).

Commission members asked questions and a discussion followed with Dr. Doug Powell, Associate Professor of the College of Health Sciences. Commissioner Dishner motioned to approve. Commissioner Winton seconded the motion. A voice vote was taken, and the motion passed.

D. University of Tennessee Chattanooga, Applied Leadership, Bachelor of Applied Science

Dr. Roberts presented information on the Bachelor of Applied Sciences in Applied Leadership which will provide a flexible online program targeted to adult learners and transfer students who have completed general education requirements and are seeking to complete a bachelor's degree. The program will leverage opportunities to award transfer credit via prior learning assessments for skills gained in the workplace to earn a baccalaureate degree in an expedited manner.

Secretary Hargett motioned to approve. Comptroller Mumpower seconded the motion. A voice vote was taken, and the motion passed with Commissioner Stafford abstaining from voting.

E. University of Tennessee Martin, Cybersecurity, Bachelor of Science

Dr. Roberts presented information on the Bachelor of Science in Cybersecurity which will help students become cybersecurity professionals. There are currently only eighteen (18) cybersecurity programs certified by the Accreditation Board of Engineering and Technology (ABET) existing in the United States and this program will be the first accredited program at a public university in Tennessee.

Commission members asked questions and a discussion followed with Dr. Philip Cavalier, Provost and Vice Chancellor for Academic Affairs. Commissioner Scarlett motioned to approve. Secretary Hargett seconded the motion. A voice vote was taken, and the motion passed.

F. University of Tennessee Martin, Veterinary Science and Technology, Bachelor of Science

Dr. Roberts presented information on the Bachelor of Science in Veterinary Science and Technology program that prepare students to become a licensed veterinary technician or apply to veterinary school. Currently there are only twenty-two (22) accredited veterinary technology bachelor's programs existing nationwide.

Commission members asked questions and a discussion followed with Dr. Cavalier. Secretary Hargett made the motion to approve. Commissioner Moser seconded the motion. A voice vote was taken, and the motion passed.

G. University of Tennessee Martin, Criminal Justice, Master of Science

Dr. Roberts presented information on the Master of Science in Criminal Justice program that will offer two optional certifications in law enforcement and corrections administration. The program will be delivered online with five (5) week courses to allow working professionals the flexibility to balance their academic coursework and work responsibilities. Additionally, the University of Tennessee Martin will award credit for prior learning experiences for students who have attended specific federal and state law enforcement academies.

Commission members asked questions and a discussion followed. Secretary Hargett motioned to approve. Commissioner Stafford seconded the motion. A voice vote was taken, and the motion passed.

IV. Facilities Master Plans

A. University of Memphis

Neal Kessler with the SmithGroup presented the 2021 Master Plan update as a comprehensive ten (10) year plan, with the analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, design guidelines, land acquisition, infrastructure, student life/services, and implementation and capital plan for the University of Memphis.

Commission members asked questions and a discussion followed. Commissioner Stafford motioned to approve. Commissioner Koban seconded the motion. A voice vote was taken, and the motion passed.

B. Walters State Community College

Woody Giles from TSW presented the Walter State Community College Master Plan which provided a comprehensive and flexible plan to guide all campuses for the next decade.

Commission members asked questions and a discussion followed with Dr. Tony Miksa, President of Walters State Community College. Commissioner Dishner made a motion to approve. Commissioner Moser seconded the motion. A voice vote was taken, and the motion passed.

V. Appointments to Advisory Board for HBCU Success

Dr. Brittany Mosby presented information on the Historically Black Colleges and Universities (HBCU) Advisory Board, including that the board shall be appointed by

the Commission and include representatives of a variety of sectors, including philanthropy, education, business, finance, entrepreneurship, innovation, and private foundations, as well as sitting HBCU presidents. Commission staff recommended the reappointment of Ms. Laschinski Emerson and Dr. Doug Magee and the appointment of Dr. Andre Churchwell, Officer Shelley Clemmons, Dr. Carol Johnson-Dean, Ms. Ashley Northington, Ms. Brandi Smith, Ms. Elaine Stallworth-Washington, and Mr. Ernest Strickland as new members to the Advisory Board for HBCU Success beginning on August 1, 2021 through June 30, 2024.

Commission members asked questions and a discussion followed. Commissioner Scarlett motioned to approve. Secretary Hargett seconded the motion. A voice vote was taken, and the motion passed.

VI. Election of Officers

Chairman Cope addressed the election of THEC officers for 2021-2022. Pursuant to Article V of the THEC Rules of Procedure, the Commission elects officers annually at the regular summer meeting to serve one-year terms. The officers consist of a chair, two vice-chairs, and a secretary. The chair and vice-chairs must reside in different grand divisions of the state.

Chairman Cope opened the floor for nominations.

Commissioner Koban nominated Chairman Cope to continue as Chair of the Commission for the coming year. Commissioner Stafford seconded it. Chairman Cope then passed the gavel to Commissioner Koban to conduct that portion of the meeting.

Secretary Hargett motioned to vote on all nominations at one time. Commissioner Scarlett seconded the motion. A vote was taken, the motion passed.

Commissioner Moser motioned that Commissioner Stafford remain the Vice Chairman for the Western Grand Division. Secretary Hargett seconded the motion. Commissioner Dishner motioned that Commissioner Winton remain the Vice Chairwoman for the Eastern Grand Division. Secretary Hargett seconded the motion. Commissioner Stafford motioned that Commissioner Wharton remain the Secretary. Secretary Hargett seconded the motion. A voice vote was taken, and the motions passed. Commissioner Koban congratulated the officers and passed the gavel back to Chairman Cope.

VII. Selection of Audit Committee Member

Brett Gipson presented information on the Audit Committee Charter that outlines the requirements for membership on the audit committee. The committee and its chair shall be selected by the Executive Director of THEC/TSAC and confirmed by the Commission/Board of Directors. The audit committee consists of five (5) members with representation from both THEC and TSAC and who are generally knowledgeable in financial, management, and auditing matters. Each member shall serve for a term not to exceed three years and may be reappointed. Executive Director House selected Commissioner Vernon Stafford to serve on the committee for a three-year term effective immediately. Executive Director House also selected current member, Commissioner Pam Koban, as the Committee Chair effective immediately.

Commissioner Stafford motioned to approve Dr. House's selections. Commissioner Scarlett seconded the motion. A voice vote was taken, and the motion passed.

VIII. Academic Program Review

Dr. Corey Gheesling presented information on the monitoring of the state's academic program inventory (API) at Tennessee's public postsecondary institutions including degree production. THEC works with governing boards and institutions to assess the health of academic offerings, make necessary adjustments to academic program policy, and ensure all programs are fully aligned to student success. THEC periodically conducts an Academic Program Review which is comprised of Post Approval Monitoring and Program Productivity.

Commission members asked questions and a discussion followed with Dr. Flora Tydings, Chancellor of the Tennessee Board of Regents.

Chairman Cope adjourned the meeting at 10:12 a.m.

NEXT THEC COMMISSION MEETING:

Thursday, November 18, 2021 in Nashville

THEC Chairman Evan Cope

THEC Secretary AC Wharton, Jr.

Agenda Item: I. A.**DATE:** November 18, 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 November 4, 2021 and endorsed staff recommendations for reauthorization as described below.

**Authorized Locations With Regular Authorization
(January 1, 2022 - December 31, 2022) (40)**

1. Academy of Make-Up Arts, LLC (Nashville, TN - Code: 1558)
2. All Saints Bible College (Memphis, TN - Code: 1208)
3. Allied Health Careers Institute (Murfreesboro, TN - Code: 1210)
4. At Home Prep (Knoxville, TN - Code: 1739)
5. Career Academy (Memphis, TN - Code: 1240)
6. Career Beauty College (Lawrenceburg, TN - Code: 1824)
7. CCS Truck Driving School, Inc. (Fall Branch, TN - Code: 1555)
8. Chattanooga College Medical, Dental and Technical Careers (Chattanooga, TN - Code: 1246)
9. Chattanooga College Medical, Dental, and Technical Careers (Chattanooga, TN - Code: 1247)
10. Douglas J Aveda Institute (Knoxville, TN - Code: 1840)
11. Elite Technical Training Center, Inc. (Knoxville, TN - Code: 1973)
12. Georgia Career Institute (McMinnville, TN - Code: 1280)
13. Goodwill Industries-Knoxville, Inc. (Knoxville, TN - Code: 1283)
14. Goodwill Industries-Knoxville, Inc. (Morristown, TN - Code: 1284)
15. Gould's Academy (Memphis, TN - Code: 1925)
16. Gould's Academy (Memphis, TN - Code: 1862)
17. Image Maker Beauty Institute (Hendersonville, TN - Code: 1875)
18. Knoxville College (Knoxville, TN - Code: 1403)
19. Lockhart Trucking Academy, LLC (Lebanon, TN - Code: 1874)

20. Love Beauty School, Inc. (Manchester, TN - Code: 1868)
21. Memphis City Seminary (Memphis, TN - Code: 1963)
22. Nashville Software School, Inc. (Nashville, TN - Code: 1769)
23. NATS, Inc. (Nashville, TN - Code: 1438)
24. Paul Mitchell the School Nashville (Hendersonville, TN - Code: 1954)
25. Queen City College, LLC (Clarksville, TN - Code: 1860)
26. Redemption School of Ministry (Chattanooga, TN - Code: 1870)
27. SASH Nursing Assistant Training (Nashville, TN - Code: 1473)
28. Savvy Coders (Nashville, TN - Code: 1943)
29. Seminary Extension (Nashville, TN - Code: 1475)
30. Spirit and Life Seminary (Cleveland, TN - Code: 1966)
31. St. Jude Children's Research Hospital Graduate School of Biomedical Sciences, LLC (Memphis, TN - Code: 1807)
32. TECH901 (Memphis, TN - Code: 1960)
33. The Blackbird Academy (Nashville, TN - Code: 1863)
34. The Jubilee School (Nashville, TN - Code: 1700)
35. Troy University (Clarksville, TN - Code: 1511)
36. Truck Driver Institute, Inc. (Christiana, TN - Code: 1514)
37. University of New Haven (Nashville, TN - Code: 1770)
38. VIBE Barber College (Memphis, TN - Code: 1859)
39. William and Johnson Career College (Memphis, TN - Code: 1258)
40. YWCA of Greater Memphis (Memphis, TN - Code: 1554)

**Authorized Locations With Temporary Authorization
(January 1, 2022 - December 31, 2022) (4)**

1. 160 Driving Academy (Memphis, TN - Code: 1996)
2. Boilermaking and Welding Institute (Memphis, TN - Code: 1995)
3. Cumberland Academy of Dental Assisting, PLLC (Smyrna, TN - Code: 1994)
4. Studio 75 Hair Academy (Millington, TN - Code: 1998)

**Authorized Locations With Conditional Authorization
(January 1, 2022 - December 31, 2022) (1)**

1. Musicians Institute Guitar Craft Academy (Nashville, TN - Code: 1762)
The institution failed to meet the required 1:1 financial ratios for total revenues to total expenditures and current assets to current liabilities. DPSA notified the institution of its intended recommendation and the institution responded that it agreed with DPSA's assessment and is taking actions to achieve compliance. Therefore, DPSA recommends:
 1. The institution's authorization be conditional for the authorization period unless altered by the Executive Director.
 2. The institution be required to provide quarterly financial statements until its next reauthorization application is considered.

3. Failure to submit the necessary financial statements 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: November 18, 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 November 4, 2021 and endorsed staff recommendations for Temporary Authorization of these institutions.

A. AIHC School of Biblical Studies **Memphis, TN**
1519 South Lauderdale Street, Memphis, Tennessee 42728

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

AIHC School of Biblical Studies is seeking approval for one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee, as well as on-line.

1. Program: **Biblical Studies**
Credential Awarded: **Certificate of Completion**
Length of Program: **110 Contact Hours**
11 Months

B. Dyersburg Academy of Dental Assisting, LLC **Dyersburg, TN**
95 Highway 51 Bypass W, Dyersburg, Tennessee 38024

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

Dyersburg Academy of Dental Assisting, 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 Dyersburg, Tennessee.

- | | | |
|----|--|---|
| 1. | Program:
Credential Awarded:
Length of Program: | Registered Dental Assistant
Certificate of Completion
144 Contact Hours
1.5 Months |
|----|--|---|

License/Certification Required for Employment: Registered Dental Assistant
Licensing Board/Agency: Tennessee Board of Dentistry

- C. Patriot Trucking Institute LLC** **Cookeville, TN**
40 C C Camp Road, Cookeville, Tennessee 38501

Corporate Structure:	Limited Liability Company (LLC)
Accreditation:	None
Title IV Funding:	None

Patriot Trucking Institute 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 Cookeville, Tennessee.

- | | | |
|----|--|---|
| 1. | Program:
Credential Awarded:
Length of Program: | Class-A CDL Training
Certificate of Completion
160 Contact Hours
1 Month |
|----|--|---|

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

- D. Phlebotomy Training Specialists** **Memphis, TN**
5384 Poplar Avenue, Suite 103, Memphis, Tennessee 38119

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

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

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

E. Professional Allied Health LLC **Memphis, TN**
 3768 Hickory Ridge Mall, Memphis, Tennessee 38115

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

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

1. **Program:** **Certified Nursing Assistant**
 Credential Awarded: **Certificate of Completion**
 Length of Program: **75 Contact Hours**
 1.25 Months

License/Certification Required for Employment: **Certified Nurse Aide**
Licensing Board/Agency: **Tennessee Department of Health/Division of Healthcare Facilities**

DATE: November 18, 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 November 4, 2021 and endorsed staff recommendations for approval.

A. College of Traditional Midwifery **Summertown, TN**
150 Schoolhouse Road, Summertown, Tennessee 38483

Corporate Structure: Not-for-Profit Corporation
Authorization Date: April 21, 2016
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Associate Degree

College of Traditional Midwifery 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 Summertown, Tennessee, as well as on-line.

- 1. Program:** Midwifery Assistant Workshop
Credential Awarded: Certificate
Length of Program: 305 Contact Hours
12 Months

B. DWS Drone School**Memphis, TN**

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

Corporate Structure: S-Corporation
Authorization Date: May 20, 2021
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

DWS Drone School 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 Memphis, Tennessee, as well as on-line.

1. **Program:** **Agricultural and Forestry Drone Collected Imagery Training (Revised)**
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 (Revised)**
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 (Revised)**
Credential Awarded: **Certificate of Completion**
Length of Program: **21 Contact Hours**
3 Days Full-Time
3 Weeks Part-Time

C. Gould's Academy**Memphis , TN**

8000 US Hwy 64, Suite 108, Memphis, Tennessee 38133

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: November 15, 2017
Accreditation: National Accrediting Commission of Career Arts & Sciences (NACCAS)
Title IV Funding: Yes
Highest Credential Offered: Diploma

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

1. Program: **Massage Therapy**
Credential Awarded: **Diploma**
Length of Program: **700 Contact Hours**
11 Months

License/Certification Required for Employment: **Licensed Massage Therapist**
Licensing Board/Agency: **Tennessee Board of Massage Licensure**

D. Lab Four Professional Development Center**Memphis, TN**

1255 Lynnfield Road, Memphis, Tennessee 38119

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

Lab Four Professional Development Center is seeking approval for one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Memphis, Tennessee, as well as on-line.

1. Program: **Certified IT Project Management Expert: Blockchain Analyst**
Credential Awarded: **Certificate of Completion**
Length of Program: **72 Contact Hours**
4 Weeks Full-Time
2 Months Part-Time

E. Lab Four Professional Development Center **Nashville, TN**
44 Vantage Way, Suite 503, Nashville, Tennessee 37228

Corporate Structure: Not-for-Profit Corporation
Authorization Date: January 26, 2012
Accreditation: Accrediting Council for Continuing Education and Training (ACCET)
Title IV Funding: No
Highest Credential Offered: Associate Degree

Lab Four Professional Development Center 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:** **Certified IT Project Management Expert: Blockchain Analyst**
Credential Awarded: **Certificate of Completion**
Length of Program: **72 Contact Hours**
1 Month Full-Time
2 Months Part-Time

F. Nashville Film Institute **Nashville, TN**
191 Polk Avenue, Nashville, Tennessee 37210

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: January 29, 2009
Accreditation: Accrediting Council for Continuing Education and Training (ACCET)
Title IV Funding: Yes
Highest Credential Offered: Diploma

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

- 1. Program:** **Cinema**
Credential Awarded: **Occupational Associates**
Length of Program: **68 Semester Credit Hours**
22.5 Months

2. **Program:** **Acting for the Camera**
 Credential Awarded: **Certificate**
 Length of Program: **174 Contact Hours**
 3 Months

- G. Progressive Resources LLC** **Memphis, TN**
6000 Poplar Avenue, Suite 250, Memphis, Tennessee 38119

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: July 22, 2021
Accreditation: None
Title IV Funding: None
Highest Credential Offered: Certificate

Progressive Resources LLC is seeking approval for three new programs. The programs will be offered in a distance learning format. All instruction is provided on-line.

1. **Program:** **IT Computer Repair Professional Analyst**
 Credential Awarded: **Certificate of Completion**
 Length of Program: **60 Contact Hours**
 3 Months

2. **Program:** **IT Network Professional Analyst**
 Credential Awarded: **Certificate of Completion**
 Length of Program: **60 Contact Hours**
 3 Months

3. **Program:** **IT Security Professional Analyst**
 Credential Awarded: **Certificate of Completion**
 Length of Program: **60 Contact Hours**
 3 Months

- H. Ross Medical Education Center** **Johnson City, TN**
3021 East Oakland Avenue, Johnson City, Tennessee 37601

Corporate Structure: Not-for-Profit Corporation
Authorization Date: July 25, 2013
Accreditation: Accrediting Bureau of Health Education Schools (ABHES)
Title IV Funding: Yes
Highest Credential Offered: Diploma

Ross Medical Education Center 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 Johnson City, Tennessee.

- 1. Program: Dental Assistant (Revised)**
Credential Awarded: Diploma
Length of Program: 50.5 Quarter Credit Hours
8.5 Months

License/Certification Required for Employment: Registered Dental Assistant
Licensing Board/Agency: Tennessee Board of Dentistry

- I. Ross Medical Education Center**
206 N. Seven Oaks Drive, Knoxville, Tennessee 37922

Knoxville, TN

Corporate Structure: Not-for-Profit Corporation
Authorization Date: January 29, 2015
Accreditation: Accrediting Bureau of Health Education Schools (ABHES)
Title IV Funding: Yes
Highest Credential Offered: Diploma

Ross Medical Education Center 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 Knoxville, Tennessee.

- 1. Program: Dental Assistant (Revised)**
Credential Awarded: Diploma
Length of Program: 50.5 Quarter Credit Hours
8.5 Months

License/Certification Required for Employment: Registered Dental Assistant
Licensing Board/Agency: Tennessee Board of Dentistry

- J. Sincere Healthcare Institute LLC**
5507 Winchester Road, Suite 2, Memphis, Tennessee 38115

Memphis, TN

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

Sincere Healthcare Institute LLC 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: Nursing Assistant (Revised)**
Credential Awarded: Certificate
Length of Program: 100 Contact Hours
1 Month Full-Time
1.25 Months Part-Time

License/Certification Required for Employment: Certified Nurse Aide
Licensing Board/Agency: Tennessee Department of Health/Division of Healthcare Facilities

- K. 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 residential format. Instruction will be provided by the faculty from their authorized location in Murfreesboro, Tennessee.

- 1. Program: EKG Technician**
Credential Awarded: Certificate
Length of Program: 60 Contact Hours
1.5 Weeks Full-Time
1.5 Months Part-Time

L. United Training Academy**Memphis, TN**

5100 Poplar Ave, Suite 218, Memphis, Tennessee 38137

Corporate Structure: Limited Liability Company (LLC)
Authorization Date: January 27, 2000
Accreditation: None
Title IV Funding: No
Highest Credential Offered: Certificate

United Training Academy is seeking approval for five new 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:** Cisco Networking
Credential Awarded: Certificate of Completion
Length of Program: 216 Contact Hours
3 Months
- 2. Program:** IT Desktop Networking and Infrastructure
Credential Awarded: Certificate of Completion
Length of Program: 432 Contact Hours
6 Months
- 3. Program:** IT Desktop Networking and Security
Credential Awarded: Certificate of Completion
Length of Program: 432 Contact Hours
6 Months
- 4. Program:** IT Networking Security and Infrastructure
Credential Awarded: Certificate of Completion
Length of Program: 432 Contact Hours
6 Months
- 5. Program:** Microsoft Cloud Desktop Administration
Credential Awarded: Certificate of Completion
Length of Program: 216 Contact Hours
3 Months

M. Urban League of Greater Chattanooga **Chattanooga, TN**
730 Martin Luther King Blvd, Chattanooga, Tennessee 37403

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

Urban League of Greater Chattanooga 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 Chattanooga, Tennessee.

- 1. Program:** Basic Construction Technical Skills
Credential Awarded: Certificate of Completion
Length of Program: 573 Contact Hours
4 Months
- 2. Program:** Google IT Support Certification
Credential Awarded: Certificate of Completion
Length of Program: 146 Contact Hours
1.5 Months Full-Time
3 Months Part-Time
- 3. Program:** ICT Essentials IT Training
Credential Awarded: Certificate of Completion
Length of Program: 128 Contact Hours
1.5 Months Full-Time
3 Months Part-Time
- 4. Program:** Phlebotomy Technician
Credential Awarded: Certificate of Completion
Length of Program: 146 Contact Hours
1.5 Months Full-Time
3 Months Part-Time

DATE: November 18, 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 November 4, 2021 and endorsed staff recommendations for Optional Expedited Authorization of these institutions.

Optional Expedited Authorized Locations (32)

- | | |
|---|-------------------|
| 1. American National University | Bristol, TN |
| 2. American National University | Salem, VA |
| 3. Asbury Theological Seminary - Memphis | Memphis, TN |
| 4. Biola University | La Mirada, CA |
| 5. Casa Loma College | Nashville, TN |
| 6. Central Baptist Theological Seminary, Inc. | Nashville, TN |
| 7. Concorde Career College | Memphis, TN |
| 8. Concorde Career College - Southaven Campus | Southaven, MS |
| 9. Embry-Riddle Aeronautical University - Worldwide Online Campus | Daytona Beach, FL |
| 10. Fortis Institute | Cookeville, TN |
| 11. Fortis Institute | Nashville, TN |
| 12. Huntington University of Health Sciences | Knoxville, TN |
| 13. Lincoln College of Technology | Nashville, TN |
| 14. Marian University | Nashville, TN |
| 15. Meridian Institute of Surgical Assisting, Inc. | Nashville, TN |
| 16. Miller-Motte College | Chattanooga, TN |
| 17. Nossi College of Art | Nashville, TN |
| 18. Relay Graduate School of Education | Memphis, TN |
| 19. Relay Graduate School of Education | Nashville, TN |
| 20. South College | Knoxville, TN |
| 21. South College | Knoxville, TN |
| 22. South College | Nashville, TN |
| 23. Spartan College of Aeronautics and Technology | Tulsa, OK |

24.	Strayer University - Chattanooga	Chattanooga, TN
25.	Strayer University - Knoxville Campus	Knoxville, TN
26.	Strayer University - Nashville Campus	Nashville, TN
27.	Strayer University - Online	Salt Lake City, UT
28.	Strayer University - Shelby	Memphis, TN
29.	Strayer University - Thousand Oaks Campus	Memphis, TN
30.	Union College	Greeneville, TN
31.	Union College	Kingsport, TN
32.	Visible Music College	Memphis, TN

DATE: November 18, 2021**SUBJECT:** Institutional Mission Profiles**ACTION RECOMMENDED:** Approval

BACKGROUND INFORMATION

The Complete College Tennessee Act of 2010 required institutional mission profiles that “characterize distinctiveness in degree offerings by level and focus and student characteristics, including, but not limited to, nontraditional students and part-time students; and address institutional accountability for the quality of instruction, student learning, and, when applicable, research and public service to benefit Tennessee students.” Mission profiles are utilized by the outcomes-based funding formula to help align institutional mission and state funding priorities. In 2016, the FOCUS (Focus on College and University Success) Act emphasized the importance of institutional mission profiles and directed the annual submission of profiles to the Commission for final approval. Each public university and community college uses the annual submission period to reflect on the mission of the institution and make any updates necessary to communicate this mission to stakeholders. Since 2017, each institution has submitted an updated mission profile which was reviewed and approved by the Commission.

Mission profiles for each university and community colleges are provided for Commission approval. Typically, any revisions to the mission profiles are centered primarily on changes related to student characteristics and academic programs. All proposed revisions for the mission profiles are highlighted in bold text. The University of Tennessee Knoxville made substantive updates to their mission profile.

Three universities (East Tennessee State University, Tennessee State University and University of Tennessee Chattanooga) did not make any changes to their respective mission profiles. Lastly, the University of Tennessee Southern will submit their first mission profile for review and approval by the Commission in 2022. Effective July 1, 2021, the University of Tennessee Southern (formerly Martin Methodist College) became the fifth campus in the University of Tennessee System.

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

Austin Peay State University is a comprehensive public institution in Clarksville, northwest of Nashville. **Faculty and staff provide excellent educational and co-curricular experiences at Austin Peay through the quality of the academic programs, the innovative and caring approach of academic support services, and the distinction of faculty – both in teaching and in scholarship and research.** With a Carnegie Classification of a Master’s Large institution, Austin Peay emphasizes disciplines in health sciences and STEM fields, business, education, and the arts. Austin Peay also offers two doctoral programs, the Ed.D. in Educational Leadership, and the Psy.D. in Counseling Psychology. The University predominantly serves students throughout Tennessee and the southeastern region and provides additional programming and services focusing on adult, first generation, low socio-economic, military, minority, and high-performing students. **APSU is committed to supporting military-affiliated students and offers programs and student support services at its own educational facility on Fort Campbell. Austin Peay is the state’s largest provider of higher education to military-affiliated students, with 2,461 military-related students enrolled in Fall 2020. In 2015, the Tennessee Higher Education Commission (THEC) honored the University’s support of this population by naming Austin Peay a Veterans Education Transition Support (VETS) Campus. Furthermore, APSU is one of only two institutions in Tennessee that hosts the VetSuccess on Campus (VSOC) program in collaboration with the US Department of Veterans Affairs. The university also houses the Center of Excellence for the Creative Arts and the Center of Excellence for Field Biology.**

Approved by APSU Board of Trustees, March 19, 2021

East Tennessee State University is a traditionally selective institution located in Johnson City. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, first-generation students, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world.

ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant".

Approved by ETSU Board of Trustees, September 17, 2021

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

Approved by MTSU Board of Trustees, April 6, 2021

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. Tennessee State University is designated by the Carnegie Classification of Institutions of Higher Education as an R2: Doctoral Institution – High Research. As the only such public institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from in local, state, national, and international settings. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. A historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to engaging, recruiting, retaining, and graduating students from across the globe. The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens contributing to private, public, and nonprofit institutions. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, public service, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

Approved by TSU Board of Trustees, September 24, 2020

Founded as Tennessee's technological university, Tennessee Tech creates, advances, and applies knowledge to expand opportunity and economic competitiveness. As a STEM-infused, comprehensive institution, Tennessee Tech delivers enduring education, impactful research, and collaborative service. Holding a Carnegie classification of “Doctoral University: High Research”, the University provides strong programs in each of its 10 colleges and schools—Agricultural and Human Ecology, Arts and Sciences, Business, Education, Engineering, Fine Arts, Honors, Interdisciplinary Studies, Nursing, and Graduate Studies. Degrees are offered in **43** baccalaureate, **20** masters, 3 specialist, and 5 doctoral programs, as well as **23** undergraduate and graduate certificate programs. Doctoral areas of study include Counseling & Supervision, Engineering, Environmental Science, Exceptional Learning, and Nursing. The University's commitment to public service and economic development is especially visible in its efforts in rural communities in the Upper Cumberland region and beyond. Tennessee Tech’s career-ready graduates are known for their creativity, tenacity, and analytical approach to problem solving.

Approved by TTU Board of Trustees, September 21, 2021

The University of Memphis (UofM) is a comprehensive, internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment. Student success, service, innovation, diversity and inclusion, collaboration and accountability are core values at the University of Memphis.

The University is classified as "Doctoral: High Research Activity and Community Engaged" per the Carnegie Classification for Institutions of Higher Learning. With a focus on research and service benefitting communities locally and across the globe, we are home to nationally designated centers of excellence in cybersecurity research and education, transportation workforce development, mobile health data and five Tennessee centers of research excellence.

The UofM is dedicated to providing the highest quality of education to its **22,205** students through 13 colleges and schools that offer more than 140 academic degree programs at the undergraduate, masters, doctoral and professional levels. The UofM awards approximately **4,500** degrees annually. Talented and innovative faculty have developed **24** undergraduate and **41** graduate programs in various disciplines that are ranked in the top 25 nationally. Our metropolitan setting has enabled us to build a nationally recognized internship program that facilitates the placement of undergraduate and graduate students throughout the community in nonprofit and for-profit organizations that specialize in healthcare, government, transportation and logistics, music and entertainment, medical devices, banking and the arts.

Approved by UofM Board of Trustees, March 5, 2021

The University of Tennessee at Chattanooga is a comprehensive, metropolitan university, offering bachelor's, master's, specialist, and selected doctoral degrees and certificates to more than 11,000 students through the Colleges of Arts and Sciences; Engineering and Computer Science; Health, Education, and Professional Studies; and the Gary W. Rollins College of Business, as well as the Graduate School. Founded in 1886, the private campus joined The University of Tennessee system of public higher education in 1969 and emphasizes strong professional programs essential to the economic vitality of the region with a grounding in the liberal arts. The UTC Honors College was founded in 2013 to build on the tradition of excellence established by the university's long-standing honors program. In 2015 UTC opened a new state-of-the-art library that serves over 700,000 campus and community users annually. UT Chattanooga is classified as a Carnegie Doctoral/Professional campus and earned the elective Carnegie classification as a Community Engagement campus for both curricular engagement and outreach and partnerships. While pursuing its mission as an engaged metropolitan university, UTC enjoys a strong relationship with the Chattanooga regional community, allowing for numerous cooperative education, internship, volunteer, clinical, research, and other experiential learning opportunities. The substantial and unique University of Chattanooga Foundation works to ensure the overall goal of academic distinction.

Approved by UT Board of Trustees, June 24, 2021

The University of Tennessee Health Science Center (UTHSC) improves the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service. With the home campus in Memphis and major sites in Knoxville, Chattanooga, and Nashville, UTHSC's six colleges – Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing, and Pharmacy – offer **33** degree programs and **15** graduate certificates and graduate more than **1,000** new health care professionals and researchers and **greater than 400 specialty residents and fellows** each year. UTHSC is the leading public institution in Tennessee for research **and education** on the causes, treatment, and prevention of diseases. Clinical care is provided by UTHSC clinical practice groups **throughout the state that generate more than \$350M in clinical care for Tennesseans.**

Approved by UT Board of Trustees, June 24, 2021

The University of Tennessee, Knoxville, is Tennessee's flagship land-grant university. Founded in 1794, the university serves all 95 Tennessee counties, the region, and the world through leadership and excellence in research, teaching, and engagement. UT Knoxville educates more than 24,000 undergraduate and 6,000 graduate and professional students. The university has about 1,600 full-time faculty in 11 academic colleges, offering more than 900 programs of study that include a number of nationally ranked programs such as nuclear engineering, supply chain management, printmaking, and information sciences.

