



TENNESSEE BOARD OF REGENTS
Thursday, June 23, 2016
Committee Meetings

- A. Committee on Audit
 - 1. Consent Agenda
 - a. Review of Revised Internal Audit Charter
 - b. Review of Revisions to Fiscal Year 2015 Internal Audit Plans
 - 2. Update of the Impact of the Focus Act on Internal Audit Functions
 - 3. Review of System-wide Internal Audit Budget
 - 4. Informational Reporting
 - a. Review of Comptroller's Office Audit Reports
 - b. Update of Corrective Actions on Performance Audit Findings
 - c. Review of Internal Audit Reports
 - 5. Review of Professional Auditing Standards
 - 6. Non-Public Executive Session

- B. Committee on Finance and Business Operations
 - 1. Consent Agenda
 - a. Approval of the Minutes from the April 12 and May 11, 2016 Special Called Meetings of the Finance and Business Operations Committee
 - b. Approval of Proposed Revisions to TBR Policy 4:01:01:20 – Debt Management
 - c. Dyersburg State Community College Request to Waive Out of State Tuition for Residents of New Madrid County in Missouri
 - 2. Approval of the Minutes from the June 7, 2016 Special Called Meeting of the Finance and Business Operations Committee Regarding Maintenance Fees and Tuition
 - 3. Consideration of Funding for Operations for the 2016 – 2017 Fiscal Year

- C. Committee on Personnel and Compensation
 - 1. Consent Agenda
 - a. Approval of President Emeritus Contracts
 - b. Tenure and Promotion Recommendations at Universities and Community Colleges
 - c. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology
 - d. Review and Approval of Faculty Promotional Increases
 - e. Recommended Revisions to TBR Policy 5:02:02:10 – Faculty Rank & Promotion at TCATs
 - 2. Review of Institutional Requests for New or Amended Compensation Plans
 - 3. Review and Approval of System Wide Compensation Strategy

- D. Committee on Academic Policies and Programs and Student Life
 - 1. MTSU Joey A. Jacobs Chair of Excellence in Accounting

- E. Committee on External Affairs
 - 1. New Policy on Firearms and Other Weapons
 - 2. New System Policy on Social Media
 - 3. New System Policy on Broadcast Emails
 - 4. Presentation on TCAT Network of Websites

- F. Committee on Workforce Development
 - 1. Proposed Program Terminations, Modifications, and New Technical Program Implementations
 - 2. Update on TCAT and Community College Articulation and Program Alignment
 - 3. Update on the Labor Education Alignment Program (LEAP) Grant Program
 - 4. AT&T Aspire Scholarship Award



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
Friday, June 24, 2016 - 9:30 a.m. (EDT)
Agenda

- I. Minutes
 - A. March 30, 2016 Regular Session Board Meeting
 - B. May 27, 2016 Special Called Session
- II. Report of Interim Action
- III. Report of the Committees
 - A. Report of the Academic Policies and Programs Committee Meeting on June 23, 2016
 - B. Report of the External Affairs Committee Meeting on June 23, 2016
 - C. Report of the Workforce Development Committee Meeting on June 23, 2016
 - D. Report of the Audit Committee Meeting on June 23, 2016
- IV. Report of the Regents Award for Excellence in Philanthropy
- V. Report of the Chancellor
- VI. Reports of Presidents and Directors
- VII. Unfinished Business
- VIII. New Business
 - A. Criteria for the Chancellor of the Tennessee Board of Regents
 - B. Criteria for the President of Jackson State Community College
 - C. Report of the Finance and Business Operations Committee Meeting on June 23, 2016, that Includes Approval of Tuition and Maintenance Fees and Approval of the Funding for Operations for the 2016 – 2017 Fiscal Year
 - D. Report of the Personnel and Compensation Committee Meeting on June 23, 2016, that Includes Faculty Promotional Increases and Approval of the System Compensation Plan Recommendations
 - E. Building Renaming from Middle Tennessee State University
 - F. Building Naming Request from Walters State Community College
 - G. Resolution of Appreciation for President Wade McCamey
 - H. Resolution of Appreciation for Faculty Regent Tricia Farwell
 - I. Resolution of Appreciation for Student Regent Nick Russell
 - J. Election of the Vice Chairman for 2016-2017



TENNESSEE BOARD OF REGENTS QUARTERLY BOARD MEETING

Northeast State Community College
 2425 Highway 75
 Blountville, Tennessee 37617

Thursday, June 23 - Friday, June 24, 2016

SCHEDULE OF EVENTS

WEDNESDAY, JUNE 22

3:00 p.m.	Hotel check-in	<u>MeadowView Conference Resort</u> 1901 Meadowview Parkway Kingsport, TN 37660
	Dinner on your own	

THURSDAY, JUNE 23

Shuttle service provided from the MeadowView hotel to the Blountville Campus between 9:00 - 11:00 am.

Directions to Blountville Campus:(20 minute drive) Take I-26 East to I-81 North to exit 63, turn right on to the Airport Hwy, then exit off to Hwy 75 before Airport entrance, then turn left, college is on the right next door to Airport.

Reserved parking is available on Blountville campus near the Wellmont Regional Center for Performing Arts (WRCPA) for those who are driving.

Transportation for Tours scheduled to leave at 10:30 a.m. from the Blountville Campus (entrance of WRCPA).

10:00 a.m.	Welcome Table	<u>Northeast State at Blountville Campus</u> Wellmont Regional Center for Performing Arts (WRCPA) 1 st Floor Lobby
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11:00 am – 12:00 pm	Campus Tour <i>“Careers in Aviation Maintenance, Motorsports, and Broadcasting”</i> Featuring a demonstration of the latest technology in unmanned aerial systems, automotive racing simulator, and tour of our TV studio.	<u>Northeast State at Blountville Campus</u> 2425 Hwy 75 Blountville, TN 37617
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11:00 am – 12:00 pm **Campus Tour** Northeast State at Johnson City Campus
“From Courtrooms to Classrooms: A Strategic Partnership for Community Revitalization”
101 East Market Street
Johnson City, TN 37601
Illustrating a facility’s renovation forming a compelling case for community college involvement in downtown revitalization.

11:00 am – 12:00 pm **Campus Tour** Northeast State at Kingsport Campus
“Providing a Qualified Workforce for the Region”
300 W. Market Street
Kingsport, TN 37660
Featuring tours of the advanced manufacturing, health-related professions, and higher education centers. Highlights will include Nao robot, Surgical and Cardiovascular Technology labs, along with Auto Body’s Virtual Painter demonstration.

12:00 - 1:00 p.m. **Buffet Lunch** Northeast State at Blountville Campus
Wellmont Regional Center for Performing Arts
(WRCPA) 2nd Floor Corridor

1:00 - 4:30 p.m. **TBR Committee Meetings** Northeast State at Blountville Campus
Wellmont Regional Center for Performing Arts
(WRCPA), 1st Floor Theatre

Following the meeting, transportation is available at 4:30 -5:30 p.m. from the WRCPA to MeadowView hotel.

Directions to MeadowView hotel: (20 minute drive)

Turn left out of college, turn right on Airport Parkway to I-81 South to I-26 West towards Kingsport, take exit 3, turn right on Meadowview Parkway, turn right into Meadowview hotel.

4:30 - 6:00 p.m. **Hotel Check-in** MeadowView Conference Resort
1901 Meadowview Parkway
Kingsport, TN 37660

5:00 – 6:00 p.m. **Reception** **Fireside Foyer (MeadowView)**

Thursday Evening Dinner & Entertainment

Transportation to the dinner leaves MeadowView at 6:15 p.m. to Eastman Lodge at Bays Mountain (5 minutes).

Directions to Eastman Lodge: Turn left out of hotel, stay straight onto Reservoir Rd., turn right onto Bays Mountain Park Rd., take the right fork and Eastman Lodge is just ahead.

6:30 - 8:30 p.m. **Casual Dinner sponsored by Jim Powell** Eastman Lodge
Entertainment: Theater Students 404 Bays Mountain Park Road
Directed by Elizabeth Sloan Kingsport, TN 37660
Entertainment Technology Students
Directed by Jeff Little
The Jeff Little Trio

Transportation to the MeadowView will be provided after dinner departing at 8:30 p.m.

Directions to MeadowView: Turn left off Bays Mountain Park Rd. onto Reservoir Rd., stay straight onto MeadowView Parkway, hotel on the right.

8:30 - 10:00 p.m. **Hospitality** Fireside Foyer (MeadowView)

FRIDAY, JUNE 24

7:00 - 8:00 a.m. **Checkout of Hotel**

Transportation from MeadowView hotel to the Blountville Campus will be provided from 7:00 – 8:00 a.m. (20 minute drive) Reserved parking is available on campus for those who drive.

7:30 - 8:45 a.m. **Breakfast at Blountville Campus
Sponsored by TCAT Elizabethton** Northeast State at Blountville Campus
Wellmont Regional Center for
Performing Arts
Corridor, 2nd Floor

8:30 a.m. **Group Photographs** Amphitheatre

9:00 - 9:30 a.m. **Welcome and Presentation
Dr. Janice Gilliam, President** Northeast State at Blountville Campus
Wellmont Regional Center for
Performing Arts
Theatre, 1st Floor

9:30 a.m. - 12:00 p.m. **TBR Board Meeting** Northeast State at Blountville Campus
Wellmont Regional Center for
Performing Arts
Theatre, 1st Floor

Boxed lunches will be available in the Wellmont Regional Center for Performing Arts Lobby immediately following the meeting.

*12:00 – 1:00 pm Transportation to Airport (General Aviation and Commercial Airlines)
Airport is next door to College (2 minute drive)*

Driving Directions to Northeast State Community College:

Follow I-40 E and I-81 N to TN-357 S/Airport Pkwy in Kingsport. Take exit 63 from I-81 N

Continue on TN-357 S/Airport Pkwy. Drive to TN-75 N
4 min (2.7 mi)

Northeast State Community College
2425 Tennessee 75, Blountville, TN 37617

Driving Directions to MeadowView Conference Resort & Convention Center:

From: Northeast State Community College
2425 Tennessee 75, Blountville, TN 37617

Get on I-81 S to Kingsport from Centenary Rd and TN-357 N/Airport Pkwy
7 min (3.6 mi)

Follow I-81 S and I-26 W/US-23 N to Meadowview Pkwy. Take exit 3 from I-26 W/US-23 N
10 min (10.9 mi)

To: MeadowView Conference Resort & Convention Center
1901 Meadowview Parkway, Kingsport, TN 37660

A Student Services Building
(Room numbers start with A)
Advanced Technologies Division - A216
Bookstore - A218
Courtyard/ Cafeteria
Student Life- A212

B Powers Math-Science Building
(Room numbers start with B)
Science Division- B108

C General Studies Building
(Room numbers start with C)
Advising Resource Center - C2407
Campus Pollee- C2401
Career Services - C2418
Center for Students with Disabilities- C1102
Counseling and Testing- C2101
Financial Aid - C2406
Financial Aid Help Center- C2402
Health Clinic- C2113
Scholarship Programs and Student Needs - C2107
Student Development- C2110
Testing Center- C2106
TRIO Student Support Services- C110

D Performing Arts Center (WRCPA)
TBR Board Meeting

F Faculty Office Building
(Room numbers start with F)
Business Technologies Division - F211
College Access Programs - F218
Evening and Distance Education - F210
Mathematics Division- F234

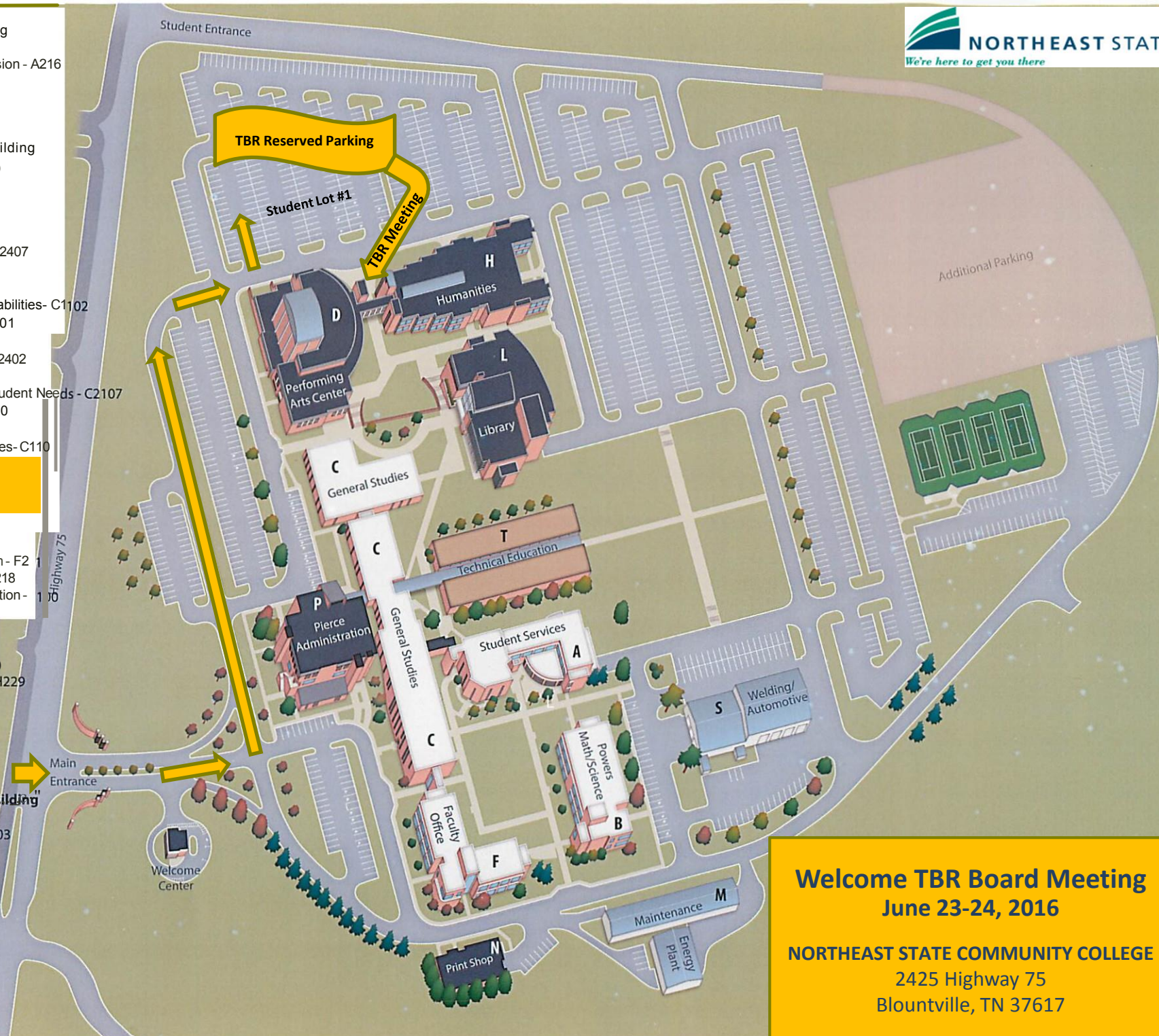
H Humanities
(Room numbers start with H)
Behavioral/ Social Sciences H229
Humanities Division- H129

L Library
(Room numbers start with L)
The Learning Center- L103

P Pierce Administration Building
(Room numbers start with P)
Admissions and Records P203
Business Office- P203A
Computer Services- P216
Enrollment Services
& Campus Information- P201

S Welding/Automotive
(Room numbers start with S)

T Technical Education
(Room numbers start with T)



Welcome TBR Board Meeting
June 23-24, 2016

NORTHEAST STATE COMMUNITY COLLEGE
2425 Highway 75
Blountville, TN 37617



TENNESSEE BOARD OF REGENTS
Quarterly Board Meeting
June 23 - 24, 2016

EXECUTIVE SUMMARY

Thursday, June 23, 2016

A. COMMITTEE ON AUDIT

1. Consent Agenda

- a. Review of Revised Internal Audit Charter
- b. Review of Revisions to Fiscal Year 2015 Internal Audit Plans

2. Update of the Impact of the FOCUS Act to Internal Audit Functions

3. Review of System-wide Internal Audit Budget

4. Informational Reporting

- a. Review of Comptroller's Office Audit Reports
- b. Update of Corrective Actions on Performance Audit Findings
- c. Review of Internal Audit Reports

5. Review of Professional Auditing Standards

6. Non-Public Executive Session

B. COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

1. Consent Agenda (Vice Chancellor Dale Sims)

a. Approval of the Minutes from the April 12 and May 11, 2016 Special Called Meetings of the Finance and Business Operations Committee

The Committee will consider approval of the minutes from the April 12 and May 11, 2016 special called meetings of the Finance and Business Operations Committee.

b. Recommended Revisions to Policy 4:0:01:20 – Debt Management (Vice Chancellor Dale Sims)

The Committee will consider for approval recommended revisions to Policy 4:01:01:20 – Debt Management. The recommended revisions to this policy are made to be in compliance with the recently updated debt policy from TSSBA.

c. Dyersburg State Community College Request to Waive Out of State Tuition for Residents of New Madrid County in Missouri

Executive Summary – June 2016 Quarterly Meeting

The Committee will consider for approval the request by Dyersburg State Community College to waive out of state tuition for residents of New Madrid County in Missouri

2. Approval of the Minutes from the June 7, 2016 Special Called Meeting of the Finance and Business Operations Committee Regarding Maintenance Fees and Tuition (Vice Chancellor Dale Sims)

The Committee will consider approval of the minutes from the June 7, 2016 special called meeting of the Finance and Business Operations Committee regarding maintenance fees and tuition.

3. Consideration of Funding for Operations for the 2016-2017 Fiscal Year (Vice Chancellor Dale Sims)

The Committee will consider approval of funding for operations for the 2016-2017 fiscal year consisting of state appropriations for operating and capital funding.

C. COMMITTEE ON PERSONNEL AND COMPENSATION

1. Consent Agenda

a. Approval of President Emeritus Contracts

In accordance with the guidelines for President Emeritus employment, forms have been completed by the Presidents certifying work performed during the 2015-16 fiscal years and the minimum number of hours performing the work. State law requires Board approval.

The certifications and new contracts for the 2016-17 fiscal years have been provided for the following individuals: Dr. Robert Bell (TTU); Dr. Jack Campbell (WSCC); Dr. Allen Edwards (PSCC); Dr. Nathan Essex (SWTCC); Dr. Frank Glass (MSCC); Dr. Rebecca Hawkins (COSCC); Dr. Carl Hite (CLSCC); Dr. Sherry Hoppe (APSU); Dr. Sam Ingram (MTSU); Dr. William Locke (NESCC); Dr. Walter Nelms (JSCC); Dr. Wade Powers (NESCC/VSCC); Dr. Shirley Raines (UoM); Dr. Paul Stanton (ETSU); Dr. Charles Temple (STCC); Dr. Angelo Volpe (TTU).

b. Tenure and Promotion Recommendations at Universities and Community Colleges

Recommendations and supporting documentation for tenure and promotion were submitted by the University and Community College Presidents for all eligible faculty. TBR Staff reviewed the recommendations and submit the recommendation for approval.

A total of 159 faculty members are recommended for tenure. Of that number, 87 (54.7%) are university faculty and 72 (45.3%) are community college faculty. The number of tenure recommendations from universities increases by 14 from 2015-16; the number of recommendations from community colleges remains the same as 2015-16.

A total of 312 faculty members are recommended for promotion in 2016-17. Of that number, 172 (55.1%) are university faculty and 140 (44.9%) are community college faculty. The number of promotion recommendations from universities decreases by twenty-six (26) from 2015-16; the number of promotions from community colleges decreases by ten (10) from 2015-16.

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Specific recommendations per each institution and summary tables can be found in the Appendices.

c. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology

The Committee will be asked to act on recommendations for granting promotion and tenure to eligible faculty members. A list of the faculty being recommended for promotion and tenure is shown as Attachment A-1 and B-1 respectively.

The recommendations and supporting documents were submitted by the TCAT directors and were certified by them as having been processed through the approved institutional procedures. They have been reviewed by the Board's staff and are endorsed for favorable consideration by the Personnel Committee.

A summary of the tabulations regarding promotion and tenure recommendations for each center has been prepared by the staff. The forty (40) faculty receiving promotions represent 7.6% of the TCAT instructional staff. The one (1) faculty receiving tenure represents 0.2% of the TCAT instructional staff. Tabulation tables for promotion and tenure are shown as Attachments A-2 and B-2. Other observations of interest are listed below.

Promotions:

The forty (40) promotions are divided into these categories: twenty-seven (27) to Instructor (the second rank); eleven (11) to Senior Instructor (the third rank); and two (2) to Master Instructor (the highest rank).

Tenure:

With approval of these instructional staff, the total tenured faculty for the TCATs is 21%.

d. Review and Approval of Faculty Promotional Increases

A total of 312 faculty members are recommended for promotion at the universities and community colleges. At the TCAT's 40 faculty members are recommended for promotion. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The recommendations and supporting documents were submitted to the Board by the universities, community colleges, and Tennessee Colleges of Applied Technology and were certified by them as having been processed through the approved institutional procedures. TBR staff has verified the proposed ranks of the individuals submitted for promotion by the institutions and ensured a corresponding increase for those that were eligible was submitted, or an exception noted.

e. Recommended Revisions to TBR Policy 5:02:02:10 – Faculty Rank and Promotion at TCATs

The committee will receive proposed revisions to TBR Policy 5:02:02:10 (Faculty Rank & Promotion at TCATs) for review and approval. The changes include:

- Increasing the promotion data review from one year to a three-year average;
- Increasing the average for completion to 70% and placement to 80%;
- Adding one additional rank of Master Instructor II;

These changes strengthen the policy to ensure we have the highest quality instructional staff preparing our students to successfully enter the workforce.

Executive Summary – June 2016 Quarterly Meeting

2. Review of Institutional Requests for New or Amended Compensation Plans

(Vice Chancellor Dale Sims)

In accordance with TBR Guideline P-043 Compensation, the following institutions submitted new or revised compensation plan to the System Office for review:

Institution	Summary of Changes
<u>Austin Peay State University</u>	New compensation framework to address changes in market and peer institutions with the scope including all employees; Clerical & Support, Administrative/Professional, Executive, and Faculty.
<u>East Tennessee State University</u>	Amendment to the existing compensation plan to include minor housekeeping changes.
<u>Middle Tennessee State University</u>	Amendment to the existing compensation plan to update the list of peer institutions for Administrative/Professional, Executive and Faculty.
<u>Tennessee Tech University</u>	Amendment to the existing compensation plan to provide additional explanation and guidance, and include a component for the possibility of merit pay.
<u>Volunteer State Community College</u>	New compensation framework for all employee groups to address changes in market and the lack of availability of faculty information by academic degree.