UT Knoxville is dedicated to providing students—especially Tennesseans—with opportunities to access a high-quality education through programs and initiatives like the Tri-Star scholarship program. The university prides itself on its community of support and the resources it provides students, boasting the highest first-to-second-year retention rate and the highest four-year graduation rate among the state's public institutions. As the only public university in Tennessee to hold the highest Carnegie classification of Doctoral University, Very High Research Activity, UT Knoxville is committed to world-class creative inquiry and an unparalleled culture of collaboration in the pursuit of new ideas and sustainable solutions. The university's decades-long partnership with nearby Oak Ridge National Laboratory, the nation's largest multiprogram science and energy laboratory, is at the forefront of transformative research addressing global energy and security issues. With more than 175 joint appointments at ORNL, UT Knoxville's faculty and graduate students play a critical role in the lab's work.

The university's experiential learning initiatives bring hands-on real-world experience to students through research, service-learning, and leadership development, ensuring that they graduate ready to step forward as Volunteers and make an impact as part of a rapidly changing and increasingly global workforce. The university is proud of its distinction as a Carnegie Community Engagement institution—an acknowledgment of its unwavering commitment to service in support of the public good.

Approved by UT Board of Trustees, June 24, 2021

The University of Tennessee at Martin provides a quality undergraduate education in a traditional collegiate atmosphere characterized at all levels by close collaboration among students, faculty, and staff. Located in Northwest Tennessee, the university is committed to advancing the regional and global community through teaching, scholarly activities, research and public service. The university serves over **7,100** undergraduate and **700** graduate students, offering programs on the main campus, at its centers in Ripley, Selmer, Somerville, Parsons, and Jackson, and online. UT Martin is a selective institution that provides outreach programs for sub-populations including first-generation, adult, and transfer students. The most recent six-year graduation rate was **53.7** percent. UT Martin's Carnegie Classification is Masters **Small** with select graduate offerings in Education, Business, Family and Consumer Sciences, Agriculture and Natural Resources, and Strategic Communications. The campus is committed to encouraging community engagement and leadership enhancement and has received national recognition for its commitment to volunteering, service learning, and civic engagement.

Approved by UT Board of Trustees, June 24, 2021

Chattanooga State Community College is a comprehensive public community college serving the greater Chattanooga area, including Hamilton, Rhea, Bledsoe, Sequatchie, Grundy, and Marion counties. The college's main campus is based in Chattanooga along the Tennessee River, with instructional sites located in both Dayton and Kimball. **In Fall 2020, 7,604 students enrolled at Chattanooga State, including 1,338 dual enrollment students.** Nearly 29% of Chattanooga State students in **Fall 2020** were adults and 36% were low-income students. The college offers 29 associate degree programs and **49** certificate programs, including programs in the Nursing and Allied Health division, where the Registered Nursing program **was recently recognized as the number one nursing program in the state by Nursing Schools Almanac and Dental Hygiene, Radiological Technology, and Physical Therapist Assistant programs celebrated 100% pass rate for 2019-20.** Additionally, the Engineering and Information Technologies Division has forged several unique partnerships designed to provide training for the local workforce or a seamless transition to further study. **During the 2019-20 academic year, 1,473 awards were conferred at Chattanooga State, including 618 applied associate degrees, 309 technical certificates, and 546 associate degrees designed to transfer to a university.** Home to the only fully embedded technical college, Chattanooga State's Tennessee College of Applied Technology Division (TCAT) offers one-year diploma programs and technical certificate programs. **In 2019-2020, Chattanooga State's TCAT awarded 452 technical certificates and 446 technical diplomas for a 17.4% annual increase in TCAT awards.** Chattanooga State's Economic and Workforce Development Division has strong partnerships with business and industry to create and deploy customized training solutions including college-sponsored registered apprentice programs. In **2019-20**, Chattanooga State provided **76,822** hours of workforce training. Data-driven strategies and initiatives from the partnership **with Achieving the Dream (ATD)** aim at improving equitable student success through continuous improvement in teaching and learning, proactive advising and coaching, supportive services, and early college programs. In 2020, Chattanooga State earned the prestigious Leader College status from the ATD Network for improvement in student success outcomes. **As part of its continued focus on student success, the college transitioned its traditional fifteen-week semester to two seven-week sessions in fall 2021, reducing the amount of time that life issues can affect course success and allowing students to focus on fewer courses at one time. Additionally, K12 partnerships including Polytech Academies, MicroColleges, and a Global Center for Digital Innovation aimed at providing equitable access to dual enrollment opportunities continue to be a focus for the college.**

Approved by Tennessee Board of Regents, September 24, 2021

Cleveland State Community College

Institutional Mission Profile



Cleveland State Community College is an open door, comprehensive community college located in southeast Tennessee. As a small commuter college serving a predominately rural, five-county service area, ground courses are offered on its main campus in Cleveland and at instructional sites in Athens and Vonore. **In Fall 2020, 3,101 students enrolled at Cleveland State, including 808 dual enrollment students.** Twenty-four percent of Cleveland State students in **fall 2020** were adults ages 25 and older, and **33%** were low-income students. Additionally, in **2019-20**, Cleveland State provided **9,458 hours** of workforce training. The college offers 17 associate degree programs and **29** certificate programs, including programs in Accounting, Business, Early Childhood Education, Forestry Wildlife and Fisheries, Law Enforcement Training, Nursing, Paramedic, and Social Work. **During the 2019-20 academic year, 853 awards were conferred at Cleveland State, including 222 applied associate degrees, 391 technical certificates, and 240 associate degrees designed to transfer to a university.** The college provides an array of services to facilitate student success including participation in the initial cohort of institutions selected for the American Association of Community Colleges (AACC) Pathways Project, a national project focused on building capacity for community colleges to design and implement structured academic and career pathways at scale. The college is home to the Greg A. Vital Center for Natural Resources and Conservation, which supports the Forestry, Wildlife and Fisheries Program and the Agriculture Program at Cleveland State. Cleveland State is home to a fully-fledged Honors College and the Tennessee Valley Early College. **In 2021, Cleveland State opened two new instructional facilities: the Health and Science Center on the Cleveland campus, and the McMinn Higher Education Center in Athens, Tennessee.** In 2019, at the first annual SOAR awards, Cleveland State was selected as TBR College of the Year for significant increases in retention and graduation rates, particularly for minority students.

Approved by Tennessee Board of Regents, September 24, 2021

Columbia State Community College is Tennessee's first community college and serves the residents of a nine-county area in southern Middle Tennessee. With five strategically located campuses, high-quality programs in a caring environment are hallmarks of Columbia State. In addition to the main campus in Columbia, the college has grown to include the Williamson, Lawrence, Lewisburg, and Clifton campuses. **In Fall 2020, 6,056 students enrolled at Columbia State, including 1,123 dual enrollment students from fourteen high schools in its service region.** This includes middle college programs and opportunities for high school students to receive their associate degree or technical certificate (twelve associate degree recipients and five certificate completers graduated in 2021) when they graduate from high school. Nearly 20% of Columbia State students in **Fall 2020** were adults ages 25 and above, and **28%** were low-income students. Columbia State offers 16 associate degree programs and 13 certificate programs. Approximately 60% of graduates complete the Associate of Science or Associate of Arts degree for transfer to a university for completion of professional studies. The Associate of Applied Science or Certificates is offered in career entry programs that include nursing, respiratory care, radiologic technology, anesthesia, emergency services, medical Lab, computer information technology, business, medical informatics, veterinary technology, criminal justice, engineering systems, and others. **During the 2019-20 academic year, 1,040 awards were conferred at Columbia State, including 219 applied associate degrees, 165 technical certificates, and 656 associate degrees designed to transfer to a university.** Additionally, in **2019-20**, Columbia provided **68,683** hours of workforce training. Initiatives dedicated to workforce development include internships, co-ops, apprenticeships, continuing education non-credit courses and programs, and industry/college partnerships for specialized training: Beginning in 2020 and in collaboration with utility companies, students graduated from the newly implemented workforce Lineman Academy. The Aspen Institute College Excellence Program recognized Columbia State as one of the nation's top 150 community colleges in 2017 and again in 2019. The college has also received several awards from the American Association of Community Colleges (AACC) and was recognized as a finalist in 2014, 2018, and 2020 for Excellence for Advancing Diversity and in 2018 for Student Success and for Outstanding College/Corporate Partnership. **In 2021, at the third annual SOAR awards, Columbia State was recognized by the Tennessee Community College System as the Community College of the Year.**

Approved by Tennessee Board of Regents, September 24, 2021

Dyersburg State Community College is a comprehensive two-year institution, serving seven rural counties in northwest Tennessee including Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton. The college provides educational opportunities through its home campus in Dyersburg, the Jimmy Naifeh Center at Tipton County in Covington, and the Gibson County Center in Trenton. **In Fall 2020, 2,732 students enrolled at Dyersburg State, including 633 dual enrollment students. Thirty-one** percent of Dyersburg State students in **Fall 2020** were adults ages 25 and older, and 39% were low-income students. Additionally, in **2019-20**, the college provided **7,714** hours of workforce training. Dyersburg State offers 12 associate degree programs and **21** certificate programs, including the college's notable Nursing, **Emergency Medical Technician**, Paramedic, and Business Administration programs. The college introduced a new Paramedic to Registered Nurse (RN) Fast Track Program during the fall 2016 semester at its **Jimmy Naifeh Center at Tipton County** and in Fall 2018 at its Dyersburg campus. **During the 2019-20 academic year, 744 awards were conferred at Dyersburg State, including 155 associate of applied science degrees, 144 technical certificates, 242 academic certificates, and 203 associate degrees designed to transfer to a university. As a member of the Achieving the Dream (ATD) network, the college's major focus is to close completion gaps of Pell-eligible students. Strong partnerships with high schools contribute to successful dual enrollment programs. Dyersburg State offers college classes leading to an Associate of Science degree in Business Administration for incarcerated students at the Northwest Correctional Complex (NWCX). Seven incarcerated students graduated on May 7, 2021, with one student recognized as a member of the college's Alpha Epsilon Alpha Chapter of the Phi Theta Kappa Honor Society. The college received the Governor's Correctional Education Initiative (CEI) grant to offer a three-week Bridge Program and a 5-semester Business Administration transfer degree to 50 students at the West Tennessee State Penitentiary (WTSP) and the Women's Therapeutic Residential Center (WTRC) in Fall 2020 and Spring 2021. In May 2020, the college was chosen as one of 67 colleges in the United States to be a part of the Second Chance Pell Experimental Sites Initiative to provide need-based Pell grants to people in state and federal prisons. 79% received Pell grants.** The college offers various student support programs to multiple subpopulations, including Pell-eligible students, first-generation students, adult students, underprepared students, dual enrolled students, and veteran students.

Approved by Tennessee Board of Regents, September 24, 2021

Jackson State Community College is a comprehensive community college serving West Tennessee. Classes are offered on the main campus in Jackson and at centers in Lexington, Savannah, and Humboldt. Jackson State provides a robust offering of online, hybrid, and distance learning classes available as well as dual enrollment classes offered at high schools throughout the 14-county service area. **In fall 2020, 4,293 students enrolled at Jackson State, including 1,193 dual enrollment students, 24% adults ages 25 and older, and 39% were Pell recipients. Additionally, in 2019-20, Jackson State provided 17,182 hours of workforce training.** The Associate of Applied Science, Engineering Systems Technology program has developed a consortium of 27 manufacturing partners to address the area's employment needs in the high-skilled, maintenance technician occupation. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician work cooperative in 2014 which recruits high school seniors and other interested applicants into a 2-year work-study cohort group. To date, Jackson State graduates involved in this cooperative education program have experienced a 100 percent job placement rate. The college offers 16 associate degree programs and 15 certificate programs. Due to continuing healthcare needs in the community, Jackson State has established state-of-the-art healthcare programs. Since the Nursing program's inception, graduate success on the national licensure exam has consistently exceeded state and national norms. Other state-of-the-art programs include the Computer Information Technology program. In 2012, Jackson State's Cyber Defense program became the first community college program in the state to be designated as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the National Security Agency and the Department of Homeland Security. Jackson State was re-designated for another five years in the summer of 2017. **During the 2019-20 academic year, 704 awards were conferred at Jackson State, including 269 applied associate degrees, 82 technical certificates, and 353 associate degrees designed to transfer to a university.** Jackson State has an active honors program, international education/study abroad program, service-learning program, athletics program, and Student Government Association.

Approved by Tennessee Board of Regents, September 24, 2021

Motlow State Community College is a student-centered institution of higher learning offering certificates, associate degrees, and flexible pathways for degree attainment, credential-building, workforce training, and a variety of life-long learning opportunities. Motlow State is a multi-campus institution and provides instruction at multiple teaching sites and modalities throughout an 11-county service area. The college has four campuses: Moore County, Fayetteville, McMinnville, and Smyrna. Free-standing instructional facilities are located in White and DeKalb Counties. **In Fall 2020, 6,566 students enrolled at Motlow State, including 1,844 dual enrollment students. More than 21% of Motlow State students in Fall 2020 were adults, ages 25 and older, and 25% were low-income students.** The college offers 12 associate degree programs and eight certificate programs, including Mechatronics, Nursing, Computer Information Technology, and University Parallel. **During the 2019-20 academic year, 1,263–credentials were conferred at Motlow State, including 172 applied science associate degrees, 138 technical certificates, and 953 associate degrees designed to transfer to a university. Having a student success mission, Motlow State is intentionally inclusive in the recruitment of faculty, staff, and students.** The college invests in its **faculty and-staff** needed to field a robust portfolio of programs and resources designed to support recruitment, retention, and completion. Motlow's students are from diverse socio-economic populations with disparate educational and cultural backgrounds. The college's planning, programs, and services are designed to embrace, serve, and celebrate a multicultural student body. In **2019-20**, the college provided **11,110** hours of workforce training acting as an economic engine for growth and prosperity in middle Tennessee. **Motlow partners with regional companies and national thought leaders to cultivate job growth, ensure relevant programming, and to produce career-ready students with industry-recognized credentials targeting high-wage, high-demand jobs. Programs like Mechatronics, Nursing, Cyber Security, MLT, and Robotics parallel strong university parallel programs.** Motlow State was the fastest-growing community college in Tennessee from fall 2015 to Fall 2018, and Motlow leads all TBR community colleges in three-year graduation rates and dual enrollment.

Approved by Tennessee Board of Regents, September 24, 2021

Nashville State Community College serves a diverse student population and a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties. **In Fall 2020, 7,101 students enrolled at Nashville State, including 909 dual enrollment students. Thirty-nine percent of Nashville State students in Fall 2020 were adults ages 25 and older, and 35% were low-income students.** Additionally, in **2019-20**, Nashville State provided **53,941** hours of workforce training. The college offers 23 associate degree programs, **32** technical certificate programs, and 47 transfer programs, including nursing, music, information technology, culinary arts, and hospitality. **During the 2019-20 academic year, 1,161 awards were conferred at Nashville State, including 300 applied associate degrees, 229 technical certificates, and 632 associate degrees designed to transfer to a university.** Highly qualified and credentialed faculty along with dedicated staff support student success through student-centered curricula, a strong emphasis on the first-year experience, and an array of academic and student support services. Nashville State continues to move forward in meeting the needs of our diverse community by building a fourth campus in Davidson County, serving a growing English as a Second Language (ESL) population. Nashville State also partners with the Government of Metro Nashville and Davidson County and several community and corporate organizations in the Nashville GRAD (Getting Results by Advancing Degrees) program to help Davidson County residents navigate and complete college. The Nashville GRAD program provides eligible students with financial and academic support, including assistance with the cost of living, textbooks, and transportation.

Approved by Tennessee Board of Regents, September 24, 2021

Northeast State Community College is a comprehensive community college serving Carter, Johnson, Sullivan, Unicoi, and Washington Counties. The college's main campus is located in Blountville, and there are four primary off-campus sites: Elizabethton, Gray, Johnson City, and Kingsport. Northeast State offers Associate of Applied Science, Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Science in Teaching degree programs. Students may select from **20** associate degree programs, including Aviation, Nursing, and Tennessee's only Cardiovascular program. In addition to the associate degree, the college offers 21 certificate programs. **In Fall 2020, 5,460 students were enrolled at the college. Thirty percent of students were adults ages 25 or older, with the ethnic diversity of the institution mirroring the diversity of the service area. Additionally, 39% of students were low-income. During the 2019-20 academic year, 1,435 awards were conferred, including 392 applied associate degrees, 446 technical certificates, and 597 associate degrees designed to transfer to a university.** Northeast State proudly serves and is responsive to the community's needs, and it is committed to providing lifelong learning opportunities. For example, the college provides robust early postsecondary opportunities at all area public high schools, with 851 dual enrollment students participating in Fall 2020. It also provides services for individuals transitioning to college, with the institution leading all TBR community colleges for the percentage of tnAchieves Summer Bridge program participants who improved or tested out of learning support. With regard to workforce training, the college provided more than **61,886** contact hours of training in **2019-2020**, and it boasts the state's first Department of Labor registered community college group apprenticeships that provide credit offerings. In 2018, the college broke ground in Blountville on a 114,475 square-foot Technical Education Complex, which houses the division of Technologies and brings more opportunities to meet emerging business and industry needs. In 2019, the college's Honors program became the Honors Institute, and its Alpha Iota Chi Chapter was recognized by Phi Theta Kappa International Honor Society of the Two-Year College as the fifth most distinguished chapter. **In addition, Northeast State managed a grant portfolio of \$39,717,652 during the 2020-2021 year.**

Approved by Tennessee Board of Regents, September 24, 2021

Pellissippi State Community College

Institutional Mission Profile



Located in Tennessee's third-largest metropolitan area, Pellissippi State Community College is a public two-year institution serving Knox and Blount Counties, with campuses in five locations. **In fall 2021, 9,334 students enrolled at Pellissippi State, including 1,222 dual enrollment students. Twenty-six percent of Pellissippi State students in fall 2020 were adults ages 25 and older, and 28% were low-income students receiving Pell.** Additionally, the college provides **45,000+** hours of workforce training annually. Pellissippi State offers **25** associate degree programs and **31** certificate programs. The college's longest-running program is Engineering Technology, its largest programs are in Business and Media Technologies; and its newest program is Water Quality Technology, the only program of its type in Tennessee. **During the 2020-21 academic year, Pellissippi State conferred 2,173 awards, including 514 applied associate degrees, 586 technical certificates, and 1,073 associate degrees designed to transfer to a university.** Recognizing the importance of diversity, student support programs are provided for multiple underserved populations, including first-generation students, academically underprepared students, adult students, historically underrepresented students, veteran students, students with disabilities, dual-enrolled students, and part-time students. The work of the college is guided by the following values: accountability; community and civic engagement; diversity, equity, and inclusion; excellence; integrity; and relationships. Its mission to be a transformative environment for learning is demonstrated through the development of holistic student support strategies and implementation of a Quality Enhancement Plan focused on culturally relevant pedagogies. Pellissippi State is recognized nationally for its study abroad opportunities and commitment to student success.

Approved by Tennessee Board of Regents, September 24, 2021

Roane State Community College is a comprehensive, two-year post-secondary institution in central East Tennessee. Serving a predominantly rural, eight-county service area across eleven teaching locations, Roane State is distinctive not only for the breadth of its health science programs but as the state's higher education institution with the largest number of off-campus teaching locations. **In Fall 2020, 5,329 students enrolled at Roane State, including 1,287 dual enrollment students. Twenty-six percent of Roane State students in Fall 2020 were adults ages 25 and older, and 30% were low-income students.** Roane State also has cohorts of middle college students from **eight** area school systems. The college offers **27** academic programs leading to associate degrees and **13** programs leading to technical certificates, including newer offerings in Mechatronics, Chemical Engineering Technology, and Cyber Defense as well as Nursing and 18 Allied Health programs, including a new Medical Laboratory Technology program. In fact, 45% of students are enrolled at Roane State to prepare for a career in the healthcare field. **During the 2019-20 academic year, 1,136 awards were conferred by the college, including 358 applied associate degrees, 153 technical certificates, and 625 associate degrees designed to transfer to a university.** Roane State fulfills its public service mission through a wide range of continuing education and workforce development offerings, as well as the positive economic and public service impact associated with the Henry Stafford Agricultural Exposition Center, the Cumberland Business Incubator, the Tamke-Allen Observatory, and the Princess Theatre. **Additionally, in 2019-20, Roane State provided 117,969 hours of workforce training. In 2021, Roane State was among four colleges across the U.S. earning a "Leader College of Distinction" designation from Achieving the Dream for demonstrating measurable progress in areas critical to improving success for all community college students. In 2020, at the second annual SOAR awards, Roane State was selected as TBR Community College of the Year.**

Approved by Tennessee Board of Regents, September 24, 2021

Southwest Tennessee Community College is an open-access, comprehensive community college with an annual economic impact that exceeds \$126 million. As Memphis' only public two-year college and the state's only community college designated as a predominantly black institution or PBI, Southwest serves the city's diverse population and the surrounding Mid-South region at two main campuses, five centers, and various instructional sites in Shelby and Fayette counties. **The Fulton Building on the Macon Cove Campus reopened in 2021 following a \$4.5 million renovation that outfitted the facility with state-of-the-art classrooms and laboratories. In Fall 2020, 7,811 students enrolled at Southwest, including 708 dual enrollment students. More than 34% of these students were adults who were 25 years or older, and 41% were classified as low-income.** The college offers **33** programs that lead to associate degrees and **28** to technical certificates as well as non-credit coursework and customized training for business and industry partners. Located in a major medical and commercial center, Southwest emphasizes nursing, allied health, business, and technology programs, while also offering a strong university parallel curriculum. **During the 2019-20 academic year, Southwest conferred 1,107 credentials, including 302 associate of applied science degrees, 152 technical certificates, and 653 associate degrees designed to transfer to a university.** The college's strategic focus continues to be students, the community, and excellence. A shining example is its Blue Path police recruitment program that enables area students to begin working as police service technicians the summer after they graduate high school. **Southwest partnered with Shelby County Schools to open the Medical District High School where high school students take college courses to prepare for careers in health care and information technology. Southwest also drives workforce and economic development through its Faculty Externship Program that sends faculty into area businesses to work so they can pass on cutting-edge skills and knowledge to their students. In 2020, Southwest earned the prestigious Achieving the Dream Leader College designation for improvement in student success outcomes. In 2021, the college garnered national recognition as the winner of the prestigious Bellwether Award for Planning, Governance, and Finance.**

Approved by Tennessee Board of Regents, September 24, 2021

Volunteer State Community College

Institutional Mission Profile



Volunteer State Community College, a public comprehensive two-year institution, provides educational opportunities to the residents of eleven counties in northern middle Tennessee through course offerings held at the Gallatin Campus, the Cookeville Campus, the Livingston Campus, the Springfield Campus, and over **28** off-site locations throughout its service area. The college is actively seeking to open a campus in Wilson County which is the fastest-growing county in Tennessee. **In Fall 2020, 8,832 students enrolled at Volunteer State, including 1,808 dual enrollment students. Twenty-eight percent of Volunteer State students in 2020 were adults ages 24 and older, and 29% were low-income students.** Approximately **58%** of students come from Sumner, Davidson, and Wilson counties. The college offers 21 academic programs leading to associate degrees and **16** programs leading to technical certificates, including Ophthalmic Technician, Sleep Diagnostics, Veterinary Technology, and **54** Tennessee Transfer Pathways. **In Summer 2019, the college accepted the first cohort of students into a new ASN nursing program. Upon completion in 2020, the cohort had a 100% pass rate on the NCLEX. During the 2019-20 academic year, the college conferred 1,712 awards, including 341 applied associate degrees, 483 technical certificates, and 888 associate degrees designed to transfer to a university.** Student support programs assist adult students, veterans, first-generation college students, underprepared students, dual enrolled students, and part-time students in reaching their educational goals. Workforce development, non-credit offerings provide career enhancement and sustainment, Occupational Safety and Health Administration (OSHA) training, and career growth opportunities, and the Center of Emphasis offers healthcare training for area professionals. In **2019-20**, Volunteer State delivered **310,993** workforce development hours, more than any other Tennessee community college.

Approved by Tennessee Board of Regents, September 24, 2021

Located in the geographically and economically diverse Great Smoky Mountains Region of East Tennessee, Walters State Community College is a public two-year institution noted for national prominence in using mobile technologies to enhance student learning. To provide access and services throughout its area of responsibility, the college has established campuses or facilities in Claiborne, Cocke, Greene, Hamblen, Jefferson, and Sevier counties and also serves students from Grainger, Hancock, Hawkins, and Union counties. **In Fall 2020, 5,766 students enrolled at Walters State, including 1,499 dual enrollment students. Twenty-two percent of the Fall 2020 students were adults ages 25 and older, and 32% were low-income students.** The college offers **21** programs leading to associate degrees and **13** programs leading to technical certificates. Many of the programs lead to licensure and careers in health care fields. Walters State is also one of only two community colleges in the state to host a Regional Law Enforcement Academy. Transfer programs encompass numerous academic disciplines providing opportunities for seamless articulation from high school through four-year universities. **During the 2019-20 academic year, the college conferred 1,323 awards, including 294 applied associate degrees, 364 technical certificates, and 665 degrees designed to transfer to a university.** The college's support services place emphasis on learning support, student engagement, retention, and persistence to completion. To promote global understanding and civic responsibility, international education, diversity, and service learning are stressed in the curriculum and co-curriculum. Workforce training services include customized corporate and non-credit healthcare training to support local workforce development. In **2020**, the college served 40 unique companies with **57,084** workforce training hours. In 2018, the college joined the Achieving the Dream Network aimed at strengthening its commitment to equity and student success. The college's overall job placement rate at or above **96%** for technical programs provides ongoing evidence of this firm commitment to student success.

Approved by Tennessee Board of Regents, September 24, 2021

Agenda Item: I.

DATE: November 18, 2021

SUBJECT: Fall 2021 Enrollment Update

INFORMATION UPDATE

BACKGROUND INFORMATION

THEC/TSAC staff will provide an update on Fall 2021 enrollment across Tennessee public institutions.

Each fall, THEC collects aggregate 14th day enrollment figures from the community colleges and universities. For fall 2021, undergraduate headcount is down 4.1% from fall 2020 and full-time equivalent undergraduate enrollment is down 5.1% across all institutions. Community college headcount is down 6.7%, while university undergraduate headcount is down 2.4% over census enrollment from fall 2020. Graduate student enrollment is up across most universities. More information can be found in Attachment I.

THEC staff will present newly available information on fall 2020, provide an update of fall 2021 enrollment changes, and situate TN enrollment within the national enrollment landscape. THEC staff will continue to evaluate student level data into early spring when unit record data is available.

Attachment I

First-Time Freshmen, Undergraduate, and Graduate Headcount, Fall 2020 to Fall 2021

Institution	Fall 2020 to Fall 2021 Headcount Change		
	First Time Freshmen	Undergraduate	Graduate
Chattanooga State Community College	--	--	
Cleveland State Community College	-2.8%	2.8%	
Columbia State Community College	-5.6%	-9.2%	
Dyersburg State Community College	-3.1%	4.8%	
Jackson State Community College	-8.4%	-6.4%	
Motlow State Community College	3.1%	-10.3%	
Nashville State Community College	0.2%	-5.9%	
Northeast State Community College	1.9%	-3.5%	
Pellissippi State Community College	2.6%	-5.3%	
Roane State Community College**	-7.1%	-7.6%	
Southwest Tennessee Community College**	-7.4%	-2.7%	
Volunteer State Community College	-11.0%	-16.0%	
Walters State Community College	-5.3%	-6.3%	
TBR TOTAL **	-3.4%	-6.7%	
Austin Peay State University^^	-2.3%	-7.0%	0.6%
East Tennessee State University	13.9%	-3.7%	-0.4%
ETSU College of Medicine			1.7%
ETSU College of Pharmacy			-7.8%
Middle Tennessee State University	-11.0%	-6.8%	2.5%
Tennessee State University	-3.9%	6.3%	5.4%
Tennessee Technological University	-3.4%	-4.5%	3.4%
University of Memphis	2.1%	-3.9%	2.0%
LGI TOTAL	-1.8%	-4.2%	1.9%
University of Tennessee, Chattanooga	-6.6%	-2.9%	4.1%
University of Tennessee, Knoxville	7.9%	3.4%	5.6%
UT Space Institute			2.4%
UT Vet			-0.3%
University of Tennessee, Martin	-6.0%	-5.9%	-2.1%
University of Tennessee, Southern	15.0%	7.7%	14.3%
University of Tennessee Health Science Center		22.1%	0.6%
UT TOTAL	2.8%	0.6%	3.4%
UNIVERSITY TOTAL	0.2%	-2.4%	2.6%
GRAND TOTAL	-1.4%	-4.1%	2.6%
<u>Source information and Data Notes below:</u> 2020 comparison from THECSIS with minor updates from MTSU, TSU, TTU, UoM, and UTK (using census date enrolled) Undergraduate Headcount includes First-Time Freshmen ^^Due to two staggered semesters, APSU's figures reflect Fall I reporting. <u>TBR Notes**</u> Several TBR institutions are using a modified term approach where courses are delivered using two accelerated fall terms rather than a single full fall term. Chattanooga State is delivering the majority of courses in accelerated terms where possible. Southwest and Roane State are also using this approach, though in a more limited scope than Chattanooga State. Southwest and Roane State used a similar approach last fall. Given that the second term starts after the fall census date, census headcount and especially FTE as reported for these schools is likely significantly lower than what will be reported at the end of the term.			

DATE: November 18, 2021**SUBJECT:** 2022-23 Operating State Appropriation Recommendations**ACTION RECOMMENDED:** Approval

BACKGROUND INFORMATION

The Strategic Financial Plan, released by the Tennessee Higher Education Commission (THEC) in 2020, sets a goal to make Tennessee the most affordable state in the South for higher education. In alignment with this goal, the operating appropriation recommendations are informed by increased productivity in the outcomes-based funding formula, quality assurance points, inflationary factors, and changes to fixed costs. The resulting recurring appropriation increase presented below works in partnership with the recommended binding tuition and fee range to prioritize student affordability across the universities, community colleges, and colleges of applied technology.

Per the Complete College Tennessee Act, the Tennessee Higher Education Commission (THEC) makes state appropriation recommendations in a lump-sum fashion for the community college sector. Outcomes-based formula calculations for individual community colleges are presented for informational purposes.

FORMULA UNIT RECOMMENDATION

For the 2022-23 fiscal year, THEC staff recommend a recurring increase of \$90 million in state appropriations, recognizing the growth in outcomes productivity for universities, community colleges, and colleges of applied technology and centering a recommended tuition and fee increase of zero to three percent. Of this recommended funding increase, \$25 million fully funds the growth in outcomes at the academic formula units and the remaining \$65 million represents a state investment in maintaining affordability for Tennessee students.

The outcomes-based funding formula utilizes a three-year average to determine growth in outcomes. The new three-year average in the 2022-23 formula includes outcomes produced in 2018-19, 2019-20 and 2020-21. This year's formula also incorporates an update to the methodology for counting associate degrees awarded

by universities. Approved by the Commission in July 2021, associate degrees in the university sector now have a standardized scale in alignment with like degrees awarded in the community college sector and include only those degrees awarded to students who did not return to the awarding institution in the following academic year. To accommodate this latter change, the 2022-23 formula three-year average includes associate degrees awarded in 2017-18, 2018-19, and 2019-20.

Institutions continue to show improvement in funding formula outcomes when comparing the most recent year of data used for the 2022-23 formula request to 2017-18—the data year dropped off with the movement to the new three-year average. Continuing to show the effects of the growth of the Tennessee Promise and Tennessee Reconnect programs, the community colleges produced nearly 11,400 associate degrees in 2020-21, compared to fewer than 10,600 in 2017-18. This represents about a seven percent increase from new-year to dropped-year of outcomes data. Community colleges awarded nearly 16,000 total credentials in 2020-21, a four percent increase since 2017-18. Even facing sharp declines in enrollment and retention due to the effects of the pandemic, community colleges continued to grow the number of credentials awarded.

Universities continue to succeed in the model as well. In 2020-21, universities awarded nearly 22,500 bachelor's degrees, just under 200 more degrees than were awarded in 2017-18. Universities also awarded nearly 6,000 Master's and Ed Specialists degrees in 2020-21, an increase of seven percent since 2017-18. Additionally, the average graduation rate continued to increase, up from 60.4 percent in 2017-18 to 63.8 percent in 2020-21. Finally, universities generated over \$400 million in externally funded research and public service expenditures, the highest amount ever reported.

However, some outcomes more tightly connected to enrollment are beginning to show the effects of the pandemic. Community colleges reported nearly 10,000 fewer total progression success points in 2020-21 compared to 2017-18, with the largest decline in the earliest measure of success—completion of 12 credit hours. Dual enrollment participation dropped below 19,000 students for the first time since 2016-17 and transfers of students with at least 12 credit hours fell to the lowest number since 2014-15. THEC will continue to monitor the long-term effects of the pandemic on student success and the outcomes-based funding formula.

SPECIALIZED UNITS RECOMMENDATION

Along with the formula unit recommendation, staff recommend a funding increase of \$15.8 million recurring for the specialized units—which include the medical colleges, agriculture research units, public service entities and non-THEC related statewide program initiatives. Funding increases for these units reflect annual growth in several cost drivers. These drivers often exceed general inflation and include increases in costs due to maintenance, salaries and benefits, information technology systems, laboratory supplies, and scientific equipment. For example, Tennessee’s medical unit costs are driven by the need to provide students with current information and techniques that require updated medical technology and journal access. Tennessee’s agricultural centers have unique cost drivers related to equipment, farming machinery, crops, and livestock.

Additionally, THEC is requesting both recurring and nonrecurring funding for several agency-led initiatives and staffing needs. These requests include \$25 million nonrecurring to provide facility security, safety, and preparedness upgrades to all higher education campuses; \$5 million nonrecurring to retain a consultant team to complete a statewide facilities condition survey of all Education & General (E&G) facilities; \$850,000 recurring to reinstate summer bridge programs offered in partnership with TN Achieves and Tennessee’s Historically Black Colleges and Universities (HBCUs); \$565,000 recurring for a contracts manager position and three capital project managers positions; and \$360,000 recurring to fully-fund the reverse transfer portal, a program used to identify and award associate degrees to those who transfer from a community college to a university prior to degree conferral.

Operating fund recommendations for the formula and specialized units are detailed in Attachment II.

OTHER SPECIAL INITIATIVES

Staff also recommend \$17.9 million in recurring and nonrecurring funds for strategic investments in several specialized units. The specialized unit strategic initiatives include \$2.8 million recurring to address comparative salary inequities and an additional \$3.3 million nonrecurring to purchase a digital medical record system at the College of Veterinary Medicine housed in the University of Tennessee Institute of Agriculture. THEC staff also recommend \$1.04 million recurring to establish a department of Orthopedic Surgery at the ETSU Quillen College of Medicine; \$784,000 recurring to permanently fund the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network at the UT Institute for Public Service; \$336,000 recurring to expand faculty and clinical support for the Addiction Medicine Fellowship at the ETSU Family Practice; and \$315,000 recurring to establish a

Center of Excellence in School Safety within the UT Law Enforcement Innovation Center. Staff also recommend recurring and nonrecurring funding for TCAT security—a statewide system priority at the Tennessee Board of Regents—totaling \$9.34 million. Continuing the state’s investment in campus safety and security, a recurring recommendation of \$5.2 million will fully fund 56 full-time police officers serving all 27 TCATs, and the remaining \$4.14 million in nonrecurring will provide start-up costs related to these sworn officers.

Additional information on these initiatives can be found in Attachment III.

REDUCTION SCENARIO

Finally, the Department of Finance & Administration has requested that state agencies prepare the 2022-23 budget with a 1.0 percent reduction in state appropriations. Financial aid funding provided by TSAC and recurring funds for capital maintenance are exempt from these reduction scenarios. THEC has also elected to hold the first year of Graduate Medical Education funding exempt from reduction. For higher education, a 1.0 reduction to the remaining units results in a state appropriation decline of \$17.2 million.

This distribution is detailed in Attachment IV.

RECOMMENDATION SUMMARY

The grand total recurring recommendation for all higher education operating appropriations for 2022-23 is \$1.99 billion. This includes \$1.34 billion to fund the formula units and Tennessee Colleges of Applied Technology, \$527.7 million to fund the specialized units, and \$125.1 million for strategic program investments. These recommendations total \$155.5 million of new funds, an increase of 8.5 percent over 2021-22.

ATTACHMENT I

State Appropriations History

Academic Formula Units	2017-18	2018-19	2019-20	2020-21	2021-22
LGI Universities					
Austin Peay	\$44,621,700	\$47,857,100	\$50,503,100	\$51,097,700	\$58,069,700
East Tennessee	61,099,800	65,770,700	70,579,000	71,656,300	78,255,200
Middle Tennessee	97,003,700	103,216,200	107,399,400	106,483,000	112,926,200
Tennessee State	36,757,500	39,402,300	41,795,200	41,365,200	43,192,500
Tennessee Tech	47,231,100	55,020,600	59,597,500	60,428,600	64,329,000
University of Memphis	110,827,200	117,771,000	123,370,700	123,734,100	133,589,000
Subtotal	\$397,541,000	\$429,037,900	\$453,244,900	\$454,764,900	\$490,361,600
Community Colleges¹					
Chattanooga	\$31,118,200	\$31,863,600	\$33,669,500	\$33,084,400	\$35,357,600
Cleveland	10,988,200	11,215,700	12,302,400	11,937,900	12,983,800
Columbia	15,026,400	15,821,100	16,836,200	17,615,800	19,529,800
Dyersburg	9,388,600	9,734,200	10,516,000	10,717,100	11,574,200
Jackson	13,561,500	14,266,600	15,102,200	14,879,600	16,234,400
Motlow	13,292,500	15,023,000	17,565,300	19,334,000	22,731,900
Nashville	20,259,300	22,228,600	23,374,700	22,732,000	23,863,600
Northeast	18,137,200	19,695,300	21,089,900	23,013,900	24,770,700
Pellissippi	30,477,800	32,729,600	34,933,800	35,442,700	38,335,600
Roane	21,087,900	22,518,000	24,110,700	24,116,500	26,138,700
Southwest	27,147,100	28,504,100	30,253,800	29,938,100	31,503,300
Volunteer	20,809,700	23,498,200	26,331,900	27,806,100	30,892,500
Walters	23,469,700	24,606,600	25,527,400	25,474,600	27,113,400
Subtotal	\$254,764,100	\$271,704,600	\$291,613,800	\$296,092,700	\$321,029,500
UT Universities					
UT Chattanooga	\$51,005,300	\$56,184,500	\$58,905,900	\$59,510,200	\$63,908,400
UT Knoxville	217,270,000	234,382,200	247,059,300	247,566,300	265,574,900
UT Martin	32,495,400	34,698,100	35,748,200	34,665,400	36,668,900
Subtotal	\$300,770,700	\$325,264,800	\$341,713,400	\$341,741,900	\$366,152,200
Total Colleges and Universities	\$953,075,800	\$1,026,007,300	\$1,086,572,100	\$1,092,599,500	\$1,177,543,300
TN Colleges of Applied Technology	\$66,857,600	\$71,579,600	\$75,727,400	\$75,622,700	\$88,471,700
Total Academic Formula Units	\$1,019,933,400	\$1,097,586,900	\$1,162,299,500	\$1,168,222,200	\$1,266,015,000

Note: All years of appropriations are recurring funds only.

1 - Detail for the community colleges was estimated by THEC based on information from the Tennessee Board of Regents.

Funds are allocated to the community colleges as a system.

ATTACHMENT I

State Appropriations History

Specialized Units	2017-18	2018-19	2019-20	2020-21	2021-22
Medical Education					
ETSU College of Medicine	\$33,094,900	\$34,470,700	\$35,543,300	\$36,717,300	\$40,577,400
ETSU Family Practice	7,160,800	7,526,300	7,816,500	7,835,800	8,577,200
UT College of Vet Medicine	19,710,800	21,398,400	22,192,700	22,280,200	24,129,000
UT Health Science Center ¹	149,498,300	157,683,100	162,001,500	162,748,000	177,089,400
Subtotal	\$209,464,800	\$221,078,500	\$227,554,000	\$229,581,300	\$250,373,000
Research and Public Service					
UT Agricultural Experiment Station	\$29,048,400	\$30,435,300	\$31,092,900	\$31,160,800	\$32,488,900
UT Agricultural Extension Service	35,590,500	37,509,700	38,276,100	38,428,800	42,280,600
TSU McMinnville Center	608,200	619,400	1,429,200	1,429,900	1,466,200
TSU Institute of Ag. and Environmental Research	3,541,700	3,613,700	4,771,800	4,771,600	4,858,100
TSU Cooperative Extension	3,510,100	3,610,200	3,703,500	3,705,200	5,865,100
TSU McIntire-Stennis Forestry Research	193,300	196,200	198,900	198,900	207,800
UT Space Institute	8,900,500	9,129,100	9,290,800	9,301,200	9,668,700
UT Institute for Public Service	6,465,100	6,684,800	6,823,000	6,837,800	7,120,500
Tennessee Language Center	637,800	672,000	712,300	720,600	802,400
Institute for Public Service: Other Agencies	5,827,300	6,012,800	6,110,700	6,117,200	6,318,100
UT County Technical Assistance Service	2,962,700	3,103,800	3,203,900	3,221,000	3,396,000
UT Municipal Technical Advisory Service	3,408,700	3,603,800	3,713,700	3,731,200	3,970,600
Subtotal	\$94,229,200	\$98,506,000	\$102,503,800	\$102,786,400	\$111,322,500
Other Specialized Units					
UT Southern	\$0	\$0	\$0	\$0	\$5,230,000
UT University-Wide Administration	5,537,800	5,939,000	6,032,100	6,064,200	6,270,600
TN Board of Regents Administration	6,483,500	8,196,600	8,444,700	12,775,800	14,177,100
TN Student Assistance Corporation	93,536,000	103,703,900	116,177,100	116,195,200	116,386,300
Contract Education	1,832,500	1,832,500	2,249,900	2,249,900	2,577,000
TN Higher Education Commission	4,495,700	5,187,100	5,757,200	5,588,500	5,888,100
Subtotal	\$111,885,500	\$124,859,100	\$138,661,000	\$142,873,600	\$150,529,100
Total Formula and Specialized Units	\$1,435,512,900	\$1,542,030,500	\$1,631,018,300	\$1,643,463,500	\$1,778,239,600
Program Initiatives					
Campus Centers of Excellence	\$17,685,600	\$18,063,100	\$18,363,900	\$18,379,300	\$19,045,000
Campus Centers of Emphasis	1,288,100	1,314,400	1,338,100	1,340,000	1,381,700
Academic Scholars Program	1,211,800	1,211,800	1,211,800	1,211,800	1,211,800
UT Access and Diversity Initiative	5,806,700	5,806,700	5,806,700	5,806,700	5,806,700
TBR Access and Diversity Initiative	10,256,900	10,256,900	10,256,900	10,256,900	10,256,900
Research Initiatives - UT	5,852,900	5,852,900	5,852,900	5,852,900	5,852,900
THEC Grants	6,028,400	5,852,900	11,089,000	11,089,000	15,417,200
Subtotal	\$48,130,400	\$48,358,700	\$53,919,300	\$53,936,600	\$58,972,200
Total Operating²	\$1,483,643,300	\$1,590,389,200	\$1,684,937,600	\$1,697,400,100	\$1,837,211,800

Note: All years of appropriations are recurring funds only.

1 - UT Health Science Center includes funding for UT College of Medicine, UT Family Practice, and UT Memphis.

2 - Does not include recurring capital maintenance funding.

ATTACHMENT II

2022-23 State Appropriations Distribution Recommendation

	A	B	C	D	E = C + D	F = E + A	G = E / A	H = F / B
			Breakdown of 2022-23 Changes					
	2021-22 Appropriation ¹	2022-23 Formula Calculation	Outcomes Formula Adjustments	Share of New Funding	2022-23 Changes	2022-23 Recommendation	Percent Change	Percent Funded
Academic Formula Units								
LGI Universities								
Austin Peay	\$58,069,700	\$92,275,200	\$1,733,000	\$4,306,300	\$6,039,300	\$64,109,000	10.4%	69.5%
East Tennessee ²	77,155,200	119,353,700	197,000	5,570,000	5,767,000	82,922,200	7.5%	69.5%
Middle Tennessee	112,926,200	173,307,000	(607,300)	8,087,900	7,480,600	120,406,800	6.6%	69.5%
Tennessee State	43,192,500	64,754,000	(1,225,800)	3,022,100	1,796,300	44,988,800	4.2%	69.5%
Tennessee Tech ²	61,329,000	93,862,400	(497,500)	4,380,400	3,882,900	65,211,900	6.3%	69.5%
University of Memphis	133,589,000	207,352,600	794,600	9,676,800	10,471,400	144,060,400	7.8%	69.5%
Subtotal	\$486,261,600	\$750,904,900	\$394,000	\$35,043,500	\$35,437,500	\$521,699,100	7.3%	69.5%
Community Colleges³								
Chattanooga	\$35,357,600	\$53,184,400	(\$889,200)	\$2,482,000	\$1,592,800	\$36,950,400	4.5%	69.5%
Cleveland	12,983,800	20,220,000	120,600	943,600	1,064,200	14,048,000	8.2%	69.5%
Columbia	19,529,800	30,510,100	243,600	1,423,900	1,667,500	21,197,300	8.5%	69.5%
Dyersburg	11,574,200	17,802,400	(36,600)	830,800	794,200	12,368,400	6.9%	69.5%
Jackson	16,234,400	24,615,400	(281,300)	1,148,800	867,500	17,101,900	5.3%	69.5%
Motlow	22,731,900	35,675,300	389,000	1,664,900	2,053,900	24,785,800	9.0%	69.5%
Nashville	23,863,600	37,061,200	155,500	1,729,600	1,885,100	25,748,700	7.9%	69.5%
Northeast	24,770,700	37,332,500	(575,800)	1,742,200	1,166,400	25,937,100	4.7%	69.5%
Pellissippi	38,335,600	59,275,100	80,100	2,766,300	2,846,400	41,182,000	7.4%	69.5%
Roane	26,138,700	39,261,000	(693,900)	1,832,200	1,138,300	27,277,000	4.4%	69.5%
Southwest	31,503,300	47,440,800	(757,300)	2,214,000	1,456,700	32,960,000	4.6%	69.5%
Volunteer	30,892,500	48,145,100	310,000	2,246,800	2,556,800	33,449,300	8.3%	69.5%
Walters	27,113,400	42,916,500	700,500	2,002,800	2,703,300	29,816,700	10.0%	69.5%
Subtotal	\$321,029,500	\$493,439,800	(\$1,234,800)	\$23,027,900	\$21,793,100	\$342,822,600	6.8%	69.5%
UT Universities								
UT Chattanooga	\$63,908,400	\$98,653,100	\$27,900	\$4,604,000	\$4,631,900	\$68,540,300	7.2%	69.5%
UT Knoxville ²	262,574,900	406,992,500	1,193,800	18,993,600	20,187,400	282,762,300	7.7%	69.5%
UT Martin ²	36,028,900	55,937,300	223,600	2,610,500	2,834,100	38,863,000	7.9%	69.5%
Subtotal	\$362,512,200	\$561,582,900	\$1,445,300	\$26,208,100	\$27,653,400	\$390,165,600	7.6%	69.5%
Total Colleges and Universities	\$1,169,803,300	\$1,805,927,600	\$604,500	\$84,279,500	\$84,884,000	\$1,254,687,300	7.3%	69.5%
TN Colleges of Applied Technology ²	\$80,045,700	\$122,577,000	(\$604,500)	\$5,720,500	\$5,116,000	\$85,161,700	6.4%	69.5%
Total Academic Formula Units	\$1,249,849,000	\$1,928,504,600	\$0	\$90,000,000	\$90,000,000	\$1,339,849,000	7.2%	69.5%

1 - Recurring funding. Includes funding of \$7.4M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to the ETSU Gray Fossil Site (\$350K), ETSU Rural Public Health Project (\$750K), TTU College of Engineering (\$3M), UT Knoxville College of Engineering (\$3M), UT Martin Parsons Center (\$200K), UT Martin Selmer Center (\$190K), UT Martin Somerville Center (\$250K), TCATs Correctional Education Investment Initiative (\$426K), and TCAT Staffing Capacity (\$8M). These appropriations are included as Program Initiatives.

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

ATTACHMENT II

2022-23 State Appropriations Share of Total Calculation

	A	B	C	D	E = D + A	F = D / A
	2021-22 Appropriation ¹	2021-22 Appropriation Share	2022-23 Appropriation Share	2022-23 Funding Changes	2022-23 Recommendation	Percent Change
Academic Formula Units						
LGI Universities						
Austin Peay	\$58,069,700	4.96%	5.11%	\$6,039,300	\$64,109,000	10.4%
East Tennessee ²	77,155,200	6.60%	6.61%	5,767,000	82,922,200	7.5%
Middle Tennessee	112,926,200	9.65%	9.60%	7,480,600	120,406,800	6.6%
Tennessee State	43,192,500	3.69%	3.59%	1,796,300	44,988,800	4.2%
Tennessee Tech ²	61,329,000	5.24%	5.20%	3,882,900	65,211,900	6.3%
University of Memphis	133,589,000	11.42%	11.48%	10,471,400	144,060,400	7.8%
Subtotal	\$486,261,600	41.57%	41.58%	\$35,437,500	\$521,699,100	7.3%
Community Colleges³						
Chattanooga	\$35,357,600	3.02%	2.94%	\$1,592,800	\$36,950,400	4.5%
Cleveland	12,983,800	1.11%	1.12%	1,064,200	14,048,000	8.2%
Columbia	19,529,800	1.67%	1.69%	1,667,500	21,197,300	8.5%
Dyersburg	11,574,200	0.99%	0.99%	794,200	12,368,400	6.9%
Jackson	16,234,400	1.39%	1.36%	867,500	17,101,900	5.3%
Motlow	22,731,900	1.94%	1.98%	2,053,900	24,785,800	9.0%
Nashville	23,863,600	2.04%	2.05%	1,885,100	25,748,700	7.9%
Northeast	24,770,700	2.12%	2.07%	1,166,400	25,937,100	4.7%
Pellissippi	38,335,600	3.28%	3.28%	2,846,400	41,182,000	7.4%
Roane	26,138,700	2.23%	2.17%	1,138,300	27,277,000	4.4%
Southwest	31,503,300	2.69%	2.63%	1,456,700	32,960,000	4.6%
Volunteer	30,892,500	2.64%	2.67%	2,556,800	33,449,300	8.3%
Walters	27,113,400	2.32%	2.38%	2,703,300	29,816,700	10.0%
Subtotal	\$321,029,500	27.44%	27.32%	\$21,793,100	\$342,822,600	6.8%
UT Universities						
UT Chattanooga	\$63,908,400	5.46%	5.46%	\$4,631,900	\$68,540,300	7.2%
UT Knoxville ²	262,574,900	22.45%	22.54%	20,187,400	282,762,300	7.7%
UT Martin ²	36,028,900	3.08%	3.10%	2,834,100	38,863,000	7.9%
Subtotal	\$362,512,200	30.99%	31.10%	\$27,653,400	\$390,165,600	7.6%
Total Colleges and Universities	\$1,169,803,300	100.00%	100.00%	\$84,884,000	\$1,254,687,300	7.3%

1 - Recurring funding. Includes historical funding of \$7.1M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to the ETSU Gray Fossil Site (\$350K), ETSU Rural Public Health Project (\$750K), TTU College of Engineering (\$3M), UT Knoxville College of Engineering (\$3M), UT Martin Parsons Center (\$200K), UT Martin Selmer Center (\$190K), and UT Martin Somerville Center (\$250K). These appropriations are included as Program Initiatives.

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

ATTACHMENT II

2022-23 State Appropriations Distribution Recommendation

	A	B	C = B - A	D = C / A
	2021-22 Appropriation ¹	2022-23 Recommendation ¹	Total Change	Percent Change
Specialized Units				
Medical Education				
ETSU College of Medicine	\$40,577,400	\$42,200,500	\$1,623,100	4.0%
ETSU Family Practice	8,577,200	8,920,300	343,100	4.0%
UT College of Vet Medicine	24,129,000	25,094,200	965,200	4.0%
UT Health Science Center	177,089,400	184,173,000	7,083,600	4.0%
Subtotal	\$250,373,000	\$260,388,000	\$10,015,000	4.0%
Research and Public Service				
UT Agricultural Experiment Station	\$32,488,900	\$33,788,500	\$1,299,600	4.0%
UT Agricultural Extension Service	42,280,600	43,971,800	1,691,200	4.0%
TSU McMinnville Center	1,466,200	1,524,800	58,600	4.0%
TSU Institute of Ag. and Environmental Research	4,858,100	5,052,400	194,300	4.0%
TSU Cooperative Extension	5,865,100	6,099,700	234,600	4.0%
TSU McIntire-Stennis Forestry Research	207,800	216,100	8,300	4.0%
UT Space Institute	9,668,700	10,055,400	386,700	4.0%
UT Institute for Public Service	7,120,500	7,405,300	284,800	4.0%
Tennessee Language Center	802,400	834,500	32,100	4.0%
Institute for Public Service: Other Agencies	6,318,100	6,570,800	252,700	4.0%
UT County Technical Assistance Service	3,396,000	3,531,800	135,800	4.0%
UT Municipal Technical Advisory Service	3,970,600	4,129,400	158,800	4.0%
Subtotal	\$111,322,500	\$115,775,200	\$4,452,700	4.0%
Other Specialized Units				
UT Southern	\$5,230,000	\$5,606,600	\$376,600	7.2%
UT University-Wide Administration	6,270,600	6,270,600	-	0.0%
TN Board of Regents Administration	14,177,100	14,177,100	-	0.0%
TN Student Assistance Corporation	116,386,300	116,386,300	-	0.0%
Contract Education	2,577,000	2,628,500	51,500	2.0%
TN Higher Education Commission	5,888,100	6,453,100	565,000	9.6%
TN Higher Education Commission Admin.	5,888,100	5,888,100	-	0.0%
Contracts Manager	-	90,000	90,000	NA
Capital Projects Manager	-	155,000	155,000	NA
Statewide Facility Security Improvement Project Manager	-	160,000	160,000	NA
ADA Funding Project Manager	-	160,000	160,000	NA
Subtotal	\$150,529,100	\$151,522,200	\$993,100	0.7%
Total Formula and Specialized Units	\$1,762,073,600	\$1,867,534,400	\$105,460,800	6.0%
Program Initiatives				
Campus Centers of Excellence	\$19,045,000	\$19,425,900	\$380,900	2.0%
Campus Centers of Emphasis	1,381,700	1,409,300	27,600	2.0%
Academic Scholars Program	1,211,800	1,236,000	24,200	2.0%
UT Access and Diversity Initiative	5,806,700	5,922,800	116,100	2.0%
TBR Access and Diversity Initiative	10,256,900	10,462,000	205,100	2.0%
Research Initiatives - UT	5,852,900	5,970,000	117,100	2.0%
THEC Grants	15,417,200	46,627,200	31,210,000	202.4%
THEC Grants Administration	9,917,200	9,917,200	-	0.0%
Graduate Medical Education Expansion	5,500,000	5,500,000	-	0.0%
Summer Bridge Program	-	850,000	850,000	NA
Tennessee Reverse Transfer Program Portal	-	360,000	360,000	NA
Statewide Facility Security Improvement Project ²	-	25,000,000	25,000,000	NA
Facilities Condition Survey ³	-	5,000,000	5,000,000	NA
Specialized Units Strategic Initiatives ⁴	-	8,590,400	8,590,400	NA
Statewide System Priorities ⁴	-	9,340,000	9,340,000	NA
ETSU Rural Public Health Project ⁵	750,000	750,000	-	0.0%
ETSU Gray Fossil Site ⁵	350,000	350,000	-	0.0%
TTU College of Engineering ⁵	3,000,000	3,000,000	-	0.0%
UT Knoxville College of Engineering ⁵	3,000,000	3,000,000	-	0.0%
UT Martin Parsons, Somerville & Selmer Centers ⁵	640,000	640,000	-	0.0%
TCAT Correctional Education Investment Initiative ⁵	426,000	426,000	-	0.0%
TCAT Waitlist Expansion Funding ⁵	8,000,000	8,000,000	-	0.0%
Subtotal	\$75,138,200	\$125,149,600	\$50,011,400	66.6%
Total	\$1,837,211,800	\$1,992,684,000	\$155,472,200	8.5%

1 - Recurring funds.

2 - Nonrecurring funding for facility security, safety, and preparedness upgrades across all public state higher education campuses.

3 - Nonrecurring funding to conduct a statewide facilities condition survey of all core "Education & General" (E&G) buildings.

4 - Recurring and nonrecurring funding for strategic investments in specialized units and statewide system priorities. See Attachment III for further detail.

5 - Recurring funds appropriated to ETSU (\$1.1M), TTU (\$3M), UT Knoxville (\$3M), UT Martin (\$640K), and the TCATs (\$8.43M).

ATTACHMENT III

2022-23 Specialized Units Strategic Initiatives

Board Priority	Governing Board	Institution	Project Name	Total Cost	Project Description
1	UT	UT Institute of Agriculture	Veterinary Recruitment and Retention	\$2,815,600	Meeting UT's responsibility to the land grant mission is tied directly to the professional quality of the system's faculty and staff, but recently the system has been facing competition from its peers related to salary. Currently, no peer veterinary college pays its faculty less than UT's College of Veterinary Medicine, increasing concerns about the system's ability to recruit top talent for new or existing positions. To improve prospects of attracting and retaining the best scientific talents--and to further contribute to UT's goal of becoming a true comprehensive research-extensive institution--it is imperative that salaries for research faculty also be increased to a level on par with other land grant institutions. (\$2,815,600 recurring)
3	ETSU	ETSU College of Medicine	Orthopedic Surgery Department	\$1,040,000	The Quillen College of Medicine is now operating an Orthopedic Residency relying solely on community faculty. The establishment of a department of Orthopedic Surgery will secure needed teaching resources and expand clinical services to the region. The TennCare population is underserved in orthopedic services in this region and the expansion of faculty will improve patient access for these services. (\$1,040,000 recurring)
3	UT	UT Institute for Public Service	Substance Misuse and Addiction Resource for Tennessee (SMART)	\$783,800	In 2020, UT President Randy Boyd established the Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network to provide a forum for policymakers and addiction experts from across the state to examine policy that will improve the health and welfare of Tennesseans who suffer from substance use disorder. UT proposes making this a permanent program within the Institute for Public Service. (\$783,800 recurring)
1	ETSU	ETSU Family Practice	Addiction Medicine Faculty	\$336,000	The ETSU Family Medicine Residency program needs additional faculty and clinical support in the newly established Addiction Medicine Fellowship to increase patient capacity for the northeast Tennessee community. One full-time faculty member currently is being supplemented with part-time faculty. An expansion of the faculty will meet a critical community need and produce future physicians that will help with the statewide initiative to battle the opioid crisis in Tennessee. A registered nurse specializing in addiction management to assist with operation of the fellowship is essential to provide case management. (\$336,000 recurring)
4	UT	UT Institute for Public Service	Tennessee School Safety Training Center of Excellence	\$315,000	UT proposes establishing a Center of Excellence in School Safety within UT's Law Enforcement Innovation Center (LEIC) to serve law enforcement agencies, first responders, and school systems across Tennessee by providing a comprehensive training, assessment, and research center in support of school safety initiatives and programs. Two additional training specialists will be needed to staff this training center. (\$315,000 recurring)
5	UT	UT Institute of Agriculture	Veterinary Medical Center Records Management System	\$3,300,000	UT's College of Veterinary Medicine (CVM) has evaluated and provided healthcare to more than 1 million patients since opening its doors in the late 1970s. A necessary component of managing any patient's clinical problems is keeping an accurate medical record. Medical record management has evolved from a paper-based to digital-based format and, although the CVM hospital has attempted to keep pace with evolving technology, the hospital is currently relying on an open source, free medical records system for which external technology support does not exist and program support must be provided internally for system management. To achieve evidence-based medical care, CVM needs a fully functional, turn-key, efficient medical record system that allows for easy-access biomedical searches. UT reports this upgrade need is essential to move the veterinary medical center forward and will be a topic of conversation at the scheduled AVMA Council on Education accreditation site visit March 6-10, 2022. (\$3,300,000 nonrecurring)

2022-23 Statewide System Priorities

Board Priority	Governing Board	Institution	Project Name	Total Cost	Project Description
1	TBR	TCATs	Safety and Security for TCATs	\$9,340,000	These funds would continue the investments that Tennessee has made in campus safety and security by adding police personnel at each TCAT. Given the state's recent investments in the TCAT Capacity Initiative and the expectation of growth to serve even more TCAT students, it is imperative that additional investment be made in the safety and security of the TCAT student body, faculty, and staff in the same manner as occurs at the community colleges and public universities. The TBR Police Department with its proposed staffing and structure will also assume roles in coordinating and assessing campus safety to build upon the recently completed Tennessee Department of Safety and Homeland Security facility surveys coordinated by THEC. Officers assigned to patrol duties will conduct continual safety and security surveys to address issues as they arise. Officers will also coordinate emergency management on TBR property and at TCAT institutions, assisting in the updating of emergency plans and procedures. This request would fund 56 full-time officers serving 27 TCATs. (\$5,200,000 recurring; \$4,140,000 nonrecurring)

ATTACHMENT IV

2022-23 State Appropriations Distribution with 1.0% Reduction

	A	B	C	D	E = C + D	F = E + A	G = E / A	H = F / B
			Breakdown of 2022-23 Changes					
	2021-22 Appropriation ¹	2022-23 Formula Calculation	Outcomes Formula Adjustments	1.0% Reduction to Higher Education	2022-23 Change	2022-23 Recommendation	Percent Change	Percent Funded
Academic Formula Units								
LGI Universities								
Austin Peay	\$58,069,700	\$92,275,200	\$1,733,000	(\$664,400)	\$1,068,600	\$59,138,300	1.8%	64.1%
East Tennessee ²	77,155,200	119,353,700	197,000	(859,400)	(662,400)	76,492,800	-0.9%	64.1%
Middle Tennessee	112,926,200	173,307,000	(607,300)	(1,247,900)	(1,855,200)	111,071,000	-1.6%	64.1%
Tennessee State	43,192,500	64,754,000	(1,225,800)	(466,000)	(1,691,800)	41,500,700	-3.9%	64.1%
Tennessee Tech ²	61,329,000	93,862,400	(497,500)	(675,900)	(1,173,400)	60,155,600	-1.9%	64.1%
University of Memphis	133,589,000	207,352,600	794,600	(1,493,100)	(698,500)	132,890,500	-0.5%	64.1%
Subtotal	\$486,261,600	\$750,904,900	\$394,000	(\$5,406,700)	(\$5,012,700)	\$481,248,900	-1.0%	64.1%
Community Colleges³								
Chattanooga	\$35,357,600	\$53,184,400	(\$889,200)	(\$383,000)	(\$1,272,200)	\$34,085,400	-3.6%	64.1%
Cleveland	12,983,800	20,220,000	120,600	(145,600)	(25,000)	12,958,800	-0.2%	64.1%
Columbia	19,529,800	30,510,100	243,600	(219,700)	23,900	19,553,700	0.1%	64.1%
Dyersburg	11,574,200	17,802,400	(36,600)	(128,200)	(164,800)	11,409,400	-1.4%	64.1%
Jackson	16,234,400	24,615,400	(281,300)	(177,200)	(458,500)	15,775,900	-2.8%	64.1%
Motlow	22,731,900	35,675,300	389,000	(256,900)	132,100	22,864,000	0.6%	64.1%
Nashville	23,863,600	37,061,200	155,500	(266,900)	(111,400)	23,752,200	-0.5%	64.1%
Northeast	24,770,700	37,332,500	(575,800)	(268,800)	(844,600)	23,926,100	-3.4%	64.1%
Pellissippi	38,335,600	59,275,100	80,100	(426,800)	(346,700)	37,988,900	-0.9%	64.1%
Roane	26,138,700	39,261,000	(693,900)	(282,700)	(976,600)	25,162,100	-3.7%	64.1%
Southwest	31,503,300	47,440,800	(757,300)	(341,600)	(1,098,900)	30,404,400	-3.5%	64.1%
Volunteer	30,892,500	48,145,100	310,000	(346,700)	(36,700)	30,855,800	-0.1%	64.1%
Walters	27,113,400	42,916,500	700,500	(309,000)	391,500	27,504,900	1.4%	64.1%
Subtotal	\$321,029,500	\$493,439,800	(\$1,234,800)	(\$3,553,100)	(\$4,787,900)	\$316,241,600	-1.5%	64.1%
UT Universities								
UT Chattanooga	\$63,908,400	\$98,653,100	\$27,900	(\$710,400)	(\$682,500)	\$63,225,900	-1.1%	64.1%
UT Knoxville ²	262,574,900	406,992,500	1,193,800	(2,930,600)	(1,736,800)	260,838,100	-0.7%	64.1%
UT Martin ²	36,028,900	55,937,300	223,600	(402,800)	(179,200)	35,849,700	-0.5%	64.1%
Subtotal	\$362,512,200	\$561,582,900	\$1,445,300	(\$4,043,800)	(\$2,598,500)	\$359,913,700	-0.7%	64.1%
Total Colleges and Universities	\$1,169,803,300	\$1,805,927,600	\$604,500	(\$13,003,600)	(\$12,399,100)	\$1,157,404,200	-1.1%	64.1%
TN Colleges of Applied Technology ²	\$80,045,700	\$122,577,000	(\$604,500)	(\$882,800)	(\$1,487,300)	\$78,558,400	-1.9%	64.1%
Total Academic Formula Units	\$1,249,849,000	\$1,928,504,600	\$0	(\$13,886,400)	(\$13,886,400)	\$1,235,962,600	-1.1%	64.1%

Note: Finance and Administration sets a reduction amount each year. THEC divides this reduction amount between the formula and specialized units based on the percent of total Education & General revenue reported in the most recent proposed operating budgets. Specialized units with no ability to generate additional revenue from tuition are reduced at a lower rate.