The new or revised compensation plans were reviewed within the System Office by a committee of six (6) individuals from the following offices; Finance, Academic Affairs, Community Colleges, TN Colleges of Applied Technology, and two (2) individuals from Human Resources. The Committee reviewed the proposed plans for methodology, market data being used, equity, consistency, completeness, and clarity. After review of the proposed plans, the Committee respectively recommends Board approval of the proposed revisions or new compensation plans.

3. Review and Approval of Systemwide Compensation Strategy *(Vice Chancellor Dale Sims)*

The proposed System Compensation Strategy below incorporates feedback received from the institution administrators. It attempts to address the collective compensation issues identified by the institutions. While there wasn't funding in the state appropriations specifically designated for salary increases for higher education, the outcome funding exceeded THEC's recommendation. It is proposed that the "excess" be used to partially fund a 1.0% salary pool at each institution and give all of the institutions the flexibility to supplement that funding from local sources to provide additional salary increases or address personnel needs as follows:

1. **Compensation or Personnel Strategies.** A salary pool would be created of at least 1% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2016. The strategies are not mutually exclusive and a combination of the provided strategies may be chosen staying within the requested salary pool, without additional tuition or fee increases.

Executive Summary – June 2016 Quarterly Meeting

- A. **Compensation Plan** - Institutions would be authorized to provide salary adjustments consistent with their Board approved compensation plans.
- a. **Compensation Plan-Not Fully Funded.**
- i. Compensation Plan Level: Institutions would be authorized to use an amount equal or up to the requested Institution's salary pool to fund their compensation plan.
 - ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
 - iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), the percentage of the salary pool used for the compensation plan, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.
- b. **Compensation Plan-Fully Funded.**
- i. Market Adjustment Level: Institutions who have fully funded their compensation plans would adjust the salary ranges to address changes in market salaries, as prescribed in their compensation plan, up to or equal to the amount requested.
 - ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
 - iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.
- c. **Compensation Plan – Equity Adjustments**
- i. Equity Level: Institutions would be authorized to provide reclassifications consistent with their compensation plan up to or equal to the amount requested.
 - ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
 - iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the increase, the type of increase (i.e. salary equity, reclassification, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.
- B. **Cost of Living Adjustment (COLA).** A COLA salary pool would be created of salaries of all regular, full and part-time employees, restricted and unrestricted, on the payroll as of June 30, 2016, up to or equal to the amount requested.
- i. COLA Level: This proposal allows for a percentage or flat dollar increase
 - ii. Distribution: Each eligible employee would receive a percentage increase based on their June 30, 2016 salary. A minimum flat dollar payment could be established by the institution. The amount would be pro-rated for part-time employees.

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- iii. **Timing:** Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the COLA, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

C. **Faculty Promotions.** A salary pool would be created to address funding for faculty promotions, consistent with the institution's approved compensation plan.

- i. **Faculty Promotion Level:** This proposal envisions a percentage of the salary pool to fund faculty promotions.
- ii. **Distribution:** Each eligible faculty member would receive the amount due under the approved institution compensation plan for the promotion.
- iii. **Timing:** Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the faculty promotion, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

D. **One-Time Payment.** Institutions would be authorized to use non-recurring funds to provide one-time payments to all regular full-time and part-time employees on payroll as of June 30, 2016.

- i. **Level:** Institutions would be authorized to pay a one-time bonus not to exceed \$1000 to all regular, full and part-time employees, paid on restricted and unrestricted funds.
- ii. **Distribution:** Each full-time eligible employee would receive the same bonus amount. Part-time employees would be pro-rated.
- iii. **Timing:** Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of the one-time payment, and the requirements used to determine eligibility. It is proposed that these adjustments be acted on by the Board during its September meeting.

E. **Funding Additional Positions.** A salary pool would be created to address the creation of new positions.

- i. **Level:** Institutions would be authorized to use all or a portion of the requested salary pool to fund the creation of new positions.
- ii. **Distribution:** Positions would be funded from the requested salary pool, based on institutional needs.
- iii. **Timing:** Institutions will submit a proposal that includes, but is not limited to the title of position, anticipated salary and benefits for position, and anticipated hire date. It is proposed that these requests be acted on by the Board during its September meeting.

2. Process.

- A. Each institution shall provide a summary of the planned implementation of any the items above to April Preston no later than **August 15, 2016**.
- B. Proposed plans will include: itemized breakdown of how the salary pool was spent, as well as any local funds; the percentage and dollar amount of the salary pool used for each type of increase; payment dates, including the amount and type of increase to be given; the amount of recurring funds encumbered by the proposed increase; the percentage of the compensation plan funded by group; if applicable, which groups if any are excluded from the increase; the type of increase (i.e. salary equity, living wage, etc.); additional positions funded; as well as justifications for any increases to administrators that exceed an

Executive Summary – June 2016 Quarterly Meeting

individual employee 10% increase. This information will be provided for Board approval at the September Board meeting.

C. Institutions will be authorized to implement the proposed plans as approved by the Board.

D. COMMITTEE ON ACADEMIC POLICIES AND PROGRAMS AND STUDENT LIFE

1. Approval of MTSU Joey A. Jacobs Chair of Excellence in Accounting (Associate Vice Chancellor Greg Sedrick)

In the June 21, 2013, meeting of the Committee on Academic Policies and Procedures, held at Walters State Community College, the committee approved by voice vote the revision of the Joey A. Jacobs Chair of Excellence in Accountancy. Mr. Jacobs' generous contribution to the university positioned Middle Tennessee State University to provide a national and international presence in the field of accounting and related fields. As part of the 2016-2017 budget, Governor Haslam included \$1.5 million from general government funding to supplement the existing Jacobs Chair of Excellence funds. Once applied, these funds along with the institutional match will bring the total value of the Chair of excellence to \$5 million and assure adequate support to the future chair holder.

This request for action of the Regents will allow the Board to seek the approval of the Tennessee Higher Education Commission for the House and Senate Education Subcommittees to enact the release of funds.

E. COMMITTEE ON EXTERNAL AFFAIRS

1. New Policy on Firearms and Other Weapons (Mary Moody, General Counsel)

This proposed policy restates the existing general prohibition on weapons on our campuses and implements recent revisions to Tennessee law regarding possession of handguns on campuses by those who hold valid handgun carry permits.

Features:

- Provides a clear statement that except as otherwise provided by the law and the policy, possession of firearms or other weapons on institution property is prohibited.
- Permits full time employees who possess a valid handgun carry permit to carry a handgun on the property of the TBR institution at which they are employed, provided that they must first register with law enforcement having jurisdiction over the campus and must carry the handgun on or about their person, concealed from ordinary observation. They may not carry at certain times and places prohibited by law.
- Permits all handgun carry permit holders to transport and store a firearm or firearm ammunition in the permit holder's motor vehicle if the motor vehicle is parked legally and the firearm or ammunition is kept from ordinary observation, locked within the trunk, glove box or other securely affixed container.

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- Provides that violation of the law and/or the policy with regard to possession of a firearm or other weapon on campus will subject the employee to disciplinary action up to and including immediate termination of employment.

2. New System Office Policy on Social Media (Monica Greppin-Watts, Communications Director)

The TBR Communications Office maintains social media accounts for the Tennessee Board of Regents System, Tennessee's Community Colleges System and the Tennessee Colleges of Applied Technology System Office. Monitoring social media feeds and managing messaging relayed on System Office social media accounts is an important communications function for the System Office. As accounts are developed and managed by and for various divisions of TBR, a policy is needed to provide guidance for appropriate use.

The objectives of this policy/guideline include:

- 1) to provide guidance to ensure that social media tools are used properly,
- 2) to address potential risks, and
- 3) to ensure consistency across the Tennessee Board of Regents System Office operations.

3. New System Office Policy on Broadcast Emails (Monica Greppin-Watts, Communications Director)

The TBR System Office email network currently allows any and all System Office employees to send an email message to the entire System Office distribution list at once. Currently, no rules or written guidance exists to regulate what type of messaging can be distributed. While no employees have abused this privilege and no incidents have taken place to raise concern in the System Office, this policy/guideline is being recommended to avoid the possibility and to provide options for addressing inappropriate violations of use. It will give guidance in the use of broadcast messaging.

4. Presentation on TCAT Network of Websites (Matthew Gann, Associate Director of Web Services & Digital Strategy)

After months of planning, the TBR Communications Office began the development of a network of 26 new websites for the Tennessee Colleges of Applied Technology. The system developed allows features and managed content to be produced and pushed out to all 26 campus sites at once, supporting more consistent brand management and messaging for the system and freeing campuses to concentrate on things unique to them. The sites have been developed in-house by Matthew Gann, Associate Director of Web Services and Digital Strategy, with limited outside support for theming, content development and photography and videography. The new sites will be more useful, easier to navigate, and support the system brand while elevating the TCATS from "technology center" to "college." The cost savings by developing and maintaining these sites in-house equates to hundreds of thousands of dollars per year.

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F. COMMITTEE ON WORKFORCE DEVELOPMENT

1. Proposed Program Terminations, Modifications, and New Technical Program Implementations (Vice Chancellor James King)

Program Proposals Requiring Board Approval:

Six (6) program proposals are being presented for the Board’s review and approval. These proposals will allow the Tennessee Colleges of Applied Technology to be more responsive to the needs of students, businesses, and industries. The proposals are:

- Implementation of Marketing, Merchandising & Parts Operations Program at TCAT-Crossville to be located at the main campus. (See Implementation Proposal #1)
- Implementation of a hybrid Administrative Office Technology Program at TCAT-Morristown to be located on the campus of Sevier County. (See Implementation Proposal #2)
- Implementation of a Medical Assistant/Patient Care Technician Technology Program at TCAT-McMinnville to be located on the main campus. (See Implementation Proposal #3)
- Implementation of an adult Welding Technology program at TCAT- Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #4)
- Implementation of an adult Certified Nursing Assistant Technology program at TCAT- Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #5)
- Implementation of an adult Industrial Maintenance/Mechatronics program at TCAT- Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #6)

Academic Proposals Requiring Only Notification to Vice Chancellor:

Twenty-two (22) academic actions were submitted by TCAT institutions to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

TCAT	Summary of Proposal	Approval/ Implementation Date
Chattanooga	Program name change from Industrial Maintenance Technician program to Industrial Maintenance-Mechatronics program	Fall 2016
Chattanooga	Add two new certificate exits points to the Computer Support Technician program	Fall 2016
Chattanooga	Add six new certificate exits points to the Landscape and Turf Management program	Fall 2016
Chattanooga	Add two new certificate exits points to the	Fall 2016

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	Welding Technology program	
Crump	Establish a dual enrollment Welding Technology program with Hardin County High School	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with Hardin County High School	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with Adamsville High School	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with McNairy High School	Fall 2016
Jacksboro	Inactivate the Computer Information System program online due to low completion and placement. No current students are enrolled.	Fall 2016
Jackson	Close the PN program at the Parson site and relocate to Chester County Higher Education Center in Henderson.	September 2016
Nashville	Inactivate Welding Technology program at Wilson County. Program is transferring from TCAT- Nashville to TCAT- Hartsville; students are unaffected.	September 2016
Oneida	Reduce the Powerline Construction and Maintenance Technology program hours from 864 to 648 clock hours	January 2017
Whiteville	Establish a dual enrollment Welding Technology program at Fayette-Ware High School in Somerville, Tennessee	September 2016
Crossville	Inactivate Drafting and CAD due to low enrollment and low placement numbers. Enrolled students will complete the program.	September 2016
Statewide Automotive Technology	Statewide Automotive Technology program will move from eight exit points to three exit points with new exit titles: Students completing three of the eight areas the will be eligible to exit with a Technician Assistant Certificate . Students who complete 6 of the 8 areas will be eligible for the Technician Apprentice Certificate . Students who complete all eight areas will be eligible for the Master Technician Diploma .	September 2016
Statewide Machine Tool Technology	Reduce program hours from 1728 to 2160. Realign curriculum to better meet the needs of industry.	Fall 2016
Statewide Collision Repair Technology	Reduce program hours from 2160 to 1728 clock hours. Realign curriculum to better meet the needs of industry.	Fall 2016
Morristown	Add an Appliance Repair option to the HVAC-R program. No change in program length.	Fall 2016

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Livingston	Establish a dual enrollment Transportation and Logistics program with Upper High School.	Fall 2016
Livingston	Add two new certificates exit points to the Administrative Office program. No change in program hours.	Fall 2016
Pulaski	Expand the Industrial Maintenance program to a night offering at the main campus.	Fall 2016
Jacksboro	Inactivate the Health Unit Coordinator program due to no enrollments.	Fall 2016

2. Update on TCAT And Community College Articulation and Program Alignment

(Vice Chancellor Warren Nichols)

To improve communications, avoid unnecessary duplication, encourage collaboration, and enhance opportunities for curriculum alignment and articulation between the Tennessee Colleges of Applied Technology and Community Colleges, an additional step has been established in the proposal process. All institutions are asked to send system-wide notification when plans are being made to establish new programs, i.e., certificates or degrees, or to expand the delivery of existing programs to new locations.

3. Update on the Labor Education Alignment Program (LEAP) Grant Program

(Vice Chancellor James King and Vice Chancellor Warren Nichols)

The Vice Chancellors will provide the committee with an update on those institutions (TCAT's and Community Colleges) that have applied for the **Labor Education Alignment Program (LEAP)** grant competition. Grants of up to one million dollars (\$1,000,000) will be available to eligible entities for periods up to thirty months to facilitate development and implementation of employer-driven career pathways. A report on the **2015 LEAP** grant results for the Tennessee Colleges of Applied Technology and the Community Colleges will also be highlighted.

4. AT&T Aspire Scholarship Award (Vice Chancellor Warren Nichols)

In May of this year, the Community College Office was contacted by AT&T and invited to participate in the application process for \$65,000 in educational grant funds. If awarded, the Community Colleges will each receive an equal share of the grant funds. Vice Chancellor Nichols will give the committee an update on the status of this grant and how these funds can potentially be used to benefit our community college students.

Executive Summary – June 2016 Quarterly Meeting

Friday, June 24, 2016

I. MINUTES

A. Minutes from the March 30, 2016 Regular Session Meeting

The Board will consider approving the minutes from the March 30, 2016 regular session of the Board.

B. Minutes from the May 27, 2016 Special Called Session

The Board will consider approving the minutes from the May 27, 2016 Special Called Session where the Board approved the recommendation for the president at Walters State Community College.

II. REPORT OF INTERIM ACTION

This report serves as a record of business transacted by the Office of the Chancellor since the previous meeting of the Board. A copy of the report is enclosed in the materials.

III. REPORT OF THE COMMITTEES

The Board will consider approving the minutes of the following committee meetings:

1. Report of the Academic Policies and Programs Committee on June 23, 2016
2. Report of the External Affairs Committee Meeting on June 23, 2016
3. Report of the Workforce Development Committee Meeting on June 23, 2016
4. Report of the Audit Committee Meeting on June 23, 2016

IV. REPORT OF THE REGENTS AWARD FOR EXCELLENCE IN PHILANTHROPY

The Board will hear a report on recent presentations of the Regents Award for Excellence in Philanthropy. At Austin Peay State University on April 26, 2016 an award was presented to Mr. Wayne Ard with President Alisa White assisting with the presentation. At East Tennessee State University an award was presented to Mr. Ryan Broyles and Ms. Kelly Rhea on May 18, 2016, with President Brian Noland assisting.

IV. REPORT OF THE CHANCELLOR

V. REPORTS OF PRESIDENTS AND DIRECTORS

VI. UNFINISHED BUSINESS

VII. NEW BUSINESS

A. Criteria for the Chancellor of the Tennessee Board of Regents

The Board will consider approving the criteria for the next chancellor of the Tennessee Board of Regents.

Executive Summary – June 2016 Quarterly Meeting

B. Criteria for the President of Jackson State Community College

The Board will consider approving the criteria for the next president at Jackson State Community College.

C. Report of the Finance and Business Operations Committee Meeting on June 23, 2016 that Includes Approval of Tuition and Maintenance Fees and Approval of the Funding for Operations for the 2016 – 2017 Fiscal Year

The Board will consider approving the minutes from the Finance and Business Operations Committee meeting on June 23, 2016 that includes approval of tuition and maintenance fees, and funding for operations for 2016 – 2017 fiscal year.

D. Report of the Personnel and Compensation Committee Meeting on June 23, 2016 that Includes Faculty Promotional Increases and Approval of the System Compensation Plan Recommendations

The Board will be asked to consider approving the minutes from the Personnel and Compensation Committee meeting on June 23, 2016 that includes the Committee's response to staff's recommendation on faculty promotional increases and the system compensation plan recommendations.

E. Building Renaming Request from Middle Tennessee State University

TBR Policy 4:02:05:01, Naming Buildings and Facilities & Building Plaques, vests the prerogative and privilege of naming of buildings for individuals or groups in the Board of Regents.

In October of 2015, President McPhee created a task force to study whether a name change was necessary for Forrest Hall, which is named for Confederate Lieutenant General Nathan Bedford Forrest. The task force, comprised of faculty, alumni, students and community members, conducted several public forums and then deliberated at length on the various issues concerning the name of the building. The task force recommended to President McPhee that the name of General Forrest be removed from the building and that the building be called "The ROTC Building". President McPhee has accepted the recommendation of the task force and submitted a request to the Board for approval of the renaming.

Earlier this year, the General Assembly enacted "The Tennessee Heritage Preservation Act of 2016" that prohibits the removal of a historic name, such as General Forrest's from a public building without the permission of the Tennessee Historical Commission. If the Board approves the request to remove the Forrest name, a petition for a waiver of the Act's prohibition must be submitted to the Commission.

F. Building Naming Request from Walters State Community College

The Board will consider a request to name the Student Service Building at the main campus of Walters State Community College the "Dr. Wade B. McCamey Student Service Building" in honor of President Wade B. McCamey.

G. Resolution of Appreciation for President Wade McCamey

The Board will consider approving a resolution of appreciation for President Wade McCamey for his years of service to the Tennessee Board of Regents.

Executive Summary – June 2016 Quarterly Meeting

H. Resolution of Appreciation for Regent Tricia Farwell

The Board will consider approving a resolution of appreciation for Regent Tricia Farwell for her service as Faculty Regent to the Tennessee Board of Regents.

I. Resolution of Appreciation for Regent Nick Russell

The Board will consider approving a resolution of appreciation for Regent Nick Russell for his service as Student Regent to the Tennessee Board of Regents

J. Election of the Chairman for 2016-2017

The Board will receive nominations and elect the Vice Chairman for 2016-2017.

**MINUTES
TENNESSEE BOARD OF REGENTS
REGULAR SESSION**

March 30, 2016

The Tennessee Board of Regents met in regular session on March 30, 2016, on the Williamson County campus of Columbia State Community College, Franklin, Tennessee. Vice Chairman Emily Reynolds, presiding, called the meeting to order and thanked President Janet Smith for allowing the TBR Board to be the first guests to the new Williamson County campus. President Smith spoke about the vision for and development of the new campus. Vice Chair Reynolds recognized Dr. Ken Moore, Mayor of Franklin, Tennessee, and thanked him for his interest in higher education and for his vital role in the development of the Williamson County campus. General Counsel and Board Secretary Mary Moody then called the roll. Constituting a quorum, the following members were present:

Ms. Emily Reynolds, Vice Chairman
Dr. MaryLou Apple
Dr. Russ Deaton
Mr. Greg Duckett
Dr. Tricia Farwell
Mr. Darrell Freeman
Mr. Tom Griscom
Ms. Fran Marcum
Dr. Barbara Prescott
Mr. Howard Roddy
Mr. Nick Russell
Ms. Leigh Shockey
Mr. Parker Smith
Mr. Bob Thomas
Ms. Danni Varlan

Members not available to attend the meeting were Governor Bill Haslam and Commissioners Julius Johnson and Candice McQueen.

I. Minutes

Minutes of the December 10, 2015, regular session Board meeting and January 21, and February 18, 2016, special called sessions were provided to all Board members prior to the quarterly Board meeting. Regent Thomas moved for the approval of the minutes and Regent Varlan provided a second to the motion. The motion passed on a voice vote.

II. REPORT OF INTERIM ACTION

Vice Chairman Reynolds called upon Chancellor Gregory who presented the Report of Interim Action, reflecting business transacted by the Office of the Chancellor since the previous meeting

of the Board. Chancellor Gregory requested approval of the report. Regent Roddy moved to accept the report and Regent Duckett provided a second to the motion. The motion passed. A copy of the Report is attached to the official copy of the Minutes as Appendix A.

III. REPORT OF THE COMMITTEES

The Board then considered approval of the Minutes from the February 4 and February 25, 2016 minutes of the special called Finance and Business Operations Committee; and, the March 15, 2016 minutes of the Audit Committee. Regent Thomas moved for adoption of the minutes and a second was provided by Regent Marcum. The motion carried. A copy of the minutes from the special called meetings of the Finance and Business Operations are attached to the official copy of the Minutes as Appendix B and C. The Audit Committee minutes and background materials are attached to the official copy of the Minutes as Appendix D.

Regent Griscom recognized Blayne Clements, Assistant Director for System wide Audit, who has accepted a position at Austin Peay State University. Regent Griscom thanked Blayne for his hard work over the years while at the system office and, on behalf of the Board, wished him well in his new position.

IV. REPORT OF THE CHANCELLOR

Acting Chancellor Gregory began his report with an update on the presidential search at Walters State Community College. Regent Danni Varlan is chair of the search committee and Regents Tom Griscom and Parker Smith serve as members on the committee. The committee is planning to conduct campus interviews the week of April 18. A special called meeting of the board to receive a recommendation for the next president of Walters State will be held sometime in mid-May.

Chancellor Gregory then gave a report on the recently formed campus safety and security task force, including plans to seek additional state funding for campus security. The task force will provide the board with a full report at its quarterly meeting in September.

Chancellor Gregory then called on Vice Chancellor Denley to present a report on the co-requisite remediation pilot. The pilot examined the effectiveness of restructuring remediation in reading, writing and mathematics for incoming students. The pilot moved into a full system implementation in Fall 2015. The data taken from the pilot showed a 51.7% increase in improved mathematics, 60.8% increase in writing and 59.6% increase in ACT sub-scores. Substantial cost savings per successful student was determined in this pilot along with proven higher retention rates.