1 - Recurring funding. Includes historical funding of \$7.4M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to the ETSU Gray Fossil Site (\$350K), ETSU Rural Public Health Project (\$750K), TTU College of Engineering (\$3M), UT Knoxville College of Engineering (\$3M), UT Martin Parsons Center (\$200K), UT Martin Selmer Center (\$190K), UT Martin Somerville Center (\$250K), TCATs Correctional Education Investment Initiative (\$426K), and TCAT Staffing Capacity (\$8M). These appropriations are included as Program Initiatives.

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

ATTACHMENT IV

2022-23 State Appropriations Distribution with 1.0% Reduction¹

	A	B	C = B - A	D = C / A
	2021-22 Appropriation ²	2022-23 Recommendation ²	Total Change	Percent Change
Specialized Units				
Medical Education				
ETSU College of Medicine	\$40,577,400	\$40,300,900	(\$276,500)	-0.7%
ETSU Family Practice	8,577,200	8,530,100	(47,100)	-0.5%
UT College of Vet Medicine	24,129,000	23,927,000	(202,000)	-0.8%
UT Health Science Center	177,089,400	175,667,800	(1,421,600)	-0.8%
Subtotal	\$250,373,000	\$248,425,800	(\$1,947,200)	-0.8%
Research and Public Service				
UT Agricultural Experiment Station	\$32,488,900	\$32,310,400	(\$178,500)	-0.5%
UT Agricultural Extension Service	42,280,600	42,048,300	(232,300)	-0.5%
TSU McMinnville Center	1,466,200	1,458,100	(8,100)	-0.6%
TSU Institute of Ag. and Environmental Research	4,858,100	4,831,400	(26,700)	-0.5%
TSU Cooperative Extension	5,865,100	5,832,900	(32,200)	-0.5%
TSU McIntire-Stennis Forestry Research	207,800	206,700	(1,100)	-0.5%
UT Space Institute	9,668,700	9,610,100	(58,600)	-0.6%
UT Institute for Public Service	7,120,500	7,081,400	(39,100)	-0.5%
Tennessee Language Center	802,400	798,000	(4,400)	-0.5%
Institute for Public Service: Other Agencies	6,318,100	6,283,400	(34,700)	-0.5%
UT County Technical Assistance Service	3,396,000	3,377,300	(18,700)	-0.6%
UT Municipal Technical Advisory Service	3,970,600	3,948,800	(21,800)	-0.5%
Subtotal	\$111,322,500	\$110,705,400	(\$617,100)	-0.6%
Other Specialized Units				
UT Southern	\$5,230,000	\$5,165,300	(\$64,700)	-1.2%
UT University-Wide Administration	6,270,600	6,236,200	(34,400)	-0.5%
TN Board of Regents Administration	14,177,100	14,099,200	(77,900)	-0.5%
TN Student Assistance Corporation	116,386,300	116,386,300	-	0.0%
Tennessee Student Assistance Awards	113,262,500	113,262,500	-	0.0%
Tennessee Students Assistance Corporation	2,345,600	2,345,600	-	0.0%
Loan/Scholarships Program	778,200	778,200	-	0.0%
Contract Education	2,577,000	2,552,000	(25,000)	-1.0%
TN Higher Education Commission	5,888,100	5,888,100	-	0.0%
Subtotal	\$150,529,100	\$150,327,100	(\$202,000)	-0.1%
Total Specialized Units	\$512,224,600	\$509,458,300	(\$2,766,300)	-0.5%
Total Formula and Specialized Units	\$1,762,073,600	\$1,745,420,900	(\$16,652,700)	-0.9%
Program Initiatives				
Campus Centers of Excellence	\$19,045,000	\$18,845,000	(\$200,000)	-1.1%
Campus Centers of Emphasis	1,381,700	1,365,200	(16,500)	-1.2%
Academic Scholars Program	1,211,800	1,211,800	-	0.0%
UT Access and Diversity Initiative	5,806,700	5,774,800	(31,900)	-0.5%
TBR Access and Diversity Initiative	10,256,900	10,200,600	(56,300)	-0.5%
THEC Grants	15,417,200	15,242,200	(175,000)	-1.1%
THEC Grants Administration	9,917,200	9,742,200	(175,000)	-1.8%
Graduate Medical Education Expansion	5,500,000	5,500,000	-	0.0%
Research Initiatives - UT	5,852,900	5,820,700	(32,200)	-0.6%
ETSU Rural Public Health Project ³	750,000	750,000	-	0.0%
ETSU Gray Fossil Site ³	350,000	350,000	-	0.0%
TTU College of Engineering ³	3,000,000	3,000,000	-	0.0%
UT Knoxville College of Engineering ³	3,000,000	3,000,000	-	0.0%
UT Martin Parsons, Somerville & Selmer Centers ³	640,000	640,000	-	0.0%
TCAT Correctional Education Investment Initiative ³	426,000	426,000	-	0.0%
TCAT Waitlist Expansion Funding ³	8,000,000	8,000,000	-	0.0%
Subtotal	\$75,138,200	\$74,626,300	(\$511,900)	-0.7%
Total	\$1,837,211,800	\$1,820,047,200	(\$17,164,600)	-0.9%

1 - Finance and Administration identified TSAA Awards, Loan/Scholarship Program, Academic Scholars Program, and Recurring Capital Maintenance as exempt from the 1.0% reduction scenario for 2022-23. In addition, THEC has elected to hold the Graduate Medical Education Expansion funding exempt.

2 - Recurring funds.

3 - Recurring funds appropriated to ETSU (\$1.1M), TTU (\$3M), UT Knoxville (\$3M), UT Martin (\$640K), and the TCATs (\$8.43M).

ATTACHMENT V

2022-23 State Appropriations Funding Scenarios

			A	B	C
				Alternative Funding Scenarios	
	Outcomes Formula Calculation	Share of Total Formula Calculation	\$90,000,000 THEC Recommendation ¹	Flat Funding Scenario ²	Flat Tuition Scenario ³
Academic Formula Units					
LGI Universities					
Austin Peay	\$92,275,200	5.11%	\$64,109,000	\$59,802,700	\$66,049,200
East Tennessee	119,353,700	6.61%	82,922,200	77,352,200	85,440,200
Middle Tennessee	173,307,000	9.60%	120,406,800	112,318,900	124,059,400
Tennessee State	64,754,000	3.59%	44,988,800	41,966,700	46,340,500
Tennessee Tech	93,862,400	5.20%	65,211,900	60,831,500	66,740,800
University of Memphis	207,352,600	11.48%	144,060,400	134,383,600	148,449,700
Subtotal	\$750,904,900	41.58%	\$521,699,100	\$486,655,600	\$537,079,800
Community Colleges					
Chattanooga	\$53,184,400	2.94%	\$36,950,400	\$34,468,400	\$38,045,300
Cleveland	20,220,000	1.12%	14,048,000	13,104,400	14,474,200
Columbia	30,510,100	1.69%	21,197,300	19,773,400	21,840,800
Dyersburg	17,802,400	0.99%	12,368,400	11,537,600	12,742,800
Jackson	24,615,400	1.36%	17,101,900	15,953,100	17,620,600
Motlow	35,675,300	1.98%	24,785,800	23,120,900	25,538,600
Nashville	37,061,200	2.05%	25,748,700	24,019,100	26,530,300
Northeast	37,332,500	2.07%	25,937,100	24,194,900	26,724,500
Pellissippi	59,275,100	3.28%	41,182,000	38,415,700	42,431,600
Roane	39,261,000	2.17%	27,277,000	25,444,800	28,104,000
Southwest	47,440,800	2.63%	32,960,000	30,746,000	33,957,400
Volunteer	48,145,100	2.67%	33,449,300	31,202,500	34,465,200
Walters	42,916,500	2.38%	29,816,700	27,813,900	30,720,500
Subtotal	\$493,439,800	27.32%	\$342,822,600	\$319,794,700	\$353,195,800
UT Universities					
UT Chattanooga	\$98,653,100	5.46%	\$68,540,300	\$63,936,300	\$70,610,100
UT Knoxville	406,992,500	22.54%	282,762,300	263,768,700	291,328,400
UT Martin	55,937,300	3.10%	38,863,000	36,252,500	40,029,100
Subtotal	\$561,582,900	31.10%	\$390,165,600	\$363,957,500	\$401,967,600
Total Colleges and Universities	\$1,805,927,600	100.00%	\$1,254,687,300	\$1,170,407,800	\$1,292,243,200
TN Colleges of Applied Technology	\$122,577,000	NA	\$85,161,700	\$79,441,200	\$87,605,800
Total Academic Formula Units	\$1,928,504,600	100.00%	\$1,339,849,000	\$1,249,849,000	\$1,379,849,000

1 - Based on a request of \$25M for outcomes productivity and \$65M to prioritize a tuition and fee range increase of 0.0% to 3.0%, resulting in a total new recurring appropriation recommendation of \$90M.

2 - Based on no new recurring funding. In this scenario, base funding is redistributed between academic formula units based on performance but no new recurring appropriations are provided.

3 - Based on a request of \$25M for outcomes productivity and \$105M to prioritize flat tuition and fees, resulting in a total new recurring appropriation recommendation of \$130M.

ATTACHMENT VI

Three-Year Average Change in Formula Outcomes

Community Colleges

Total Outcomes	2021-22 Formula	2022-23 Formula	Change	
Students Accumulating 12 hrs.	23,483	21,683	(1,800)	-7.7%
Students Accumulating 24 hrs.	18,490	17,492	(998)	-5.4%
Students Accumulating 36 hrs.	15,792	15,423	(369)	-2.3%
Dual Enrollment	19,919	19,814	(106)	-0.5%
Associates ¹	11,793	12,007	214	1.8%
Certificates 1-2 Year	932	961	29	3.1%
Certificates <1 Year	2,646	2,581	(65)	-2.4%
Job Placements	3,952	3,852	(100)	-2.5%
Student Transfer	6,603	6,437	(166)	-2.5%
Workforce Training	855,373	917,498	62,125	7.3%
Awards per 100 FTE	24.07	25.45	1.38	5.7%
Adult Focus Population				
Students Accumulating 12 hrs.	4,203	4,049	(154)	-3.7%
Students Accumulating 24 hrs.	4,249	4,319	70	1.6%
Students Accumulating 36 hrs.	4,140	4,395	255	6.2%
Associates ¹	4,392	4,650	258	5.9%
Certificates 1-2 Year	499	534	35	7.0%
Certificates <1 Year	1,445	1,442	(3)	-0.2%
Low-Income Focus Population				
Students Accumulating 12 hrs.	13,834	12,302	(1,531)	-11.1%
Students Accumulating 24 hrs.	11,519	10,669	(851)	-7.4%
Students Accumulating 36 hrs.	10,105	9,825	(280)	-2.8%
Associates ¹	7,778	7,848	70	0.9%
Certificates 1-2 Year	610	626	16	2.6%
Certificates <1 Year	1,529	1,496	(33)	-2.2%
Academically Underprepared Focus Population				
Students Accumulating 12 hrs.	14,021	12,443	(1,578)	-11.3%
Students Accumulating 24 hrs.	11,528	10,634	(893)	-7.7%
Students Accumulating 36 hrs.	9,915	9,514	(401)	-4.0%
Associates ¹	6,938	6,957	19	0.3%
Certificates 1-2 Year	544	554	10	1.8%
Certificates <1 Year	1,322	1,259	(63)	-4.7%
One Focus Population Only				
Students Accumulating 12 hrs.	7,974	7,304	(670)	-8.4%
Students Accumulating 24 hrs.	6,053	5,664	(390)	-6.4%
Students Accumulating 36 hrs.	5,108	4,882	(226)	-4.4%
Associates ¹	3,786	3,752	(34)	-0.9%
Certificates 1-2 Year	274	280	6	2.2%
Certificates <1 Year	935	923	(12)	-1.3%
Two Focus Populations Only				
Students Accumulating 12 hrs.	8,627	7,519	(1,108)	-12.8%
Students Accumulating 24 hrs.	6,852	6,243	(609)	-8.9%
Students Accumulating 36 hrs.	5,812	5,558	(254)	-4.4%
Associates ¹	4,209	4,254	45	1.1%
Certificates 1-2 Year	376	370	(6)	-1.6%
Certificates <1 Year	945	892	(53)	-5.6%
All Three Focus Populations				
Students Accumulating 12 hrs.	2,277	2,151	(126)	-5.5%
Students Accumulating 24 hrs.	2,513	2,491	(22)	-0.9%
Students Accumulating 36 hrs.	2,476	2,578	103	4.1%
Associates ¹	2,301	2,399	97	4.2%
Certificates 1-2 Year	209	231	22	10.7%
Certificates <1 Year	490	496	6	1.3%

1 - Includes raw counts for reverse transfer associate degrees. In the funding formula, these degrees count as 0.5 each for the community college and the partner public university.

ATTACHMENT VI

Three-Year Average Change in Formula Outcomes

Universities

Total Outcomes	2021-22 Formula	2022-23 Formula	Change	
Students Accumulating 30 hrs.	18,154	17,403	(751)	-4.1%
Students Accumulating 60 hrs.	18,683	18,585	(98)	-0.5%
Students Accumulating 90 hrs.	21,134	21,362	227	1.1%
Associates ¹	990	992	2	0.2%
Bachelors	22,267	22,329	62	0.3%
Masters / Ed Specialists	5,633	5,762	129	2.3%
Doctoral / Law Degree	1,240	1,231	(9)	-0.7%
Research, Service, and Sponsored Programs	\$360,940,909	\$379,575,932	\$18,635,023	5.2%
Degrees per 100 FTE	23.35	23.57	0.22	1.0%
Six-Year Graduation Rate	58.3%	59.5%	1.1	2.0%
Adult Focus Population				
Students Accumulating 30 hrs.	612	528	(84)	-13.7%
Students Accumulating 60 hrs.	1,294	1,180	(114)	-8.8%
Students Accumulating 90 hrs.	2,843	2,750	(93)	-3.3%
Associates ¹	340	327	(13)	-3.7%
Bachelors	6,103	5,898	(205)	-3.4%
Low-Income Focus Population				
Students Accumulating 30 hrs.	7,637	7,008	(629)	-8.2%
Students Accumulating 60 hrs.	8,224	7,966	(258)	-3.1%
Students Accumulating 90 hrs.	10,079	10,110	31	0.3%
Associates ¹	663	648	(15)	-2.3%
Bachelors	10,991	10,904	(86)	-0.8%
One Focus Population Only				
Students Accumulating 30 hrs.	7,440	6,850	(590)	-7.9%
Students Accumulating 60 hrs.	7,685	7,503	(181)	-2.4%
Students Accumulating 90 hrs.	8,734	8,730	(4)	0.0%
Associates ¹	443	437	(6)	-1.4%
Bachelors	8,680	8,633	(47)	-0.5%
Two Focus Populations Only				
Students Accumulating 30 hrs.	405	343	(61)	-15.2%
Students Accumulating 60 hrs.	917	821	(96)	-10.4%
Students Accumulating 90 hrs.	2,094	2,065	(29)	-1.4%
Associates ¹	280	269	(11)	-3.9%
Bachelors	4,207	4,084	(122)	-2.9%

¹ - Includes raw counts for reverse transfer associate degrees. In the funding formula, these degrees count as 0.5 each for the community college and the partner public university.

ATTACHMENT VII

2022-23 Total Formula Revenue Analysis

Academic Formula Units	State Appropriation Recommendation ¹	Tuition Revenue ²	Out-of-State Tuition Revenue ²	Total Revenue	Total Formula Revenue Need	Difference (Short)	Percent Funded
LGI Universities							
Austin Peay	\$64,109,000	\$66,701,600	\$2,393,600	\$133,204,200	\$170,669,600	(\$37,465,400)	78.0%
East Tennessee ³	84,022,200	100,772,500	18,164,800	202,959,500	234,209,000	(31,249,500)	86.7%
Middle Tennessee	120,406,800	157,154,900	18,553,800	296,115,500	321,794,600	(25,679,100)	92.0%
Tennessee State	44,988,800	42,769,800	20,111,800	107,870,400	131,976,300	(24,105,900)	81.7%
Tennessee Tech ³	68,211,900	80,050,100	3,784,400	152,046,400	176,324,500	(24,278,100)	86.2%
University of Memphis	144,060,400	166,198,700	10,571,800	320,830,900	396,639,000	(75,808,100)	80.9%
Subtotal	\$525,799,100	\$613,647,600	\$73,580,200	\$1,213,026,900	\$1,431,613,000	(\$218,586,100)	84.7%
Community Colleges⁴							
Chattanooga	\$36,950,400	\$24,622,400	\$964,300	\$62,537,100	\$81,140,400	(\$18,603,300)	77.1%
Cleveland	14,048,000	9,827,300	449,600	24,324,900	30,385,800	(6,060,900)	80.1%
Columbia	21,197,300	18,090,100	479,600	39,767,000	45,947,800	(6,180,800)	86.5%
Dyersburg	12,368,400	8,702,400	203,900	21,274,700	26,763,400	(5,488,700)	79.5%
Jackson	17,101,900	12,727,200	171,000	30,000,100	36,986,000	(6,985,900)	81.1%
Motlow	24,785,800	19,986,200	257,600	45,029,600	53,733,100	(8,703,500)	83.8%
Nashville	25,748,700	22,738,200	579,100	49,066,000	55,983,100	(6,917,100)	87.6%
Northeast	25,937,100	16,324,300	72,800	42,334,200	55,943,100	(13,608,900)	75.7%
Pellissippi	41,182,000	29,506,100	1,182,500	71,870,600	89,534,400	(17,663,800)	80.3%
Roane	27,277,000	15,619,400	338,000	43,234,400	59,154,700	(15,920,300)	73.1%
Southwest	32,960,000	20,676,300	2,722,700	56,359,000	71,337,100	(14,978,100)	79.0%
Volunteer	33,449,300	27,671,000	532,900	61,653,200	72,737,500	(11,084,300)	84.8%
Walters	29,816,700	18,841,500	621,600	49,279,800	64,515,200	(15,235,400)	76.4%
Subtotal	\$342,822,600	\$245,332,400	\$8,575,600	\$596,730,600	\$744,161,600	(\$147,431,000)	80.2%
UT Universities							
UT Chattanooga	\$68,540,300	\$90,071,700	\$7,172,500	\$165,784,500	\$184,189,600	(\$18,405,100)	90.0%
UT Knoxville ³	285,762,300	335,749,700	61,990,000	683,502,000	767,260,800	(83,758,800)	89.1%
UT Martin ³	39,503,000	54,112,800	2,361,000	95,976,800	104,664,200	(8,687,400)	91.7%
Subtotal	\$393,805,600	\$479,934,200	\$71,523,500	\$945,263,300	\$1,056,114,600	(\$110,851,300)	89.5%
Total Colleges and Universities	\$1,262,427,300	\$1,338,914,200	\$153,679,300	\$2,755,020,800	\$3,231,889,200	(\$476,868,400)	85.2%
TN Colleges of Applied Technology ³	\$93,587,700	\$39,057,300	\$0	\$132,645,000	\$151,578,000	(\$18,933,000)	87.5%
Total Academic Formula Units	\$1,356,015,000	\$1,377,971,500	\$153,679,300	\$2,887,665,800	\$3,383,467,200	(\$495,801,400)	85.3%

1 - Recurring; accounts for recommended \$90M in additional funding for academic formula units.

2 - Assumes no salary increases, tuition increases of 1.5%, and annual enrollment increases of 0% at universities, community colleges and colleges of applied technology.

3 - Includes recurring funds appropriated to the ETSU Gray Fossil Site (\$350K), ETSU Rural Public Health Project (\$750K), TTU College of Engineering (\$3M), UT Knoxville College of Engineering (\$3M), UT Martin Parsons Center (\$200K), UT Martin Selmer Center (\$190K), UT Martin Somerville Center (\$250K), TCAT Correctional Education Investment Initiative (\$426K), and the TCAT Staffing Capacity (\$8M).

4 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

Appendix A

Legislative Initiatives Included in Funding Formula

This appendix presents legislative initiatives that are distributed through the funding formula. Projects identified for distribution outside the funding formula or those appropriated to specialized units are excluded.

Institution	Initiative	Funding
Locally Governed Institutions		
Middle Tennessee	Small Business Development Center	\$270,800
	Center for Dyslexic Studies	218,700
Tennessee State	Cooperative Agriculture	\$50,000
	Center on Aging	37,000
	Upward Bound	31,800
	Intracampus Transportation	75,500
	Academically-Talented Student Scholarships	832,000
Tennessee Tech	Horticultural Research	\$92,300
	Joe L. Evins Center	608,600
	Carnegie Classification Change	2,100,000
University of Memphis	Seismic Safety Commission	\$65,000
Subtotal		\$4,381,700
Community Colleges		
Columbia	Collegiate Center	\$72,700
Roane	Oak Ridge Campus Operations	\$150,000
Systemwide	Administrative Support Services	\$2,060,300
Subtotal		\$2,283,000
UT Universities		
UT Martin	Ripley Center	\$310,000
Subtotal		\$310,000
TN Colleges of Applied Technology	Administrative Support Services	\$384,500
Total Funding		\$7,359,200

DATE: November 18, 2021**SUBJECT:** 2022-23 Student Fee Recommendations**ACTION RECOMMENDED:** Approval

BACKGROUND INFORMATION

The Complete College Tennessee Act requires the Tennessee Higher Education Commission (THEC) make student fee and state appropriation recommendations concurrently. Numerous factors impact the tuition recommendation, including student affordability and financial aid, institutional revenues, and cost inflation factors. The FOCUS Act expanded THEC's authority on student fee levels, requiring that THEC issue binding tuition ranges each year. These ranges apply to the resident, undergraduate students' tuition (maintenance fee) rate, as well as the combined tuition and mandatory fee charge, and are set following the General Assembly's approval of a budget the following spring. Therefore, the ranges recommended for approval today are intended for guidance.

TENNESSEE'S TUITION AND FEE PROFILE

Average full-time, annual tuition and mandatory fees for 2021-22 is \$9,923 at public universities, \$4,638 at community colleges, and \$4,008 at the Tennessee Colleges of Applied Technology (TCATs). Tennessee's public higher education tuition and fee levels are considered average compared to peers across member states of the Southern Regional Education Board. Tennessee institutions implemented the lowest consecutive growth in decades in the six years leading up to 2021-22, with tuition and fees increasing an average of 2.5 percent per year across all institutions. Over this same period state appropriations increased, on average, six percent per year. 2021-22 continued this trend, with the average tuition and fee increase below 2 percent.

RECOMMENDATION

Staff recommendations for operating appropriations, student fees, and need-based financial aid work in concert to promote continuous improvement in student affordability. On average, tuition and fees account for roughly 60 percent of revenue generated at the universities, 45 percent at the community colleges and 33 percent at

the TCATs. Based on the 2021-22 proposed operating budgets, the combined tuition and state appropriation revenue for all formula units is approximately \$3.08 billion, with state appropriations comprising \$1.26 billion.

Since the implementation of the FOCUS Act authorized THEC to set binding tuition and fee ranges, staff have used the Consumer Price Index to account for inflationary impacts. Since then, CPI has increased an average of 1.5 percent annually. Over that same period, the average binding tuition and fee range was zero to three percent. This year, however, the comparable CPI has increased to 5.4 percent, resulting in greater inflationary pressures on all types of expenses at institutions, from salaries to renewable and nonrenewable resources.

To continue to center affordability for Tennesseans and allow for a recommended binding tuition and fee range in alignment with previous years, THEC is requesting an operating increase of \$90 million to the academic formula units, including \$25 million to fully fund increases in outcomes and productivity. This recurring increase represents about an eight percent growth in appropriation revenue but a less than three percent increase in total revenue. Institutions receiving state appropriation increases below eight percent may need to rely on modest tuition increases to keep up with outside pressures such as inflation, while institutions receiving more than eight percent may need little to no tuition increases to maintain revenue per full-time student.

Considering an appropriations request for formula units of \$90 million, THEC staff recommend a guiding tuition (maintenance fee) range of zero to three percent, as well as a guiding tuition and mandatory fee range of zero to three percent for all public universities, community colleges, and TCATs.

Scenarios for tuition increases in 2022-23 of zero, one-and-a-half, and three percent are presented and summarized in Attachment I. Attachment II provides a history of tuition and mandatory fee increases across all public institutions as well as the results of the tuition model based on different funding scenarios.

At this time, staff recommend the Commission adopt the tuition, and tuition and mandatory fee ranges as guidance only, with flexibility to approve final, binding ranges later in the fiscal year once clarity around the state budget and overall impact on higher education funding is determined.

ATTACHMENT I

2022-23 Tuition and Fee Recommendation

Universities	0.0% to 3.0% Tuition Increase
Community Colleges	0.0% to 3.0% Tuition Increase
TN Colleges of Applied Technology	0.0% to 3.0% Tuition Increase

	Tuition Levels					
	2021-22	2022-23 Scenarios				
	Tuition	Tuition Increase				
		= 0.0%	= 1.5%		= 3.0%	
			Increase	Change	Increase	Change
APSU	\$7,146	\$7,146	\$7,253	\$107	\$7,360	\$214
ETSU	7,722	7,722	7,838	116	7,954	232
MTSU	7,704	7,704	7,820	116	7,935	231
TSU	7,128	7,128	7,235	107	7,342	214
TTU (Prior to Fall 2020)¹	8,196	8,196	8,319	123	8,442	246
TTU (Fall 2020 or after)¹	9,240	9,240	9,379	139	9,517	277
UM (Non-Guaranteed)²	8,352	8,352	8,477	125	8,603	251
UM (Guaranteed)²	8,352	8,352	8,477	125	8,603	251
UTC (Soar in Four)³	7,992	7,992	8,112	120	8,232	240
UTC (Returning)³	7,200	7,200	7,308	108	7,416	216
UTK	11,332	11,332	11,502	170	11,672	340
UTM	8,378	8,378	8,504	126	8,629	251
UTS⁴	9,000	9,000	9,135	135	9,270	270
CC Avg	4,326	4,326	4,391	65	4,456	130
TCATs	3,759	3,759	3,815	56	3,872	113

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

2 - The University of Memphis offers a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen are eligible to enroll in this tuition plan, which guarantees their freshman fall semester tuition rate for eight consecutive regular semesters if they take at least 12 credit hours per semester.

3 - First-time, full-time students enrolled at UT Chattanooga pay a flat rate for 15 credit hours per semester, regardless of the number of hours taken. Returning and part-time students are charged a flat rate for 12 credit hours per semester, regardless of the number of hours taken.

4 - UT Southern was acquired by the UT System on July 1, 2021.

Note: "Tuition" is used here for ease of understanding, though UT, TBR, and the LGIs use the term "Maintenance Fee" when discussing tuition.

ATTACHMENT I

2022-23 Tuition and Fee Recommendation

Universities	0.0% to 3.0% Tuition and Fee Increase
Community Colleges	0.0% to 3.0% Tuition and Fee Increase
TN Colleges of Applied Technology	0.0% to 3.0% Tuition and Fee Increase

Tuition and Fee Levels

	2021-22			2022-23 Scenarios				
	Mandatory Fees	Tuition	Total	Tuition and Fee Increase				
				= 0.0%	= 1.5%		= 3.0%	
					Increase	Change	Increase	Change
APSU	\$1,615	\$7,146	\$8,761	\$8,761	\$8,892	\$131	\$9,024	\$263
ETSU	1,952	7,722	9,674	9,674	9,819	145	9,964	290
MTSU	1,889	7,704	9,593	9,593	9,737	144	9,881	288
TSU	1,207	7,128	8,335	8,335	8,460	125	8,585	250
TTU (Prior to Fall 2020)¹	1,282	8,196	9,478	9,478	9,620	142	9,762	284
TTU (Fall 2020)¹	1,282	9,240	10,522	10,522	10,680	158	10,838	316
UM (Non-Guaranteed)²	1,704	8,352	10,056	10,056	10,207	151	10,358	302
UM (Guaranteed)²	1,704	8,352	10,056	10,056	10,207	151	10,358	302
UTC (Soar in Four)³	1,856	7,992	9,848	9,848	9,996	148	10,143	295
UTC (Returning)³	1,856	7,200	9,056	9,056	9,192	136	9,328	272
UTK	1,912	11,332	13,244	13,244	13,443	199	13,641	397
UTM	1,534	8,378	9,912	9,912	10,061	149	10,209	297
UTS⁴	1,200	9,000	10,200	10,200	10,353	153	10,506	306
CC Avg	312	4,326	4,638	4,638	4,707	70	4,777	139
TCATs	249	3,759	4,008	4,008	4,068	60	4,128	120

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

2 - The University of Memphis offers a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen are eligible to enroll in this tuition plan, which guarantees their freshman fall semester tuition rate for eight consecutive regular semesters if they take at least 12 credit hours per semester.

3 - First-time, full-time students enrolled at UT Chattanooga pay a flat rate for 15 credit hours per semester, regardless of the number of hours taken. Returning and part-time students are charged a flat rate for 12 credit hours per semester, regardless of the number of hours taken.

4 - UT Southern was acquired by the UT System on July 1, 2021.

Note: "Tuition" is used here for ease of understanding, though UT, TBR, and the LGIs use the term "Maintenance Fee" when discussing tuition.

ATTACHMENT II

Tuition and Mandatory Fees History

Tuition and Mandatory Fees History

	2016-17	2020-21	2021-22	1 Year Change	5 Year Change
APSU	\$7,995	\$8,627	\$8,761	1.6%	9.6%
ETSU¹	8,599	9,491	9,674	1.9%	12.5%
MTSU	8,610	9,424	9,593	1.8%	11.4%
TSU	7,568	8,183	8,335	1.9%	10.1%
TTU (Prior to Fall 2020)²	8,551	9,318	9,478	1.7%	10.8%
TTU (Fall 2020)²		10,338	10,522	1.8%	
UM (Non-Guaranteed)³	9,497	9,912	10,056	1.5%	5.9%
UM (Guaranteed)³		9,936	10,056	1.2%	
UTC (Soar in Four)⁴		9,656	9,848	2.0%	
UTC (Returning)⁴	8,544	8,880	9,056	2.0%	6.0%
UTK¹	12,668	13,264	13,244	-0.2%	4.6%
UTM¹	8,783	9,748	9,912	1.7%	12.9%
UTS⁵			10,200		
CC Avg	4,226	4,553	4,638	1.9%	9.7%
TCATs	3,647	3,936	4,008	1.8%	9.9%

Mandatory Fees History

	2016-17	2020-21	2021-22	1 Year Change	5 Year Change
APSU	\$1,473	\$1,583	\$1,615	2.0%	9.6%
ETSU¹	1,597	1,919	1,952	1.7%	22.2%
MTSU	1,680	1,870	1,889	1.0%	12.4%
TSU	1,040	1,157	1,207	4.3%	16.1%
TTU	1,171	1,278	1,282	0.3%	9.5%
UM	1,637	1,704	1,704	0.0%	4.1%
UTC	1,776	1,820	1,856	2.0%	4.5%
UTK	1,810	1,932	1,912	-1.0%	5.6%
UTM	1,408	1,534	1,534	0.0%	8.9%
UTS⁵			1,200		
CC Avg	296	311	312	0.3%	5.3%
TCATs	230	249	249	0.0%	8.3%

1 - 2016-17 tuition and/or mandatory fees represent a weighted average.

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

3 - The University of Memphis offers a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen are eligible to enroll in this tuition plan, which guarantees their freshman fall semester tuition rate for eight consecutive regular semesters if they take at least 12 credit hours per semester.

4 - First-time, full-time students enrolled at UT Chattanooga pay a flat rate for 15 credit hours per semester, regardless of the number of hours taken. Returning and part-time students are charged a flat rate for 12 credit hours per semester, regardless of the number of hours taken.

5 - UT Southern was acquired by the UT System on July 1, 2021.

ATTACHMENT II

2022-23 Tuition Model Analysis Scenarios

The following scenarios utilize the THEC Tuition Model to estimate the tuition range required to maintain the 2022-23 estimated total revenue per FTE. The scenarios assume flat enrollment at universities, community colleges, and colleges of applied technology and a 4.0% increase in inflation costs. This analysis is presented for information purposes only and is meant to provide guidance on the recommended tuition range. Binding tuition ranges will be set in Spring 2022 in conjunction with the passage of the General Appropriations Act.

Tuition Increase With a \$90.0M (7.2%) Increase in State Appropriations¹

Model Assumptions	Universities	CCs	TCATs
Costs Inflation	4.0%	4.0%	4.0%
Enrollment	0.0%	0.0%	0.0%
State Appropriations	7.4%	6.8%	6.2%
Tuition Model Range	-1.1% to 4.9%		

Tuition Increase With Overall Flat Appropriations

Model Assumptions	Universities	CCs	TCATs
Costs Inflation	4.0%	4.0%	4.0%
Enrollment	0.0%	0.0%	0.0%
State Appropriations	0.2%	-0.4%	-0.9%
Tuition Model Range	6.0% to 15.1%		

Tuition Increase With a \$130M (10.4%) Increase in State Appropriations²

Model Assumptions	Universities	CCs	TCATs
Costs Inflation	4.0%	4.0%	4.0%
Enrollment	0.0%	0.0%	0.0%
State Appropriations	10.7%	10.0%	9.4%
Tuition Model Range	-6.8% to 0.0%		

1 - Based on a request of \$25M for outcomes productivity and \$65M to prioritize an average tuition and fee range of 0.0% to 3.0%, resulting in a total new recurring appropriation recommendation of \$90M.

2 - Based on a request of \$25M for outcomes productivity and \$105M to prioritize flat tuition and fees, resulting in a total new recurring appropriation recommendation of \$130M.

Note: The recommendation is based on an assumed costs inflation rate of 4.0% as determined by the Consumer Price Index less food and energy costs.

DATE: November 18, 2021**SUBJECT:** 2022-23 Capital Projects Recommendations**ACTION RECOMMENDED:** Approval

BACKGROUND INFORMATION

Capital projects are broadly categorized according to project scope and funding source. State appropriations fund capital outlay projects, which consist of new construction or major renovation of existing facilities, as well as capital maintenance projects, which repair and replace systems and structures on existing facilities. The third type of capital project, referred to as a disclosed project, is distinguished by its funding source, which does not include state funding. These projects typically relate to various auxiliary functions, such as residence halls, parking, and athletics. Since the project is funded without state appropriations, an institution signals its intent to initiate the project and seek approval from the State Building Commission. This declaration of intent is disclosed to the Governor and General Assembly.

RECOMMENDATION SUMMARY**Capital Outlay**

The capital outlay recommendation for 2022-23 state appropriation totals \$792.9 million. Due to the continuing circumstances of the past budget cycle, there are two groups of outlay projects recommended for consideration. The first category is for ten renovation projects. The second is for ten projects emphasizing community outreach and economic development. The average cost of the projects is \$39.6 million per project. As detailed in Attachment I, this request includes 5 projects for the Tennessee Board of Regents (TBR), totaling \$182.7 million (23% percent of the total appropriation), 10 projects for the Locally Governed Institutions (LGIs), totaling \$391.6 million (49.4% of total), and 5 projects for University of Tennessee (UT), totaling \$218.6 million (27.6% of total). These projects were identified and prioritized by Commission staff using the selection criteria endorsed by the Commission at the May 2017 quarterly meeting. One additional project, the ETSU Academic Building, was prioritized in FY21-22 and was funded FY21-22 for planning; the listed project is for construction funding.

The capital outlay process for all outlay project types is focused on the Drive to 55 and ensures that projects are consistent with state and institutional goals. Projects were evaluated on their relationship to state goals and degree production, congruence with an approved Master Plan, space guidelines and facility assessments, program and business plan, and match requirements.

This year a total of \$16.8 million is recommended for planned demolitions by UT, TTU, and UoM, shown in Attachment V. Demolition projects do not qualify for maintenance funding, and institutions are encouraged to plan demolitions of buildings that are beyond their useful life to improve space efficiencies and reduce overhead.

Capital Maintenance

The 2022-23 recommendation for capital maintenance is \$174.6 million for 91 projects. As shown in Attachments VI and VII, this includes 32 projects for TBR, totaling \$35.4 million (20.3 percent of the total), 36 projects for the LGIs, totaling \$70.5 million (40.4 percent of total), and 23 projects for the UT system, totaling \$68.7 million (39.3 percent of total). This request will allow each system to limit increases in deferred maintenance.

Additionally, the 2022-23 recommendation includes \$5 million as a special initiative appropriation for TSU's Electrical Upgrades project and will assure the continuity of the project. This is the third of four funding years planned for the project. The TSU Electrical master plan for campus-wide electrical infrastructure improvements is complete, and the project improvements and design are continuing.

A request of \$15 million will continue ADA program accessibility improvements. Although all institutions have made enormous strides towards the removal of barriers, the majority of existing Educational and General (E&G) higher education buildings – 67% – were constructed prior to the passage of ADA in 1990 (28.5 million gross square feet constructed prior to 1990 of 42.4 million total square feet). The work will include all types of path of travel accommodations from the campus site locations and parking, to ramps and building entrances, classroom and lab accommodations, restrooms, elevators, drinking fountains, and signage.

Tennessee has consistently provided funding for maintenance projects across higher education. Over the last five fiscal years, capital maintenance funding has averaged \$105.7 million per year.

Disclosure of Revenue-Funded Projects

Disclosed projects are funded through institutional funds, the Tennessee State School Bond Authority (TSSBA), auxiliary funds, or sources other than state appropriations. For 2022-23, TBR, the LGIs, and UT are disclosing 31 revenue and TSSBA-funded projects totaling \$216.8 million. As detailed in Attachments VIII and IX, the disclosure list includes 22 revenue-funded projects for the LGIs, totaling \$102.4 million, and 9 projects for the UT system, totaling \$114.4 million.

Capital Projects Recommendation

ATTACHMENT I

THEC 2022-23 Capital Projects Recommendation Summary

2022-23 Capital Outlay - Major Renovation Priorities								
THEC Priority			Total Project Cost	Previous Years Funding	2022-23 Project Cost	Match Percentage	Total Match Funds	State Appropriation Request ²
1	ETSU	Brown Hall Renovation North	\$ 47,700,000	\$ -	\$ 47,700,000	4%	\$ 1,908,000	\$ 45,792,000
2	MTSU	Renovations to KOM and Rutledge Hall	\$ 54,300,000	\$ -	\$ 54,300,000	4%	\$ 2,396,000	\$ 51,904,000
3	UoM	College of Business & Economics Renovation	\$ 30,000,000	\$ -	\$ 30,000,000	17%	\$ 5,000,000	\$ 25,000,000
4	UTC	540 McCallie Renovation	\$ 40,000,000	\$ -	\$ 40,000,000	4%	\$ 1,600,000	\$ 38,400,000
5	TTU	Johnson Hall Renovation & Foster Demo	\$ 37,610,000	\$ -	\$ 37,610,000	4%	\$ 1,504,400	\$ 36,105,600
6	UTHSC	Nash Vivarium Basement Renovation	\$ 22,690,000	\$ -	\$ 22,690,000	2%	\$ 453,800	\$ 22,236,200
7	PSCC	Hardin Valley Campus Renovation	\$ 25,000,000	\$ -	\$ 25,000,000	2%	\$ 500,000	\$ 24,500,000
8	VSCC	Mattox Renovation	\$ 7,600,000	\$ -	\$ 7,600,000	2%	\$ 152,000	\$ 7,448,000
9	APSU	Kimbrough Classroom & Office Renovations	\$ 9,175,000	\$ -	\$ 9,175,000	8%	\$ 717,000	\$ 8,458,000
10	UTHSC	Cancer Research Bldg 4th Floor	\$ 19,370,000	\$ -	\$ 19,370,000	2%	\$ 387,400	\$ 18,982,600
TBR Total			\$ 32,600,000	\$ -	\$ 32,600,000	2%	\$ 652,000	\$ 31,948,000
LGI Total			\$ 178,785,000	\$ -	\$ 178,785,000	6%	\$ 11,525,400	\$ 167,259,600
UT Total			\$ 82,060,000	\$ -	\$ 82,060,000	3%	\$ 2,441,200	\$ 79,618,800

2022-23 Capital Outlay - General Priorities								
THEC Priority			Total Project Cost	Previous Years Funding	2022-23 Project Cost	Match Percentage	Total Match Funds	State Appropriation Request ²
1	MTSU	Aerospace Campus	\$ 62,200,000	\$ -	\$ 62,200,000	8%	\$ 4,976,000	\$ 57,224,000
2	CoSCC/Statewide	Southern Regional Technology Center (SRTC)	\$ 50,212,000	\$ -	\$ 50,212,000	2%	\$ 1,030,200	\$ 49,181,800
3	ETSU	Integrated Health Services Building	\$ 43,900,000	\$ -	\$ 43,900,000	7%	\$ 3,055,440	\$ 40,844,560
4	UoM	Mynders Hall Renovation	\$ 25,000,000	\$ -	\$ 25,000,000	20%	\$ 5,000,000	\$ 20,000,000
5	NaSCC	Clarksville Campus Expansion	\$ 35,500,000	\$ -	\$ 35,500,000	4%	\$ 1,420,000	\$ 34,080,000
6	UTK	College of Business	\$ 100,000,000	\$ -	\$ 100,000,000	17%	\$ 17,000,000	\$ 83,000,000
7	TSU	New Engineering Classroom Building	\$ 52,000,000	\$ -	\$ 52,000,000	6%	\$ 3,120,000	\$ 48,880,000
8	UTC	Health Sciences Building	\$ 60,800,000	\$ -	\$ 60,800,000	8%	\$ 4,864,000	\$ 55,936,000
9	TTU	Advanced Construction & Manufacturing Engr. Bldg.	\$ 62,400,000	\$ -	\$ 62,400,000	8%	\$ 4,992,000	\$ 57,408,000
10	RSCC	Campus Expansion and Simulation Hospital	\$ 75,000,000	\$ 1,000,000	\$ 74,000,000	9%	\$ 6,500,000	\$ 67,500,000
TBR Total			\$ 160,712,000	\$ 1,000,000	\$ 159,712,000	6%	\$ 8,950,200	\$ 150,761,800
LGI Total			\$ 245,500,000	\$ -	\$ 245,500,000	9%	\$ 21,143,440	\$ 224,356,560
UT Total			\$ 160,800,000	\$ -	\$ 160,800,000	14%	\$ 21,864,000	\$ 138,936,000

	Total Project Cost	Previous Years Funding	2022-23 Project Cost	Match Percentage	Total Match Funds	State Appropriation Request ²
TBR Subtotal - All Outlay	\$ 193,312,000	\$ 1,000,000	\$ 192,312,000	5%	\$ 9,602,200	\$ 182,709,800
LGI Subtotal - All Outlay	\$ 424,285,000	\$ -	\$ 424,285,000	8%	\$ 32,668,840	\$ 391,616,160
UT Subtotal - All Outlay	\$ 242,860,000	\$ -	\$ 242,860,000	10%	\$ 24,305,200	\$ 218,554,800
Subtotal Outlay Request	\$ 860,457,000	\$ 1,000,000	\$ 859,457,000	8%	\$ 66,576,240	\$ 792,880,760
* ETSU Academic Building - Construction	\$ 62,500,000	\$ 3,250,000	\$ 59,250,000	6%	\$ 3,920,000	\$ 55,330,000
Capital Outlay Total	\$ 922,957,000	\$ 4,250,000	\$ 918,707,000		\$ 70,496,240	\$ 848,210,760

2022-23 Capital Maintenance			
	Total	Total Projects	State Funds Request
TBR Total	\$ 35,405,000	32	\$ 35,405,000
LGI Total	\$ 70,538,260	36	\$ 70,538,260
UT Total	\$ 68,670,000	23	\$ 68,670,000
Special Initiative - ADA Funding	\$ 15,000,000	1	\$ 15,000,000
Special Initiative - TSU Electrical	\$ 5,000,000	1	\$ 5,000,000

2022-23 Overall Capital Projects				
	Total	Total Projects	Total Match Funds	State Appropriation Request ²
Total Capital Outlay Request	\$ 860,457,000	20	\$ 66,576,240	\$ 792,880,760
Total Capital Demolition	\$ 16,800,000	3	NA	\$ 16,800,000
* ETSU Academic Building¹	\$ 59,250,000	1	\$ 3,920,000	\$ 55,330,000
Total Capital Maintenance Request	\$ 194,613,260	93	NA	\$ 194,613,260
Total Capital Investment	\$ 1,131,120,260	117	\$ 70,496,240	\$ 1,059,624,020

* ETSU Academic Building, was prioritized in FY21-22 and was funded FY21-22 for planning; the listed project is for construction funding.

1 - Total Cost of \$62,500,000 - previous funding \$3,250,000 = Total Request FY22-23 of \$59,250,000

2 - Reflects total state appropriation request after all other funding sources — including previous years funding, total match funds and other institutional funds — are taken into account.

Capital Projects Recommendation

ATTACHMENT II

2022-23 THEC Capital Outlay Projects Recommendation

2022-23 Capital Outlay - Major Renovation Priorities ¹

THEC Priority	Institution	Project Name	F + G = E									
			A	B	C = A - B	D	E = D / C	F + G = E		H	F = C - D	
			Total Project Cost	Previous Years Funding	2022-23 Project Cost	Total Match Funds	Match Percentage	Previous Years Match Funds	2022-23 Match Funds	Other Institutional Funds	State Appropriation Request ²	
1	ETSU	Brown Hall Renovation North	\$ 47,700,000	\$ -	\$ 47,700,000	\$ 1,908,000	4%	\$ -	\$ 1,908,000	\$ -	\$ 45,792,000	
2	MTSU	Renovations to KOM and Rutledge Hall	\$ 54,300,000	\$ -	\$ 54,300,000	\$ 2,396,000	4%	\$ -	\$ 2,396,000	\$ -	\$ 51,904,000	
3	UoM	College of Business & Economics Renovation	\$ 30,000,000	\$ -	\$ 30,000,000	\$ 5,000,000	17%	\$ -	\$ 5,000,000	\$ -	\$ 25,000,000	
4	UTC	540 McCallie Renovation	\$ 40,000,000	\$ -	\$ 40,000,000	\$ 1,600,000	4%	\$ -	\$ 1,600,000	\$ -	\$ 38,400,000	
5	TTU	Johnson Hall Renovation & Foster Demo	\$ 37,610,000	\$ -	\$ 37,610,000	\$ 1,504,400	4%	\$ -	\$ 1,504,400	\$ -	\$ 36,105,600	
6	UTHSC	Nash Vivarium Basement Renovation	\$ 22,690,000	\$ -	\$ 22,690,000	\$ 453,800	2%	\$ -	\$ 453,800	\$ -	\$ 22,236,200	
7	PSCC	Hardin Valley Campus Renovation	\$ 25,000,000	\$ -	\$ 25,000,000	\$ 500,000	2%	\$ -	\$ 500,000	\$ -	\$ 24,500,000	
8	VSCC	Mattox Renovation	\$ 7,600,000	\$ -	\$ 7,600,000	\$ 152,000	2%	\$ -	\$ 152,000	\$ -	\$ 7,448,000	
9	APSU	Kimbrough Classroom & Office Renovations	\$ 9,175,000	\$ -	\$ 9,175,000	\$ 717,000	8%	\$ -	\$ 717,000	\$ -	\$ 8,458,000	
10	UTHSC	Cancer Research Bldg 4th Floor	\$ 19,370,000	\$ -	\$ 19,370,000	\$ 387,400	2%	\$ -	\$ 387,400	\$ -	\$ 18,982,600	
					\$ -			\$ -	\$ -	\$ -	\$ -	
					\$ -			\$ -	\$ -	\$ -	\$ -	
2022-23 TBR Total			\$ 32,600,000	\$ -	\$ 32,600,000	\$ 652,000	2%	\$ -	\$ 652,000	\$ -	\$ 31,948,000	
2022-23 LGI Total			\$ 178,785,000	\$ -	\$ 178,785,000	\$ 11,525,400	6%	\$ -	\$ 11,525,400	\$ -	\$ 167,259,600	
2022-23 UT Total			\$ 82,060,000	\$ -	\$ 82,060,000	\$ 2,441,200	3%	\$ -	\$ 2,441,200	\$ -	\$ 79,618,800	
2022-23 THEC Cap Outlay Major Renovations Recommendation			\$ 293,445,000	\$ -	\$ 293,445,000	\$ 14,618,600	5%	\$ -	\$ 14,618,600	\$ -	\$ 278,826,400	

1 - Capital Renovation Projects only

2 - Reflects total state appropriation request after all other funding sources — including previous years funding, total match funds and other institutional funds — are taken into account.

Capital Projects Recommendation

ATTACHMENT III

2022-23 THEC Capital Outlay Projects Recommendation

2022-23 Capital Outlay - General Priorities¹

THEC Priority	Institution	Project Name	F + G = E									
			A	B	C = A - B		D	E = D / C	F	G	H	F = C - D
			Total Project Cost	Previous Years Funding	2022-23 Project Cost	Total Match Funds	Match Percentage	Previous Years Match Funds	2022-23 Match Funds	Other Institutional Funds	State Appropriation Request ²	
1	MTSU	Aerospace Campus	62,200,000	\$ -	\$ 62,200,000	\$ 4,976,000	8%		\$ 4,976,000	\$ -	\$ 57,224,000	
2	CoSCC	Southern Regional Technology Center (SRTC)	50,212,000	\$ -	\$ 50,212,000	\$ 1,030,200	2%		\$ 1,030,200	\$ -	\$ 49,181,800	
3	ETSU	Integrated Health Services Building	43,900,000	\$ -	\$ 43,900,000	\$ 3,055,440	7%		\$ 3,055,440	\$ -	\$ 40,844,560	
4	UoM	Mynders Hall Renovation	25,000,000	\$ -	\$ 25,000,000	\$ 5,000,000	20%		\$ 5,000,000	\$ -	\$ 20,000,000	
5	NaSCC	Clarksville Campus Expansion	35,500,000	\$ -	\$ 35,500,000	\$ 1,420,000	4%		\$ 1,420,000	\$ -	\$ 34,080,000	
6	UTK	College of Business	100,000,000	\$ -	\$ 100,000,000	\$ 17,000,000	17%		\$ 17,000,000	\$ -	\$ 83,000,000	
7	TSU	New Engineering Classroom Building	52,000,000	\$ -	\$ 52,000,000	\$ 3,120,000	6%		\$ 3,120,000	\$ -	\$ 48,880,000	
8	UTC	Health Sciences Building	60,800,000	\$ -	\$ 60,800,000	\$ 4,864,000	8%		\$ 4,864,000	\$ -	\$ 55,936,000	
9	TTU	Advanced Construction & Manufacturing Engr. Bldg.	62,400,000	\$ -	\$ 62,400,000	\$ 4,992,000	8%		\$ 4,992,000	\$ -	\$ 57,408,000	
10	RSCC	Campus Expansion and Simulation Hospital	75,000,000	\$ 1,000,000	\$ 74,000,000	\$ 6,500,000	9%		\$ 6,500,000	\$ -	\$ 67,500,000	
*	ETSU	ETSU Academic Building	62,500,000	\$ 3,250,000	\$ 59,250,000	\$ 3,920,000	6%		\$ 3,920,000	\$ -	\$ 55,330,000	
					\$ -				\$ -	\$ -	\$ -	
2022-23 TBR Total			\$ 160,712,000	\$ 1,000,000	\$ 159,712,000	\$ 8,950,200	6%	\$ -	\$ 8,950,200	\$ -	\$ 150,761,800	
2022-23 LGI Total			\$ 308,000,000	\$ 3,250,000	\$ 304,750,000	\$ 25,063,440	8%	\$ -	\$ 25,063,440	\$ -	\$ 279,686,560	
2022-23 UT Total			\$ 160,800,000	\$ -	\$ 160,800,000	\$ 21,864,000	14%	\$ -	\$ 21,864,000	\$ -	\$ 138,936,000	
2022-23 THEC Cap Outlay General Priorities Recommendation			\$ 629,512,000	\$ 4,250,000	\$ 625,262,000	\$ 55,877,640	9%	\$ -	\$ 55,877,640	\$ -	\$ 569,384,360	

* - ETSU Academic Building, was prioritized in FY21-22 and was funded FY21-22 for planning; the listed project is for construction funding.

1 - New Construction and Renovations, Community Outreach and Economic Development

2 - Reflects total state appropriation request after all other funding sources — including previous years funding, total match funds and other institutional funds — are taken into account.

Capital Projects Recommendation

ATTACHMENT IV

THEC 2022-23 Capital Outlay Projects Descriptions

2022-23 Capital Outlay - Major Renovation Priorities

THEC Priority	Governing Board	Institution	Project Name	Total Project Cost	State Request	Project Description
1	ETSU	ETSU	Brown Hall Renovation North	\$ 47,700,000	\$ 45,792,000	Renovation of Brown Hall North.
2	MTSU	MTSU	Renovations to KOM and Rutledge Hall	\$ 54,300,000	\$ 51,904,000	Renovate the Kirksey Old Main and Rutledge Hall buildings. Renovations to both structures will include major renovations of HVAC, plumbing, data/IT, and electrical systems, re-planning of building layouts to accommodate future use, accessibility improvements, window replacement, roofing, and other exterior building improvements and all related work. Small additions are envisioned on both buildings to allow for new entries and vertical circulation. Demolition of the E. W. Midgett Building will be included in the scope of work.
3	UoM	UoM	College of Business & Economics Renovation	\$ 30,000,000	\$ 25,000,000	Renovate the Business and Economics Building for continued use by the Fogleman College of Business and Economics
4	UT	UTC	540 McCallie Renovation	\$ 40,000,000	\$ 38,400,000	This project will renovate the interior and exterior of this 7-story + basement level building.
5	TTU	TTU	Johnson Hall Renovation & Foster Demo	\$ 37,610,000	\$ 36,105,600	Complete renovation of Johnson Hall including, but not limited to, building systems, equipment, finishes, furnishings. Demolish Foster Hall, reroute existing utilities and return the site to green space.
6	UT	UTHSC	Nash Vivarium Basement Renovation	\$ 22,690,000	\$ 22,236,200	This project will provide consolidated vivarium research space for the Department of Physiology.
7	TBR	PSCC	Hardin Valley Campus Renovation	\$ 25,000,000	\$ 24,500,000	Renovation and reconfiguration of spaces in multiple buildings on the Hardin Valley campus. Spaces to be renovated include those vacated after completion of the new Bill Haslam Math and Science Center, and the Education Resource Center. This work will increase efficiency of spaces for existing programs, bring educational and support spaces up to date, and consolidate student support services to better assist students. This work will include reconfiguration and replacement of related finishes, fixtures, and systems.
8	TBR	VSCC	Mattox Renovation	\$ 7,600,000	\$ 7,448,000	Renovate office areas and reconfigure classrooms to maximize building use. Renovations to include demolition of walls & interior finishes. Update structure to ensure ADA and social distancing standards are met. Existing mechanical & electrical to remain.
9	APSU	APSU	Kimbrough Classroom & Office Renovations	\$ 9,175,000	\$ 8,458,000	This project would convert conventional classrooms into active learning spaces, refresh the finishes in the lecture hall and create an accessible entrance to the lecture hall instruction well, and create more locations for accessible seating. The project would convert the dean's office to a student success office suite, and relocate the conference room. Additionally, four restrooms will be enclosed and updated to make them ADA compliant.
10	UT	UTHSC	Cancer Research Bldg 4th Floor	\$ 19,370,000	\$ 18,982,600	This project will build out the top floor (4th) of the Cancer Research Building into modern biomedical research laboratories. The main utilities are already in place from the major renovations of the buildings. The demolition of the Holiday Inn property is also included.

Capital Projects Recommendation

ATTACHMENT IV

THEC 2022-23 Capital Outlay Projects Descriptions

2022-23 Capital Outlay - General Priorities

THEC Priority	Governing Board	Institution	Project Name	Total Project Cost	State Request	Project Description
1	MTSU	MTSU	Aerospace Campus	\$62,200,000	\$ 57,224,000	Construct a new campus to serve the MTSU Aerospace programs. Scope of work includes academic buildings with classroom, class-lab, office, and support spaces along with aircraft hangar space to support the aerospace academic programs. Site development includes site utilities, earthwork, auto parking, aircraft apron and taxiway, and all associated work.
2	TBR	CoSCC/Statewide	Southern Regional Technology Center (SRTC)	\$50,212,000	\$ 49,181,800	Construct a shared Health Sciences and Industrial Technologies center on the Columbia Campus of Columbia State Community College. The facility will house CoSCC Health Science and Engineering Systems Tech programs along with the Industrial Technology programs that were previously housed at the Northfield Training Center site of TCAT Hohenwald/TCAT Pulaski. After construction is complete, the existing Health Sciences Building, Walter Building, and the Small Animal Holding Buildings will be demolished.
3	ETSU	ETSU	Integrated Health Services Building	\$43,900,000	\$ 40,844,560	Construct a new Integrated Health Services Building on the Innovation Park Campus. Additionally renovate space for the College of Nursing, College of Clinical & Rehabilitative Health Sciences, and the Student/University Health Clinic in the existing Johnson City Family Practice Building, a portion of Nicks Hall that serves the Student/University Health Clinic and the Dental Hygiene area of Lamb Hall for Social Work. The renovation will include the reconfiguration of the spaces to meet current and future academic needs.
4	UoM	UoM	Mynders Hall Renovation	\$25,000,000	\$ 20,000,000	Completely renovate Mynders Hall for academic and research utilization.
5	TBR	NaSCC	Clarksville Campus Expansion	\$35,500,000	\$ 34,080,000	Renovate the existing Clarksville Building and Construction of a second building on the Clarksville Campus to create a Center of Higher Education. The project includes the expansion classrooms, science and computer labs, flexible multipurpose community space (100+), faculty offices and student study/gathering areas. Specific to the project is the creation of Nursing classrooms and simulation/observation lab as well as an Industrial Process Control Technology classroom and large workspace lab. Sitework will include new parking and an access road to Wilma Rudolph Blvd.
6	UT	UTK	College of Business	\$100,000,000	\$ 83,000,000	This project will provide an additional College of Business facility to accommodate program growth.
7	TSU	TSU	New Engineering Classroom Building	\$52,000,000	\$ 48,880,000	Construction of new classroom and laboratory facility for teaching and learning activities of all engineering disciplines taught at Tennessee State University. Provide a facility to support the newest engineering technology, IT environments, and general professional development of our students. This new facility will support collaborative strategies with interactive STEM and research programs, while providing faculty and staff the needed facilities spaces and tools to educate our students with modern pedagogy methods. The demolition of the existing building and site restoration is also included in this project.
8	UT	UTC	Health Sciences Building	\$60,800,000	\$ 55,936,000	This project will construct a health sciences teaching facility and simulated lab space for the School of Nursing. There will be state-of-the-art classrooms, student study spaces, and labs.
9	TTU	TTU	Advanced Construction & Manufacturing Engr. Bldg.	\$62,400,000	\$ 57,408,000	Construct an advanced construction and manufacturing engineering facility for the College of Engineering. Demolish Lewis Hall, the Foundry, and the MET Gas Storage Building.
10	TBR	RSCC	Campus Expansion and Simulation Hospital	\$75,000,000	\$ 67,500,000	To acquire land and construct a new 130,388 sf building for the Knoxville campus to meet enrollment growth and workforce demands with nursing and Allied Health Science programs. Significant to this project is partnership with TCAT-Knoxville. Project will provide for student growth, new programs, and areas for student learning through engagement activities, including a simulation center, additional classrooms and lab spaces and lecture space for the collaborative programs. Roane State's current building will be sold upon completion of the new facility.
*	ETSU	ETSU	ETSU Academic Building	\$62,500,000	\$ 55,330,000	ETSU will construct a new ETSU Academic Building in the campus core adjacent to the Quad and the renovated Culp Student Center, and selectively renovate areas in Gilbreath and Burleson Halls. The existing Campus Center Building (CCB) will be demolished and the ETSU Academic Building constructed on the same site. The new ETSU Academic Building will provide space for flexible classrooms, instructional labs, a math, writing and speaking center, and other spaces as outlined in the 2020 Academic Facilities Master Plan. Gilbreath Hall will be renovated to provide modern instructional and research space for the social sciences. The renovated Burleson Hall will consist primarily of office spaces to accommodate those moving from CCB. The work will be phased with demolition and new construction completed prior to the backfill renovations.