V. REPORTS OF PRESIDENTS AND DIRECTORS

Director Dwight Murphy presented the report for the Colleges of Applied Technology. His report highlighted examples of student success across the TCATs. He reported that in 2014-15 82%

students completed on time and 87.3% were placed in their field of study. He reported that 2,136 TnPromise and Reconnect students have been enrolled since July 1, 2015. Out of that number, 95% who started are still enrolled or have completed their program. Eleven TCATs have reported 100% retention rates for those students. Lastly, he reported on the National CTE Letter of Intent Signing Day held at several TCATs, where several hundred high school seniors signed letters of intent to attend the Colleges of Applied Technology this fall.

On behalf of the community colleges, President Karen Bowyer reported that they have seen a 25% increase in first time, full-time freshman due to the TnPromise and Reconnect initiatives. President Bill Seymour of Cleveland State Community College and the Presidential Ambassador for the Phi Theta Kappa Honor Society, introduced PTK students who were in the audience and recognized their achievements. The Phi Theta Kappa Honor Society is the international honor society of two-year colleges and academic programs with over 2 million members in more than 1,250 chapters. PTK students then presented Board members with PTK medallions. Regent Apple thanked the advisors for their time and effort working with the PTK students. Vice Chair Reynolds thanked them for attending the meeting and encouraged them to continue being ambassadors for the System.

President Alisa White reported for the universities, highlighting the various honors colleges, presidential leadership programs and scholarships and top performing student programs at the six universities. Out of these programs, many Goldwater scholars, Fulbright scholars, Fellows and future leaders have emerged.

Vice Chairman Reynolds thanked everyone for their informative and interesting reports.

VI. UNFINISHED BUSINESS

There was no unfinished business to bring before the Board at this time.

VII NEW BUSINESS – Consent Agenda

The following items were presented under the consent agenda:

1. Proposed Revisions to TBR Policy 4:01:03:00 – Payment of Student Fees and Enrollment
2. Proposed Revisions to TBR Policy 4:02:10:00 - Purchasing
3. Proposed Revisions to Policy 2:01:00:00 – General Education Requirements and Degree Requirements
4. Proposed Revisions to TBR Policy 2:03:00:00 – Admissions
5. Columbia State Community College Request for Waiver of Out of State Tuition for Alabama Border Counties

Regent Duckett moved for approval of the consent agenda and Regent Smith provided a second. A copy of the revisions to TBR Policy 4:01:03:00 – Payment of Student Fees and Enrollment is

attached to the official copy of the Minutes as Appendix E. A copy of the revisions to TBR Policy 4:02:10:00 - Purchasing is attached to the official copy of the Minutes as Appendix F. A copy of the revisions to TBR Policy 2:01:00:00 – General Education Requirements and Degree Requirements is attached to the official copy of the Minutes as Appendix G. A copy of the revisions to TBR Policy 2:03:00:00 – Admissions is attached to the official copy of the Minutes as Appendix H. A copy of the Columbia State Community College request for waiver of out of state tuition for Alabama border counties is attached to the official copy of the Minutes as Appendix I.

VII. NEW BUSINESS – Informational Reporting

The following agenda items were presented for informational purposes only and required no action. The first item was an overview of the Governor’s Budget Recommendations. Vice Chancellor Sims’ written report gave an overview of the Governor’s FY 2016 – 2017 higher education budget recommendations. As mentioned in the attached report, the Governor has recommended additional total funding of \$73.7 million for the TBR. Of this amount, \$43.4 million is recurring in nature and \$30.2 million is non-recurring. Additionally, the Governor recommended \$170.4 million in capital funding as outlined in the attached report. Materials presented in this report are attached to the official copy of the Minutes as Appendix J.

Next, Ms. Ginger Hausser gave an update on legislation affecting higher education. Proposed legislation included in her report is shown below:

- SB 2569/HB 2578 (Norris/Williams) Focus on Colleges & Universities Act
- SB 513/HB 458 (Gresham/Goins) Student Immunizations
- SB 612/HB 675 (Gardenhire/White, M.) In-State Tuition for Undocumented Students
- Gun Legislation
 - SB 1991/HB 2131 (Kelsey/Rogers)
 - SB2376/HB1736 (Bell/Holt)
 - SB2493/HB2509 (Bailey/Holt)
 - SB1483/HB1748 (Green/Matheny)
- Tuition Discounts and Fee Waivers
 - SB1721/HB1675 (Gardenhire/Gravitt)
 - SB514/HB710 (Gardenhire, White, M.)
 - SB1720/HB1676 (Gardenhire/Gravitt)
 - SB1591/HB2396 (Gresham/Littleton)
 - SB1680/HB1727 (Tracy/Forgety)
 - SB1709/HB1510 (Gresham/Rogers)
 - SB2130/HB2341 (Bailey/Calfee)
 - SB1666/HB1741 (Tracy/Moody)
- Tuition Freeze
 - SB2306/HB2039 (Gresham/Daniel)
 - SB2507/HB2432 (Gresham/Smith)
- Veterans Bills
 - SB1431/HB1407 (Gardenhire/McCormick)

- SB2181/HB2380 (Green/Holt)
- Scholarship Changes
 - SB1695/HB1665 (Bell/Lamberth)
 - SB1708/HB1506 (Gresham/Rogers)
 - SB1831/HB2426 (Southerland/Goins)
 - SB1952/HB1882 (Yager/Powers)
 - SB1654/HB1642 (Tracy/Forgety)
 - SB2301/HB2357 (Kyle/Miller)
 - SB1708/HB1506 (Gresham/Rogers)
 - SB2039/HB2505 (Harris/Turner)
 - SB1584/HB1983 (Overbey/Ramsey)
 - SB2502/HB2513 (Gresham/Moody)
 - SB2596/HB1827 (Norris/White, M.)
 - SB2168/HB2492 (Tate/Akbari)
- SB 2595/HB 2117 (Norris/McCormick) Revision to Community College Reconnect
- SB 2012/HB 2251 (Norris/McCormick) Students May Taste Alcohol in Specified Course

This report was for information purposes only and no action was required.

Ms. Hausser then made a report on institutional fundraising. Annually, institutions across the country report fundraising activities to the Council for Advancement and Support of Education in the Voluntary Support of Education report. The report presented demonstrates how Tennessee Board of Regents institutions performed in private fundraising activities. For the last three years (2013-2015) TBR universities raised, on average, over \$56 million a year ranging from \$2.5 million (TSU) to \$21 million (UofM) annually. The current value of university endowments vary from \$31 million (APSU) to \$199 million (UofM) for a total value of TBR university endowments of over \$550 million. Universities in 2015 are heavily dependent on corporations (\$14 million), alumni (\$12 million) and non-alumni individuals for donations (\$10.6 million). Annual average funds raised by universities are: APSU \$6,760,047; ETSU \$11,092,554; MTSU \$11,761,283; TSU \$2,822,317; TTU \$3,903,434; and, UofM \$24,615,029.

During the same reporting period (2013-15) community colleges' fund raising averaged \$12.6 million annually. This ranges from a little over \$166,000 (Jackson) to \$2.4 million (Dyersburg) annually. Endowments at community colleges are valued at a total of over \$71 million, ranging from \$407,272 (Nashville) to over \$11 million (Walters). Community colleges receive most of their donations from non-alumni individuals, foundations, and corporations. The total annual funds raised for community colleges for 2013-2015 is shown below:

WSCC - \$1,063,044
VSCC - \$984,439
SWCC - \$1,291,031
RSCC - \$835,572
PSCC - \$780,935

NeSCC - \$386,734
NaSCC - \$452,688
MSCC - \$579,133
JSCC - \$166,738
DSCC - \$2,434,261
CoSCC - \$632,080
CISCC - \$451,464
ChSCC - \$950,662

Next, Vice Chairman Reynolds called on Vice Chancellor Nichols for an update on community colleges and Vice Chancellor Denley for a report on Academic Affairs initiatives. Dr. Nichols gave an update on Common Course Curriculum Alignment, the curriculum software project, consolidation of community college bookstores, the Huron Consulting Group Study, the Business Process Model project. Regent Freeman asked for further information concerning a shared payroll system and Vice Chancellor Nichols agreed to provide that information to him. Dr. Denley provided the members with a report on three initiatives being conducted in Academic Affairs. The first topic discussed was the TBR Accessibility initiative designed to help make courses more accessible for those with disabilities. This initiative has been nominated for the 2016 Dr. Jacob Bolotin Award by the National Federation for the Blind. Next, was the Beyond Financial Aid initiative sponsored by Lumina and Bill and Melinda Gates Foundation. This project was developed to determine the challenges of low income students and help meet their needs. Lastly, was a report on the Academic Mindset Summit. This is a project to see how people think of themselves as a learner. There are four primary drivers of productive persistence that effects a student's outcome; 1) whether believe they are capable of learning the material; 2) whether they feel connected to their institution and that they belong; 3) whether the coursework has value; and, 4) whether the student feels they have the skills, habits and knowhow. Data for these will be shared later with the members as it becomes available. Vice Chairman Reynolds asked that the sincere gratitude of the Board be conveyed to Lumina and to Bill and Melinda Gates for their support in higher education.

VII. NEW BUSINESS – Action Items

The first item was a presentation by Vice Chancellor King on the proposed TCAT program terminations, modifications, and new technical program implementations for the Tennessee Colleges of Applied Technology. Regent Prescott moved to accept the proposed program changes and implementations with a second provided by Regent Varlan. The motion carried. A copy of the proposed program changes and implementations are attached to the official copy of the Minutes as Appendix K.

Next, Vice Chancellor Nichols presented a new degree program from Northeast State Community College to establish a new A.A.S. in Aviation Maintenance. Regent Smith moved to approve with a second provided by Regent Freeman. The motion was approved. A copy of the report is attached to the official copy of the Minutes as Appendix L.

Vice Chancellor Denley presented a new degree program from East Tennessee State University to establish a new Master of Science in Human Services. A motion was made by Regent Freeman to approve with a second provided by Regent Roddy. The motion carried. A copy of the materials is attached to the official copy of the Minutes as Appendix M.

As the next agenda item, Vice Chancellor Denley discussed the institutional strategic plans and mission statements for the institutions. In June 2015, the Board approved the new 2015-2025 Strategic Plan. This plan created System wide metrics and System wide goals calibrated to reach the Drive to 55 targets. The included documents contain each institutions response to achieving these strategic goals. Regent Freeman moved to approve the institutional strategic plans and mission statements with Regent Marcum providing a second to the motion. The motion carried. Additionally, Vice Chancellor Denley presented an amendment to mission statements for Nashville State Community College, Volunteer State Community College and Walters State Community College. Regent Thomas moved to accept the amendment and Regent Duckett seconded the motion. The motion passed. A copy of the institutional strategic plans and mission statements are included in the March 30, 2016 board materials.

Approval of the March 15, 2016 minutes of the special called meeting of the Finance and Business Operations Committee was then presented by Regent Duckett. Those minutes included a recommendation on mandatory and incidental fee requests and approval of the disclosure amendment to the 2016 – 2017 capital budget request. Regent Duckett moved to adopt the minutes as presented and Regent Freeman seconded the motion. A roll call vote was taken and the motion passed unanimously. A copy of the minutes with background materials is attached to the official copy of the Minutes as Appendix N. Regent Griscom thanked Vice Chancellor Sims and staff for allowing Board members to be engaged in extensive discussions regarding fees and other costs.

Next, Vice Chair Reynolds called on Regent Roddy for the minutes of the March 15, 2016 special called meeting of the Personnel and Compensation Committee that included a recommendation on the executive incentive performance plan and an out-of-cycle promotion for a Nashville State Community College faculty member. A motion was made by Regent Roddy to approve the report as presented. Regent Thomas seconded the motion and the motion was approved. A copy of the minutes and background materials are attached to the official copy of the Minutes as Appendix O.

As the next agenda item, Chancellor Gregory presented a request from Austin Peay State University to name the Governors Stadium the “Fortera Stadium – Home of the Governors.” This will be a twenty-five (25) year sponsorship with Fortera Credit Union, formerly known as Fort Campbell Credit Union. The credit union has served the Clarksville, Fort Campbell, Oak Grove and Hopkinsville communities since 1954. A motion was made by Regent Roddy to approve the name change and Regent Thomas seconded the motion. The motion carried. President White provided further comments regarding the partnership with Fortera and their involvement with APSU.

Next, Chancellor Gregory presented a request to name the arts and humanities building at Columbia State’s Williamson County campus in honor of Representative Charles M. Sargent, who

was very instrumental in the development of the new campus. His personal financial commitment, along with dedication and persistence, facilitated the expansion of higher education opportunities in this particular county and surrounding counties. A motion was made by Regent Duckett to approve the naming request with a second provided by Regent Marcum. The motion passed unanimously. President Smith addressed the Board and thanked them for honoring such an outstanding statesman. She further expressed her deep appreciation for Representative Sargent's interest in Columbia State and in higher education.

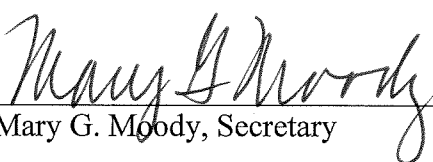
In closing, Vice Chairman Reynolds thanked President Smith and her staff for assisting with the meeting and wished them much success in the new campus. She thanked the Phi Theta Kappa students and advisors for attending the meeting. Congratulations were extended to Commissioner Julius Johnson for his years of service on the Board of Regents since 2011 as Commissioner of Agriculture. The next meeting will be on June 23 – 24, 2016 at Northeast State Community College.

Chancellor Gregory acknowledged Keith Robinson and Carl Manka from the Office of Facilities, who have announced their plans to retire. He personally thanked them for their friendship, loyalty and dedication over the years that he has worked with them. Jointly, they have 79 years of service to the State of Tennessee. Best wishes were extended to Mr. Robinson and Mr. Manka on behalf of the Board.

ADJOURNMENT OF THE MEETING

There being no further business to come before the board, the meeting was adjourned.

Respectfully submitted,


Mary G. Moody, Secretary


David B. Gregory, Acting Chancellor

Emily J. Reynolds, Vice Chairman

MINUTES

TENNESSEE BOARD OF REGENTS

SPECIAL CALLED SESSION

May 27, 2016

The Tennessee Board of Regents met in a special called session on Friday, May 27, 2016, at 1:00 p.m. (CDT). The purpose of the special session was to receive a recommendation for the next president at Walters State Community College. Vice Chairman Reynolds welcomed everyone as she called the meeting to order. A special welcome was extended to the Honorable Jai Templeton, who was recently appointed as the Commissioner of Agriculture. Next, Vice Chairman Reynolds called on Ms. Mary Moody, General Counsel and Board Secretary, to call the roll. The following members were present:

Regent Emily Reynolds, Vice Chairman
Regent MaryLou Apple
Regent Greg Duckett
Regent Tricia Farwell
Regent Darrell Freeman
Regent Tom Griscom
Regent Barbara Prescott
Regent Howard Roddy
Regent Nick Russell
Regent Leigh Shockey
Regent J. Parker Smith
Commissioner Jai Templeton
Regent Bob Thomas
Regent Danni Varlan

A quorum was present. Governor Bill Haslam, Commissioner Candice McQueen, and Regents Russ Deaton and Fran Marcum were not available to participate. Media and other guests were on the call.

The first item on the agenda was to receive and act on the recommendation for the presidency at Walters State Community College. Vice Chairman Reynolds called on Chancellor Gregory for the recommendation. Chancellor Gregory thanked the search committee for its commitment and dedication to the search process which was managed by the executive search firm of Greenwood/Asher and Associates. Board members who served on the search committee were: Regent Danni Varlan, Chair of the search committee, Regents Tom Griscom and J. Parker Smith. Chancellor Gregory proceeded with the recommendation of Dr. Anthony (Tony) R. Miksa as the next president of Walters State Community College. Currently Dr. Miksa is the vice president of Academic Affairs at McHenry County College in Crystal Lake, Illinois. Dr. Miksa earned a doctorate of education degree in Community College Leadership from National Louis University in Chicago, a master's degree in mathematics at University of Northern Iowa, a bachelor's degree in mathematics from Mount Mercy College, and an associate degree in math from Kishwaukee Community College. He has led the Academic and Student Affairs division at McHenry since 2009, has more than 20 years of teaching, student service and leadership experience at several community colleges in Illinois. At McHenry, he has directed and encouraged the growth of new academic programs and delivery methods, increasing student access. He has supported fundraising for academic equipment, helped facilitate efforts to better prepare high school students for college study, and

restructured student success initiatives to increase student success rates and credentials awarded. Upon board approval, he will assume his new position on July 1 at a salary of \$160,000 with standard presidential allowances and State of Tennessee employee benefits.

Vice Chairman Reynolds called on Regent Varlan, who described the search process. The pool of candidates consisted of 36 applicants from all across the country. The search committee held its first meeting on February 24, 2016. On March 17, the search committee met and selected candidates for round one interviews. Eleven of the candidates were invited to meet with the committee on March 22 and 23. As a result of the interviews, five candidates were brought forward for reference checking. The committee met again on April 8 to discuss and review reference feedback on the candidates selected to move forward. The committee decided to bring in three finalists for campus interviews April 18 through April 22.

Regent Griscom provided additional words of admiration for Dr. Miksa. Regent Smith expressed his appreciation for being included on the search committee, observing that the search was robust and well done.

Regent Varlan then moved to accept Chancellor Gregory's recommendation to hire Dr. Anthony (Tony) R. Miksa as the next president of Walters State Community College. A second was provided by Regent Griscom and echoed by Regent Thomas. A roll call vote was taken and the motion passed unanimously.

Vice Chairman Reynolds congratulated Dr. Miksa on his new appointment. He was then asked to address the Board. Dr. Miksa expressed his appreciation to the Tennessee Board of Regents System and welcomed the opportunity to serve as the next president at Walters State Community College.

Chancellor Gregory thanked the staff at Greenwood Asher, Ms. Jona Coppola and Ms. Brenda Small for their dedication and work in this presidential search.

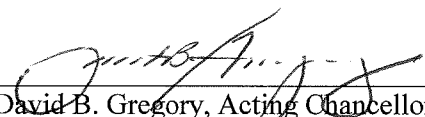
In closing, Vice Chairman Reynolds thanked everyone for their time and wished them a safe and happy Memorial Day holiday.

There was no further business to come before the Board and the meeting was adjourned.

Respectfully submitted,



Mary G. Moody, Secretary



David B. Gregory, Acting Chancellor

Emily J. Reynolds, Vice Chairman



TENNESSEE BOARD OF REGENTS

Office of the Chancellor

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TO: Members of the Tennessee Board of Regents

FROM: David B. Gregory *DBG*

DATE: June 10, 2016

SUBJECT: Interim Action Report – Second Quarter

The following constitutes a record of business transacted by the Office of the Chancellor since the previous regular quarterly meeting of the Board of Regents under the authority of Article VIII of the Bylaws, which grants to the Chancellor interim authority to act on behalf of the Board. Pending any questions, the actions are recommended for Board consideration and confirmation.

I. Personnel Actions – Tennessee Board of Regents Staff

Appointments: Mary Brown-Director of Programs-TN eCampus-Academic Affairs; effective April 18, 2016

Kathy Martin-Executive Director Nursing & Allied Health-TN eCampus-Academic Affairs; effective April 22, 2016

Kristi Sells-Business & Systems Analyst-Information Technology; Effective June 13, 2016

Kimberly Cantrell-Human Resource Technician-Business & Finance; effective June 13, 2016

Amy Watts-Vendor Management Analyst-Business & Finance; effective June 20, 2016

Reclassifications: Tammy Birchett, Chief Audit Executive-same title, moved to the Executive Compensation Plan; effective February 1, 2016.

Tammy Ray, Projects Controls Coordinator to Real Estate Operations Coordinator; effective April 1, 2016.

Chris Tingle-Assistant Vice Chancellor to Special Assistant to the Vice Chancellor of Academic Affairs; effective June 8, 2016.