* ETSU Academic Building, was prioritized in FY21-22 and was funded FY21-22 for planning; the listed project is for construction funding.

Attachment IV: Page 2

Capital Projects Recommendation

ATTACHMENT V

THEC 2022-23 Capital Improvements Request - Demolition Projects

Institution	Project Total
Tennessee Technological University	\$2,730,000
University of Tennessee System	\$13,300,000
University of Memphis	\$770,000
Total Demolition Projects	\$16,800,000

Capital Projects Recommendation

ATTACHMENT VI

2022-23 THEC Capital Maintenance

Special Initiative: ADA Funding

Governing Board	State Request
Statewide	\$ 15,000,000
2022-23 Total	\$ 15,000,000

Special Initiative: Electrical Upgrades¹

Governing Board	State Request
TSU	\$ 5,000,000
2022-23 Total	\$ 5,000,000

General Capital Maintenance

Governing Board Share ²	State Request
APSU: 3.2%	\$ 5,597,000
ETSU: 7.8%	\$ 13,612,000
MTSU: 6.7%	\$ 11,798,000
TSU: 5.0%	\$ 8,736,260
TTU: 5.3%	\$ 9,328,000
UoM: 12.3%	\$ 21,467,000
TBR: 20.4%	\$ 35,405,000
UT: 39.3%	\$ 68,670,000
2022-23 Total	\$ 174,613,260

Capital Maintenance Total

Governing Board Share	State Request
Statewide	\$ 15,000,000
APSU	\$ 5,597,000
ETSU	\$ 13,612,000
MTSU	\$ 11,798,000
TSU	\$ 13,736,260
TTU	\$ 9,328,000
UoM	\$ 21,467,000
TBR	\$ 35,405,000
UT	\$ 68,670,000
2022-23 Total	\$ 194,613,260

1 - A detail, prioritized list of all capital maintenance projects for all higher education is on the following page (attachment VII).

2 - Shares for each governing board are determined annually by the Sherman Dergis Formula, an industry-standard facility reinvestment formula. The formula calculates an annual estimate for capital maintenance for each campus using aggregate size, age, and use of facilities. Shares here are determined based on each governing board's formula based on 2021-22 usage.

Capital Projects Recommendation

ATTACHMENT VII

THEC 2022-23 Capital Maintenance Projects Recommendation

Priority	Type	Governing Board	Institution	Project	Total	Cumulative Total
NA	Spec. Init.	Statewide	Statewide	ADA Funding	\$15,000,000	\$15,000,000
NA	Spec. Init.	TSU	TSU	Electrical Upgrades - Phase III	\$5,000,000	\$20,000,000
1	Gen. Maint.	TBR	PSCC	HVAC and Electrical Upgrades and Repairs	\$1,100,000	\$21,100,000
2	Gen. Maint.	UT	UTK	Steam Plant Boiler Replacement	\$3,000,000	\$24,100,000
3	Gen. Maint.	TBR	WSCC	Campbell College Center Fire and Safety Remediation	\$1,700,000	\$25,800,000
4	Gen. Maint.	TBR	DSCC	Campus Roof Drain Replacements	\$270,000	\$26,070,000
5	Gen. Maint.	UT	UTIA	West TN-REC Building Envelope Repairs	\$3,630,000	\$29,700,000
6	Gen. Maint.	MTSU	MTSU	Multiple Buildings Elevator Modernization Phase 3	\$1,407,800	\$31,107,800
7	Gen. Maint.	TTU	TTU	Craft Center HVAC Upgrades	\$1,140,000	\$32,247,800
8	Gen. Maint.	TBR	CoSCC	Several Buildings Roof Replacements	\$1,280,000	\$33,527,800
9	Gen. Maint.	UT	UTHSC	Emergency Generator Replacements	\$2,500,000	\$36,027,800
10	Gen. Maint.	TBR	ChSCC	Elevator Installation	\$1,220,000	\$37,247,800
11	Gen. Maint.	APSU	APSU	Campus-wide Elevator Modernization	\$1,000,000	\$38,247,800
12	Gen. Maint.	TBR	NaSCC	HVAC and Cooling Tower Repairs	\$800,000	\$39,047,800
13	Gen. Maint.	TTU	TTU	Craft Center Generator and Fire Pump Upgrades	\$550,000	\$39,597,800
14	Gen. Maint.	UT	UTM	Clement Bldg Systems Upgrade	\$4,160,000	\$43,757,800
15	Gen. Maint.	MTSU	MTSU	Campus Wide Lighting and Lighting Control Updates	\$952,200	\$44,710,000
16	Gen. Maint.	UoM	UoM	HVAC Component Replacements Multiple Buildings	\$4,293,000	\$49,003,000
17	Gen. Maint.	TBR	JSCC	Administration Building HVAC & Fire Alarm Updates	\$820,000	\$49,823,000
18	Gen. Maint.	UT	UTS	Life Safety Upgrades	\$1,000,000	\$50,823,000
19	Gen. Maint.	TBR	CISCC	Campus HVAC Updates	\$1,000,000	\$51,823,000
20	Gen. Maint.	UT	UTK	Steam Distribution Upgrades	\$3,000,000	\$54,823,000
21	Gen. Maint.	UT	UTHSC	General Education Bldg (GEB) HVAC Improvements	\$1,750,000	\$56,573,000
22	Gen. Maint.	ETSU	ETSU	HVAC and Steam Line Repairs	\$3,800,000	\$60,373,000
23	Gen. Maint.	TBR	RSCC	Multiple Building HVAC Corrections	\$1,800,000	\$62,173,000
24	Gen. Maint.	UT	UTM	South Plant Chiller Replacement	\$1,760,000	\$63,933,000
25	Gen. Maint.	TSU	TSU	HM Love Center Renovation - Phase I	\$3,000,000	\$66,933,000
26	Gen. Maint.	UT	UTIA	Lone Oaks 4-H Center Improvements	\$3,000,000	\$69,933,000
27	Gen. Maint.	APSU	APSU	Dunn Center HVAC & Electrical Modernization, Ph. 2	\$1,000,000	\$70,933,000
28	Gen. Maint.	MTSU	MTSU	Multiple Buildings Mechanical & Controls Updates	\$2,000,000	\$72,933,000
29	Gen. Maint.	TBR	VSCC	HVAC Upgrades	\$3,200,000	\$76,133,000
30	Gen. Maint.	UoM	UoM	Multiple Building Repairs	\$4,000,000	\$80,133,000
31	Gen. Maint.	UT	UTK	Steam Distribution Upgrades - Southeast Campus	\$3,000,000	\$83,133,000
32	Gen. Maint.	UT	UTHSC	Roof Replacements	\$2,640,000	\$85,773,000
33	Gen. Maint.	MTSU	MTSU	Campus Wide Access Control and Security Updates	\$800,000	\$86,573,000
34	Gen. Maint.	TBR	STCC	Mechanical Systems and Infrastructure Updates	\$4,000,000	\$90,573,000
35	Gen. Maint.	ETSU	ETSU	Multiple Buildings Roof Replacements	\$2,800,000	\$93,373,000
36	Gen. Maint.	TBR	MSCC	Parking and Roadway Repairs	\$1,220,000	\$94,593,000
37	Gen. Maint.	UoM	UoM	Roof Replacement Brister, Chemistry, Wilder	\$3,000,000	\$97,593,000
38	Gen. Maint.	APSU	APSU	Dunn Center HVAC & Electrical Modernization, Ph. 3	\$1,000,000	\$98,593,000
39	Gen. Maint.	ETSU	ETSU	Radio Tower Repair and Replace	\$950,000	\$99,543,000
40	Gen. Maint.	TBR	NeSCC	Powers Math and Science Building Updates	\$1,550,000	\$101,093,000
41	Gen. Maint.	TBR	TCAT Harriman	Building D Foundation Repairs	\$280,000	\$101,373,000
42	Gen. Maint.	TBR	TCAT Murfreesboro	Fire Alarm System Installation	\$380,000	\$101,753,000
43	Gen. Maint.	UT	UTC	Brock Hall Upgrades	\$10,820,000	\$112,573,000
44	Gen. Maint.	TBR	TCAT Nashville	Fire Alarm System Installation and/or Upgrades	\$670,000	\$113,243,000

Capital Projects Recommendation

ATTACHMENT VII

THEC 2022-23 Capital Maintenance Projects Recommendation

Priority	Type	Governing Board	Institution	Project	Total	Cumulative Total
45	Gen. Maint.	UT	UTM	University Center Sewer Line Replacement	\$890,000	\$114,133,000
46	Gen. Maint.	MTSU	MTSU	Multiple Buildings Exterior Envelope Updates	\$2,000,000	\$116,133,000
47	Gen. Maint.	TBR	CISCC	Student Center Roof Replacement	\$600,000	\$116,733,000
48	Gen. Maint.	UT	UTIA	Clyde Austin 4-H Cntr Sewer Improvements	\$1,260,000	\$117,993,000
49	Gen. Maint.	UoM	UoM	Wilder Tower Repairs	\$2,674,000	\$120,667,000
50	Gen. Maint.	UT	UTM	ADA Campus Upgrades	\$2,510,000	\$123,177,000
51	Gen. Maint.	TBR	TCATsStatewide	TCAT Roof and Envelope Repairs A	\$1,800,000	\$124,977,000
52	Gen. Maint.	TSU	TSU	Davis Humanities Renovation - Phase I	\$3,000,000	\$127,977,000
53	Gen. Maint.	UT	UTIA	CVM-Building Envelope Repairs	\$2,260,000	\$130,237,000
54	Gen. Maint.	TBR	PSCC	Boiler and Cooling Tower Replacement	\$850,000	\$131,087,000
55	Gen. Maint.	APSU	APSU	Dunn Center HVAC & Electrical Modernization, Ph. 4	\$1,000,000	\$132,087,000
56	Gen. Maint.	TBR	ChSCC	Central Plant Modernization	\$1,280,000	\$133,367,000
57	Gen. Maint.	UT	UTHSC	Window & Masonry Repairs	\$2,760,000	\$136,127,000
58	Gen. Maint.	UoM	UoM	Lambuth Multiple Building Repairs	\$2,500,000	\$138,627,000
59	Gen. Maint.	TBR	TCATsStatewide	TCAT Mechanical, Electrical, and Plumbing Updates A	\$1,640,000	\$140,267,000
60	Gen. Maint.	UT	UTK	Steam Plant Improvements	\$3,000,000	\$143,267,000
61	Gen. Maint.	TBR	NaSCC	Parking Lot Repairs	\$330,000	\$143,597,000
62	Gen. Maint.	ETSU	ETSU	Safety Lighting and Fire Alarm System Replacements	\$3,200,000	\$146,797,000
63	Gen. Maint.	TBR	DSCC	Campus Paving and Repairs	\$470,000	\$147,267,000
64	Gen. Maint.	TSU	TSU	Gentry Center Exterior Wall Panels Replacement	\$1,000,000	\$148,267,000
65	Gen. Maint.	UT	UTHSC	Campus Sidewalk Repairs	\$3,000,000	\$151,267,000
66	Gen. Maint.	MTSU	MTSU	Campus Wide Utilities	\$2,500,000	\$153,767,000
67	Gen. Maint.	TTU	TTU	Foundation Hall Upgrades	\$6,000,000	\$159,767,000
68	Gen. Maint.	TBR	WSCC	Parking Lot and Lighting Improvements	\$1,450,000	\$161,217,000
69	Gen. Maint.	TBR	TCATLivingston	Doors and Windows Renovation	\$380,000	\$161,597,000
70	Gen. Maint.	TBR	TCATChattanooga	TCAT 1 and 2 Interior Renovations A	\$1,535,000	\$163,132,000
71	Gen. Maint.	UT	UTIA	REC-Blount Livestock Housing Upgrades	\$5,000,000	\$168,132,000
72	Gen. Maint.	APSU	APSU	Dunn Center HVAC & Electrical Modernization, Ph. 5	\$1,000,000	\$169,132,000
73	Gen. Maint.	TSU	TSU	Boswell Window Replacement	\$800,000	\$169,932,000
74	Gen. Maint.	TTU	TTU	Roaden University Center HVAC Upgrades	\$900,000	\$170,832,000
75	Gen. Maint.	TBR	TCATStatewide	TCAT Maintenance Repairs A	\$1,270,000	\$172,102,000
76	Gen. Maint.	TBR	TCAT Crump	Fire and Security System Installation	\$340,000	\$172,442,000
77	Gen. Maint.	UT	UTC	Building Envelope Repairs	\$3,330,000	\$175,772,000
78	Gen. Maint.	MTSU	MTSU	Multiple Buildings Roof Replacements	\$1,400,000	\$177,172,000
79	Gen. Maint.	TSU	TSU	Steam Tunnel Repairs - Phase I	\$400,000	\$177,572,000
80	Gen. Maint.	TBR	JSCC	McWherter Center Chiller and Boiler Updaters	\$650,000	\$178,222,000
81	Gen. Maint.	TBR	TCATsStatewide	TCAT Parking and Paving Updates A	\$590,000	\$178,812,000
82	Gen. Maint.	UT	UTK	Second Creek Repair & Storm Sewer Replacement	\$2,400,000	\$181,212,000
83	Gen. Maint.	TBR	JSCC	Multiple Building Fire Alarm Upgrades	\$500,000	\$181,712,000
84	Gen. Maint.	TBR	TCAT Murfreesboro	Smyrna Fire Alarm System Upgrades	\$430,000	\$182,142,000
85	Gen. Maint.	APSU	APSU	Dunn Center HVAC & Electrical Modernization, Ph. 6	\$597,000	\$182,739,000
86	Gen. Maint.	UT	UTS	Building Envelope Repair	\$2,000,000	\$184,739,000
87	Gen. Maint.	ETSU	ETSU	Multiple Buildings Electrical Repair and Replacement	\$2,862,000	\$187,601,000
88	Gen. Maint.	MTSU	MTSU	Campus Wide Sidewalk Repair and Replacements	\$738,000	\$188,339,000
89	Gen. Maint.	TSU	TSU	Performing Arts Roof replacement	\$536,260	\$188,875,260
90	Gen. Maint.	TTU	TTU	Elevator Upgrades	\$738,000	\$189,613,260
91	Gen. Maint.	UoM	UoM	Dunn, Field House HVAC Replacement	\$5,000,000	\$194,613,260

Capital Projects Recommendation

ATTACHMENT VIII

THEC 2022-23 Disclosure of Revenue-Funded Capital Projects

Locally Governed Institutions

Institution	Project	Funding Source	Project Cost	New Sq.Ft.	TSSBA	Gifts	Grants	Auxiliary	Gift-in-Place	Plant Funds
MTSU	Campus Quadrangle Site Improvements	Plant Funds	\$ 2,020,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,020,000
TSU	Indoor Practice Facility- Turf replacement	Gift Funds	\$ 300,000	-	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
TSU	Weight Room	Gift Funds	\$ 200,000	-	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
TSU	Gentry Center Interior Painting	Plant Funds	\$ 200,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
TSU	Gentry Center New Lights	Plant Funds	\$ 200,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
TSU	Gentry Center New Score and Vision Board	Gift Funds	\$ 700,000	-	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -
U of M	Physical Plant Building	Plant Funds	\$ 1,000,000	8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
U of M	Parking Repaving and Expansion	Auxiliary	\$ 750,000	-	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -
U of M	Jones, Research Park Roof Replacement	Auxiliary	\$ 1,250,000	-	\$ -	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -
U of M	Wilson Hospitality Improvements	Auxiliary	\$ 4,000,000	-	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -
U of M	Clinical Support Restoration	Plant Funds	\$ 1,300,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
U of M	Graduate Student Housing	Auxiliary	\$ 11,500,000	-	\$ -	\$ -	\$ -	\$ 11,500,000	\$ -	\$ -
ETSU	Sam Wilson Renovation and Addition	Plant Funds/Gifts	\$ 31,250,000	30,000	\$ -	\$ -	\$ -	\$ -	\$ 28,250,000	\$ 3,000,000
ETSU	John Robert Bell Drive Upgrade	Plant Funds	\$ 1,200,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
ETSU	Brooks Gym Renovation	Plant Funds	\$ 1,500,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
ETSU	Brown Hall Teaching Lab Upgrades	Plant Funds	\$ 2,800,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000
ETSU	Innovation Park Development New Clinical Building	Gift-In-Place	\$ 33,500,000	-	\$ -	\$ -	\$ -	\$ -	\$ 33,500,000	\$ -
ETSU	Nicks Hall Nursing Renovation	Plant Funds	\$ 1,500,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
ETSU	Baseball Team Area and Hitting Facility	Gift-In-Place	\$ 3,300,000	10,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000	\$ -
ETSU	Buc Ridge Multiple Building Renovation	Plant Funds (Aux)	\$ 1,500,000	-	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
20 Projects	TOTAL LGI REVENUE-FUNDED PROJECTS		\$ 99,970,000	48,000	-	\$ 1,200,000	\$ -	\$ 19,000,000	\$ 65,050,000	\$ 14,720,000

Capital Projects Recommendation

ATTACHMENT VIII

THEC 2022-23 Disclosure of Revenue-Funded Capital Projects

University of Tennessee

Institution	Project	Funding Source	Project Cost	New Sq.Ft.	TSSBA	Gifts	Grants	Auxiliary	Gift-in-Place	Plant Funds
UTHSC	Classroom Upgrades	Plant Funds	\$ 2,010,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,010,000
UTIA	Lone Oaks 4-H Center Bridges	Grants	\$ 850,000	-	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ -
UTIA	Lone Oaks 4-H Center STEM Bldg	Gift Funds	\$ 6,000,000	13,277	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -
UTK	Athletic Facilities Upgrades	Auxiliary	\$ 5,000,000	-	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -
UTK	Classroom Upgrades	Plant Funds	\$ 5,000,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
UTK	Lab Renovations	Plant Funds	\$ 5,000,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
UTK	Melrose Hall	Plant Funds	\$ 60,000,000	77,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000,000
UTK	Parking Lot Repairs & Paving Improvements	Auxiliary	\$ 500,000	-	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
UTK	Presidential Court Bldg Renovation	Plant Funds	\$ 30,000,000	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000
9 Projects	TOTAL UT REVENUE-FUNDED PROJECTS		\$114,360,000	90,277	-	\$ 6,000,000	\$ 850,000	\$ 5,500,000	\$ -	\$ 102,010,000

Attachment VIII: Page 2

Capital Projects Recommendation

ATTACHMENT IX

THEC 2022-23 Disclosure of Tennessee State School Bond Authority Funded Capital Projects

Institution	Project	Funding Source	Project Cost	New Sq.Ft.	TSSBA	Gifts	Auxiliary	Gift-in-Place	Plant Funds
MTSU	Aerospace Campus	Plant Funds, Gifts, TSSBA	\$ 1,658,000	148,000	\$ 1,658,000	\$ -	\$ -	\$ -	\$ -
MTSU	Renovations to KOM and Rutledge Hall	Plant Funds (Non Aux), Gifts, TSSBA	\$ 790,000	4,500	\$ 790,000	\$ -	\$ -	\$ -	\$ -
2 Projects	TOTAL TSSBA-FUNDED PROJECTS DISCLOSED		\$ 2,448,000	152,500	\$ 2,448,000	\$ -	\$ -	\$ -	\$ -
31 Projects	TOTAL REVENUE- & TSSBA-FUNDED PROJECTS DISCLOSED		\$ 216,778,000	290,777	\$ 2,448,000	\$ 7,200,000	\$ 24,500,000	\$ 65,050,000	\$ 116,730,000

Capital Projects Recommendation
ATTACHMENT X
THEC Five-Year Plan for Capital Outlay - Out Years Summary
2023-24 through 2026-27

			A	B	C = A - B
TBR Capital Outlay Out Years			Total Project Cost	Potential Match	State Funds Request
2023-24	NeSCC	Powers Math and Science Building Addition	\$ 10,600,000	\$ 424,000	\$ 10,176,000
2023-24	RSCC	Fentress County Higher Education Center	\$ 15,310,000	\$ -	\$ 15,310,000
2024-25	VSCC	Wilson County Campus	\$ 31,300,000	\$ 2,000,000	\$ 29,300,000
2025-26	TCAT Covington	Healthcare Building Expansion	\$ 3,360,000	\$ 167,534	\$ 3,192,000
2025-26	TCAT Hoenwald	Industrial Training Center Building	\$ 9,200,000	\$ -	\$ 9,200,000
2026-27	TCAT Jackson	Truck Driving Classroom Building	\$ 42,320,000	\$ -	\$ 42,320,000
2026-27	TCAT McMinnville	New Construction and Renovation	\$ 28,000,000	\$ -	\$ 28,000,000
TBR Total			\$ 140,090,000	\$ 2,591,534	\$ 137,498,000

			Total Project Cost	Potential Match	State Funds Request
LGI Capital Outlay Out Years					
2023-24	MTSU	Liberal Arts Building	\$ 84,000,000	\$ 6,720,000	\$ 77,280,000
2023-24	TSU	Elliott Hall Renovation	\$ 16,500,000	\$ 660,000	\$ 15,840,000
2023-24	TSU	Gentry Center Renovation	\$ 75,000,000	\$ 3,000,000	\$ 72,000,000
2023-24	TTU	Academic Classroom Building	\$ 22,000,000	\$ 1,440,000	\$ 20,560,000
2023-24	ETSU	Brown Hall Renovation South	\$ 35,800,000	\$ 1,432,000	\$ 34,368,000
2023-24	UoM	Academic Building Replacement	\$ 56,000,000	\$ 5,600,000	\$ 50,400,000
2024-25	MTSU	School of Music	\$ 66,680,000	\$ 5,334,400	\$ 61,346,000
2024-25	TSU	New Hale Stadium	\$ 18,000,000	\$ 1,080,000	\$ 16,920,000
2024-25	TSU	General Services Building	\$ 8,000,000	\$ 480,000	\$ 7,520,000
2024-25	TTU	Renovate Prescott and Brown Halls	\$ 55,000,000	\$ 2,200,000	\$ 52,800,000
2024-25	UoM	Research Modernization	\$ 32,775,000	\$ 1,311,000	\$ 31,464,000
2025-26	MTSU	Bragg Media and Entertainment Addition	\$ 48,000,000	\$ 3,840,000	\$ 44,160,000
2025-26	TSU	Carp Hall	\$ 6,500,000	\$ 390,000	\$ 6,110,000
2025-26	TSU	Harned Hall	\$ 12,000,000	\$ 720,000	\$ 11,280,000
2025-26	TTU	Academic Wellness Center Upgrades & Repurpose	\$ 15,500,000	\$ 620,000	\$ 14,880,000
2025-26	UoM	Research Park	\$ 45,000,000	\$ 15,000,000	\$ 30,000,000
2026-27	MTSU	Physical Education Learning Activities Addition	\$ 20,000,000	\$ 1,600,000	\$ 18,400,000
2026-27	TSU	McCord Hall	\$ 12,000,000	\$ 480,000	\$ 11,520,000
2026-27	TSU	Holland Hall	\$ 20,000,000	\$ 1,200,000	\$ 18,800,000
2026-27	TSU	Facilities Management	\$ 10,000,000	\$ 600,000	\$ 9,400,000
2026-27	TTU	Biology Building	\$ 72,000,000	\$ 5,760,000	\$ 66,240,000
2026-27	UoM	Interdisciplinary Science Research	\$ 57,500,000	\$ 5,750,000	\$ 51,750,000
LGI Total			\$ 788,255,000	\$ 65,217,400	\$ 723,038,000

			Total Project Cost	Potential Match	State Funds Request
UT Capital Outlay Out Years					
2023-24	UTK	Chemistry Building	\$ 140,000,000	\$ 23,800,000	\$ 116,200,000
2023-24	UTIA	Garden Education & Discovery Center	\$ 23,000,000	\$ 920,000	\$ 22,080,000
2024-25	UTC	MacLellan Renovation	\$ 59,300,000	\$ 22,612,000	\$ 36,688,000
2025-26	UTHSC	Molecular Science Bldg Renovation	\$ 56,000,000	\$ 1,120,000	\$ 54,880,000
2025-26	UTIA	Ridley 4-H Center-STEM Education Bldg	\$ 6,000,000	\$ 240,000	\$ 5,760,000
2025-26	UTK	Dabney Hall Renovation	\$ 50,000,000	\$ 3,000,000	\$ 47,000,000
2026-27	UTM	Beef Cattle Teaching & Demonstration Fac	\$ 3,000,000	\$ 200,000	\$ 2,800,000
2026-27	UTK	Jessie Harris Bldg. Renovation	\$ 54,000,000	\$ 3,240,000	\$ 50,760,000
2026-27	UTIA	Clyde York 4-H Center-STEM Education Center	\$ 6,000,000	\$ 240,000	\$ 5,760,000
UT Total			\$ 397,300,000	\$ 55,372,000	\$ 341,928,000

Capital Maintenance Out Years			Total	Potential Match	State Funds Request
TBR Total			\$ 22,388,000	NA	\$ 22,388,000
LGI Total			\$ 456,916,000	NA	\$ 456,916,000
UT Total			\$ 209,190,000	NA	\$ 209,190,000

Total Out Years			Total	Future Years Match Funds	State Funds Request
Total Capital Outlay Out Years 2022-23 through 2026-27			\$ 1,325,645,000	\$ 123,180,934	\$ 1,202,464,000
Total Capital Maintenance Out Years 2022-23 through 2026-27			\$ 688,494,000	NA	\$ 688,494,000
Total Capital Investment 2022-23 through 2026-27			\$ 2,014,139,000	\$ 123,180,934	\$ 1,890,958,000

Capital Projects Recommendation ATTACHMENT XI

THEC Five-Year Plan for Capital Maintenance Projects - Out Years 2023-24 through 2026-27

Austin Peay State University			Project Cost
2023-24	1	Roof Replacement Study	\$ 175,000.00
2023-24	2	A&D and Trahern Modular Boiler Installation	\$ 700,000.00
2023-24	3	Campus-wide Fire Alarm Modernization	\$ 1,200,000.00
2023-24	4	Music Mass Comm Roof Replacement, Ph. 1	\$ 955,000.00
2023-24	5	Sundquist Modular Boiler Replacement	\$ 940,000.00
2023-24	6	Music Mass Comm Roof Replacement, Ph. 2	\$ 1,250,000.00
2023-24	7	Fire Alarm Central Monitoring Upgrade	\$ 377,000.00
2024-25	1	Library electrical service modernization	\$ 1,000,000.00
2024-25	2	Multi-building Modular Boiler Installation	\$ 1,250,000.00
2024-25	3	Exterior Masonry Study	\$ 150,000.00
2024-25	4	Multi-building HVAC Pump Replacement	\$ 285,000.00
2024-25	5	MMC Boiler Installation	\$ 437,000.00
2024-25	6	Central Plant Optimization Study	\$ 50,000.00
2024-25	7	Multi-building electrical service modernization, Ph 1	\$ 1,450,000.00
2024-25	8	Power Plant Façade Repairs and Reroof	\$ 975,000.00
2025-26	1	Memorial Health Building HVAC Programming	\$ 65,000.00
2025-26	2	Campus-wide Reroof	\$ 1,650,000.00
2025-26	3	Browning Systems Modernization	\$ 1,450,000.00
2025-26	4	Multi-building Systems Study	\$ 50,000.00
2025-26	5	Ellington Water Migration Mitigation	\$ 157,000.00
2025-26	6	Multi-building Modular Boiler Installation	\$ 1,250,000.00
2025-26	7	Multi-building Electrical Service Modernization, Ph 2	\$ 975,000.00
2026-27	1	Multi-building reroof	\$ 1,000,000.00
2026-27	2	Multi-building electrical service modernization, Ph 3	\$ 750,000.00
2026-27	3	Multi-building electrical service modernization, Ph 4	\$ 1,200,000.00
2026-27	4	Multi-building envelope repairs	\$ 400,000.00
2026-27	5	Memorial Health Building Systems Modernization	\$ 1,450,000.00
2026-27	6	Multi-building envelope repairs	\$ 797,000.00
APSU Out Years Total			28 Projects \$ 22,388,000

East Tennessee State University			Project Cost
2023-24	1	Multiple Buildings Roof Replacements and Envelope Repairs	\$ 3,100,000
2023-24	2	Code and Accessibility Upgrades	\$ 2,500,000
2023-24	3	Repair and Replacement of Water Lines	\$ 2,712,000
2023-24	4	Multiple Buildings HVAC Repairs	\$ 3,400,000
2023-24	5	Sewer Main Repairs and Line Improvements	\$ 1,900,000
2024-25	1	Multiple Buildings Controls Repair and Replacement	\$ 3,000,000
2024-25	2	Code and Accessibility Upgrades	\$ 2,910,000
2024-25	3	Multiple Buildings HVAC Repairs	\$ 4,000,000
2024-25	4	Multiple Buildings Electrical Repair	\$ 3,000,000
2024-25	5	Campus Drainage Repairs	\$ 2,350,000
2025-26	1	Multiple Buildings Envelope Repairs	\$ 2,200,000
2025-26	2	Multiple Buildings Roof Replacements	\$ 2,700,000
2025-26	3	Code and Accessibility Upgrades	\$ 2,500,000
2025-26	4	Multiple Buildings HVAC Repairs	\$ 3,000,000
2025-26	5	Multiple Buildings Electrical Repairs	\$ 3,500,000
2026-27	1	Multiple Buildings Envelope Repairs	\$ 3,500,000

East Tennessee State University (Continued)			Project Cost
2026-27	2	Multiple Buildings Elevator Updates	\$ 3,000,000
2026-27	3	Multiple Buildings HVAC Repairs	\$ 3,000,000
2026-27	4	Multiple Building Electrical Repairs	\$ 3,500,000
2026-27	5	Multiple Buildings Roof Replacements	\$ 2,000,000
ETSU Out Years Total			20 Projects \$ 57,772,000

Middle Tennessee State University			Project Cost
2023-24	1	KUC Mechanical and HVAC Upgrades Phase II	\$ 1,500,000
2023-24	2	Multiple Buildings Plumbing & Restroom Upgrades	\$ 2,950,000
2023-24	3	Multiple Buildings Elevator Modernization	\$ 1,500,000
2023-24	4	Multiple Buildings Leak Detection and Hydronic System Flood Mitigation	\$ 800,000
2023-24	5	Non-Commercial Building Updates	\$ 500,000
2023-24	6	Life Safety Fire Alarm System Upgrades Phase III	\$ 1,000,000
2024-25	1	Campus Wide Utilities	\$ 2,150,000
2024-25	2	Multiple Buildings Elevator Modernization	\$ 1,500,000
2024-25	3	Central and Satellite Plant Systems Updates	\$ 1,000,000
2024-25	4	Campus Stormwater BMP Phase II	\$ 650,000
2024-25	5	JUB Building Mechanical HVAC, Windows & Ceiling Upgrades	\$ 2,550,000
2025-26	1	Multiple Buildings Mechanical Equipment & Controls Updates	\$ 1,200,000
2025-26	2	Campus Wide Utilities Updates Including PMH Gear Replacement	\$ 1,500,000
2025-26	3	Several Buildings Roof Replacements	\$ 1,000,000
2025-26	4	Multiple Buildings Mechanical, HVAC, Lighting, Ceiling Upgrades	\$ 2,500,000
2025-26	5	Multiple Buildings Boiler and Hot Water System Updates	\$ 2,500,000
2026-27	1	Campus Wide Emergency Generator Refurbishments and Replacements	\$ 1,500,000
2026-27	2	Campus Wide Sidewalk Repair and Replacements	\$ 700,000
2026-27	3	Campus Wide Lighting and Lighting Control Updates	\$ 1,500,000
2026-27	4	Multiple Buildings Plumbing Upgrades	\$ 1,250,000
2026-27	5	Jones Hall Mechanical, HVAC, Lighting, Ceiling Upgrades	\$ 2,500,000
2026-27	6	Central and Satellite Plant Systems Updates	\$ 1,500,000
MTSU Out Years Total			22 Projects \$ 33,750,000

Tennessee State University			Project Cost
2023-24	1	Electrical Upgrades - Phase IV ***	\$ 5,000,000
2023-24	2	HM Love Center renovation - Phase II	\$ 1,500,000
2023-24	3	Davis Humanities Renovation - Phase II	\$ 1,200,000
2023-24	4	Steam Tunnel Repairs - Phase II	\$ 535,000
2023-24	5	Campus Center Window System Replacement	\$ 1,000,000
2023-24	6	Campus Center HVAC, Steam and Controls Upgrade	\$ 1,000,000
2023-24	7	Kean Hall tuckpointing, waterproofing & exterior door replacement	\$ 1,500,000
2023-24	8	General Services building window replacement & tuckpointing	\$ 1,200,000
2023-24	9	Boswell ventilation, steam room and controls upgrades.	\$ 800,000
2024-25	1	Wellness / Pool Renovation	\$ 3,000,000
2024-25	2	Campus Center Lighting Upgrades	\$ 800,000
2024-25	3	Kean Hall HVAC, controls and Fire dampers, and electrica upgrades	\$ 2,000,000
2024-25	4	General Services building HVAC, Controls, fire dampers and Electrical upgrades	\$ 1,500,000
2024-25	5	Crouch Hall HVAC, Controls, Dampers, plumbing (toilet rooms) upgrades	\$ 1,435,000
2025-26	1	Gentry Center roof replacement	\$ 2,000,000

Capital Projects Recommendation ATTACHMENT XI

THEC Five-Year Plan for Capital Maintenance Projects - Out Years 2023-24 through 2026-27

Tennessee State University (Continued)			Project Cost
2025-26	2	Keen Hall and Campus center Interior finishes upgrade	\$ 2,000,000
2025-26	3	Crouch Hall asbestos abatement, interior finishes ugrade and electrical upgrades	\$ 1,300,000
2025-26	4	McCord HVAC, Steam, Dampers and Controls upgrades	\$ 1,500,000
2025-26	5	Jackson HVAC, steam, dampers, controls upgrade	\$ 1,000,000
2025-26	6	Operations Building HVAC, dampers, controls, and electrical upgrades	\$ 800,000
2025-26	7	Campus exterior lighting and controls upgrades - Phase I	\$ 135,000
2026-27	1	Queen Washington HVAC, controls, and plumbing upgrades	\$ 1,000,000
2026-27	2	Campus roads and sidewalk improvements	\$ 1,000,000
2026-27	3	Operations building envelope and interior finishes upgrades	\$ 1,500,000
2026-27	4	Hankal Hall Window Replacement	\$ 1,000,000
2026-27	5	Gentry Center track resurfacing	\$ 1,500,000
2026-27	6	Campus exterior lighting and controls upgrades - Phase II	\$ 800,000
2026-27	7	Campus signage and way finding	\$ 500,000
2026-27	8	Boswell Electrical upgrades and new generator	\$ 835,000
2026-27	9	Read Hall demolition	\$ 600,000
TSU Out Years Total			30 Projects \$ 39,940,000

Tennessee Technological University			Project Cost
2023-24	1	Steam Plant Improvements	\$ 1,750,000
2023-24	2	Derryberry Hall Upgrades	\$ 8,709,000
2023-24	3	Campus-Wide Building Controls Upgrades	\$ 2,000,000
2023-24	4	Campus-Wide Elevator Upgrades	\$ 1,350,000
2023-24	5	Intramural Fields Lighting Replacement	\$ 2,000,000
2023-24	6	Bryan Fine Arts Exterior Repairs	\$ 1,000,000
2023-24	7	Foundation Hall Upgrades	\$ 15,000,000
2024-25	1	Memorial Gym Pool Dehumidification	\$ 250,000
2024-25	2	Campus-Wide Building Controls Upgrades	\$ 1,850,000
2024-25	3	University Services Building Exterior Updates	\$ 1,500,000
2024-25	4	Utility Infrastructure Upgrades	\$ 6,000,000
2024-25	5	Campus-Wide Elevator Upgrades	\$ 1,000,000
2024-25	6	Military Science Building MPE Systems Replacement	\$ 500,000
2024-25	7	Boiler Replacement	\$ 2,000,000
2025-26	1	Utility Infrastructure Upgrades	\$ 6,000,000
2025-26	2	Campus-Wide Elevator Upgrades	\$ 1,000,000
2025-26	3	University Services Building Mechanical Upgrades	\$ 350,000
2025-26	4	Campus-wide Building Envelope Repairs	\$ 3,000,000
2026-27	1	Utility Infrastructure Upgrades	\$ 6,000,000
2026-27	2	Campus-wide Building Envelope Repairs	\$ 3,000,000
TTU Out Years Total			20 Projects \$ 64,259,000

University of Memphis			Project Cost
2023-24	1	Campus-Wide Lighting Replacement	\$ 4,000,000
2023-24	2	Multiple building Elevator and Fire alarms	\$ 3,000,000
2023-24	3	Administration, Johnson, Scates HVAC Replacement	\$ 5,000,000
2023-24	4	Selected Building Exterior Repairs and Reroofing	\$ 4,000,000
2023-24	5	Life Sciences and Chemistry HVAC Replacement	\$ 6,000,000
2024-25	1	Deferred Maintenance	\$ 22,000,000
2025-26	1	Deferred Maintenance	\$ 22,000,000
2026-27	1	Deferred Maintenance	\$ 22,000,000
UoM Out Years Total			8 Projects \$ 88,000,000

Tennessee Board of Regents			Project Cost
2023-24	1	TCAT Parking and Paving Updates B	\$ 930,000
2023-24	2	TCAT 1 and 2 Interior Renovations B	\$ 1,535,000
2023-24	3	CETAS Sculpture Lab Renovation	\$ 1,820,000
2023-24	4	Install Farm Operations Plots	\$ 100,000
2023-24	5	Administration Building Updates	\$ 1,240,000
2023-24	6	Building Interior Updates	\$ 530,000
2023-24	7	TCAT Maintenance Repairs B	\$ 1,170,000
2023-24	8	TCAT Maintenance Repairs C	\$ 740,000
2023-24	9	Campus Security Access Control	\$ 320,000
2023-24	10	Magnolia Campus ADA Corrections	\$ 350,000
2023-24	11	Multiple Building Roof Repairs	\$ 850,000
2023-24	12	McWherter Elevator	\$ 630,000
2023-24	13	Stormwater Drainage System Upgrades	\$ 260,000
2023-24	14	Child Development Center Lab Modernization	\$ 3,030,000
2023-24	15	Lighting Improvements	\$ 430,000
2023-24	16	HVAC Equipment and Controls Upgrade	\$ 1,300,000
2023-24	17	Exterior Repairs	\$ 750,000
2023-24	18	Building Envelope Repairs	\$ 800,000
2023-24	19	Health Science Center Building Envelope Repairs	\$ 560,000
2023-24	20	Campus Paving and Repairs	\$ 950,000
2023-24	21	Omni Building Envelope Repairs	\$ 1,500,000
2023-24	22	Multiple Building Window Replacements	\$ 1,270,000
2023-24	23	Auditorium Upgrades	\$ 870,000
2023-24	24	Interior Building Repairs	\$ 860,000
2023-24	25	Comprehensive Building Plumbing Upgrades	\$ 400,000
2024-25	1	Unprioritized projects	\$ 50,000,000
2025-26	1	Unprioritized projects	\$ 50,000,000
2026-27	1	Unprioritized projects	\$ 50,000,000
TBR Out Years Total			28 Projects \$ 173,195,000

**Capital Projects Recommendation
ATTACHMENT XI**

THEC Five-Year Plan for Capital Maintenance Projects - Out Years 2023-24 through 2026-27

University of Tennessee			Project Cost
2023-24	1	Roof Replacements	\$ 3,880,000
2023-24	2	Building Envelope Repairs	\$ 2,880,000
2023-24	3	CVM-Cherokee Bldg A Upgrades	\$ 3,000,000
2023-24	4	Dunn Building HVAC Improvements	\$ 4,120,000
2023-24	5	Utility Upgrades	\$ 2,540,000
2023-24	6	Van Vleet HVAC Improvements	\$ 4,020,000
2023-24	7	Building Envelope & Site Repair	\$ 2,300,000
2023-24	8	CVM-Cherokee Bldgs B&C Upgrades	\$ 3,000,000
2023-24	9	Window Replacement & Masonry Repair	\$ 4,260,000
2023-24	10	Morgan Hall HVAC Improvements	\$ 5,500,000
2023-24	11	UTSI Building & Infrastructure Upgrades	\$ 2,500,000
2023-24	12	Electrical Systems Upgrade	\$ 2,000,000
2023-24	13	Cadek Hall Upgrades	\$ 7,840,000
2023-24	14	Building Envelope & System Upgrades	\$ 2,500,000
2023-24	15	Clement Systems Upgrade - South Wing	\$ 11,800,000
2024-25	1	MSB Building HVAC Improvements	\$ 7,450,000
2024-25	2	Building Envelope & Site Repair	\$ 3,320,000
2024-25	3	HVAC Upgrades	\$ 2,100,000
2024-25	4	Ridley 4-H Cntr Improvements	\$ 3,000,000
2024-25	5	Patten & Danforth Renovations	\$ 4,700,000
2024-25	6	Elevator Upgrades	\$ 1,890,000
2024-25	7	ADA Building and Site Improvements	\$ 3,000,000
2024-25	8	Elevator Upgrades	\$ 3,000,000
2024-25	9	910 Madison Bldg HVAC Improvements	\$ 3,730,000
2024-25	10	Elevator Upgrades	\$ 4,660,000
2024-25	11	REC-Marshall Livestock Housing Upgrades	\$ 5,000,000
2024-25	12	Sociology Building Systems Upgrade	\$ 4,650,000
2024-25	13	Founders Hall Renovations	\$ 6,630,000
2024-25	14	Clyde York 4-H Center Improvements	\$ 2,800,000
2025-26	1	HVAC Upgrades	\$ 3,000,000

University of Tennessee (continued)			Project Cost
2025-26	2	Roof Replacements	\$ 1,210,000
2025-26	3	HVAC Upgrades	\$ 6,000,000
2025-26	4	Roof Replacements	\$ 2,000,000
2025-26	5	Restroom Upgrades	\$ 2,050,000
2025-26	6	UT Ext. Central Region Improvements	\$ 2,670,000
2025-26	7	Roof Replacements	\$ 2,400,000
2025-26	8	MSB Masonry Repair	\$ 2,760,000
2025-26	9	HVAC Upgrades II	\$ 4,380,000
2025-26	10	Coleman HVAC Improvements	\$ 2,760,000
2025-26	11	Roof Replacements	\$ 3,250,000
2025-26	12	Central Plant Upgrades	\$ 4,750,000
2025-26	13	Blount Farm Improvements	\$ 3,000,000
2025-26	14	920 Madison Bldg HVAC Improvements	\$ 3,900,000
2025-26	15	Fleming Warehouse Improvements	\$ 1,750,000
2025-26	16	McCombs Building System Upgrade	\$ 5,350,000
2026-27	1	Emergency Generators Upgrades	\$ 2,630,000
2026-27	2	NETREC Improvements	\$ 3,000,000
2026-27	3	Central Energy Plant Upgrades	\$ 5,400,000
2026-27	4	930 Madison Bldg HVAC Improvements	\$ 4,350,000
2026-27	5	Kingston Pike Bldg Upgrades	\$ 2,250,000
2026-27	6	HVAC Improvements	\$ 3,000,000
2026-27	7	Electrical Improvements	\$ 4,200,000
2026-27	8	MTREC Improvements	\$ 3,000,000
2026-27	9	Building Envelope & Site Repair	\$ 3,140,000
2026-27	10	Stokely Mgt Cntr HVAC Upgrades	\$ 3,000,000
2026-27	11	Fire Alarm Upgrades	\$ 1,890,000
2026-27	12	UTSI Infrastructure Upgrades	\$ 2,250,000
2026-27	13	Gooch Hall Electrical Upgrades	\$ 580,000
2026-27	14	Bridge Repairs	\$ 1,200,000

UT Out Years Total	59 Projects	\$ 209,190,000
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Special Initiative Out Year projects			
Year	Institution	Project	Project Total
2022-23	TSU	Electrical Infrastructure	\$5,000,000

Total Out Year Projects		Project Cost
28	Austin Peay State University	\$ 22,388,000
20	East Tennessee State University	\$ 57,772,000
23	Middle Tennessee State University	\$ 33,750,000
30	Tennessee State University	\$ 39,940,000
20	Tennessee Technological University	\$ 64,259,000
8	University of Memphis	\$ 88,000,000
28	Tennessee Board of Regents	\$ 173,195,000
59	University of Tennessee	\$ 209,190,000
1	Special Initiative	\$ 5,000,000
217	Total Capital Maintenance Projects Out Years	\$ 693,494,000

Capital Projects Recommendation ATTACHMENT XII

THEC Five-Year Capital Plan 2022-23 through 2026-27

2022-23 (See Detailed Summary in Attachment I)

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 35,405,000	32	NA	\$ 35,405,000
LGIs	\$ 70,538,260	36	NA	\$ 70,538,260
UT	\$ 68,670,000	23	NA	\$ 68,670,000
Special Initiative	\$ 20,000,000	2	NA	\$ 20,000,000
Total	\$ 194,613,260	93	NA	\$ 194,613,260
Capital Outlay				
TBR	\$ 193,312,000	5	\$ 9,602,200	\$ 182,709,800
LGIs	\$ 424,285,000	10	\$ 32,668,840	\$ 391,616,160
UT	\$ 242,860,000	5	\$ 24,305,200	\$ 218,554,800
Demolition	\$ 16,800,000	3	NA	\$ 16,800,000
ETSU Academic	\$ 59,250,000	1	\$ 3,920,000	\$ 55,330,000
Total	\$ 936,507,000	24	\$ 70,496,240	\$ 865,010,760
Total Capital Investment	\$ 1,131,120,260	117	\$ 70,496,240	\$ 1,059,624,020

2023-24

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 23,195,000	25	NA	\$ 23,195,000
LGIs	\$ 95,003,000	19	NA	\$ 95,003,000
UT	\$ 62,140,000	15	NA	\$ 62,140,000
Special Initiative	\$ 5,000,000	-	NA	\$ 5,000,000
Total	\$ 185,338,000	59	NA	\$ 185,338,000
Capital Outlay				
TBR	\$ 25,910,000	2	\$ 424,000	\$ 25,486,000
LGIs	\$ 289,300,000	6	\$ 18,852,000	\$ 270,448,000
UT	\$ 163,000,000	2	\$ 24,720,000	\$ 138,280,000
Demolition				
Total	\$ 478,210,000	10	\$ 43,996,000	\$ 434,214,000
Total Capital Investment	\$ 663,548,000	69	\$ 43,996,000	\$ 619,552,000

2024-25

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 50,000,000	1	NA	\$ 50,000,000
LGIs	\$ 72,542,000	31	NA	\$ 72,542,000
UT	\$ 55,930,000	14	NA	\$ 55,930,000
Special Initiative	\$ -	-	NA	\$ -
Total	\$ 178,472,000	46	NA	\$ 178,472,000
Capital Outlay				
TBR	\$ 31,300,000	1	\$ 2,000,000	\$ 29,300,000
LGIs	\$ 180,455,000	5	\$ 10,405,400	\$ 170,050,000
UT	\$ 59,300,000	1	\$ 22,612,000	\$ 36,688,000
Demolition				
Total	\$ 271,055,000	7	\$ 35,017,400	\$ 236,038,000
Total Capital Investment	\$ 449,527,000	53	\$ 35,017,400	\$ 414,510,000

2025-26

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 50,000,000	1	NA	\$ 50,000,000
LGIs	\$ 69,282,000	29	NA	\$ 69,282,000
UT	\$ 51,230,000	16	NA	\$ 51,230,000
Special Initiative	\$ -	-	NA	\$ -
Total	\$ 170,512,000	46	NA	\$ 170,512,000
Capital Outlay				
TBR	\$ 12,560,000	2	\$ 167,534	\$ 12,392,000
LGIs	\$ 127,000,000	5	\$ 20,570,000	\$ 106,430,000
UT	\$ 112,000,000	3	\$ 4,360,000	\$ 107,640,000
Demolition				
Total	\$ 251,560,000	10	\$ 25,097,534	\$ 226,462,000
Total Capital Investment	\$ 422,072,000	56	\$ 25,097,534	\$ 396,974,000

2026-27

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 50,000,000	1	NA	\$ 50,000,000
LGIs	\$ 69,282,000	29	NA	\$ 69,282,000
UT	\$ 39,890,000	14	NA	\$ 39,890,000
Special Initiative	\$ -	-	NA	\$ -
Total	\$ 159,172,000	44	NA	\$ 159,172,000
Capital Outlay				
TBR	\$ 70,320,000	2	\$ -	\$ 70,320,000
LGIs	\$ 191,500,000	6	\$ 15,390,000	\$ 176,110,000
UT	\$ 63,000,000	3	\$ 3,680,000	\$ 59,320,000
Demolition				
Total	\$ 324,820,000	11	\$ 19,070,000	\$ 305,750,000
Total Capital Investment	\$ 483,992,000	55	\$ 19,070,000	\$ 464,922,000

Five-Year Total

Capital	Total Project Cost	Projects	Total Match Funds ¹	State Funds Request
Maintenance				
TBR	\$ 208,600,000	60	NA	\$ 208,600,000
LGIs	\$ 376,647,260	144	NA	\$ 376,647,260
UT	\$ 277,860,000	82	NA	\$ 277,860,000
Special Initiative	\$ 25,000,000	2	NA	\$ 25,000,000
Total	\$ 888,107,260	288	NA	\$ 888,107,260
Capital Outlay				
TBR	\$ 333,402,000	12	\$ 12,193,734	\$ 320,207,800
LGIs	\$ 1,212,540,000	32	\$ 97,886,240	\$ 1,114,654,160
UT	\$ 640,160,000	14	\$ 79,677,200	\$ 560,482,800
Demolition	\$ 16,800,000	3	NA	\$ 16,800,000
Total	\$ 2,202,902,000	62	\$ 189,757,174	\$ 2,012,144,760
Total Capital Investment	\$ 3,091,009,260	350	\$ 189,757,174	\$ 2,900,252,020

1 - Match is applicable to the entire scope of each capital outlay project.

DATE: November 18, 2021

SUBJECT: New Academic Program Proposal
University of Tennessee, Martin
Master of Sport Coaching and Performance
CIP Code: 13.1314 (Physical Education Teaching and Coaching)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Martin proposes a Master of Sport Coaching and Performance (MSCP) which will be a 30 credit hour, online program designed to develop effective coaches and leaders at youth, collegiate, Olympic, and professional levels. The proposed program seeks to meet the growing need for qualified sport coaches who possess the requisite skills in advanced training, conditioning, techniques, and tactics. The program's learning outcomes aim to use evidence-based coaching practices to develop coaches with practical knowledge that will benefit the athlete's well-being and performance. The program will be offered online and will require students to create a portfolio and video evidence of their coaching experience throughout their course of study.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Master of Sport Coaching and Performance program was approved by the University of Tennessee Board of Trustees on October 21-22, 2021.

PROPOSED IMPLEMENTATION DATE

January 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Master of Sport Coaching and Performance program aligns with the State's Master Plan by supporting greater degree attainment, specifically amongst adult learners, through accessible online education. The proposed program aims to address a need for additional graduates in coaching as identified in the THEC Academic Program Supply and Occupational Demand Projections (2016-2026) report.

The proposed program aligns with the University of Tennessee System's mission to educate, discover, and connect by enhancing educational excellence, expanding research capacities, and fostering outreach and engagement by offering a program that seeks to improve the coaching expertise of individuals serving youth through adults throughout the state.

The UT Martin strategic plan includes goals and objectives to recruit and graduate students who are career-ready and equipped with the necessary skills to be successful

in their professional and personal lives. The proposed program would provide working and aspiring coaches an opportunity to complete a master's degree completely online and become professionally educated coaches equipped with a dynamic skill set that will develop athletes of all ages, levels, and abilities.

CURRICULUM

The proposed MSCP program will be completely online and require the completion of 30 student credit hours. The proposed program's Student Learning Outcomes are derived from the National Committee for Accreditation of Coaching Education's (NCACE) National Standards for Sports Coaches and are designed to:

- Demonstrate theoretical and practical knowledge as it applies to motor learning and skill acquisition in sport,
- Apply the necessary skills required to research, evaluate, communicate, and apply evidence-based sport coaching pedagogy,
- Design and implement training sessions for individuals or teams based upon skill acquisition theories,
- Critically analyze and evaluate sport-specific coaching practices,
- Demonstrate the ability to interpret research findings in sports science and coaching critically,
- Create a plan for facilitating psychological growth and development in the athlete,
- Recognize the coach's obligations regarding the legal aspects/issues of sport participation,
- Demonstrate a clear understanding of the physiological procedures and protocols for athlete testing and assessment in their sport,
- Demonstrate the incorporation of periodization into strength and conditioning programs,
- Demonstrate an understanding of the components of management and leadership within the coaching profession, and
- Demonstrate critical thinking skills when faced with important issues and challenges in coaching.

The proposed program will require the development of all new courses that have already gone through the required approval process at UTM.

PROGRAM PRODUCTIVITY

The University of Tennessee, Martin projects 10 students will enroll in the proposed program in the initial year and enrollment will grow to 29 students by year five. The proposed program plans to graduate its first students in year two with eight graduates which will increase to 12 by year five.

UTM projects an attrition rate of 20 percent which is based on current retention rates at the university.

	2022	2023	2024	2025	2026
Enrollment	10	18	22	26	29
Graduates	--	8	8	12	12

PROGRAM DUPLICATION

Currently, no other public universities in Tennessee offer a program with the same CIP code (13.1314 - Physical Education Teaching and Coaching). However, Cumberland University offers a graduate program with this CIP code with an average of two graduates per year.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual site visit on April 8, 2021 by Dr. David Carr, Associate Professor and Program Coordinator in the Department of Recreation and Sport Pedagogy in the Patton College of Education at Ohio University. The site visit included meetings with campus administrators, faculty, prospective students and community partners.

Dr. Carr made a recommendation for approval of the proposed program based on “the need to educate more coaches at high levels of sport, the quality of the proposed curriculum and the opportunity to pursue courses in sports management, educational leadership, and sports nutrition, and the strength of the faculty, students, university leaders, and the community at large.”

STUDENT DEMAND

The University of Tennessee, Martin conducted surveys with currently enrolled UTM students and alumni, teachers, administrators, and counselors (n=68) that showed half the respondents agreed they would enroll in the program if offered. Additionally, half of respondents preferred an online program.

OPPORTUNITIES FOR PROGRAM GRADUATES

According to the THEC Academic Supply and Demand report, there is currently a statewide demand for coaching professionals. Nationally, the U.S. Department of Labor projects continued growth for coaching professionals estimated at 18 percent. The proposed program references EMSI data showing an annual estimate of 27,000 job openings for coaches and scouts that the proposed program is seeking to address.

Letters of support are provided from the Director of Schools and Board Chairman for Weakley County, UTM Office of Intercollegiate Athletics, and the principals at Milan High School and Westview High School.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed MSCP program will be based in the College of Education, Health, and Behavioral Sciences at the University of Tennessee, Martin. Since 2010, UTM has been acquiring faculty in their Health and Human Performance department with expertise around

the sports coaching field to serve across multiple campus programs that includes a currently offered undergraduate minor in Athletic Coaching as well as courses in sports business, education, and nutrition. One additional faculty member will be added in year one of the proposed program which will also serve as the program coordinator. Due to current infrastructure and online delivery, costs are minimal with an annual \$7,500 amount planned to support the operating expenses for the proposed program. UTM anticipates the program will be able to reallocate revenue beginning in year one of the program.

ASSESSMENT AND POST-APPROVAL MONITORING

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

**Tennessee Higher Education Commission
Appendix A: THEC Financial Projections Form
The University of Tennessee at Martin
Master in Sport Coaching and Performance**

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total One-time	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -					
Benefits	\$ -					
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty						
Salary	\$ -	\$ 55,000	\$ 55,550	\$ 56,106	\$ 56,667	\$ 57,234
Benefits	\$ -	\$ 18,150	\$ 18,332	\$ 18,515	\$ 18,700	\$ 18,887
Adjunct			\$ 2,680	\$ 2,680	\$ 2,680	\$ 2,680
Sub-Total Faculty	\$ -	\$ 73,150	\$ 76,562	\$ 77,301	\$ 78,047	\$ 78,801
Support Staff						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating						
Travel	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Marketing/Printing	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -					
Sub-Total Operating	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Total Recurring	\$ -	\$ 80,650	\$ 84,062	\$ 84,801	\$ 85,547	\$ 86,301
TOTAL EXPENDITURES (A + B)	\$ 2,000	\$ 80,650	\$ 84,062	\$ 84,801	\$ 85,547	\$ 86,301

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

Base Tuition and Fees Rate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Number of Graduate Assistants	-	-	-	-	-	-

II. RevenueTuition and Fees²Institutional Reallocations³Federal Grants⁴Private Grants or Gifts⁵Other⁶

Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
\$ -	\$84,618	\$190,391	\$232,700	\$275,009	\$304,934
\$ 2,000	\$ {3,968}	\$ {106,329}	\$ {147,899}	\$ {189,462}	\$ {218,633}
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,000	\$ 80,650	\$ 84,062	\$ 84,801	\$ 85,547	\$ 86,301

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

The proposed program is online. No new facilities are needed. HHP has adequate space to implement and manage the MSCP.

(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.

We expect that the proposed program will generate tuition and fees during the first year of the program. We project that we will enroll half in state and out state students. We cannot predict the number of students entering in fall, spring, or summer. We anticipate 10 students in year one and growing to up to 15 by the fifth year. The projections were based on this regardless of entry point. Figures were calculated using the 2021-2022 tuition rate and fees for online UTM graduate programs. Figures also align with table 10 projecting attrition rates and total participants years 1 through 5.

Note: Year five calculations were based on 15 in state and 14 out of state indicating 29 enrolled students.

Tuition and fees for the graduate assistants will come from the graduate assistant university pool. Graduate assistants will more than likely come from UTM's athletic department.

State employees receive a 25% reduction in maintenance fees. Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program

The HHP department will use approximately \$2,500 for marketing

and printing cost to create marketing materials. These materials

Revenue generated for the program will be allocated in the following way: 1) Additional faculty to support the MSCP and support undergraduate minor in athletic coaching. 2) instructional technology to support the program.

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

N/A

(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: November 18, 2021**SUBJECT:** New Academic Program
Tennessee State University
Data Science, Master of Science
CIP Code: 30.7001 (Data Science, General)**ACTION RECOMMENDED:** Approval

PROGRAM DESCRIPTION

Tennessee State University (TSU) proposes a Master of Science (MS) in Data Science which will be offered completely online and consist of 30 credit hours (six core courses and four electives). The proposed program was developed in response to the growing need locally, nationally, and globally for data science professionals and will provide students a thorough foundation in computer science, mathematics, and statistics. Upon completion of the program, graduates will have a blend of theory and practice regarding computer science and applied mathematics and the ability to extract information from large datasets.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Data Science, MS program was approved by the Tennessee State University Board of Trustees on March 11, 2021.

PROPOSED IMPLEMENTATION DATE

Fall 2022

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed program aligns specifically with the Future of Work section of the 2020 Tennessee Higher Education Master Plan, which calls for increasing the opportunities for “Computer Science and Data Analytics” course offerings. The proposed program will provide graduate students an opportunity in data science regardless of their undergraduate major or program of study while also providing exposure to artificial intelligence.

The proposed program aligns with TSU’s 2020- 2025 Strategic Plan to “attract, prepare, and graduate scholars to change the world” which focuses on increasing graduate enrollment and expanding online academic programs that address the diverse needs of students. The proposed Data Science, MS program is aligned with TSU’s mission to provide affordable and accessible educational programs.

CURRICULUM

The proposed program will be offered completely online, consisting of 30 credit hours, and include a data science capstone course. Additionally, TSU will offer an optional campus immersion which will allow up to three courses (nine credit hours) to be taken on campus.

Student learning objectives for the proposed Data Science, MS program will focus on analyzing complex data science problems, developing computing-based solutions, and developing effective communication skills. Furthermore, graduates from the proposed program will be expected to demonstrate professional growth evidenced by measurable development activities and leadership roles.

PROGRAM PRODUCTIVITY

The proposed Data Science, MS program anticipates a combination of full-time and part-time students and projects an initial enrollment of 30 students, increasing to 72 students by year five. Attrition rates are calculated at 10 percent. The proposed program projects a consistent 27 graduates per year starting in year four.

	2022	2023	2024	2025	2026
Enrollment	30	57	70	72	72
Graduates	--	14	25	27	27

PROGRAM DUPLICATION

Currently, there are three graduate level Data Science programs in Tennessee: University of Memphis, Lipscomb University, and Vanderbilt University. Additionally, East Tennessee State University and Middle Tennessee State University are in the process of developing Data Science, MS programs. Several public institutions offer similar degrees. For example, UT Knoxville offers a Master of Science in Business Analytics and Austin Peay State University offers an online graduate certificate in Data Science.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual institution site visit on November 24, 2020. Dr. Philip Bourne, Founding Dean for the School of Data Science and Professor of Biomedical Engineering at the University of Virginia served as the external reviewer for the proposed program. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Bourne made a recommendation for approval of the proposed program and stated: “The program is needed, and a very healthy workforce pipeline can be established, perhaps bringing qualified scientists to the TSU region. The private sector, state and local government folks interviewed were highly enthusiastic about the launch of the program and so they should be.”

STUDENT DEMAND

Tennessee State University conducted two surveys: one with current students (n=26) and one with alumni (n=40). Responses from both surveys demonstrated an overwhelming perception of a need for the proposed program (students: 96 percent; alumni: 85 percent). The survey results also identified 65 percent of the current undergraduate surveyed students would be interested in the proposed Data Science MS program. Lastly, responses from both groups indicated a preference for an online program (students: 65.4 percent; alumni: 87.5 percent).

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified for employment in various data science areas and prepared to pursue doctoral degrees in Data Science or related fields. The field of Data Science is relatively new but growing quickly. The US Bureau of Labor Statistics (BLS) projects Data Science to continue to be among the fastest growing occupations for the near future. Glassdoor ranked data scientist as the best job in America for four years in a row from 2016 – 2019. Additionally, according to the Tennessee Department of Economic and Community Development's LEAP 2019 report, computer and math was identified as a priority occupational group and STEM occupations were identified as high-wage jobs with significant openings in Tennessee creating significant job opportunities for graduates of the proposed program.

Letters of support for the proposed program were provided by the Tennessee Department of Finance and Administration, HCA Healthcare, Greater Nashville Technology Council, Deloitte, Pace Consulting, and Lockheed Martin.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be housed in the College of Engineering and will include faculty from Computer Science, Mathematical Sciences, Engineering, Agriculture, and Business. Highly qualified experts in Data Science from major IT companies will be recruited to serve as adjunct faculty. The proposed program will utilize existing courses and will require the development of 11 new courses. Three adjunct faculty members will be hired each semester starting in year one. TSU is committed to hiring additional faculty if enrollment numbers exceed initial projections.