Promotions: None

- Transfers: Greg Sedrick-Associate Vice Chancellor of Academic Affairs to Associate Vice Chancellor for TN eCampus; effective June 16, 2016.
- Degree Attainment: Tachaka Hollins-TCAT Office-Doctoral Degree
Eboney Pinkard – Academic Affairs – Bachelor’s Degree
- Retirement: Keith Robinson – Facilities; effective June 30, 2016
Carl Manka – Facilities; effective June 30, 2016
- Separations: Dane’ White – Human Resources; effective May 27, 2016
Patrick Wilson – TN eCampus/Academic Affairs; effective June 15, 2016
Monica Greppin-Watts – Communications; effective June 30, 2016
- Appointments: Vice President and Other Executives: Attachment A
- Salary Adjustments: Vice President and Other Executives: Attachment B

II. Acceptance of Gifts and Grants

- III. Construction Projects: State Building Commission Activities: Attachment C
Summary of Construction Contracts: Attachment D

IV. Approval of Contracts and Agreements: Attachment E

**TBR System-wide
Vice Presidents and Executive Level Increases**

Institution	Name	Position	Effective Date	Type of Increase	Increase	Salary
ChSCC	Lulu Copeland	Exec Director of Workforce Development	7/1/16	Reclassification	\$15,000	\$95,000
ChSCC	Brian Evans	Exec Director of Human Resources	7/1/16	Reclassification	\$6,000	\$96,000
ChSCC	James Barrott	VP of Technical Studies & Environmental Services/Director of TCAT	7/1/16	Title Change	N/A	\$118,642
CISCC	Alisha Fox	Interim Dir of Fiscal Services	4/1/16	Add'l Duties	\$6,565	\$65,650
MTSU	Song Cui	Asst. Prof Agribusiness/Agriscience	8/1/16	Counter Offer	\$17,371	\$77,500
UoM	Alistair Windsor	Assoc. Prof Mathematics	9/1/16	Counter Offer	\$22,167	\$90,000

**TBR System-wide
Vice Presidents and Executive Level Appointments**

Institution	Name	Position	Salary	Effective Date
ChSCC	Dana Nichols	VP Academic Affairs	\$125,000	7/1/16
CoSCC	Sean Fox	VP Student Services	\$110,000	3/1/16
JSCC	Brian Gann	VP Student Services	\$92,085	7/1/16
APSU	Derek van der Merwe	VP Advancement, Communication, & Strategic Initiatives	\$172,000	4/1/16
MTSU	Mark Byrnes	Interim Provost	\$234,488	5/8/16
NaSCC	Justin Harris	Dir Human Resources	\$75,000	6/1/16
STCC	Chris Ezell	VP Academic Affairs	\$130,000	4/4/16
STCC	Jacqueline Faulkner	VP Student Affairs	\$120,000	4/4/16
STCC	Monika Johnson	Exec Dir Equity & Compliance	\$97,296	6/16/16
VSCC	Emily Short	VP Student Services	\$102,452	4/16/16

Tennessee Board of Regents
Summary of State Building Commission Executive Subcommittee

March 21, 2016 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
MTSU SBC #166/009-01-2016	Demolition	Approved a project, budget, Scope, funding and source of funding	Campus will proceed with the demolition
UoM Transaction No. 16-03-007	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
UoM Transaction No. 16-03-006	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
UoM Transaction No. 16-03-009	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
UoM Transaction No. 16-03-010	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
UoM Transaction No. 16-03-008	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
UoM Transaction No. 16-03-005	Easement	Approved disposal by easement with waiver of advertisement and appraisals	OFD/GS to coordinate transaction
NeSCC Transaction No. 16-03-038	Lease	Approved a lease with waiver of advertisement	OFD/GS to coordinate transaction

April 25, 2016 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
APSU SBC #166/003-01-2016	Demolition	Approved a project, budget, Scope, funding and source of funding	Campus will proceed with the demolition
APSU SBC #166/003-02-2016	Demolition	Approved a project, budget, Scope, funding and source of funding	Campus will proceed with the demolition
APSU SBC #166/009-02-2016	Demolition	Approved a project, budget, Scope, funding and source of funding	Campus will proceed with the demolition
APSU Transaction No. 16-03-012	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal	OFD/GS to coordinate transaction
APSU Transaction No. 16-03-011	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal	OFD/GS to coordinate transaction

TTU Transaction No. 16-03-017	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal	OFD/GS to coordinate transaction
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June 9, 2016 SBC Executive Subcommittee Meeting

<u>Institution</u>	<u>Transaction</u>	<u>SBC ESC Action</u>	<u>Action to be Taken</u>
MSCC SBC #166/021-01-2015	Revision	Approved a revision in project budget, funding, and source(s) of funding, in order to award a contract	OFD/GS to coordinate transaction
MTSU SBC #166/009-03-2016	Demolition	Approved project, budget, scope of funding and source(s) of funding	Campus will proceed with the demolition
UoM Transaction No. 14-09-012	Disposal	Approved disposal in fee below fair market value with waiver of one appraisal	OFD/GS to coordinate transaction
APSU Transaction No. 16-04-005	Acquisition	Approved obtaining title work, appraisal, survey, and environmental assessment, and to exercise an option to acquire the required interest, not to exceed fair market value, with waiver of advertisement and one appraisal	OFD/GS to coordinate transaction

CONSTRUCTION CONTRACTS AWARDED 04/01/2016 - 06/30/2016
25 Contracts totaling \$14,174,771.78

<u>Designer</u>	<u>Contractor</u>	<u>Contract Sum</u>	<u>Awarded</u>	<u>Project Number</u>	<u>Institution/ Project Name</u>
Engineering Services Group, Inc.	Interstate Mechanical Contractors	479,200.00	04/11/2016	166/032-01-2015	PSCC Boiler and Chiller Updates
Engineering Services Group, Inc.	Lawson Electric Company, Inc.	267,145.00	04/11/2016	166/000-01-2015E4	TCAT-Chattanooga Electrical Updates
Canup Engineering, Inc.	R. L. Campbell Contracting Company, Inc.	257,659.00	04/11/2016	166/019-02-2015A	JSCC Science & Classroom Elevator Modernizations
Haltom Engineering, LLC	Metro Mechanical Contractors, Inc.	161,500.00	04/11/2016	166/007-06-2013B	UoM Rose Theatre HVAC Corrections
Fleming/Associates/Architects	Virginia Wrecking Co., Inc.	1,473,143.00	04/12/2016	166/007-13-2011D	UoM Richardson Towers Demolition
Gilbert McLaughlin Casella Architects, plc	WellSpring Builders, Inc.	1,580,729.00	04/22/2016	166/001-01-2014C	TSU Several Buildings Elevator Replacements
AEI	W & O Construction Company, Inc.	169,800.00	04/22/2016	166/011-02-2010B	TTU Foster & Pennebaker Halls Accessibility (ADA) Adaptations
Reedy & Sykes Architecture and Design	Morristown Roofing Company, Inc.	1,593,118.00	04/22/2016	166/005-03-2015	ETSU Several Buildings Roof Replacements
Gould Turner Group, P.C.	A-Z Office Resource, Inc.	742,460.13	04/26/2016	166/025-01-2012F1	VSCC Humanities Building Furniture
Gould Turner Group, P.C.	Contract Furniture Alliance, Inc.	62,508.00	04/26/2016	166/025-01-2012F2	VSCC Humanities Music & Art Equipment
Kline Swinney Associates	K-Barr Group, LLC	761,258.00	05/03/2016	166/003-04-2015	APSU Student Health & Counseling Renovations
Oliver Little Gipson Engineering, Inc.	S. M. Lawrence Company, Inc.	313,117.00	05/03/2016	166/021-06-2014	MSCC Library & Marcum Buildings Heat Recovery
Burr and Cole Consulting Engineers, Inc.	Barnes & Brower, Inc.	1,256,770.00	05/03/2016	166/007-04-2015	UoM Surface Parking Expansion
Studio Four Design, Inc.	The Daniel Company Danco Inc.	500,000.00	05/10/2016	166/032-02-2014	PSCC Student Recreation Center Interior Upgrades
Goodwyn, Mills and Cawood, Inc.	Impulse, Inc.	129,700.00	05/18/2016	166/025-02-2015	VSCC Wood Building Restroom Renovations
Barge Waggoner Sumner & Cannon, Inc.	Winesett-Hill Constructors, Inc.	656,546.00	05/20/2016	166/012-02-2015	ChSCC Parking Lot Updates
McGehee Nicholson Burke Architects, P.C.	Rose Construction, Inc.	173,130.00	05/20/2016	166/017-01-2008B	DSCC Jimmy Naifeh Tipton Co. Campus Site Signage & Lighting Improvements
Haizlip Studio, PLLC	A and B Construction Company, Inc.	160,889.00	05/20/2016	166/033-02-2013A	STCC Whitehaven Center Site Improvements
HNA Engineering, pllc	McCoy's Heating & Air, Inc.	126,000.00	05/20/2016	166/007-05-2015	UoM Lambuth Hyde Hall Boiler Replacement
Barge Waggoner Sumner & Cannon, Inc.	East Tennessee Turf and Landscape	538,500.00	05/23/2016	166/023-01-2014	WSSC Site Corrections
McGahey Associates, Architects	Barnard Roofing Company, Inc.	80,612.00	05/31/2016	166/038-02-2012	NeSCC Gray Campus Roof Replacement

HNA Engineering, pllc	Midwest Maintenance, Inc.	175,000.00	06/01/2016	166/007-08-2014	UoM Chemistry Building Repairs
Facility Systems Consultants, LLC Thomas Miller & Partners, LLC / Hastings Arch Assoc LLC	Interstate Mechanical Contractors, Inc.	688,900.00	06/02/2016	166/023-01-2015	WSSC Mechanical & Electrical Updates
	HST Interior Elements	1,300,136.65	06/02/2016	166/009-09-2006F2	MTSU Davis & Wiser-Patten Central Plant Chiller Renovations
I.C. Thomasson Associates, Inc.	Demand Mechanical LLC	526,951.00	06/03/2016	166/009-10-2015	MTSU Central Plant Chiller Replacement

Tennessee Board of Regents
 Summary of State Building Commissions Actions
 03/10/2016 thru 05/12/2016

Date	SBC Number	Institution	Project	Value	SBC Action
3/10/2016	166/003-02-2015	APSU	Kimbrough Trading Center Renovations	810,000	Approved a revision in project budget, funding, and source(s) of funding
	166/007-04-2015	UoM	Surface Parking Expansion	2,000,000	Approved a revision in project budget, funding, and source(s) of funding to fully fund the project
	166/007-01-2016	UoM	Energy Conservation	30,000	Approved a project, budget, scope, finding and source of funding and proceeding with the process to select a designer
	166/001-02-2014	TSU	New Farm Buildings	31,183	Rec'vd report C.O. # @ 3.28%
	166/001-01-2013	TSU	Various Roof Repairs/Replacements	-7,570	Rec'vd report C.O. # @ -1.13%
	166/007-01-2015	UoM	McWherter Library Maintenance	43,702	Rec'vd report C.O. # @ 20.60%
		TCAT			
	166/074-01-2013	Murfreesboro	Nissan Education & Training Facility	569,576	Rec'vd report C.O. # @ 1.76%
	166/033-01-2011	SWCC	Union Campus Mechanical Systems Update	28,604	Rec'vd report C.O. # @ 4.59%
4/18/2016					Approved the selection of three statewide commissioning agents: Smith Seckman Ried SSR-CX, Working Buildings, and TLC Engineering for Architecture
	166/000-03-2015	Statewide	Commissioning Services	150,000	Approved a revision in project budget, funding, and source of funding in order to award a contract
	166/003-04-2015	APSU	Student Health & Counseling Center Renovations	912,700	Approved a revision in project budget, funding, and sources of funding
	166/005-02-2015	ETSU	Powerhouse Boiler Replacement	3,250,000	Approved a revision in project budget, funding, and sources of funding
	166/011-07-2015	TTU	Roof Replacements	1,550,000	At TBR's request, the matter was deferred with no action required
	166/011-08-2015	TTU	Residence Hall Upgrades	6,810,000	
	166/038-02-2015	NeSCC	Regional Center for Advanced Manufacturing	3,300,000	Approved the Early Design Phase as recommended by the State Architect
	166/032-02-2014	PSCC	Student Recreation Center Upgrades	675,000	Approved a revision in project budget, funding, and source of funding in order to award a contract
	27-01-2013	RSCC	Master Plan	125,000	Approved a budget, source of funding and the selection of Tunnel-Spangler-Walsh as consultant
	166/023-01-2015	WSCC	Mechanical and Electrical Updates	800,000	Approved a revision in project budget, funding, and source of funding in order to award a contract
	166/001-02-2014	TSU	New Farm Buildings	14,449.59	Rec'vd report C.O. # @ 1.52%
	166/007-01-2014	UoM	CFA Museum HVAC Modification	15,309.82	Rec'vd report C.O. # @ 6.69%
			Union Ave & Maccon Cove Accessibility		
	166/033-03-2010	STCC	(ADA) Adaptations	16,252.07	Rec'vd report C.O. # @ 3.98%
	166/009-04-2004	MTSU	Underground Electrical Update	64,865.17	Rec'vd report C.O. # @ 9.34%
2/11/2016					Approved cancellation of project
	166/003-03-2014	APSU	Strawberry Alley Facility Renovations	1,300,000	Approved a revision in project budget, funding, and source of funding in order to award contract
	166/005-01-2013	ETSU	New Data Center	2,995,879	
	166/007-06-2013	UoM	Academic Buildings HVAC Corrections	5,639,674	Approved a revision in project budget, funding, and sources of funding

166/007-04-2012	UoM	Various Buildings HVAC Updates	4,000,000	Approved a revision in project budget, funding, and sources of funding
166/033-03-2010	SWCC	Accessibility (ADA) Adaptations	731,381	Approved a revision in project budget, funding, and sources of funding
166/007-03-2013	UoM	Master Plan	475,000	Approved Master Plan as presented
166/033-01-2013	SWCC	Master Plan	150,000	Approved Master Plan as presented

Summary by Type of Contract

Contracts Approved from March 1, 2016 to May 31, 2016

<u>Dept./Institution</u>	<u>Amendment to Existing Contract</u>	<u>Clinical Affiliation</u>	<u>Dual Services</u>	<u>Professional Services</u>	<u>Service Agreement</u>	<u>Other</u>	<u>Contract Total</u>
TBR Offices							
Academics	-	-	-	23	1	3	27
RODP	2	58	-	-	-	-	60
TBR Combined	8	-	9	4	4	7	32
Subtotal	10	58	9	27	5	10	119
Institutions							
APSU	2	-	-	-	2	-	4
ETSU	-	-	-	-	1	-	1
MTSU	3	-	-	-	-	-	3
TSU	3	-	-	-	-	-	3
TTU	2	-	-	-	3	2	7
UOM	2	-	-	-	1	4	7
ChSCC	1	-	-	-	-	-	1
CISCC	-	-	-	-	-	-	-
CoSCC	-	-	-	-	2	3	5
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	1	1	2
MSCC	-	-	-	-	-	-	-
NaSCC	-	-	-	-	-	2	2
NeSCC	-	-	-	-	-	1	1
PSCC	-	-	-	-	-	1	1
RSCC	-	-	-	-	-	1	1
STCC	-	-	-	-	-	-	-
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	-	-
TCAT Combined	2	3	1	-	-	1	7
Subtotal	15	3	1	-	10	16	45
Grand Total	25	61	10	27	15	26	164

Summary by Type of Contract

Contracts Approved from March 1, 2015 to May 31, 2015

	Amendment to Existing Contract	Clinical Affiliation	Dual Services	Professional Services	Service Agreement	Other	Contract Total
TBR Offices							
Academics	2	-	-	3	-	1	6
RODP	-	106	1	-	-	2	109
TBR Combined	2		13	10	3	9	37
Subtotal	4	106	14	13	3	12	152
Institutions							
APSU	-	-	-	-	-	1	1
ETSU	-	-	-	-	-	2	2
MTSU	-	-	1	-	1	2	4
TSU	-	-	1	-	1	-	2
TTU	-	-	-	-	-	3	3
UOM	-	-	-	2	1	4	7
ChSCC	-	-	-	-	1	-	1
CISCC	-	-	-	-	-	1	1
CoSCC	-	-	-	-	-	2	2
DSCC	-	-	-	-	-	-	-
JSCC	-	-	-	-	-	-	-
MSCC	-	-	-	-	-	-	-
NaSCC	-	-	-	-	-	-	-
NeSCC	-	-	-	-	-	-	-
PSCC	-	-	-	-	-	-	-
RSCC	-	-	-	-	-	-	-
STCC	-	-	-	-	-	2	2
VSCC	-	-	-	-	-	-	-
WSCC	-	-	-	-	-	1	1
TCAT Combined	-	1	-	1	-	3	5
Subtotal	-	1	2	3	4	21	31
Grand Total	4	107	16	16	7	33	183

Tennessee Board of Regents

Contracts Approved March 1, 2016 through May 31, 2016

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
104403	Grant Agreement	Tennessee Technological University	Academics	Grant Subcontract	\$250,000.00		1/11/2016	12/31/2016	
104961	Professional Service	Everfi, Inc.	Academics	Computer Software	\$50,000.00	yes	6/15/2015	6/14/2016	yes
105377	Service Agreement	Accessible Information Management LLC	Academics	Computer Software	\$197,670.53	yes	2/1/2016	1/31/2017	yes
105398	Cooperative Agreement	Tennessee Department of Human Services	Academics	Other	\$0.00		3/1/2016	3/1/2017	
105477	Use of Facilities	Nelson Andrews Leadership Lodge	Academics	Other	\$5,550.00		10/24/2016	10/25/2016	
105491	Professional Service	Motlow State Community College - MATH1010	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105492	Professional Service	Motlow State Community College - MATH1630	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105493	Professional Service	Nashville State Community College - ENGL1010	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105494	Professional Service	Nashville State Community College - MATH1530	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105495	Professional Service	East Tennessee State University - MUSC1030	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105496	Professional Service	Pellissippi State Community College - SU MATH	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105497	Professional Service	Northeast State Community College - SU MATH	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105498	Professional Service	Roane State Community College - MATH1530	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105501	Professional Service	Walters State Community College - PSYC2130	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105502	Professional Service	Walters State Community College - PSYC1030	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105503	Professional Service	Walters State Community College - ENGL1020	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105505	Professional Service	Vol State Community College - SOCI1010	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105506	Professional Service	Chattanooga State Community College - SU ENGL	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105507	Professional Service	Chattanooga State Community College - ENGL SAILS	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105508	Professional Service	Chattanooga State Community College - ENGL HUM	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105509	Professional Service	Chattanooga State Community College - MATH1010	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105510	Professional Service	Chattanooga State Community College - SU ENGL	Academics	Cooperative Educational Offerings	\$17,550.00		5/1/2016	1/1/2017	
105511	Professional Service	Chattanooga State Community College - SUENGL	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	
105513	Professional Service	Cleveland State Community College - ENGL1020	Academics	Cooperative Educational Offerings	\$11,700.00		5/1/2016	1/1/2017	

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
105520	Professional Service	Dyersburg State Community College -SU		Cooperative Educational Offerings					
		MATH	Academics		\$27,367.00		5/2/2016	1/1/2017	
105523	Professional Service	Linda A. Streit	Academics	External Reviewer	\$4,500.00		6/12/2016	6/17/2016	
105549	Professional Service	Dee M. Baldwin	Academics	External Reviewer	\$4,500.00		6/12/2016	6/17/2016	
102060	Amendment to Existing Agreement - Revenue	Compass Group/Chartwell Division	APSU	Other - Services	\$1,300,000.00		7/1/2011	6/30/2021	yes
102530	Amendment to Existing Agreement	GCA Education Services, Inc.	APSU	Custodial Services	\$1,061,186.00		7/1/2014	6/30/2017	yes
105391	Service Agreement	Cato's Exterminating Co., Inc.	APSU	Other - Services	\$78,600.00		3/1/2016	2/28/2021	yes
105473	Service Agreement	OmniUpdate, Inc	APSU	Other - Services	\$31,500.00	yes	4/27/2016	4/26/2021	yes
104755	Amendment to Existing Agreement	State of Minnesota, Dept. of Economic Development	COMM	Other - Services	\$0.00		4/1/2015	3/31/2017	
105526	Service Agreement	Meltwater	COMM	Other - Services	\$4,950.00		5/30/2016	5/29/2017	
105570	Service Agreement	Greenwood Asher & Associates, Inc.	COMM	Other - Services	\$650,000.00		5/23/2016	5/22/2021	yes
105435	Purchase Agreement	The University of Texas at Austin	Comm. Colleges	Other - Services	\$97,580.00		9/1/2018	8/31/2019	
105436	Purchase Agreement	The University of Texas at Austin	Comm. Colleges	Other - Services	\$169,680.00		9/1/2016	3/31/2018	
105519	Professional Service	Tennessee Technological University	Comm. Colleges	Other - Services	\$7,000.00		7/1/2015	6/30/2016	
105400	Service Agreement	GCA Services Group, Education Division	COSCC	Other - Services	\$450,000.00		2/15/2016	2/14/2017	yes
105414	Cooperative Agreement	Tennessee State University	COSCC	Cooperative Educational Offerings	\$0.00		3/1/2016	2/28/2036	
105418	Cooperative Agreement	University of North Alabama	COSCC	Cooperative Educational Offerings	\$0.00		3/21/2016	3/20/2021	
105422	Service Agreement	Murray Guard, Inc.	COSCC	Other - Services	\$125,000.00	yes	3/1/2016	2/28/2017	yes
105471	Cooperative Agreement	King University	COSCC	Cooperative Educational Offerings	\$0.00		4/15/2016	4/14/2021	
102282	Amendment to Existing Agreement - Revenue	Validis Resources, DBA Nebraska Bookstore	CSTCC	Other - Services	\$706,568.96		1/1/2012	6/30/2018	yes
105446	Service Agreement	Adobe Systems, Inc.	ETSU	Other - Services	\$206,265.00		4/1/2016	3/31/2019	
100658	Amendment to Existing Agreement	NERAC	General Council	Other	\$4,999.00		3/20/2012	3/19/2017	
105464	Service Agreement	Follett Higher Education Group	JSCC	Other - Services	\$225,000.00		7/1/2016	6/30/2018	yes
105488	Cooperative Agreement	Jackson State Community College Foundation	JSCC	Other - Services	\$0.00		7/1/2016	6/30/2017	
104134	Amendment to Existing Agreement	SunTrust Banks, Inc.	MTSU	Banking Services	\$36,453.00		7/1/2014	6/30/2019	yes
104135	Amendment to Existing Agreement	SunTrust Bank & SunTrust Merchant Services, LLC	MTSU	Banking Services	\$0.00		7/1/2014	6/30/2019	yes
104627	Amendment to Existing Agreement	Nike USA, Inc.	MTSU	Other - Goods	\$500,000.00		7/1/2015	6/30/2020	yes
105246	Banking Services	Regions Bank	NSCC	Banking Services	\$14,000.00		1/12/2016	1/11/2021	yes
105394	Banking Services	Elavon, Inc.	NSCC	Banking Services	\$13,000.00		1/12/2016	1/11/2017	
105565	Software License	Full Measure Education	NSTCC	Computer Software License	\$100,000.00		5/23/2016	5/22/2018	
101307	Clinical Affiliation	Clarksville Health Sys/GatewayMedCtrTennovaSite	Nursing/AH	Clinical Experience	\$0.00		4/15/2013	4/14/2017	
102268	Clinical Affiliation	Medical Care ,PLLC(Elizabethton,TN)	Nursing/AH	Clinical Experience	\$0.00		1/11/2012	12/10/2017	
102269	Clinical Affiliation	Grace Pediatrics(Smyrna,TN)	Nursing/AH	Clinical Experience	\$0.00		1/11/2012	12/10/2017	