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 Form
Tennessee State University
Master of Science in Data Science

Seven-year projections are required for doctoral programs.
Five-year projections are required for baccalaureate and Master's degree programs
Three-year projections are required for associate degrees and undergraduate certificates.
Projections should include cost of living increases per year.
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -				
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 5,000		\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -				
Other	\$ -	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Sub-Total One-time	\$ 5,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty						
Salary	\$ -	\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Faculty	\$ -	\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Support Staff						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants						
Salary	\$ -	\$ 18,000	\$ 18,540	\$ 19,096	\$ 19,669	\$ 20,259
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ 10,635	\$ 10,954	\$ 11,283	\$ 11,621	\$ 11,970
Sub-Total Graduate Assistants	\$ -	\$ 28,635	\$ 29,494	\$ 30,379	\$ 31,290	\$ 32,229
Operating						
Travel	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Other	\$ -					
Sub-Total Operating	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Total Recurring	\$ -	\$ 88,635	\$ 131,294	\$ 134,033	\$ 136,854	\$ 139,759
TOTAL EXPENDITURES (A + B)	\$ 5,000	\$ 103,635	\$ 141,294	\$ 144,033	\$ 146,854	\$ 149,759

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

Base Tuition and Fees Rate	\$ -	\$ 10,635.00	\$ 10,954.05	\$ 11,282.67	\$ 11,621.15	\$ 11,969.79
Number of Graduate Assistants	-	1	1	1	1	1

II. Revenue

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition and Fees ²	\$ -	\$ 265,875	\$ 520,317	\$ 631,830	\$ 662,406	\$ 682,278
Institutional Reallocations ³	\$ 5,000	\$ (162,240)	\$ (379,023)	\$ (487,797)	\$ (515,552)	\$ (532,518)
Federal Grants ⁴	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts ⁵	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other ⁶	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BALANCED BUDGET LINE	\$ 5,000	\$ 103,635	\$ 141,294	\$ 144,033	\$ 146,854	\$ 149,759

Notes:

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

(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 will be generated as follows. Year-1: 20 FT and 10 PT students; Year-2: 38 FT and 19 PT students; Year-3: 42 FT and 28 PT students; Year-4 and Year-5: 42 FT and 30 PT students in each year.
There are no additional fees for the proposed program.

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

The program is expected to be self-sufficient with tuition revenue generation.

(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 expected for the first 5 years.

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

Even though we may get some donations and gifts (in terms of hardware) from our industry partners, they are not listed as they are not guaranteed at this point.

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

No other sources are expected.

DATE: November 18, 2021**SUBJECT:** 2021-25 Formula Review Update**INFORMATION UPDATE**

Per §49-7-202(g), the Commission is statutorily required to establish and annually convene a review committee to aid in the development or revision of the Outcomes-Based Funding (OBF) formula. After consulting the Formula Review Committee (FRC), THEC staff then make formal recommendations to amend or revise the formula to the Commission, which votes on all recommendations.

In practice, although the FRC convenes annually, most substantive changes to the formula are only considered for implementation every five years, ensuring consistency in formula knowledge and understanding. For the most recent five-year review process, THEC staff convened the FRC in July and September 2021. Currently, THEC staff are in the process of formulating final recommendations to present to the Commission in May 2022—incorporating input from the Commission, Senate and House Finance, Ways and Means Committees, Senate and House Education Committees, and FRC members.

As part of the November 2021 Commission meeting, THEC staff will provide an overview of the current deliberations. See Appendix A and B for minutes from both the July and September 2021 Formula Review Committee meetings.

Appendix A

Tennessee Higher Education Commission 2021-2025 Formula Review Committee July 8, 2021 Meeting Minutes

On July 8, 2021, the 2021-2025 Formula Review Committee (FRC) convened for its first meeting to review the current outcomes-based funding formula. The meeting began with a determination of necessity to allow for a quorum to be constituted using members participating in the meeting remotely. A motion of determination was made by THEC Executive Director Emily House and was supported unanimously by committee members in attendance.

Dr. House then welcomed committee members and offered her appreciation for the work completed by the working group over the previous 5 months. Dr. House also recognized the feedback provided by committee members, specifically that the review process felt rushed. In response, THEC will extend the review process through next year for most recommended changes.

Chief Policy Officer Dr. Steven Gentile then provided an overview of the charge and responsibilities of the statutory working group, as well as reviewed a timeline for the formula review process. Changes recommended for immediate implementation will be presented to the Commission at the summer meeting later in July, while other recommended changes would be held for submission in November 2021 with implementation for the 2023-24 funding formula cycle.

A summary of the discussion is below.

Review of 2015-2021 Outcomes-Based Funding Formula

- Senior Director of Fiscal Policy Crystal Collins provided an overview of the mechanics of the 2015-2021 outcomes-based funding formula. This included discussions of the four major parts of the formula: outcomes, focus populations, weights/scales, and fixed costs.
- Ms. Collins also provided an overview of production increases at the universities and community colleges, focusing on undergraduate degree production over the last decade and a half, as well as a discussion of five-year changes in all outcome metrics.

Discussion of Proposed Immediate Revisions to the Formula

- Dr. Gentile introduced the next discussion topic, focusing on the need to ensure a fair and equitable opportunity for success for all institutions within the formula. Dr. Gentile identified an outcome where THEC staff believe the opportunity for success is not evenly applied within the university sector and that the value applied by the formula to this outcome differs across sectors.
- **Associate Degrees in the University Sector:** Discussion of the rescaling of associate degrees in the university sector, and the implementation of a definition change what university-conferred associate degrees are included in the formula.
 - o Currently, only two universities are approved to provide associate degrees: Austin Peay State University and Tennessee State University. APSU is approved to award three associate degrees and TSU is approved to award one. Most universities awarded associate degrees at one point, until the 2005 THEC Plan of Action recommended that universities limit these degree offerings to those in allied health, nursing, or to military-affiliated students at APSU.
 - o Dr. Gentile detailed a recent change at APSU to use the associate degree in liberal arts as a retention tool for students pursuing a bachelor's degree, resulting in a year-to-year increase of 175%, from 378 to 1,038. The ability to use this degree as a milestone award for students is not available to any other university.
 - o Ms. Collins then provided an overview of THEC staff discussions, conversations that occurred over several meetings with working group members, and with each committee member in preparation for the July 8 meeting.
 - o Ms. Collins identified a discrepancy between the scaling in the university and community college sectors for the associate degree. Due to mechanics of the current formula, associate degrees awarded in the university sector receive the same scale as bachelor's degrees (scale = 1) while those awarded in the community college sector receive a different scale (scale = 1.5), resulting in associate degrees at community colleges being worth two-thirds of what the same degree is worth in the university sector.
 - o Ms. Collins then presented the recommended definitional change to which university-awarded associate degrees are counted in the outcomes-based funding formula. Differences between technical and non-technical associate degrees were discussed, including the terminal nature of the technical associate and the designation of liberal arts associate degrees as either terminal or transfer degrees.
 - o Statistical information on the associate degree in liberal arts offered at APSU was presented, including the number of students who completed this degree and remained enrolled and those who completed the degree and left—or stopped out— from APSU.

- o Based on the analysis completed by THEC staff and considering current THEC policy and feedback from various stakeholders—including members of the working group and members of the formula review committee, Ms. Collins presented the following **recommended changes for university associate degrees**:
 - *To address the scaling inequity for associate degrees in the university sector, THEC staff recommend implementing the same scale at universities as is implemented at the community colleges.*
 - *To address the inequity in opportunity to succeed in the associate degree metric in the university sector, THEC staff recommend implementing a definitional change that limits the inclusion of university-conferred associate degrees to those earned by students who do not re-enroll at the awarding institution at any time in the following academic year. This change will require that associate degree in the university sector be lagged an academic year.*
- o President Licari from Austin Peay State University provided some additional context for the associate degree awarding activities and the mission at APSU, including stating that nearly 40% of incoming freshman indicate an associate degree as their degree of choice. Additionally, President Licari pointed to the need for associate degrees for underserved students (Pell-eligible, students of color, adult students, etc.) and the need for the associate in liberal arts for the military-affiliated students APSU serves.
 - Dr. Gentile thanked President Licari for his comments and perspective.
- o President Oldham from Tennessee Tech University provided general agreement with the recommended changes. He then asked a question about how the implementation of a lagged metric, leading to the counting of the previously counted data, in the formula.
 - THEC staff discussed precedent for implementing a lag for a previously included metric.
- o President Noland from East Tennessee State University asked if the increase in associate degrees in liberal arts at APSU was a recent phenomenon.
 - Dr. Gentile responded in the affirmative.
- o Dr. Noland then asked if, under the current formula, a university with an associate degree program would be rewarded in the formula for both the associate and bachelor's degree should a student complete both.
 - Dr. Gentile responded in the affirmative.
- o Finally, President Noland asked if the recommended definitional change would allow an institution to capture a student's success but would only prevent the institution from capturing that student's success twice.
 - Dr. Gentile responded in the affirmative.

- o No further comments were provided by the formula review committee related to these two recommended changes.

Discussion of Proposed Five-Year Revisions to the Formula

- Dr. Gentile introduced the next series of proposed changes for implementation beginning in the 2023-2024 funding formula.
- **Workforce Investment Premium:** Discussion of the inclusion of a focus population recognizing undergraduate awards in high need fields.
 - o Ms. Collins gave an overview of the process for determining how to recognize degrees in high need fields in the funding formula. Using a previously approved definition of high need fields included in the quality assurance funding program, THEC fiscal staff analyzed the overlap between these fields and the long-term job projections released by Jobs4TN and the ECD Indicators report.
 - o Ms. Collins then discussed an issue with the classification of associate degrees at the community colleges discovered during the operationalization process. Nearly two-thirds of all associate degree programs at community colleges are identified as university parallel degrees. Due to how the proposed definition for the new focus population premium would be operationalized, these degrees could not qualify even if the student completed a degree in an area of emphasis (e.g., Engineering or Mathematics) that would trigger the premium otherwise.
 - o To remedy this issue, THEC staff recommend counting Tennessee Transfer Pathway university parallel associate degrees completed in an area of emphasis that correlate to a qualifying high need field.
 - o Under the proposed workforce investment premium definition, about one-quarter of all associate degrees, one-third of all bachelor's degrees and over half of community college certificates currently awarded would qualify for this new focus population.
 - o Based on the analysis completed by THEC staff and considering current THEC policy and feedback from various stakeholders—including members of the working group and members of the formula review committee, Ms. Collins presented the following **recommended change to the focus populations**:
 - *Implement Workforce Investment Premium that recognizes completion of bachelor's and associate degrees at universities, and associate degrees and long- and short-term certificates at community colleges in majors*

aligned with high-need academic programs. THEC staff recommend treating this new focus population premium in the same mechanical manner as the current focus populations.

- o President Glover from Tennessee State University began the discussion by asking if THEC staff had considered the inclusion of business or information systems majors for inclusion in the high-need fields definition.
 - Ms. Collins indicated that THEC had elected to promote simplicity for institutions by using an approved definition for high need fields.
 - Ms. Collins also stated it is THEC fiscal staff's intention to revisit the definition of high-need fields at the next five-year review and should business—or any other major—be indicated as high need, a discussion of those majors would occur.
- o Vice President of Academic Affairs and Student Success Dr. Linda Martin, speaking as the designee for University of Tennessee President Randy Boyd, asked if there was consideration for areas outside of STEM or regional needs to identify high-need fields. Additionally, Dr. Martin asked if graduate degrees were considered for inclusion in this new premium.
 - Ms. Collins indicated that simplicity for the implementation of a new measure was the focus and that after a period allowing institutions to respond to the metric, changes to what majors qualify could be discussed.
 - Ms. Collins then discussed the THEC staff decision to focus on undergraduate degrees initially, with the hope that this focus population premium will increase partnerships, through the inclusion of Tennessee Transfer Pathways, between community colleges and universities. Additionally, current focus populations are only applied to undergraduate degrees and certificates.
- o Dr. Gentile then asked if any other formula review committee members who thought that the workforce investment premium should include graduate degrees. No other committee members provided comments on this topic.
- o Peter Muller, House Budget Analysis Director, asked for further clarification on if this new focus population would be grouped together with existing focus populations. Specifically, Mr. Muller is concerned that if these premiums are mixed, a degree meeting the workforce investment premium definition would be “worth less” if that student already qualified for an existing premium.

- Ms. Collins stated that the current THEC recommendation would be to group all focus population premiums together.
 - o Ms. Collins then asked if the committee concurred with this recommendation or if they would prefer that demographic (e.g., low-income, adult, academically underprepared) and non-demographic (e.g., majoring in a high need field) based premiums be separated.
 - o President Oldham stated that setting the premium at a flat level and not graduating the premium levels as students qualified for multiple focus populations was how the focus populations were treated in the 2010-2015 formula.
 - Ms. Collins indicated that this was true but that the question here was whether a non-demographic based premium should be on its own and not part of the stackable premiums.
 - Mr. Muller stated that he believed that the premium based on the type of degree awarded should be treated the same regardless of the demographics of the student, so that a degree in a high-need field would garner the same premium for an institution if that student was low-income or not.
 - President Licari expressed agreement with Mr. Muller's point.
 - o Dr. Gentile asked for any further comment about the recommended inclusion of a workforce investment premium in the funding formula.
 - o No further comments were provided by the formula review committee related to this recommended change.
- **Graduation Rate Metric:** Discussion of the possibility of moving from six-year to four-year graduation rate.
 - o Dr. Gentile introduced the next topic for discussion, movement from a six- year graduation rate to a four-year graduation rate. Institutions have indicated to THEC staff growing concern that growth opportunities for the six-year rate are plateauing.
 - o Institutions also suggested moving this rate metric to a benchmark, where success would be measured on an institution's ability to meet a set graduation rate based expected success informed by student demographics.
 - o Dr. Gentile indicated this is not how outcomes are currently measured in the outcomes-based funding formula, which promotes productivity and increases in efficiencies.
 - o However, THEC staff did investigate how to address concerns of possible stagnant growth in the six-year graduation rate within the current architecture of the model. This led to the proposed policy change to move from a six- to four-year graduation rate.

- o Director of Fiscal Policy Russell VanZomeran started by briefly discussing the work completed by THEC fiscal policy staff concerning the creation of a benchmark graduation rate metric and then began the discussion on the possible formula effects of moving to an on-time graduation rate.
- o Mr. VanZomeran presented current six-year graduation rates by institution for first-time, full-time freshmen, transitioned to a presentation of the four- year graduation rate, and then finally compared the two measures to identify opportunities for increased growth.
- o Mr. VanZomeran then discussed the growth in these rates over time, illustrating that while the average six-year graduation rate has grown over the last decade, the average four-year rate has grown even more.
- o Modeling of the current formula shows that had a four-year graduation rate been implemented in 2015, cumulative funding would have been higher for seven of the nine universities.
- o Mr. VanZomeran concluded his presentation by presenting additional information on the policy framework for this recommended change including how this change would affect students, the state, and institutions.
- o Based on the analysis completed by THEC staff and considering current THEC policy and feedback from various stakeholders—including members of the working group and members of the formula review committee, Mr. VanZomeran presented the following **proposed change to the graduation rate metric**:
 - *Transition the graduation rate metric from a measurement of 150% time to on-time graduation.*
- o President Glover stated she had some concerns that this change would have a negative effect on poor and minority students asserting that these students delay graduation due to lack of resources and the need to work to support themselves. President Glover stated that institutions who serve more of these types of students would potentially be negatively affected by this outcome change.
- o President Sidney McPhee from Middle Tennessee State University reiterated President Glover's concerns, especially concerning the needs of rural and working students. President McPhee also expressed concern that movement to a four-year graduation rate would force institutions to increase entrance standards, limiting attendance to those students who can complete on-time.

- o THEC fiscal staff studied the rate at which full-time students drop to part-time status and found that on average about one-quarter of full-time students drop to part-time status at some point during their college attendance. This phenomenon would not account completely for the current on-time graduation rates.
- o Dr. Martin asserted that there exist other metrics in the formula already to recognize low-income students and reward institutions for outcomes as soon as the outcome is produced.
- o President Noland asked about the applicability across sectors asking if we would also reset the community college sector to on-time completion.
 - Dr. Gentile indicated that currently the funding formula does not measure graduation rates for the community colleges.
- o President Licari asked if THEC staff had looked at graduation rates by institution by type of student. President McPhee supported this request.
 - Dr. Gentile indicated that THEC will investigate this specific data request and bring an analysis to the next formula review committee meeting.
- **Fixed Costs:** Introduction of the recommended removal of or change to the influence of fixed costs on the outcomes-based funding formula
 - o Dr. Gentile introduced the concern with the inclusion of fixed costs in the funding formula, which currently encourages growth in space and maintaining more expensive non-renovated square footage. These incentives contradict current THEC capital policy as well as the core tenets of THEC's strategic financial plan, both of which focus on efficient use of space and promoting renovations.
 - o Dr. Gentile briefly mentioned three possible solutions to this fixed cost concern: the removal of fixed costs completely from the formula; the reduction of the influence of fixed costs on the formula; or the streamlining of the fixed costs calculation to better align with other THEC policies.
 - o Dr. Gentile indicated that this would be the main topic of conversation in the next convening of this committee.

General Discussion

- Dr. Gentile opened the floor to general discussion to allow for committee members to identify topics of concern that THEC staff had not identified.
- Dr. Martin suggested investigating predictive modeling for graduation rates based on the entering characteristics of students.

- o Dr. House indicated THEC staff would discuss this further with Dr. Martin before the next meeting.
- No further comments were provided by the formula review committee members.
- **Low-Income Focus Population:** discussion of the addition of a secondary data source to allow for the inclusion of out-of-state students in the low-income focus population.
 - o Dr. Gentile provided an overview of the current method for measuring the low-income focus population. Due to the data source, the low-income focus population only includes in-state Pell-eligible students. The exclusion of out-of-state students from this focus population was not a policy decision and THEC staff have been working with institutional data representatives to devise a high-fidelity method to collect out-of-state low-income student information.
 - o Based on the analysis completed by THEC staff and considering current THEC policy and feedback from various stakeholders—including members of the working group and members of the formula review committee, Dr. Gentile presented the following **proposed change to the low-income focus population premium**.
 - *Expand data collection process to include out-of-state students in the low-income focus population premium to align this premium with all others.*
 - o President Licari indicated full support for this proposed change.
 - o No further comments were provided by the formula review committee members related to this proposed change.

Adjourn

- With no further discussion, Dr. Emily House adjourned the meeting, indicating that committee members would be contacted shortly with information on the next scheduled meeting.

Next Statutory Formula Review Committee Meeting
Wednesday, September 1 at 1:30 PM Central

Appendix B

Tennessee Higher Education Commission 2021-2025 Formula Review Committee September 1, 2021 Meeting Minutes

On September 1, 2021, the 2021-2025 Formula Review Committee (FRC) convened for its second meeting to review the current outcomes-based funding formula. The meeting began with roll call and a determination of necessity to allow for a quorum to be constituted using members participating in the meeting remotely. A motion of determination was made by Greg Turner and seconded by Dr. Brian Noland. The motion was supported unanimously by committee members in attendance.

Dr. Steven Gentile, Chief Policy Officer, gave an overview of the topics to be covered during the meeting as well as a recap of items that were settled during the last meeting. These items included changes to the scaling and counting of associate degrees in the university sector. Dr. Gentile noted that the FRC changes related to university associate degrees were presented to and approved by the Tennessee Higher Education Commission at the July 2021 meeting, and would be immediately implemented in the FY23 appropriation cycle. Other topics reviewed included the workforce investment premium, inclusion of out-of-state low-income students in the low-income premium, and potential changes to the graduation rate calculation. Dr. Gentile reminded the group that any changes on these or other items would be implemented in the FY24 appropriation cycle.

A summary of the discussion is below.

Discussion of Proposed Five-Year Revisions to the Formula

- **Graduation Rate Metric:** Continued discussion of the possibility of moving from a six-year to four-year graduation rate.
 - o Dr. Gentile began by further addressing potential changes to the graduation rate metric. He acknowledged during the previous meeting a couple committee members had expressed concern about how the on-time completion metric would affect institutions with larger shares of Pell-eligible or minority students.
 - o After noting that the THEC fiscal team would be responding to the questions raised in the previous meeting about graduation rate, Executive Director Dr. Emily House stated that THEC **does not intend to move forward with a recommendation to move to a four-year graduation rate within the formula at this time.**

- o Further, Dr. House noted that this is just the beginning of this conversation around efficiencies in completion, and that THEC plans to ensure this is a key component of the THEC Master Plan and Strategic Financial Plan conversations.
- o Director of Fiscal Policy Russell VanZomeran then presented extensive analysis completed in response to questions about graduation rates raised by institutional representatives on the committee.
- o Mr. VanZomeran provided graduation rates for the most recent cohort available, acknowledging the unique student bodies served by each institution and how that can affect graduation rates.
- o Mr. VanZomeran noted the concerns expressed by institutions serving greater proportions of Pell and Minority students and how those institutions would be able to succeed with a four-year rate within the formula. In the most recent cohort, one-fourth of Pell and one-half of non-Pell students graduated on time from universities.
- o Graduation rate growth over the past six years by sector and Pell status was then presented. Mr. VanZomeran noted that the growth for both Pell and Non-Pell students has been higher for completion in four years compared to six years. This data indicates that had THEC used a four-year graduation rate in the most recent formula model, it would not have uniquely hurt Pell eligible students or the institutions who serve higher proportions of those students.
- o Mr. VanZomeran then transitioned to discussing potential effects of transitioning to a four-year graduation rate on institutions serving high proportions of minority students. The analysis presented showed that growth in four-year graduation rates for minority students meets or exceeds growth in the six-year rate.
- o Mr. VanZomeran commended the universities for their work in improving graduation rates at both the four and six-year levels before transitioning to highlight where growth areas may still exist as universities look to the future.
- o The discussion concluded with Dr. House again reiterating that THEC would not recommend a change to the graduation rate metric in the formula at this time. Dr. Gentile noted that THEC will examine other policies and practices outside of the formula that can be leveraged to improve on-time completion.
- o President Glover from Tennessee State University asked that the slides presented be made available to committee members.

- THEC committed to doing so and these slides can be found on the THEC website [here](#).
- o President Oldham from Tennessee Tech University suggested that one of the large drivers of four-year graduation is the number of credit hours students enter college with and asked if THEC had looked at those trends and, if so, could demographic considerations to be made related to a graduation rate change.
 - Dr. House said THEC has looked into this some and continues to have discussions around dual enrollment but can continue to look into this.
 - Dr. Gentile noted that making sure that a broader swath of students has access to dual enrollment is also key.
- o President Oldham added that dual enrollment often being remote adds a level of difficulty and encouraged THEC to make sure students have access to dual enrollment courses embedded in the local high schools.
- o Vice Chancellor of Business and Finance Danny Gibbs, speaking as the designee for Tennessee Board of Regents Chancellor Dr. Flora Tydings, noted that TBR would be open to the inclusion of a graduation rate within the community college sector.
 - THEC Senior Director of Fiscal Policy Crystal Collins said THEC would be open to adding this as a sector level outcome for the community colleges and welcomed further conversation on this matter.
- **Fixed Costs:** Discussion of the recommended removal of—or change to—the influence of fixed costs on the outcomes-based funding formula.
 - o Dr. Gentile began with an overview of fixed costs within the formula, noting that fixed costs account for about 22 percent of funding within the formula. He then reviewed what items are currently included in the fixed costs calculation included in the funding formula.
 - o Dr. Gentile noted that fixed costs are calculated annually, and are sensitive to new buildings, renovations, demolitions, and buildings being taken offline. Additionally, the fixed costs calculation is the most time intensive part of the formula for both THEC and institutional staff.
 - o Fixed costs are not listed as an outcome in statute, but because fixed costs influence funding, institutions are incentivized to grow this portion of the formula similar to outcomes. Since the beginning of the formula, fixed costs account for the third greatest influence on funding, only trailing associate and bachelor's degrees. The inclusion of fixed costs in a growth model

disincentivizes reducing the campus footprint, counter to the overall capital outlay process.

- o Dr. Gentile then presented three options for discussion:
 - streamline fixed costs to focus solely on the Education & General (E&G) space footprint and equipment inventory;
 - move the current fixed costs measure to a 3-year average; or
 - gradually reduce, but not remove, over several years the influence of fixed costs on the formula.
- o President Oldham asked if there had been modeling done to show how these changes would move money.
 - Dr. Gentile said THEC fiscal staff had modeled the effects of two of the three options: focusing on the E&G footprint and reducing the overall influence of fixed costs on the formula. Dr. Gentile noted these models had been shared out to committee and working group members but that THEC would be happy to provide them again.
- o President Oldham acknowledged that the changes seem reasonable, though without modeling it would be tough to know for sure.
- o Dr. Gentile noted he understood this concern and cautioned that any modeling THEC shared out would only indicate how money would have moved in the past, not necessarily what would happen going forward. He also noted the volatility-limiting and reduction scenarios give more influence to outcomes in the formula.
- o Chief Financial Officer David Miller, speaking as the designee for University of Tennessee President Randy Boyd, asked if the modeling could include analysis as to whether the removal of fixed costs would result in decreasing in appropriations overall.
 - Ms. Collins responded that the modeling THEC had completed operated on a “no new money” assumption, such that new money would not mute any cumulative effects. She acknowledged THEC could make a model looking at FY 21-22 and see what the removal of fixed costs would’ve done to the overall recommendation.
- o Vice Chancellor Gibbs stated that the original wisdom of including fixed costs within the formula was to recognize the significant operating costs associated with bringing new buildings online. Mr. Gibbs expressed gratitude that THEC is no longer considering removing fixed costs altogether and said that several of TBR’s institutions believe it is important to keep fixed costs within the formula.

- o Mr. Gibbs did agree that it may make sense to limit fixed costs to E&G, however, he did express concern that the plan to switch to the three-year average would dilute one of the primary benefits of fixed costs being in the formula—creating a revenue stream that can help cover the costs of bringing a new building online. Finally, Mr. Gibbs noted that any movement towards increasing the impact of outcomes on the formula would be detrimental to the community colleges over the next few years because of pandemic-related enrollment declines.
 - Dr. Gentile thanked Vice Chancellor Gibbs for his remarks.
 - o No further comments were provided by the formula review committee members related to this proposed change.
- **Workforce Training:** Discussion of the recommended change to remove third-party activities and those independently provided by trainers who received training at the reporting community college.
- o THEC Senior Director of Fiscal Policy Crystal Collins began the discussion by defining workforce training as non-credit contact hours activities in which community colleges partner with local businesses, and industry and community partners to provide training and upskilling for local community members.
 - o Ms. Collins enumerated the many changes to the workforce training since the funding formula was established and stated that that this metric is the only remaining self-reported outcome in the formula. Due to the nature of the data, an extensive review of the metric definition occurs every year to ensure accuracy, consistency, and fidelity to the intention of the metric
 - o During these reviews, THEC staff identified two types of activities reported that require further discussion to determine if they meet the original intention of the metric.
 - o THEC staff expressed concerns with some activities offered through partnerships with third-party online education providers, like Ed2Go, where the activity reported does not utilize instructional materials or instructor from the reporting community college.
 - o In most cases, the community college's main roles involve advertising, fee collecting, and monitoring student progress. Ms. Collins notes that THEC staff believe that workforce training hours where the reporting institution is not involved in the developing of course material or in providing the instruction should no longer influence the distribution of the funding formula.

- o Ms. Collins then presented concerns with institutions reporting instructional activities provided by individuals who received training from the institution reporting the contact hours. She provided an example related to OSHA certification, stating that under the current definition, institutions are reporting not only the training they provide to individual to become certified trainers, but also all the trainings those trainers then go out and provide in the greater community.
- o THEC believes that the primary activity described above (the providing of training to create certified trainers) does align with the intention of the workforce training metric, however the secondary activity (the training provided by those certified trainers who received their instruction at the reporting institution) does not and should no longer influence funding distribution in the formula.
- o Based on analysis completed by THEC staff and considering current THEC policy and feedback from various stakeholders—including members of the working group and members of the formula review committee, Ms. Collins presented the following **recommended changes to the workforce training metric**:
 - *Exclude activities provided by the third-party vendor Ed2Go and further, exclude activities independently provided by trainers who received their training from the reporting community college.*
- o Vice Chancellor Gibbs thanked THEC for their work here and asked to share comments on the issues, starting with the removal of activities provided by third-party online education providers. Mr. Gibbs noted that Ed2Go represents a cost-effective way for colleges to offer extensive course options. However, the enrollment in any given course is low enough such that it would be cost prohibitive for the colleges to offer the courses on their own.
- o Mr. Gibbs stated that removal of these course from the workforce training metric would indicate to their campuses that their efforts to provide these courses to students at a lower cost than they could offer themselves would indicate that their work was not being valued. He concluded by reading testimonials from institutions on the need for Ed2Go courses.
 - Ms. Collins thanked Vice Chancellor Gibbs and the institutions for their comments, before acknowledging that THEC understands this proposed change would push institutions to reevaluate which courses they offer through Ed2Go. Ms. Collins stated that THEC's intention with this recommended change is to focus how the state's finite funds

are distributed to institutions through the funding formula, but that it is not THEC's intention to bar institutions from continuing to partner with Ed2Go if they chose.

- o Mr. Gibbs asked if someone will be looking further into workforce training over the next few years.
 - Ms. Collins said yes, that THEC intends to look into identifying a better way to reward institution and community partnerships in the funding formula with an eye towards the next five-year review.
- o Mr. Gibbs asked that THEC consider delaying the removal of Ed2Go training until this deeper review of workforce development partnerships is completed.
- o Additionally, Vice Chancellor Gibbs commented on the removal of activities provided by institutionally certified trainers, focusing on the OSHA activities reported by Volunteer State. He indicated that while Volunteer does have a unique model for providing OSHA trainings and capturing activities by those trainers, that TBR believes this model operates within the current rules of the workforce training metric. Mr. Gibbs further recognized that Volunteer State's success is skewing the metric for other community colleges.
- o Mr. Gibbs provided several alternatives to THEC's recommendation, including scaling these hours differently, weighting them differently, or counting them as a separate workforce training metric.
 - Ms. Collins thanked Vice Chancellor Gibbs for his remarks and asked if there are any other comments from other committee members.
- o No further comments were provided by the formula review committee members related to this proposed change.

General Discussion

- Dr. Gentile noted that THEC has no further recommendations for the day, before opening the floor to any final comments.
- No further comments were provided by the formula review committee members.

Adjourn

- Dr. Gentile indicated that THEC staff would take these discussions into consideration when developing the recommended changes to be presented to the Commission at the November 2021 meeting.
- With no further discussion, Dr. Emily House thanked committee members for attending and adjourned the meeting.

Agenda Item: VII.**DATE:** November 18, 2021**SUBJECT:** Campus Security Update**INFORMATION UPDATE**

The Tennessee Higher Education Commission is entering its third year of coordinating campus security preparedness programs for higher education. Since the THEC-convened Security Conference in fall 2019, THEC capital staff have led statewide efforts to distribute advanced bleeding control kits to institutions, have helped administer Tactical Emergency Casualty Care courses at eight institutions across the state, and have partnered with the Tennessee Department of Safety & Homeland Security (TDOSH) to provide campus security assessments. In January 2022, THEC staff, in partnership with the Tennessee Emergency Management Agency (TEMA), will conduct tabletop drills across Tennessee to test security preparedness.

THEC capital staff will update the Commission on these activities, the centralized training occurring today (November 18) in partnership with TDOSHS and TEMA for all public higher education institutions and will go into more depth of the budget request presented in Agenda Item II with regards to campus security.