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
103112	Clinical Affiliation	Brownsville Medical Clinic(Med Clinic of Alamo)	Nursing/AH	Clinical Experience	\$0.00		3/12/2013	3/31/2018	
103519	Clinical Affiliation	Cumberland Family Care	Nursing/AH	Clinical Experience	\$0.00		8/27/2013	8/26/2018	
104552	Clinical Affiliation	Tennessee Oncology	Nursing/AH	Clinical Experience	\$0.00		11/13/2014	11/12/2019	
104689	Clinical Affiliation	Chota Community Health Services	Nursing/AH	Clinical Experience	\$0.00		6/1/2015	5/31/2020	
105169	Clinical Affiliation	Today's Woman	Nursing/AH	Clinical Experience	\$0.00		9/22/2015	9/21/2020	
105266	Clinical Affiliation	Blue Ridge Surgery Center	Nursing/AH	Clinical Experience	\$0.00		10/8/2015	10/7/2018	
105366	Clinical Affiliation	Jay Michael Trussler, DO PC	Nursing/AH	Clinical Experience	\$0.00		5/13/2016	5/12/2021	
105370	Clinical Affiliation	Highpoint Family Practice (Georgia)	Nursing/AH	Clinical Experience	\$0.00		1/29/2016	1/28/2021	
105389	Clinical Affiliation	Internal Medicine Assoc (Smyrna & Murfrees)	Nursing/AH	Clinical Experience	\$0.00		2/18/2016	2/17/2021	
105392	Clinical Affiliation	Johnson Family Medicine	Nursing/AH	Clinical Experience	\$0.00		2/19/2016	2/18/2021	
105393	Clinical Affiliation	Pediatric Consultants (Steven Boring)	Nursing/AH	Clinical Experience	\$0.00		2/22/2016	2/21/2017	
105395	Clinical Affiliation	Mountain Medical Services (Kodak)	Nursing/AH	Clinical Experience	\$0.00		6/1/2016	5/31/2021	
105396	Clinical Affiliation	Internal & Pulmonary Medicine	Nursing/AH	Clinical Experience	\$0.00		5/31/2016	8/31/2016	
105397	Clinical Affiliation	Timothy Collins, MD (Etowah)	Nursing/AH	Clinical Experience	\$0.00		2/23/2016	2/22/2021	
105399	Clinical Affiliation	Allergy, Asthma & Sinus Center (Morristown)	Nursing/AH	Clinical Experience	\$0.00		2/24/2016	2/23/2021	
105402	Clinical Affiliation	Landrum Family Healthcare, LLC	Nursing/AH	Clinical Experience	\$0.00		2/26/2016	2/25/2021	
105403	Clinical Affiliation	Woodbine Pediatrics	Nursing/AH	Clinical Experience	\$0.00		2/29/2016	2/28/2021	
105404	Clinical Affiliation	Gray Family Healthcare	Nursing/AH	Clinical Experience	\$0.00		5/4/2016	5/3/2021	
105405	Clinical Affiliation	HIT NHC Dickson	Nursing/AH	Clinical Experience	\$0.00		2/29/2016	2/28/2021	
105406	Clinical Affiliation	HIT NHC Farragut	Nursing/AH	Clinical Experience	\$0.00		4/13/2016	4/12/2021	
105408	Clinical Affiliation	Valley Medical Care	Nursing/AH	Clinical Experience	\$0.00		3/3/2016	3/2/2021	
105410	Clinical Affiliation	LP Elizabethton LLCdbaPine Ridge Care RehabCtr	Nursing/AH	Clinical Experience	\$0.00		4/8/2016	4/7/2021	
105411	Clinical Affiliation	Henry County Medical Center (Multiple Sites)	Nursing/AH	Clinical Experience	\$0.00		3/9/2016	3/8/2021	
105412	Clinical Affiliation	Neighborhood Urgent Care of Jacksboro	Nursing/AH	Clinical Experience	\$0.00		3/11/2016	3/10/2021	
105413	Clinical Affiliation	Blue Ridge Community Health Services	Nursing/AH	Clinical Experience	\$0.00		3/11/2016	3/10/2021	
105416	Clinical Affiliation	Youthcare Pediatrics	Nursing/AH	Clinical Experience	\$0.00		3/14/2016	3/13/2021	
105421	Clinical Affiliation	Urgent Team (Multiple Locations)	Nursing/AH	Clinical Experience	\$0.00		3/17/2016	3/16/2021	
105427	Clinical Affiliation	Spectrum Medical	Nursing/AH	Clinical Experience	\$0.00		3/22/2016	3/21/2021	
105429	Clinical Affiliation	Gulfport Obstetrics and Gynecology	Nursing/AH	Clinical Experience	\$0.00		3/23/2016	3/22/2021	
105431	Clinical Affiliation	Cagle and Bailey Adult Health	Nursing/AH	Clinical Experience	\$0.00		3/24/2016	3/23/2021	
105432	Clinical Affiliation	Cool Spring Obstetrics and Gynecology	Nursing/AH	Clinical Experience	\$0.00		3/24/2016	3/23/2021	
105433	Clinical Affiliation	Physician's Care (Two Locations)	Nursing/AH	Clinical Experience	\$0.00		3/24/2016	3/23/2021	
105438	Clinical Affiliation	Grace Community Health Center (Gray, KY)	Nursing/AH	Clinical Experience	\$0.00		3/28/2016	3/27/2021	
105443	Clinical Affiliation	Kettering Health Network	Nursing/AH	Clinical Experience	\$0.00		4/1/2016	3/31/2021	
105445	Clinical Affiliation	Mountain Family Practice Clinic of Manchester	Nursing/AH	Clinical Experience	\$0.00		3/31/2016	3/30/2021	
105449	Clinical Affiliation	Health Wagon	Nursing/AH	Clinical Experience	\$0.00		4/4/2016	4/3/2021	
105450	Clinical Affiliation	Yorozu Health Clinic	Nursing/AH	Clinical Experience	\$0.00		4/5/2016	4/4/2021	
105453	Clinical Affiliation	Medical East of Decatur	Nursing/AH	Clinical Experience	\$0.00		4/5/2016	4/4/2021	
105454	Clinical Affiliation	PCL Express Walk-In Clinic & Primary Care	Nursing/AH	Clinical Experience	\$0.00		4/5/2016	4/4/2021	
105455	Clinical Affiliation	Ripley Medical Clinic	Nursing/AH	Clinical Experience	\$0.00		4/6/2016	4/5/2021	
105459	Clinical Affiliation	Aquinas College	Nursing/AH	Clinical Experience	\$0.00		4/11/2016	4/10/2021	

Contract ID	Contract Type	Contractor	Dept./Institution	Commodity	Yearly Amount	System-wide	Start Date	End Date	Competitive
105467	Clinical Affiliation	Metro Nashville Public Health Department	Nursing/AH	Clinical Experience	\$0.00		4/14/2016	4/13/2021	
105468	Clinical Affiliation	Innovative Women's Health Specialists	Nursing/AH	Clinical Experience	\$0.00		4/14/2016	4/13/2021	
105470	Clinical Affiliation	Family Physicians of Marion	Nursing/AH	Clinical Experience	\$0.00		4/14/2016	4/13/2021	
105487	Clinical Affiliation	REN Dermatology	Nursing/AH	Clinical Experience	\$0.00		4/22/2016	4/21/2021	
105515	Clinical Affiliation	Unity Medical Center (Manchester)	Nursing/AH	Clinical Experience	\$0.00		4/27/2016	4/26/2021	
105516	Clinical Affiliation	Michie Medical Clinic	Nursing/AH	Clinical Experience	\$0.00		4/27/2016	4/26/2021	
105517	Clinical Affiliation	Occupational Health Systems (Knoxville)	Nursing/AH	Clinical Experience	\$0.00		4/27/2016	4/26/2021	
105524	Clinical Affiliation	Mountain Region Family Medicine	Nursing/AH	Clinical Experience	\$0.00		4/28/2016	4/27/2021	
105531	Clinical Affiliation	Ageless Skin and Laser	Nursing/AH	Clinical Experience	\$0.00		5/3/2016	5/2/2021	
105532	Clinical Affiliation	Christian Family Medicine dba Family First	Nursing/AH	Clinical Experience	\$0.00		5/3/2016	5/2/2021	
105542	Clinical Affiliation	Hendersonville Ob-Gyn PLLC	Nursing/AH	Clinical Experience	\$0.00		6/30/2016	6/29/2021	
105545	Clinical Affiliation	Columbia Pediatrics	Nursing/AH	Clinical Experience	\$0.00		5/11/2016	5/10/2021	
105546	Clinical Affiliation	Dr G S Bindra, MD, PLLC	Nursing/AH	Clinical Experience	\$0.00		5/12/2016	5/11/2021	
105560	Clinical Affiliation	Allergy & Asthma Affiliates	Nursing/AH	Clinical Experience	\$0.00		5/16/2016	5/15/2021	
105257	Service Agreement	Incognito, Inc	OESI	Other - Services	\$4,000.00		9/28/2016	9/28/2016	
105451	Dual Service	Chattanooga State- MSF Martina Harris	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105452	Dual Service	TTU MSF Harry Ingle	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105457	Dual Service	APSU- Marcus Hayes	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105458	Cooperative Agreement	COSCC- DeMarcus Jackson	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105460	Dual Service	DSCC Yuketa Hall	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105461	Dual Service	ETSU Arnold Nyarambi	OESI	Memo of Understanding	\$8,000.00		4/12/2016	9/16/2016	
105462	Dual Service	MSCC Sid Hill	OESI	Marketing	\$8,000.00		4/12/2016	9/16/2016	
105482	Dual Service	TSU- Jame'l Hodges	OESI	Personnel	\$400.00		4/12/2016	9/16/2016	
105483	Dual Service	University of Memphis Alfred Hall	OESI	Personnel	\$400.00		4/12/2016	9/16/2016	
105330	Purchase Agreement	Rudd Seeley Wallis, LLC	PSTCC	Other	\$1,800,000.00		1/5/2016	7/31/2016	yes
102279	Amendment to Existing Agreement	Desire2Learn, Inc.	RODP	Computer Software	\$2,958,911.00	yes	1/1/2016	12/31/2016	
102925	Amendment to Existing Agreement	BocaVox, LLC	RODP	Computer Software License	\$420,000.00		1/1/2016	12/31/2016	yes
105086	Dual Service	MSCC - Faculty Mentors	RODP	Mentoring	\$10,364.85		8/1/2015	7/31/2016	
105407	Hotel/Lodging Agreement	Holiday Inn - Nashville Airport	RODP	Lodging and Meeting Space	\$84,500.00		3/7/2016	7/31/2016	
105441	Professional Service	D2L Ltd.	RODP	Computer Software License	\$3,241,125.00	yes	1/1/2017	12/31/2017	yes
105466	Professional Service	Thomas Tobin	RODP	Speaker	\$3,000.00		6/1/2016	6/30/2016	
105536	Professional Service	Jason Puckett	RODP	Speaker	\$3,000.00		6/1/2016	6/30/2016	
105537	License Agreement	Oxford University Press	RODP	Computer Software License	\$42,426.00		7/1/2015	6/30/2016	
105478	Service Agreement	MXN Corporation	RSCC	Other - Services	\$75,522.00	yes	5/1/2016	4/30/2021	yes
103744	Amendment to Existing Agreement	Elsevier, B.V.	TBR	Other - Services	\$2,473,271.00	yes	1/1/2014	12/31/2018	
103888	Amendment to Existing Agreement	Computer Intelligence Association	TBR	Computer Software	\$500,000.00	yes	3/28/2016	3/27/2017	yes
104170	Amendment to Existing Agreement	EBSCO Industries, Inc.	TBR	Other - Services	\$244,594.25	yes	7/1/2015	6/30/2016	yes



TENNESSEE BOARD OF REGENTS
Committee on Audit

June 23, 2016
AGENDA

- I. CONSENT AGENDA (Tammy Birchett)**
 - a. Review of Revised Internal Audit Charter**
 - b. Review of Revisions to Fiscal Year 2016 Internal Audit Plans**

- II. UPDATE OF THE IMPACT OF THE FOCUS ACT ON INTERNAL AUDIT FUNCTIONS (Chancellor David Gregory, Tammy Birchett)**

- III. REVIEW OF SYSTEM-WIDE INTERNAL AUDIT BUDGET (Tammy Birchett)**

- IV. INFORMATIONAL REPORTING (Tammy Birchett)**
 - a. Review of Comptroller's Office Audit Reports**
 - b. Update of Corrective Actions on Performance Audit Findings**
 - c. Review of Internal Audit Reports**

- V. REVIEW OF PROFESSIONAL AUDITING STANDARDS (Tammy Birchett)**

- VI. NON-PUBLIC EXECUTIVE SESSION (Tammy Birchett)**



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Audit
DATE:	June 23, 2016
AGENDA ITEM:	Review of Revised Internal Audit Charter
PRESENTER:	Tammy Birchett
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The TBR system's internal audit offices develop internal audit charters to define the audit activity's purpose, authority and responsibility, in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors (IIA). The applicable Standard states:

1000 - Purpose, Authority, and Responsibility

The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Definition of Internal Auditing, the Code of Ethics, and the Standards. The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.

An annual review of the charter template is performed by the Internal Audit Directors group for consideration of any revisions, particularly with regard to changes in internal audit standards. The charter for each audit office is signed by the campus president and internal audit director before submitting to the Audit Committee for approval.

The following charter was revised to reflect the change in the Internal Audit Director and is recommended for the committee's approval.

Austin Peay State University

Austin Peay State University

Internal Audit Charter

Introduction

Austin Peay State University is an institution of the Tennessee Board of Regents (TBR) system. The system is governed by the Board of Regents, consisting of 18 members (the Board) as determined by state law. The TBR Audit Committee is a standing committee of the Board. In accordance with the "State of Tennessee Audit Committee Act of 2005," the System-wide Chief Audit Executive reports directly to the Audit Committee and the Board and oversees the internal audit operations. Austin Peay State University employs audit staff in accordance with TBR policy.

Purpose

Internal Audit is an independent objective assurance and consulting activity designed to add value and improve Austin Peay State University management systems. Internal Audit helps Austin Peay State University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Internal Audit assists Austin Peay State University's management in the effective discharge of their duties and responsibilities by evaluating activities, recommending improvements and providing other information designed to promote effective controls.

Assurance services involve the internal auditor's objective assessment of evidence to provide an independent opinion or conclusions regarding an entity, operation, function, process, system, or other subject matter. The nature and scope of the assurance engagement are determined by the internal auditor. There are generally three parties involved in assurance services: (1) the person or group directly involved with the entity, operation, function, process, system, or other subject matter — the process owner, (2) the person or group making the assessment — the internal auditor, and (3) the person or group using the assessment — the user.

Consulting services are advisory in nature, and are generally performed at the specific request of an engagement client. The nature and scope of the consulting engagement are subject to agreement with the engagement client. Consulting services generally involve two parties: (1) the person or group offering the advice — the internal auditor, and (2) the person or group seeking and receiving the advice — the engagement client. When performing consulting services the internal auditor should maintain objectivity and not assume management responsibility.

Austin Peay State University's management has the primary responsibility for establishing and maintaining a sufficient system of internal controls.

Authority and Scope

Internal Audit's review of operations may include the examination and evaluation of the effectiveness of all aspects of institutional operations at Austin Peay State University. In the course of its work, Internal Audit has full and complete direct access to all Austin Peay State University books, electronic and manual records, physical properties, and personnel information relative to the performance of duties and responsibilities. All documents and information given to Internal Audit during their work will be handled in the same prudent manner that Austin Peay State University expects of the employees normally accountable for them.

Internal Audit has neither direct responsibility for, nor authority over, any of the activities, functions, or tasks it reviews nor shall their review relieve others of their responsibilities. The internal auditors must maintain a high degree of independence and not be assigned duties or engage in any operations or decision making in any activities that they would normally be expected to review or evaluate as part of the normal audit function.

Responsibility and Role

TBR Policy 04:01:05:00, *Internal Audit*, states the role of Internal Audit is to assist members of the organization in the effective discharge of their responsibilities. Meaningful internal auditing requires cooperation among Internal Audit, Austin Peay State University's administration, and the department under audit. In fulfilling their responsibilities, Internal Audit will:

- Comply with auditing standards established by the Institute of Internal Auditors to ensure the effectiveness and quality of the internal audit effort.
- Develop and implement audit plans and programs after consultation with the President that respond to both risk and cost effectiveness criteria.
- Review the reliability and integrity of information, and the information technology processes that produce that information.
- Verify compliance with applicable policies, guidelines, laws, and regulations.
- Suggest policies and procedures or improvements to existing policies and procedures where appropriate.
- Provide audit reports that identify internal control issues and make cost-effective recommendations to strengthen control.

- Facilitate the resolution of audit issues with administrators who have the most direct involvement and accountability.
- Review institutional operations (financial and other) on an advisory basis to inform and assist management in the successful execution of their duties.
- Assist with audits or perform certain agreed upon procedures for external parties. External parties include but are not limited to audit offices of federal and state governments and related agencies.
- Review management's risk assessment process and advise management on the reasonableness and propriety of the assessment.
- Promote and evaluate fraud prevention and identification programs and investigate allegations involving fraud, waste, and abuse.
- Demonstrate and promote appropriate ethics and values within the organization.
- Communicate activities and information among the board, internal auditors, external auditors and the administration.

Organizational Status/Reporting Structure

In accordance with T.C.A. 49-14-102 and TBR Policy 4-01-05-00, *Internal Audit*, the System-wide Chief Audit Executive reports directly to the Audit Committee and the TBR. Austin Peay State University's internal auditors report to the respective President with audit reporting responsibility to the Audit Committee and the Board through the System-wide Chief Audit Executive.

The internal auditing services provided by Internal Audit are reported directly to the President/Chancellor and the TBR Audit Committee. All audit work is summarized in timely written reports distributed to management to ensure that the results are given due consideration. In addition to management, reports or summaries are distributed to all members of the Audit Committee and to the State of Tennessee, Comptroller's Office. Management is provided a discussion draft of the audit report prior to the report being issued. Internal Audit is responsible for following up timely on audit findings to ascertain the status of management's corrective actions.


Audit Standards and Ethics

The Internal Audit function adheres to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory

guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

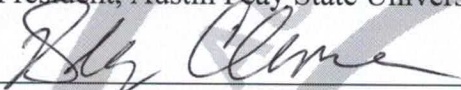
Periodic Review of Internal Audit Charter

This charter will be periodically assessed by the chief audit executive to determine whether the purpose, authority, and responsibilities defined in this charter are adequate to enable the internal auditing activity to accomplish its objectives. The results of the periodic assessment will be communicated to senior management and the Audit Committee.



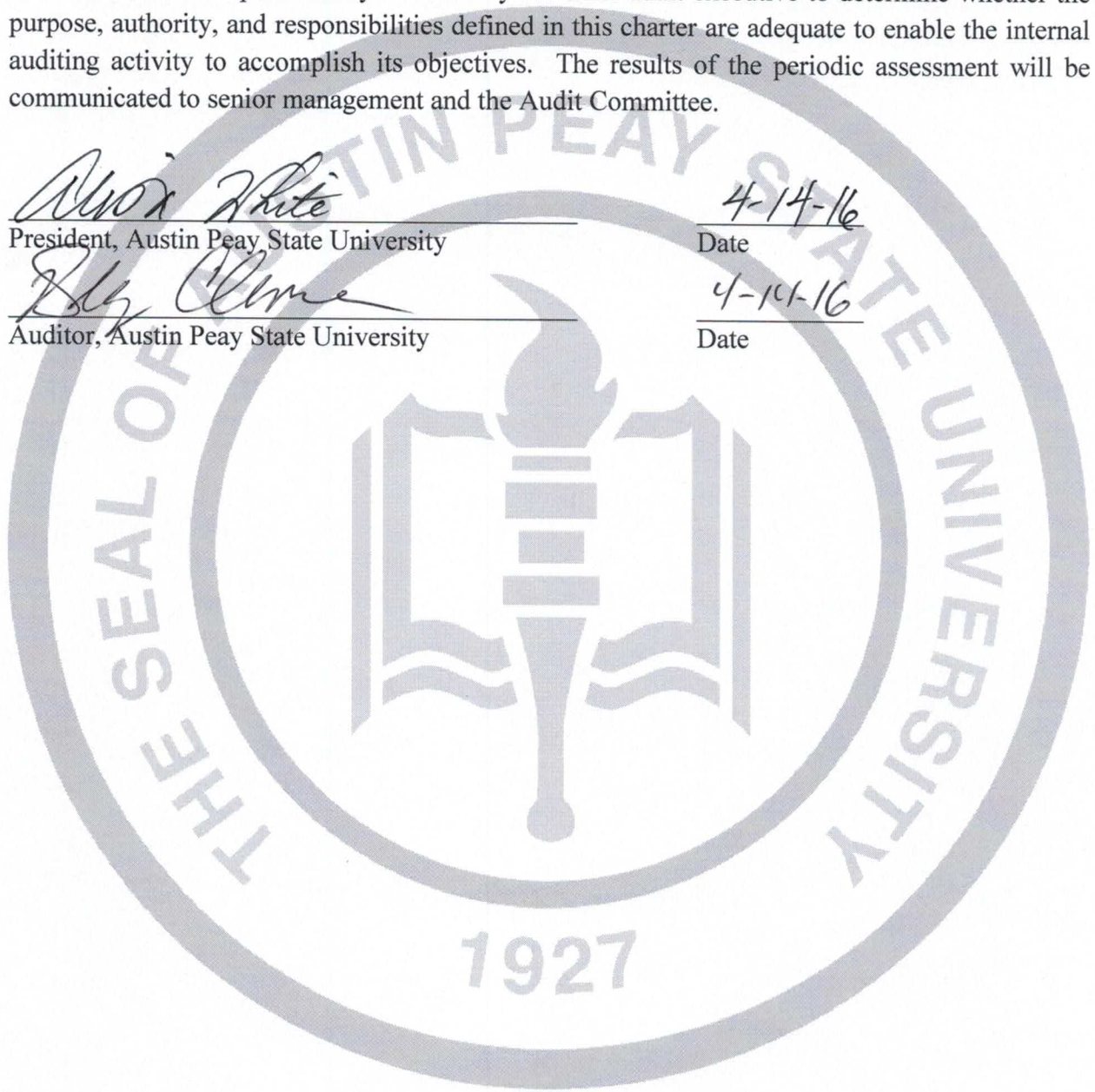
President, Austin Peay State University

4-14-16
Date



Auditor, Austin Peay State University

4-14-16
Date





TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Audit
SUBJECT:	Review of Revisions to Fiscal Year 2016 Internal Audit Plans
DATE:	June 23, 2016
PRESENTER:	Tammy Birchett
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The Office of Internal Audit at each campus and the system office prepares an annual Audit Plan at the beginning of each fiscal year. Each plan is based upon the staffing and hours available to perform audits and is prepared in conjunction with an annual risk analysis of the audit universe. The audit plans include required audits, risk-based audits, known investigations and special requests or projects. During the year, changes in audit priorities and staffing may result in alterations to the plan.

A summary of significant revisions to the plans from July 2015 through April 2016 is attached, followed by the plan for each of the audit offices listed below. A revised plan for Nashville State Community College is not included because the internal audit position is currently vacant.

Austin Peay State University
East Tennessee State University
Middle Tennessee State University
Tennessee State University
Tennessee Tech University
University of Memphis
Chattanooga State Community College
Cleveland State Community College
Columbia State Community College
Dyersburg State Community College
Jackson State Community College
Motlow State Community College
Northeast State Community College

Pellissippi State Community College
Roane State Community College
Southwest Tennessee Community College
Volunteer State Community College
Walters State Community College
Tennessee Board of Regents
System-wide Internal Audit
Information Systems
TCATs
Investigations

**Tennessee Board of Regents
Summary of Significant Revisions
Fiscal Year 2016 Audit Plans**

Overview of Significant Revisions: The revisions in the table below occurred since the original plans were created in July 2015 through April 2016. Changes in audit priorities and audit staffing over a period of time result in most revisions to audit plans. Investigations and special projects occur and sometimes replace risk-based or other planned audits. However, budgets may also be increased or decreased depending on circumstances encountered during an audit and the time needed to achieve the audit objectives. Most institutions increased the budget for the Access and Diversity audit because more time was needed to meet the audit objectives. Staff resources were below normal because of vacancies in the director position for three institutions during this period.

Institution	Significant Revisions to Audit Plans Since July 1, 2015
APSU	The Director of Internal Audit position was vacant between November 2015 and April 2016. Three investigations were added. One required audit and one follow-up audit were removed. Ten audit budgets were reduced.
ETSU	Six investigations were added. Two risk-based audits were removed.
MTSU	One investigation budget was increased.
TSU	One risk-based audit was removed from the plan because a special project required more time resources.
TTU	Fifteen investigations were added. Three risk-based audits were removed.
UOM	Eight investigations, several consultations and special projects were added.
ChSCC	Six investigations were added.
CISCC	One audit budget was increased. One risk-based audit was removed. Delays were incurred because of the need for a prolonged absence.
CoSCC	Four audit budgets were increased. Nine audits were removed.
DSCC	Three investigations were added.
JSCC	One investigation was added.
MSCC	Four investigations were added. Three risk-based audits were removed.
NaSCC	The Director of Internal Audit position has been vacant since August 2015. The plan has not been revised since that time.
PSCC	Three audit budgets were increased. One investigation was added. One risk-based audit was removed.
RSCC	Two investigations were added.
STCC	Seven investigations were added.
VSCC	One investigation was added.
WSCC	Six audit budgets were increased. Four risk-based audits were removed.
TBR Internal Audit	Four audit budgets were decreased because less time was needed than planned. One review was removed due to the position becoming vacant on April 1, 2016.
TBR System-wide Investigations	Seventeen investigations were added.

The following institutions have not had significant revisions during this fiscal year:

- Northeast State Community College
- TBR System-wide, Information Systems
- TBR System-wide, Tennessee Colleges of Applied Technology

**Austin Peay State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Current Status	
				Original	Revised	Change in Hours	Change in Percent	Actual Hours	Remaining Hours	Percentage			
Required by Conference	R	AT	OVC Special Assistance Fund	112.5	60.0	-52.5	-46.7%		57.0	3.0	5.0%	Jul 2015	Completed
Required by Statute	R	FM	MTSU President Expenses Audit FY2015	187.5	0.0	-187.5	-100.0%	Fn 1	0.0	0.0	NA	Aug 2015	Removed
Required by State Audit	R	FM	State Audit Follow up	75.0	0.0	-75.0	-100.0%	Fn 2	0.0	0.0	NA	Feb 2016	Removed
	F	FM	Risk Assessment - Financial Management	75.0	15.0	-60.0	-80.0%	Fn 1	3.0	12.0	80.0%	Apr 2016	In Progress
	O	FM	Procurement Card Review	187.5	187.5	0.0	0.0%		44.0	143.5	76.5%	Jul 2015	In Progress
	O	FM	Travel Claim Review	225.0	225.0	0.0	0.0%		96.0	129.0	57.3%	Jul 2015	In Progress
	S	FM	Access and Diversity 2016	150.0	375.0	225.0	150.0%	Fn 3	377.5	-2.5	-0.7%	Jul 2015	Completed
	S	IA	Study Abroad	187.5	187.5	0.0	0.0%		71.5	116.0	61.9%	April 2016	In Progress
	P	IS	Quality Assessment Review	75.0	75.0	0.0	0.0%		5.0	70.0	93.3%	April 2016	In Progress
	I	IS	Unscheduled Investigations	112.5	37.5	-75.0	-66.7%		0.0	37.5	100.0%	Jul 2015	Scheduled
	C	IS	General Consultation	300.0	90.0	-210.0	-70.0%	Fn 1	72.8	17.3	19.2%	Jul 2015	In Progress
	A	PP	Emergency Preparedness	187.5	0.0	-187.5	-100.0%	Fn 1	0.0	0.0	0.0%	Apr 2016	Removed
	I	AD	APSU 16-01	0.0	22.5	22.5	NA	Fn 4	21.0	1.5	6.7%	Nov 2015	Completed
	I	IA	APSU 16-02	0.0	112.5	112.5	NA	Fn 4	117.5	-5.0	-4.4%	Dec 2015	Completed
	S	AT	Comp Ticket Review	0.0	45.0	45.0	NA	Fn 5	39.0	6.0	13.3%	Nov 2015	Completed
	C	AT	Ticket Sales Review	0.0	112.5	112.5	NA	Fn 5	161.5	-49.0	-43.6%	Jan 2016	Completed
	R	RS	Risk Assessment - Research	52.5	15.0	-37.5	-71.4%	Fn 1	6.5	8.5	56.7%	Apr 2016	In Progress
	R	SS	CCTA Funding Formula	150.0	150.0	0.0	0.0%	Fn 1	85.0	65.0	43.3%	April 2016	In Progress
	M	SS	Risk Assessment - Student Services	75.0	15.0	-60.0	-80.0%	Fn 1	7.5	7.5	50.0%	Apr 2016	In Progress
	S	IA	College of Business	0.0	75.0	75.0	100.0%	Fn 5	0.0	75.0	100.0%	May 2016	Scheduled
	I	FM	APSU 16-03	0.0	37.5	37.5	100.0%	Fn 4	0.0	37.5	100.0%	May 2016	In Progress

Total Planned Audit Days: 2152.5 1837.5 -315.0 1164.8 672.8

Estimated Hours Available For Audits = 1,900.00

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

FN 1 - The Director position was vacant between 11/1/15 and 3/31/16. Therefore, some audits were removed from the plan or had budget reduced due to a lack of available resources associated with the vacancy.

FN 2- The State Audit report did not contain any findings, therefore, no follow up was needed.

FN 3 - This audit took longer to complete than originally planned because the area was more complex than anticipated.

FN 4 - This investigation was added when the allegation was received.

FN 5 - This review was requested by management.

**East Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Current Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by CPB	R	FM	WETS FM	200.0	200.3	0.2	0%		185.0	15.3	8%	Nov 2015	Completed
Required by DSA	R	FM	Cash Counts and Inventory	39.8	39.8	0.0	0%		5.5	34.3	86%	Jun 2016	In Progress
Required by Statute	R	FM	TTU President's Expenses	200.0	200.3	0.2	0%		166.0	34.3	17%	Aug 2015	Completed
Required by IIA	R	IS	IIA Quality Assurance Self Assessment	100.0	99.8	-0.2	0%		0.0	99.8	100%	Apr 2016	Scheduled
Required by Vendor	R	IT	NACHA Web Transactions Data Security	125.3	125.3	0.0	0%		0.0	125.3	100%	Apr 2016	Scheduled
Required by DSA	R	SS	CCTA Funding Formula	150.0	150.0	0.0	0%		53.0	97.0	65%	Mar 2016	In Progress
	F	AD	University Advancement	50.0	50.3	0.2	0%		20.5	29.8	59%	Feb 2016	Completed
	F	AT	INV1405	100.0	50.3	-49.7	-50%		37.5	12.8	25%	Oct 2015	Completed
	F	FM	State Audit Follow-up	20.0	0.0	-20.0	-100%	FN 5	0.0	0.0	NA	NA	Removed
	F	IT	PCI Compliance Readiness	50.0	99.8	49.7	99%		76.0	23.8	24%	Jul 2015	In Progress
	F	IT	Banner Security	25.0	99.8	74.8	299%		92.0	7.8	8%	Jul 2015	Completed
	F	PP	INV1504	25.0	24.8	-0.2	-1%		20.0	4.8	19%	Feb 2016	Completed
	F	SS	Student Health Billing Practices	150.0	75.0	-75.0	-50%		35.5	39.5	53%	Jan 2016	In Progress
	I	FM	Unscheduled Investigations	100.0	0.0	-100.0	-100%	FN 1	0.0	0.0	NA	NA	Removed
	F	IA	INV1505	50.0	50.3	0.2	0%		7.0	43.3	86%	Apr 2016	In Progress
	I	IA	INV1506	30.0	3.0	-27.0	-90%		8.5	-5.5	-183%	July 2015	Completed
	I	AT	INV1601	0.0	15.0	15.0	N/A		15.5	-0.5	-3%	Sept 2015	Completed
	I	IS	INV1603	0.0	249.8	249.8	N/A		256.5	-6.8	-3%	Sept 2015	Completed
	I	SS	INV1602	0.0	24.8	24.8	N/A		23.0	1.8	7%	Sept 2015	Completed
	I	IS	INV1604	0.0	24.8	24.8	N/A		23.5	1.3	5%	Nov 2015	In Progress
	I	SS	INV1605	0.0	50.3	50.3	N/A		33.5	16.8	33%	Dec 2015	In Progress
	I	SS	INV1606	0.0	9.8	9.8	N/A		12.0	-2.3	-23%	Jan 2016	Completed
	I	IA	INV1607	0.0	24.8	24.8	N/A		0.0	24.8	100%	May 2016	Scheduled
	I	IA	INV1608	0.0	75.0	75.0	N/A		0.0	75.0	100%	May 2016	Scheduled
	S	FM	Access and Diversity Funds	100.0	225.0	125.0	125%	FN 2	246.0	-21.0	-9%	Jul 2015	Completed
	S	IA	Medical Library	142.8	171.8	28.9	20%		187.5	-15.8	-9%	Apr 2015	Completed
	S	IA	Study Abroad	200.0	399.8	199.7	100%	FN 6	556.0	-156.3	-39%	Nov 2015	In Progress
	S	IS	Timekeeping	50.0	200.3	150.3	301%	FN 3	143.5	56.8	28%	Oct 2015	Completed
	S	IT	Third Party Servers FY 2015	37.5	37.5	0.0	0%		21.5	16.0	43%	Apr 2015	Completed
	S	IT	Third Party Servers FY 2016	150.0	37.5	-112.5	-75%		0.0	37.5	100%	Apr 2016	Scheduled
	M	FM	Management Risk Assessments	40.0	39.8	-0.2	-1%		4.5	35.3	89%	May 2016	In Progress
	C	IS	General Consulting	75.0	75.0	0.0	0%		92.5	-17.5	-23%	Jul 2015	In Progress
	C	IT	IT Consulting	75.0	150.0	75.0	100%		129.5	20.5	14%	Jul 2015	In Progress
	P	IS	Electronic Workpapers	75.0	75.0	0.0	0%		80.5	-5.5	-7%	Jul 2015	In Progress
5	A	AT	NCAA Compliance	150.0	307.5	157.5	105%		227.5	80.0	26%	Apr 2015	In Progress
5	A	FM	Contracts and Agreements	62.5	62.3	-0.2	0%		52.5	9.8	16%	Apr 2015	Completed
5	A	IT	Web Application Security	100.0	393.8	293.8	294%	FN 4	329.0	64.8	16%	Jun 2015	In Progress
5	A	IT	OT Policies and Procedures Review	40.0	207.8	167.7	419%	FN 4	246.0	-38.3	-18%	Mar 2015	In Progress
5	A	SS	Financial Aid Administration	150.0	150.0	0.0	0%		159.0	-9.0	-6%	Apr 2015	Completed
4.9	A	AT	Athletic Ticket Office	225.0	0.0	-225.0	-100%	FN 9	0.0	0.0	NA	June 2016	Removed
4.5	A	IS	Additional Earnings	225.0	0.0	-225.0	-100%	FN 9	0.0	0.0	NA	Jun 2016	Removed
4.4	A	FM	Agency Accounts	225.0	56.3	-168.8	-75%	FN 9	0.0	56.3	100%	April 2016	Scheduled
4.4	A	FM	Bursar's Office	112.5	56.3	-56.3	-50%	FN 9	50.5	5.8	10%	Jun 2016	In Progress
4.4	A	FM	Misc Course Fees	225.0	225.0	0.0	0%		145.8	79.2	35%	Mar 2016	In Progress
4.2	A	SS	Federal Work Study	168.8	0.0	-168.8	-100%	FN 8	0.0	0.0	NA	NA	Removed
3.9	A	IT	Software License Compliance	150.0	0.0	-150.0	-100%	FN 8	0.0	0.0	NA	NA	Removed
3.8	A	IT	Data Warehouse Control and Security	200.0	0.0	-200.0	-100%	FN 8	0.0	0.0	NA	NA	Removed
2.2	S	IS	TN Law Enforcement Accreditation	0.0	75.0	75.0	N/A	FN 10	0.0	75.0	100%	May 2016	Scheduled

Total Planned Audit Days: 4394.1 4687.5 293.4 3742.3 945.2

Estimate Hours Available For Audits = 4,480 (4 staff)

Functional Areas: AD - Advancement AT - Athletics AX - Auxiliary FM - Financial Management IA - Instruction & Academic Support IS - Institutional Support IT - Information Technology PP - Physical Plant RS - Research SS - Student Services	Audit Types: R - Required A - Risk-Based (Assessed) S - Special Request I - Investigation P - Project (Ongoing or Recurring) M - Management's Risk Assessment C - Consultation F - Follow-up Review	Status: Scheduled In Progress Completed Removed
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- FN 1 - Hours for Unscheduled Investigations were reassigned to INV 16-03.
 FN 2 - Multiple issues discovered and difficulty obtaining information from auditee.
 FN 3 - Budget hours was increased due to an increase in areas tested. Also, moved the start date from June 2016 to October 2015 which shifted the budgeted hours for the current fiscal year.
 FN 4 - IT Auditor underestimated the hours needed to complete this audit.
 FN 5 - Audit was removed since there were no State Audit findings.
 FN 6 - Multiple issues discovered. Two auditors were assigned to the audit to complete by the scheduled due date.
 FN 7 - PCI Compliance Scans were not performed by Internal Audit because this task was outsourced.
 FN 8 - Audit was removed from plan due to several audits requiring more time than anticipated.
 FN 9 - Changed start date which resulted in the budgeted hours spreading across both FY 2016 and FY 2017.
 FN 10 - Added at the request of Public Safety. Accreditation requires an audit of inventory (confiscated/found items)

Middle Tennessee State University
Internal Audit Plan
Fiscal Year June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budgets (Hours)				Budget to Actual			Estimated Audit Start Date	Current Status	
				Original	Revised	Change in Days	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by Conference	R	AT	Football Attendance 2015	255.0	225.0	-30.0	-12%		233.0	-8.0	-4%	Aug 2015	Completed
Required by Statute	R	FM	ETSU President Expenses FY2015	255.0	255.0	0.0	0%		270.5	-15.5	-6%	Aug 2015	Completed
Required by State Audit	R	SS	CCTA FY2016	150.0	150.0	0.0	0%		105.0	45.0	30%	Feb 2016	In Progress
	F	AT	Athletic Gifts in Kind FY2013	45.0	45.0	0.0	0%		132.0	-87.0	-193%	Sep 2015	Completed
	F	FM	State Audit FYE 6.30.2014	75.0	135.0	60.0	80%		139.5	-4.5	-3%	Jul 2015	Completed
	F	FM	State Audit FYE 6.30.2015	0.0	112.5	112.5	NA		6.0	106.5	95%	May 2016	In Progress
	F	IS	FU-Follow-up Reviews as Needed	75.0	75.0	0.0	0%		0.0	75.0	100%	Jul 2015	Scheduled
	I	IA	INV1504	60.0	60.0	0.0	0%		21.5	38.5	64%	Jul 2015	In Progress
	I	IA	INV1506	60.0	225.0	165.0	275%	Fn 1	464.5	-239.5	-106%	Jul 2015	In Progress
	I	IS	INV1502	45.0	45.0	0.0	0%		0.0	45.0	100%	Jul 2015	In Progress
	I	IS	INV1501	60.0	60.0	0.0	0%		0.0	60.0	100%	Jul 2015	Scheduled
	I	IS	Unplanned Investigations	450.0	0.0	-450.0	-100%	Fn 1	0.0	0.0	NA	Jul 2015	Scheduled
	I	PP	INV1304	60.0	60.0	0.0	0%		65.5	-5.5	-9%	Jul 2015	Completed
	I	SS	INV1402	120.0	120.0	0.0	0%		57.5	62.5	52%	Jul 2015	In Progress
	I	SS	INV1601	0.0	150.0	150.0	NA		0.0	150.0	100%	July 2015	Scheduled
	I	SS	INV1602	0.0	225.0	225.0	NA		0.0	225.0	100%	Sept 2015	Scheduled
	I	IS	INV1603	0.0	75.0	75.0	NA		106.5	-31.5	-42%	Oct 2015	Completed
	S	FM	Cash Counts FY2015	75.0	37.5	-37.5	-50%		31.0	6.5	17%	Jul 2015	Completed
	S	FM	Cash Counts FY2016	60.0	60.0	0.0	0%		0.0	60.0	100%	June 2016	Scheduled
	S	FM	Inventories FY2015	150.0	150.0	0.0	0%		151.0	-1.0	-1%	Jul 2015	Completed
	S	FM	Inventories FY2016	60.0	60.0	0.0	0%		0.0	60.0	100%	May 2016	Scheduled
	S	FM	Consulting-Assisting President Expenses FY2016	60.0	60.0	0.0	0%		60.0	0.0	0%	Jul 2015	In Progress
	S	FM	Access Diversity Funds 2013-2015	225.0	367.5	142.5	63%		365.5	2.0	1%	Aug 2015	Completed
	S	IA	Study Abroad	225.0	225.0	0.0	0%		478.5	-253.5	-113%	Sep 2015	Completed
	S	IA	Peard Dept Review, Global Studies	45.0	45.0	0.0	0%		0.0	45.0	100%	Jul 2015	Scheduled
	S	RS	Confucius Institute	120.0	120.0	0.0	0%		244.0	-124.0	-103%	Sep 2015	In Progress
	M	IS	MRA-Spring 2016	45.0	45.0	0.0	0%		0.0	45.0	100%	May 2016	Scheduled
	C	IS	Consulting-General and Research	150.0	187.5	37.5	25%	Fn 2	358.0	-170.5	-91%	Jul 2015	In Progress
	C	IS	Consulting-Purchase of Police Vehicles	0.0	75.0	75.0	NA		21.5	53.5	71%	Feb 2016	In Progress
	C	IS	MTSU-Project-FOCUS	0.0	150.0	150.0	NA		24.5	125.5	84%	Mar 2016	In Progress
	P	IS	Internal Peer Review FY2016	37.5	37.5	0.0	0%		0.0	37.5	100%	Feb 2016	Scheduled
	P	IS	Project-Electronic Work Papers	150.0	150.0	0.0	0%		130.5	19.5	13%	Jul 2015	In Progress
	A	FM	Property Management Contract Review 2013-2015	75.0	75.0	0.0	0%		77.0	-2.0	-3%	Jul 2015	In Progress
4.3	A	RS	Research Services Procedural Review	225.0	225.0	0.0	0%		0.0	225.0	100%	Mar 2016	Scheduled
4.2	A	SS	Financial Aid Procedural Review	225.0	150.0	-75.0	-33%	Fn 3	0.0	150.0	100%	Nov 2015	Scheduled
4.1	A	IS	Emergency Preparedness FY2016	225.0	150.0	-75.0	-33%	Fn 3	0.0	150.0	100%	Dec 2015	Scheduled
3.9	A	FM	Food Services Commissions FY2015	225.0	225.0	0.0	0%		0.0	225.0	100%	Jan 2016	Scheduled
3.8	A	AT	Athletic Concessions Revenue FY2015-2016	225.0	37.5	-187.5	-83%	Fn 3	0.0	37.5	100%	Apr 2016	Scheduled
3.8	A	IS	Blue Print Solutions FY2015	225.0	150.0	-75.0	-33%	Fn 3	0.0	150.0	100%	Mar 2016	Scheduled
3.7	A	PP	Space Utilization Review of Risk Controls	225.0	24.8	-200.3	-89%	Fn 3	0.0	24.8	100%	May 2016	Scheduled

Total Planned Audit Days: 4762.5 4824.8 62.3 3543.0 1281.8

Estimate Hours Available For Audits - 4815 (4 staff)

Functional Areas:	Audit Types:	Status:
AD - Advancement	R - Required	Scheduled
AT - Athletics	A - Risk-Based (Assessed)	In Progress
AX - Auxiliary	S - Special Request	Completed
FM - Financial Management	I - Investigation	Removed
IA - Instruction & Academic Support	P - Project (Ongoing or Recurring)	
IS - Institutional Support	M - Management's Risk Assessment	
IT - Information Technology	C - Consultation	
PP - Physical Plant	F - Follow-up Review	
RS - Research	O - Other	
SS - Student Services		

Fn 1 - Unplanned investigations was reduced to allocate time to new investigations and additional time to INV1506, which includes more detailed work than originally planned.

Fn 2 - The budget was originally for one review, however, work was expanded to include a second review.

Fn 3 - The budget was reduced to allocate audit time to unplanned investigations/projects and audit projects requiring more audit time.

**Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budgets (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Days	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by Conference	R	AT	NCAA Student Assistance Fund 2016	150.0	150.0	0.0	0%		149.0	1.0	1%	Aug 2015	Completed
Required by State Audit	R	SS	CCTA 2016	165.0	165.0	0.0	0%		49.5	115.5	70%	Apr 2016	In Progress
	F	FM	State Audit Follow Up	225.0	187.5	-37.5	-17%		141.0	46.5	25%	Jan 2016	Completed
	I	IS	Unplanned Investigations 2016	337.5	315.0	-22.5	-7%	Fn 1	165.0	150.0	48%	Jul 2015	In Progress
	I	FM	TSU INV 15-06	0.0	187.5	187.5	NA		100.0	87.5	NA	Jul 2015	In Progress
	S	FM	Access and Diversity 2016	150.0	150.0	0.0	0%		220.5	-70.5	-47%	Oct 2015	Completed
	S	IA	Study Abroad 2016	187.5	101.3	-86.3	-46%		196.0	-94.8	-94%	Jan 2016	In Progress
	M	IS	Management's Risk Assessment	75.0	37.5	-37.5	-50%		6.0	31.5	84%	Jan 2016	In Progress
	C	FM	General Consultation 2016	375.0	225.0	-150.0	-40%		183.0	42.0	19%	Jul 2015	In Progress
	P	IS	Quality Assurance Review 2016	37.5	37.5	0.0	0%		0.0	37.5	NA	Feb 2016	Scheduled
	P	IS	MKI	75.0	37.5	-37.5	-50%	Fn 1	110.5	-73.0	-195%	Jul 2015	In Progress
5	A	FM	Cash Counts 2016	37.5	37.5	0.0	0%		0.0	37.5	100%	Jun 2016	Scheduled
4.1	A	IS	Evidence Room 2016	187.5	0.0	-187.5	-100%	Fn 1	0.0	0.0	NA	Mar 2016	Scheduled
3.8	A	SS	Special Project	225.0	652.5	427.5	190%	Fn 1	681.0	-28.5	-4%	Sep 2015	In Progress
Total Planned Audit Days:				2227.5	2283.8	56.3			2001.5	282.3			
Estimate Hours Available For Audits = 1905 (2 staff)													
Audit Types:				Functional Areas:				Status:					
R - Required				AD - Advancement				Scheduled					
A - Risk-Based (Assessed)				AT - Athletics				In Progress					
S - Special Request				AX - Auxiliary				Completed					
I - Investigation				FM - Financial Management				Removed					
P - Project (Ongoing or Recurring)				IA - Instruction & Academic Support									
M - Management's Risk Assessment				IS - Institutional Support									
C - Consultation				IT - Information Technology									
F - Follow-up Review				PP - Physical Plant									
O - Other				RS - Research									
				SS - Student Services									
Fn 1 - Various audit budgets were reduced to reflect the increase in time needed for the Special Project review.													

**Tennessee Tech University
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audits	Current Year Budget (Hours)				Budget to Actual			Est. Audit Start Date	Status	
				Original	Revised	Change in Hours	Change Percentage	Actual	Hours	Percentage			
Required by Conference	R	AT	Student Assistance Funds 2014-15	75.0	57.8	-17.3	-23%		57.0	0.8	1%	Aug 2015	Completed
Required by State Audit	R	FM	Inventory Observations 6-30-16	0.0	105.8	105.8	NA	Fn 1	20.5	85.3	81%	Apr 2016	In Progress
Required by State Audit	R	FM	Inventory Observations 6-30-15	140.0	33.8	-106.3	-76%	Fn 1	33.5	0.3	1%	Jul 2015	Completed
Required by State Audit	R	SS	CCTA Funding Formula 2015-16	150.0	112.5	-37.5	-25%		104.0	8.5	8%	Mar 2016	Completed
	F	FM	Follow up to State Audit 2014-15	60.0	60.0	0.0	0%		30.9	29.1	49%	June 2016	In Progress
	F	IS	Internal Audits Follow-ups 2015-16	50.0	65.3	15.2	30%		49.5	15.8	24%	Jul 2015	In Progress
	I	IS	INV15-10	22.5	17.3	-5.3	-23%		17.0	0.3	1%	Sep 2015	Completed
	I	IS	Unscheduled Investigations 2015-16	200.0	48.8	-151.3	-76%	Fn 4	0.0	48.8	NA	Jul 2015	Scheduled
	I	IA	INV1601	0.0	15.8	15.8	NA		16.5	-0.8	-5%	Jul 2015	Completed
	I	IA	INV1602	0.0	12.8	12.8	NA		12.5	0.3	2%	Sep 2015	Completed
	I	IA	INV1608	0.0	23.3	23.3	NA		27.5	-4.3	-18%	Sep 2015	Completed
	I	IA	INV1609	0.0	41.3	41.3	NA		41.5	-0.3	-1%	Sep 2015	Completed
	I	FM	INV1610	0.0	60.0	60.0	NA		68.0	-8.0	-13%	Oct 2015	Completed
	I	IS	INV1603	0.0	3.0	3.0	NA		3.2	-0.2	-7%	Jul 2015	Completed
	I	IS	INV1605	0.0	18.0	18.0	NA		18.0	0.0	0%	Jul 2015	Completed
	I	IS	INV1606	0.0	123.8	123.8	NA	Fn 5	123.1	0.7	1%	Sep 2015	Completed
	I	PP	INV1604	0.0	4.5	4.5	NA		4.8	-0.3	-7%	Jul 2015	Completed
	I	PP	INV1607	0.0	33.0	33.0	NA		33.2	-0.2	-1%	Aug 2015	Completed
	I	IA	INV1611	0.0	6.0	6.0	NA		6.0	0.0	0%	Oct 2015	Completed
	I	IA	INV1612	0.0	24.0	24.0	NA		23.8	0.2	1%	Dec 2015	Completed
	I	FM	INV1613	0.0	6.0	6.0	NA		5.0	1.0	17%	Feb 2016	Completed
	I	IT	INV1614	0.0	3.8	3.8	NA		3.5	0.3	7%	April 2016	Completed
	I	SS	INV1615	0.0	6.0	6.0	NA		0.0	6.0	100%	May 2016	Scheduled
	S	FM	Access and Diversity Funds 2015-16	150.0	249.8	99.8	67%	Fn 3	226.5	23.3	9%	Aug 2015	Completed
	S	FM	Dining Charges Review 2015-16	200.0	200.3	0.2	0%		199.8	0.4	0%	Jul 2015	Completed
	S	IA	Study Abroad 2015-16	150.0	187.5	37.5	25%		187.4	0.1	0%	Feb 2016	Completed
	M	AD	Advancement Risk Assessment 2015-16	25.0	9.8	-15.2	-61%		9.5	0.3	3%	Jul 2015	In Progress
	M	AX	Auxiliaries Risk Assessment 2015-16	25.0	11.3	-13.7	-55%		10.0	1.3	11%	Jul 2015	In Progress
	M	IS	Enterprise-wide Risk Assessment 2015-16	35.0	35.3	0.2	1%		4.0	31.3	89%	Jul 2015	In Progress
	M	IA	Instruction and Academic Support Risk Assess 2015-16	35.0	29.3	-5.8	-16%		25.5	3.8	13%	Jul 2015	In Progress
	M	IT	Information Technology Risk Assessment 2015-16	25.0	24.8	-0.2	-1%		8.5	16.3	66%	Jul 2015	In Progress
	C	IS	General Consultation 2016	50.0	120.0	70.0	140%		84.0	36.0	30%	Jul 2015	In Progress
	P	RS	Sponsored Program Reviews 2015-16	200.0	150.0	-50.0	-25%		133.9	16.1	11%	Jul 2015	In Progress
	P	IS	SELF-IIA Self assessment 2015-16	100.0	99.8	-0.2	0%		9.5	90.3	90%	Apr 2016	In Progress
	P	FM	Procard Review 2015-16	350.0	705.0	355.0	101%		597.9	107.1	15%	Aug 2015	In Progress
	P	IS	Clery Act Compliance	0.0	75.0	75.0	NA		0.0	75.0	NA	May 2016	Scheduled
5	A	IS	Minors on Campus 2014-15	250.0	577.5	327.5	131%	Fn 6	547.4	30.1	5%	Jul 2015	In Progress
5	A	IT	PCI-DSS 2015	50.0	18.0	-32.0	-64%		32.0	-14.0	-78%	Jul 2015	Completed
3.7	A	AD	Advancement 2015-16	250.0	0.0	-250.0	-100%	Fn 2	0.0	0.0	NA	Feb 2016	Removed
3.6	A	FM	Receipts 2015-16	250.0	0.0	-250.0	-100%	Fn 2	0.0	0.0	NA	Mar 2016	Removed
3.4	A	FM	Travel 2015-16	300.0	0.0	-300.0	-100%	Fn 2	0.0	0.0	NA	Apr 2016	Removed

Total Planned Audit Days: 3142.6 3375.0 232.4 2774.9 600.1

Estimate Days Available For Audits = 430 (3 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

- 1 - Only one Inventory Observation audit (6-30-15) was originally scheduled, and it included hours to be spent in spring 2015-16 on the next Inventory Observation audit (6-30-16), which won't be completed until 2016-17. The 6-30-16 audit has been added in this revision and some of the 6-30-15 audit days have been reassigned
- 2 - Travel, Receipts, and Advancement were removed because the Access and Diversity audit, Minors on Campus audit, and Investigations significantly exceeded their anticipated budgeted days.
- 3 - This audit required more fieldwork than anticipated.
- 4 - Unscheduled investigations are typically reduced at each revision by the actual number of hours spent on specific investigations. However, actual and anticipated hours for investigations already completed and in progress (53.8 days) significantly exceeded the original budget (26.7 days), and 2 months remain for additional unscheduled investigations.
- 5 - The number of hours for any particular investigation is never known. This investigation was very extensive.
- 6 - This audit is very extensive. In addition to a very detailed review of the policy itself, it has consisted of contacting representatives from 130 campus units, reviewing over 160 events, and conducting between 40 and 50 interviews and documentation reviews campus-wide for compliance with the Minors on Campus policy.

**University of Memphis
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Hours	Percentage			
	R	FM	Risk Assessment-FY2016	82.5	39.8	-42.8	-52%		27.0	12.8	32%	Apr 2016	In Progress
	R	FM	Cash Counts For State Auditors	105.0	157.5	52.5	50%		137.0	20.5	13%	Jul 2015	In Progress
	R	FM	Inventory Observation-FY15 Inventory	30.0	15.0	-15.0	-50%		19.0	-4.0	-27%	Jul 2015	Completed
	R	IT	NACHA Bank Audit-FY2016	120.0	279.8	159.8	133%	FN5	279.9	-0.1	0%	Mar 2016	In Progress
	R	SS	CCTA Audit-FY2016	150.0	150.0	0.0	0%		156.0	-6.0	-4%	Apr-16	Completed
	R	FM	Inventory Observation for State Audit FY2016	127.5	49.5	-78.0	-61%		0.0	49.5	100%	Mar 2016	In Progress
	C	IS	Board Transition Taskforce	0.0	99.8	99.8	NA	FN6	69.0	30.8	31%	Jan-16	In Progress
	R	FM	Pcards	375.0	420.0	45.0	12%	FN7	384.6	35.4	8%	Jul 2015	In Progress
	F	AT	Athletics Comp Tickets-Follow-up	97.5	37.5	-60.0	-62%	FN8	4.0	33.5	89%	May 2016	Scheduled
	F	FM	Follow-up FY14 State Audit	300.0	0.0	-300.0	-100%	FN9	0.0	0.0	NA	Oct 2015	Removed
	F	FM	Study Abroad-CF from FY15	202.5	52.5	-150.0	-74%	FN1	24.0	28.5	54%	Sept 2015	Completed
	I	IS	Unscheduled Investigations-FY2016	405.0	24.8	-380.3	-94%	FN2	0.0	24.8	100%	Jul 2015	Scheduled
	I	FM	INV16001	0.0	18.0	18.0	NA		18.0	0.0	0%	Jul 2015	Completed
	I	FM	INV16002	0.0	40.5	40.5	NA		41.0	-0.5	-1%	Jul 2015	Completed
	I	FM	INV16003	0.0	11.3	11.3	NA		10.5	0.8	7%	Jul 2015	Completed
	I	FM	INV16004	0.0	6.8	6.8	NA		7.0	-0.3	-4%	Jul 2015	Completed
	I	FM	INV16005	0.0	57.0	57.0	NA		56.6	0.4	1%	Aug 2015	Completed
	I	FM	INV16006	0.0	135.0	135.0	NA		141.0	-6.0	-4%	Oct 2015	Completed
	I	IS	INV16007	0.0	165.0	165.0	NA		131.5	33.5	20%	Mar 2016	In Progress
	I	FM	INV16008	0.0	150.0	150.0	NA		0.0	150.0	100%	May 2016	In Progress
	S	IS	UOM-Key Controls UOM Policy 1567	0.0	199.5	199.5	NA		7.0	192.5	96%	Mar 2016	In Progress
	S	FM	Diversity Audit	300.0	450.0	150.0	50%	FN3	456.5	-6.5	-1%	Jul 2015	Completed
	C	AT	Courtesy Cars-FY2016	247.5	219.8	-27.8	-11%		215.0	4.8	2%	Jan-16	In Progress
	C	IS	General Consulting Management	300.0	240.0	-60.0	-20%		210.0	30.0	13%	Jul 2015	In Progress
	C	FM	Compliance - Inventory	0.0	27.8	27.8	NA		25.5	2.3	8%	Jul 2015	Completed
	C	IT	IT Consulting-FY2016	247.5	285.0	37.5	15%		269.1	15.9	6%	Jul 2015	In Progress
	C	IT	IT Security Controls	247.5	450.0	202.5	82%	FN10	448.3	1.7	0%	Jul 2015	Completed
	C	FM	Communication - Sciences School (Speech & Hearing Clinic)	0.0	150.0	150.0	NA	FN4	191.7	-41.7	-28%	Oct 2015	Completed
	C	FM	Attorney Client Project	0.0	52.5	52.5	NA	FN11	52.3	0.3	0%	Jul 2015	Completed
	C	FM	UOM-AttorneyClientProject-002-FY16	0.0	172.5	172.5	NA		176.0	-3.5	-2%	Jan 2016	Completed
	C	FM	UT QAR Team FY2016	0.0	57.0	57.0	NA		55.0	2.0	4%	Jul 2015	Completed
	P	IS	QAR Review-FY2016	82.5	82.5	0.0	0%		2.0	80.5	98%	Apr 2016	In Progress
	P	IS	UOM-School of Hospitality Foundation Funds	0.0	8.3	8.3	NA		90.5	-82.3	-997%	Mar 2016	Completed
5	A	AT	Athletics Comp Tickets-FY2016-Carryforward hours	150.0	15.0	-135.0	-90%	FN1	32.0	-117.0	-113%	Jul 2015	Completed
5	A	FM	Data Analytics	300.0	349.5	49.5	17%		288.2	61.3	18%	Jul 2015	In Progress
5	A	FM	Asset Verifications-FY2016	352.5	517.5	165.0	47%	FN12	509.7	7.8	2%	Jul 2015	In Progress
4	A	RS	Grant Compliance BigData NIH Grant-FY2016	397.5	469.5	72.0	18%		466.0	3.5	1%	Jul 2015	Completed
3.2	A	IT	Controls Sponsored Accounts-FY2016	247.5	0.0	-247.5	-100%	FN13	0.0	0.0	NA	Jan 2016	Removed
3.1	A	AT	Athletics Travel Expenses-FY2016	300.0	262.5	-37.5	-13%		172.8	89.8	34%	Feb-16	In Progress
2.4	A	AX	Bookstore Controls-FY2016	247.5	300.0	52.5	21%	FN14	329.5	-29.5	-10%	Oct 2015	In Progress

Total Planned Audit Days: 5,415 6,218 803 5,503 715

Estimate Days Available For Audits - 798 (4 staff)

Audit Types:
R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review
O - Other

Functional Areas:
AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

Status:
Scheduled
In Progress
Completed
Removed

FN1 Had a small amount of carryforward hours into FY16. Was mostly performed in FY15 so adjusted to actual hours in FY16 to free up hours in the plan for other audits and projects.

FN2 Hours reduced as investigations occur and input into MKI to account for actual investigations in FY16 as they occur.

FN3 Audit took much longer than expected and also additional hours for TIP Program at Law School.

FN4 Consulting project (cost analysis of clinic) added per special request by Management.

FN5 Scope expanded to also include PCI compliance in this area per Management request.

FN6 Request from President & Legal Counsel pursuant to pending legislation regarding FOCUS Act. IA is advisory member.

FN7 Expanded scope of pcard continuous monitoring due to bank implementing a new pcard system plus a new employee in Procurement with oversight over pcards.

FN8 Planned hours added to Comp Ticket follow-up per additional work requested by new President and Development Office.

FN9 Follow-up occurred in FY15 per required date for follow-up. Hours were budgeted in case additional follow-up was needed in FY16. No additional hours were necessary in FY16.

FN10 Scope expanded due to request from ITS. IT Security Controls.

FN11 Additional hours due to extra work related to pending discussions by Management with outside entity, Speech & Hearing Clinic.

FN12 Additional hours added due to expanded scope visiting off-campus locations. Fixed Asset Verifications.

FN13 Project canceled and will be moved to FY17 per discussion with ITS Management. Hours allocated to other IT projects on the audit plan.

FN14 Hours added to expand scope to perform additional work regarding scholarship clause in the Bookstore contract.

FN15 Adjusted to add more hours and coverage for cash and less coverage for inventory per management request.

FN16 General consulting hours reduced to allocate hours to investigations and special request projects from Management.

**Chattanooga State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percent	Actual	Remaining Hours	Percentage			
Required by State Audit	R	SS	CCTA	187.50	187.50	0.00	0%		57.5	130.0	69%	Mar 2016	In Progress
	F	IS	Follow up Reviews	90.0	75.0	-15.0	-17%		46.5	28.5	38%	Jul 2015	In Progress
	F	FM	State Audit Follow-up	7.5	7.5	0.0	0%		3.8	3.8	50%	Jan 2016	Completed
	I	IS	INV1502	22.5	42.0	19.5	87%	FN3	44.0	-2.0	-5%	Apr 2015	Completed
	I	IS	INV1601	60.0	22.5	-37.5	-63%	FN4	20.0	2.5	11%	Oct 2015	Completed
	I	IS	INV1602	0.0	60.0	60.0	NA	FN4	56.5	3.5	6%	Nov 2015	Completed
	I	IS	INV1603	0.0	45.0	45.0	NA	FN4	41.8	3.3	7%	Nov 2015	Completed
	I	IS	INV1604	0.0	37.5	37.5	NA	FN4	35.8	1.8	5%	Nov 2015	Completed
	I	FM	INV1605	0.0	56.3	56.3	NA	FN4	6.0	50.3	89%	Apr 2016	In Progress
	I	FM	INV1606	0.0	37.5	37.5	NA	FN4	3.0	34.5	92%	Apr 2016	In Progress
	I	IS	Assist TBR Investigations	60.0	30.0	-30.0	-50%	FN4	21.0	9.0	30%	Jul 2015	In Progress
	S	FM	Cash Counts	22.5	52.5	30.0	133%	FN5	52.8	-0.3	0%	Oct 2015	Completed
	S	FM	Access & Diversity Funds	60.0	120.0	60.0	100%	FN6	119.8	0.3	0%	Aug 2015	Completed
	S	FM	Year End Procedures FYE 2016	11.3	7.5	-3.8	-33%		0.0	7.5	100%	Jun 2016	In Progress
	S	FM	Year End Procedures FYE 2015	7.5	7.5	0.0	0%		7.5	0.0	0%	Jul 2015	Completed
	S	IA	Volkswagon Academy	82.5	102.8	20.3	25%		85.5	17.3	17%	May 2015	In Progress
	S	IA	Study Abroad	97.5	138.8	41.3	42%	FN7	137.8	1.0	1%	Aug 2015	Completed
	S	IT	NACHA	105.0	105.0	0.0	0%		39.8	65.3	62%	Mar 2016	In Progress
	M	IS	Enterprise Risk Assessment	37.5	37.5	0.0	0%		14.5	23.0	61%	May 2016	In Progress
	C	IS	General Consultation	90.0	97.5	7.5	8%		78.8	18.8	19%	Jul 2015	In Progress
	P	IS	Quality Self Assessment	37.5	30.0	-7.5	-20%		0.0	30.0	100%	May 2016	Scheduled
	P	IS	Special Projects-Audit Software	97.5	97.5	0.0	0%		81.8	15.8	16%	Jul 2015	In Progress
5	A	IA	Adult Education	97.5	22.5	-75.0	-77%		0.0	22.5	100%	Jun 2016	Scheduled
4	A	IS	Human Resources	210.0	0.0	-210.0	-100%	FN 2	0.0	0.0	NA	Apr 2016	Removed
3.6	A	FM	Payroll	90.0	0.0	-90.0	-100%	FN 2	0.0	0.0	NA	May 2016	Removed
3.6	A	FM	Accounts Receivable	97.5	84.8	-12.8	-13%		1.0	83.8	99%	Apr 2016	In Progress
3.4	A	AT	Sports Clinic	60.0	157.5	97.5	163%	FN1	151.0	6.5	4%	Aug 2015	Completed
3.4	A	AX	Print Shop	90.0	112.5	22.5	25%		109.0	3.5	3%	Nov 2015	Completed
3.3	A	FM	Contracts	120.0	0.0	-120.0	-100%	FN 2	0.0	0.0	NA	Mar 2016	Removed
2.2	S	SS	Enrollment Activity	0.0	37.5	37.5	NA		23.0	14.5	39%	Mar 2016	In Progress
Total Planned Audit Days:				1841.3	1812.0	-29.3			1237.8	574.3			

Estimate Hours Available For Audits = 1,815 (1 1/2 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

- FN 1 - First audit with new auditor and issues discovered required additional hours to complete.
- FN2 - Removed audits from plan to compensate for additional hours needed for new staff, other audit topics and investigations
- FN3 - Additional hours added for gathering of additional research and major report changes.
- FN4 - Investigations hours increased based on number and type of projects received. Total investigations hours divided amongst projects based on difficulty of topic.
- FN5 - Expanded locations tested using both available auditors.
- FN6 - Audit hours expanded for changes in scope of project and knowledge of campus activities.
- FN7 - Change in auditor assigned to project added increased supervision time and involvement during the audit.

**Cleveland State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by Statute	R	FM	PSCC-Presidential Expense Audit FYE 2015	112.5	112.5	0.0	0%		127.0	-14.5	-13%	Sep 2015	Completed
Required by State Audit	R	IS	Year End 2015	15.0	15.0	0.0	0%		14.0	1.0	7%	Jul 2015	Completed
Required by State Audit	R	IS	Year End 2016	7.5	7.5	0.0	0%		0.0	7.5	100%	Jun 2016	In Progress
Required by State Audit	R	SS	CCTA Funding Formula	150.0	60.0	-90.0	-60%	FN5	4.5	55.5	93%	Mar 2016	In Progress
	F	IS	Title IV	37.5	30.0	-7.5	-20%		11.5	18.5	62%	Nov 2015	In Progress
	F	IS	State Audit Follow-up	75.0	135.0	60.0	80%	FN4	106.0	29.0	21%	Nov 2015	In Progress
	I	IS	Unscheduled Investigations	37.5	0.0	-37.5	-100%		0.0	0.0	NA	Jul 2015	In Progress
	I	IS	INV201501	103.1	137.3	34.1	33%		189.0	-51.8	-38%	Aug 2015	Completed
	S	FM	NACHA 2016	112.5	0.0	-112.5	-100%		0.0	0.0	NA	NA	Removed
	S	FM	Access and Diversity Funds	37.5	90.0	52.5	140%	FN 1	91.5	-1.5	-2%	Aug 2015	Completed
	S	IA	Study Abroad	37.5	67.5	30.0	80%		124.5	-57.0	-84%	Oct 2015	Completed
	M	IA	IA Letter MRA 2016	30.0	15.0	-15.0	-50%		0.0	15.0	100%	Apr 2016	In Progress
	M	IS	TCAT Athens-IA Letter MRA 2016	15.0	7.5	-7.5	-50%		11.0	-3.5	-47%	Jan 2016	Complete
	C	IS	General Consultation-2016	37.5	37.5	0.0	0%		26.0	11.5	31%	Jul 2015	In Progress
	P	IS	QAR-2016	37.5	30.0	-7.5	-20%		0.0	30.0	100%	Feb 2016	In Progress
	P	IS	Automated Workpapers	27.5	54.8	27.2	99%		42.0	12.8	23%	Aug 2015	In Progress
3.9	A	FM	Purchasing 2015	150.0	0.0	-150.0	-100%	FN 3	0.0	0.0	NA	June 2016	In Progress
3.8	A	IT	User Access	75.0	0.0	-75.0	-100%	FN 3	0.0	0.0	NA	NA	Removed
Total Planned Audit Days:				1098.1	799.5	-298.6			747.0	52.5			

Estimate Hours available for Audits = 1,130 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

Status:

- Scheduled
- In Progress
- Completed
- Removed

FN 1 Audits required more time than originally estimated due to change in scope

FN 2 Audit start date change time is split over current year and next year

FN 3 Audit removed due additional needed for other audits.

FN 4 Removed or changed due to illness

FN 5 Did not take as long as anticipated

**Columbia State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by State Audit	R	SS	CCTA Funding Formula	150.0	150.0	0.0	0%		108.5	41.5	28%	Nov 2015	In Progress
Required by TBR	F	IT	Follow-up State Audit Finding	15.0	15.0	0.0	0%		13.8	1.2	8%	Jan 2016	In Progress
	I	FM	Unscheduled Investigation	45.0	0.0	-45.0	-100%	FN 3	0.0	0.0	NA	NA	Removed
	S	IA	Study Abroad	150.0	165.0	15.0	10%		159.9	5.2	3%	Sep 2015	In Progress
	S	FM	Access and Diversity	150.0	150.0	0.0	0%		149.0	1.0	1%	Jul 2015	Completed
	M	IS	Review Management's Risk Assessment_TCAT Pulaski	7.5	7.5	0.0	0%		5.8	1.8	23%	Mar 2016	In Progress
	M	IS	Review Management's Risk Assessment_TCAT Hohenwald	7.5	7.5	0.0	0%		6.3	1.3	17%	Mar 2016	In Progress
	M	IA	Review Management's Risk Assessment - Instruction and Academic Support	15.0	0.0	-15.0	-100%		0.0	0.0	NA	NA	Removed
	M	PP	Review Management's Risk Assessment - Physical Plant	7.5	15.0	7.5	100%		3.5	11.5	77%	Feb 2016	In Progress
	M	AX	Review Management's Risk Assessment - Auxiliary	7.5	6.0	-1.5	-20%		1.0	5.0	83%	Feb 2016	In Progress
	M	FM	Review Management's Risk Assessment - Financial Management	15.0	9.8	-5.3	-35%		1.5	8.3	85%	Nov 2015	In Progress
	C	IS	General Consulting Services	22.5	30.0	7.5	33%		28.0	2.0	7%	Jul 2015	In Progress
	C	IS	Consumer Information, Safety and Security	0.0	0.0	0.0	NA	FN 1	39.2	-39.2	NA	Aug 2015	In Progress
	C	SS	Consumer Information Disclosures	112.5	60.0	-52.5	-47%	FN 1, FN 2	15.8	44.2	NA	NA	Removed
	C	SS	Process Review	28.1	0.0	-28.1	-100%	FN 2	0.0	0.0	NA	NA	Removed
	C	SS	Consumer Information , Student Right to Know	0.0	0.0	0.0	NA	FN 1, FN 2	3.0	-3.0	NA	NA	Removed
	C	SS	General Consulting Services	22.5	37.5	15.0	67%	FN 2	36.3	1.3	3%	Jul 2015	In Progress
	C	IA	Accessibility	37.5	9.0	-28.5	-76%	FN 3	7.8	1.3	14%	Jul 2015	In Progress
	C	IA	General Consulting Services	7.5	7.5	0.0	0%		1.3	6.3	83%	Jul 2015	In Progress
	C	IT	General Consulting Services	7.5	7.5	0.0	0%		0.5	7.0	93%	Jul 2015	In Progress
	C	PP	General Consulting Services	15.0	7.5	-7.5	-50%		7.6	0.0	-1%	Jul 2015	In Progress
	C	AX	General Consulting Services	7.5	0.0	-7.5	-100%	FN 2	0.0	0.0	NA	NA	Removed
	C	AD	General Consulting Services	22.5	60.0	37.5	167%	FN 4	56.2	3.9	6%	Jul 2015	In Progress
	C	AT	General Consulting Services	7.5	0.0	-7.5	-100%	FN 2	0.0	0.0	NA	NA	Removed
	C	FM	General Consulting Services	60.0	30.0	-30.0	-50%	FN 3	13.0	17.0	57%	Jul 2015	In Progress
	P	IS	IIA Quality Assurance Self-assessment	75.0	75.0	0.0	0%		2.5	72.5	97%	Feb 2016	In Progress
	P	IS	Website Development	112.5	75.0	-37.5	-33%		16.0	59.0	79%	Aug 2015	In Progress
	P	IS	Electronic Work Papers	20.6	42.0	21.4	104%		36.5	5.5	13%	May 2015	In Progress
4	A	SS	Return To Title IV	60.0	0.0	-60.0	-100%	FN 2	0.0	0.0	NA	NA	Removed
4	A	SS	Federal Work-Study	30.0	3.8	-26.3	-88%	FN 2	3.3	0.5	100%	NA	Removed
3.4	A	IA	Controls Review	37.5	0.0	-37.5	-100%	FN 3	0.0	0.0	NA	Mar 2016	Scheduled
3	A	FM	Random Cash Counts	45.0	15.0	-30.0	-67%	FN 3	1.8	13.3	88%	Nov '15, Apr '16	In Progress
3	A	IT	Controls Review	30.0	0.0	-30.0	-100%		0.0	0.0	NA	Jan 2016	Scheduled
3	A	FM	Audit Outcomes Status review	0.0	7.5	7.5	NA		6.3	1.3	17%	Mar-16	Scheduled
2.9	A	IS	Controls Review	22.5	0.0	-22.5	-100%		0.0	0.0	NA	Mar 2016	Scheduled
2.9	A	AD	Controls Review	7.5	0.0	-7.5	-100%		0.0	0.0	NA	Jan 2016	Scheduled
2.5	A	AT	Athletic Travel	18.8	0.0	-18.8	-100%		0.0	0.0	NA	NA	Removed

Total Planned Audit Days:

1379.9 993.0

-386.9

723.9

269.2

Estimate Available Hours For Audits = 997.5 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

FN 1 Consumer Information Compliance Review was divided into three main focus areas.

FN 2 Removed in order to accommodate completion of ongoing audit and service engagements. Audits will re-evaluate for 2016-2017 audit plan.

FN 3 Adjusted to accommodate completion of ongoing audit and service engagements.

FN 4 Adjusted to accommodate requests for value added services.

Dyersburg State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budgets (Hours)				Budget vs. Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
	C	IS	General Consultation	50.0	0.0	-50.0	-100%	FN 2	48.5	-48.5	NA	Jul 2015	In Progress
	C	IS	LRC Reclassification	0.0	30.0	30.0	NA		36.5	-6.5	-22%	Jul 2015	Completed
	C	IS	PII Review	65.0	65.3	0.2	0%		27.0	38.3	59%	Jan 2015	In Progress
	F	FM	Follow-up to State Audit	25.0	34.5	9.5	38%		34.5	0.0	0%	Dec 2015	Completed
	F	IS	Investigation 15-02 Follow-up	0.0	9.8	9.8	NA		3.5	6.3	64%	Nov 2015	Completed
	I	IS	Unscheduled Investigations	65.0	0.0	-65.0	-100%	Fn 1	0.0	0.0	NA	Jul 2015	In Progress
	I	IS	Investigation 16-03	0.0	7.5	7.5	NA		12.0	-4.5	-60%	Nov 2015	Completed
	I	IS	Investigation 16-02	0.0	9.0	9.0	NA		8.5	0.5	6%	Aug 2015	Completed
	I	IS	Investigation 15-02	10.0	9.8	-0.2	-2%		6.0	3.8	38%	Sept 2015	Completed
	I	IS	Investigation 16-01	0.0	15.0	15.0	NA		18.5	-3.5	-23%	Nov 2015	In Progress
	I	IS	Investigation 15-01	10.0	37.5	27.5	276%		37.5	0.0	0%	Jul 2015	Completed
	M	FM	Risk Assessment Financial Management	60.0	60.0	0.0	0%		37.0	23.0	38%	Apr 2016	In Progress
	M	IS	Risk Assessment Public Service	50.0	50.3	0.2	0%		48.0	2.3	4%	Apr 2016	In Progress
	M	SS	Risk Assessment Student Affairs	60.0	50.3	-9.8	-16%		31.5	18.8	37%	Apr 2016	In Progress
	P	IS	IIA Quality Assurance Self-Assessment	50.0	50.3	0.2	0%		0.0	50.3	100%	Apr 2016	Scheduled
Required by State Audit	R	FM	Year End Cash Counts & Bank Confirmations - 06302016	30.0	15.0	-15.0	-50%		0.0	15.0	100%	Jun 2016	Scheduled
Required by State Audit	R	SS	CCTA Funding Formula	140.0	140.3	0.2	0%		58.0	82.3	59%	Mar 2016	In Progress
	S	FM	Faculty Sick Leave	80.0	80.3	0.2	0%		0.0	80.3	100%	May 2016	Scheduled
	S	FM	Study Abroad	110.0	135.0	25.0	23%		126.5	8.5	6%	Dec 2015	In Progress
	S	FM	Access and Diversity Funds	110.0	150.0	40.0	36%		150.0	0.0	0%	Oct 2015	Completed
	S	PP	Building Security/Key Control	110.0	114.8	4.7	4%		115.5	-0.8	-1%	Oct 2015	In Progress
	S	SS	Student Needs & Cash Concessions	60.0	0.0	-60.0	-100%		0.0	0.0	NA	Apr 2016	Scheduled
	S	SS	Federal Work Study Program and FA Fraud	100.0	112.5	12.5	13%		0.0	112.5	100%	Jun 2016	Scheduled
Total Planned Audit Days:				1185.2	1176.8	-8.4			799.0	377.8			

Estimate Available Hours For Audits = 1175 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

FN 1 - The Unscheduled Investigations item is the pool of time allotted for various unknown investigations that may arise during the year. As investigations are performed, they are listed as a separate line item.

FN-2 - This consultation was primarily review of the State IT Audit findings and TBR IT audit findings.

Jackson State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by State Audit	R	SS	CCTA Funding Formula End of Term	150.0	150.0	0.0	0%		109.5	40.5	27%	Mar 2016	In progress
Required by Statute	R	FM	VSCC President's Expense Audit	150.0	172.5	22.5	15%		172.5	0.0	0%	Oct 2015	Completed
Required by State Audit	R	FM	Year-end Procedures	22.5	15.0	-7.5	-33%		0.0	15.0	100%	Jun 2016	Scheduled
	F	FM	State Audit Follow up-09012015	90.0	90.0	0.0	0%		55.5	34.5	38%	Sep 2015	Completed
	F	IS	Emergency Preparedness Follow up	37.5	37.5	0.0	0%		0.0	37.5	100%	June 2016	Scheduled
	F	IT	Internal Audit Follow-up	37.5	37.5	0.0	0%		0.0	37.5	100%	Apr 2016	Scheduled
	I	SS	INV1501	0.0	80.6	80.6	100%	Fn1	34.0	46.6	58%	June 2015	Completed
	S	FM	Access and Diversity Funds	127.5	90.0	-37.5	-29%		105.0	-15.0	-17%	Aug 2015	Completed
	S	IA	Study Abroad	127.5	187.5	60.0	47%		211.8	-24.3	-13%	Nov 2015	In progress
	M	IS	TCAT Risk Assessment	37.5	52.5	15.0	40%		58.0	-5.5	-10%	Jan 2016	In progress
	M	AX	Risk Assessment-Auxiliary	22.5	22.5	0.0	0%		0.0	22.5	100%	May 2016	Scheduled
	M	SS	Risk Assessment - Student Services	30.0	30.0	0.0	0%		0.0	30.0	100%	May 2016	Scheduled
	C	IS	General Consultation	187.5	75.0	-112.5	-60%	Fn 2	40.8	34.3	46%	Jul 2015	In progress
	P	IS	IIA Quality Assurance Self-Assessment	37.5	37.5	0.0	0%		0.0	37.5	100%	Apr 2016	Scheduled
	S	FM	Payroll	0.00	150.0	150.0	NA		33.5	116.5	NA	Mar 2016	In progress
Total Planned Audit Days:				1057.5	1228.1	170.6			820.5	407.6			

Estimate Available Audit Hours = 1095 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

Fn 1 - This audit was inadvertently not included in previous audit plans.

Fn2 - This budget was reduced to allocate resources to other audits.

Motlow State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by State Audit	R	FM	State Audit Assistance Year End	15.0	15.0	0.0	0%		7.2	7.8	52%	May 2016	In Progress
Required by State Audit	R	SS	CCTA Funding Formula (Fall 2015 Data)	150.0	75.0	-75.0	-50%	FN2	0.0	75.0	100%	Mar 2016	Scheduled
	F	IA	Workforce Development	30.0	2.3	-27.8	-93%	FN2	2.5	-0.3	-11%	Oct 2015	In Progress
	F	FM	State Audit	30.0	110.3	80.3	268%	FN1	108.9	1.3	1%	Nov 2015	In Progress
	F	IT	Information Technology	40.0	22.5	-17.5	-44%	FN2	14.4	8.2	36%	Nov 2015	In Progress
	F	IS	Financial Aid	75.0	0.0	-75.0	-100%	FN2	0.0	0.0	NA	Nov 2015	Removed
	F	IS	Internal Audit Follow-ups	25.0	0.8	-24.2	-97%	FN2	0.0	0.8	100%	Jul 2015	Scheduled
	I	IS	Unscheduled Investigations	50.0	0.0	-50.0	-100%	FN2	0.0	0.0	NA	Sep 2015	Removed
	I	IT	INV1601	0.0	195.0	195.0	NA	FN2	166.3	28.8	15%	Aug 2015	In Progress
	I	AT	INV1602	0.0	30.0	30.0	NA	FN2	19.7	10.3	34%	Sep 2015	In Progress
	I	AT	INV1604	0.0	185.3	185.3	NA	FN2	166.5	18.8	10%	Jan-16	In Progress
	I	IA	INV1603	0.0	45.0	45.0	NA	FN2	27.5	17.5	39%	Oct-15	In Progress
	C	AX	Auxiliary-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Sept 2015	Removed
	S	IA	Study Abroad	80.0	80.3	0.2	0%		5.7	74.6	93%	Jul 2015	Scheduled
	S	FM	Access and Diversity Funds	75.0	136.5	61.5	82%	FN1	117.0	19.5	14%	Jul 2015	In Progress
	M	IS	MRA TCAT McMinnville	25.0	21.0	-4.0	-16%	FN2	21.1	-0.1	0%	Dec 2015	In Progress
	M	IS	MRA TCAT Murfreesboro	25.0	9.0	-16.0	-64%	FN2	9.2	-0.2	-2%	Dec 2015	In Progress
	M	IS	MRA TCAT Shelbyville	24.8	15.0	-9.8	-39%	FN2	15.0	0.0	0%	Dec 2015	In Progress
	M	IT	MRA Information Technology	34.9	17.3	-17.7	-51%	FN2	5.5	11.8	68%	Nov 2015	Scheduled
	C	IA	MRA Instruction and Academic Support	34.9	17.3	-17.7	-51%	FN2	0.0	17.3	100%	Nov 2015	Scheduled
	C	FM	Financial Management-FY 2016	11.3	8.3	-3.0	-27%	FN2	27.0	-18.8	-227%	Jul 2015	In Progress
	C	AT	Athletics-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Sep 2015	Removed
	C	IS	Institutional Support-FY 2016	11.3	25.5	14.3	127%	FN2	0.0	25.5	100%	Oct 2015	Scheduled
	C	IT	Information Technology-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Oct 2015	Removed
	C	AD	Advancement-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Oct 2015	Removed
	C	IA	Instruction and Academic Support-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Jul 2015	Removed
	C	PP	Physical Plant-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.0	0.0	NA	Oct 2015	Removed
	C	SS	Student Services-FY 2016	11.3	0.0	-11.3	-100%	FN2	0.5	-0.5	NA	Oct 2015	Removed
	P	IS	QAR Quality Assessment Review	40.0	39.8	-0.2	-1%		0.0	39.8	100%	Feb 2016	Scheduled
	S	SS	Tennessee Promise	0.0	212.3	212.3	NA	FN2	180.7	31.6	15%	Nov-15	In Progress
4.6	A	FM	Payroll Audit	145.9	9.0	-136.9	-94%	FN2	5.5	3.5	NA	Jul 2015	Removed
4.3	A	IS	Human Resources	145.5	3.0	-142.5	-98%	FN1	6.5	-3.5	NA	Jul 2015	Removed
4.2	A	SS	Admissions and Registration	75.0	0.0	-75.0	-100%	FN2	0.0	0.0	NA	Nov 2015	Removed
Total Planned Audit Days:				1222.2	1275.0	52.8			906.6	368.4			

Estimate Available Audit Hours = 1,222 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

Status:

- Scheduled
- In Progress
- Completed
- Removed

FN 1: Due to the Access and Diversity audit and internal audit follow up to the findings from the State of Tennessee Audit for fiscal years 13 and 14 needing more resources than originally anticipated, time resources for other audits/engagements were reduced or audits were removed.

FN 2: Due to a number of unplanned investigations/reviews, time resources had to be allocated from unscheduled investigations and other planned audits/engagements as allegations were received.

**Northeast State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status
				Original	Revised	Change in Hours	Change in Percentage	Actual	Hours	Percentage		
Required by State Audit	R	SS	CCTA Funding Formula	150.00	150.00	0.00	0%	131.5	18.5	12%	Mar 2016	In Progress
Required by State Audit	R	FM	State Audit Assistance-Yr End	45.00	45.00	0.00	0%	0.0	45.0	100%	May 2016	Scheduled
Required by Statute	R	FM	WSCC - President's Expenses Audit	150.00	150.00	0.00	0%	151.0	-1.0	-1%	Jul 2015	Completed
	F	IS	Other Internal Audit Follow-Up	37.50	37.50	0.00	0%	34.0	3.5	9%	Jul 2015	Completed
	S	IS	Special Requests and Projects	52.50	52.50	0.00	0%	52.5	0.0	0%	Jul 2015	In Progress
	S	FM	Travel Process Review	202.50	202.50	0.00	0%	144.0	58.5	29%	Jul 2015	In Progress
	S	FM	Access and Diversity Funds	150.00	150.00	0.00	0%	154.0	-4.0	-3%	Jul 2015	Completed
	S	IA	Study Abroad	52.50	52.50	0.00	0%	61.0	-8.5	-16%	Sep 2015	Completed
	M	FM	TCAT RISK Assessment	22.50	22.50	0.00	0%	22.5	0.0	0%	Jan 2016	Completed
	M	FM	Risk Assessments-NeSCC	52.50	52.50	0.00	0%	39.0	13.5	26%	Oct 2015	In Progress
	C	IS	General Consultation	52.50	52.50	0.00	0%	43.0	9.5	18%	Jul 2015	In Progress
	P	IS	Electronic Workpapers Software	52.50	52.50	0.00	0%	50.5	2.0	4%	Jul 2015	In Progress
	P	IS	IIA Quality Assurance Self Study	37.50	37.50	0.00	0%	0.0	37.5	100%	Feb 2016	Scheduled
4.1	A	IS	Human Resources	51.00	51.00	0.00	0%	0.0	51.0	100%	Jun 2016	Scheduled
Total Planned Audit Days:				1108.50	1108.50	0.00		883.0	225.5			
Estimate Available Audit Hours = 1,095 (1 staff)												
Audit Types:		Functional Areas:										Status:
R - Required											Scheduled	
A - Risk-Based (Assessed)											In Progress	
S - Special Request											Completed	
I - Investigation											Removed	
P - Project (Ongoing or Recurring)												
M - Management's Risk Assessment												
C - Consultation												
F - Follow-up Review												
O - Other												

**Pellissippi State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percent	Actual Hours	Hours	Percentage			
Required by State Audit	R	SS	CCTA Funding Formula	225.0	97.50	-127.5	-57%	FN6	40.0	57.5	59%	Dec 2015	In Progress
Required by TBR	F	FM	Internal Audit Follow Ups	37.5	15.00	-22.5	-60%		1.5	13.5	90%	Jul 2015	In Progress
	S	FM	NACHA	75.0	75.00	0.0	0%		76.3	-1.3	-2%	Oct 2015	Completed
	S	IA	Faculty Credentials	105.0	105.00	0.0	0%		100.3	4.8	5%	Nov 2015	Completed
	S	IA	International Education Review (TNCIS)	60.0	127.50	67.5	113%	FN3	126.0	1.5	1%	Nov 2015	Completed
	S	IS	Access and Diversity	60.0	180.00	120.0	200%	FN1	174.0	6.0	3%	Jul 2015	Completed
	M	IS	TCAT Knoxville Risk Assessment	15.0	7.50	-7.5	-50%		9.0	-1.5	-20%	Jan 2016	Completed
	M	IS	PSCC - Risk Assessment Institutional Support	15.0	15.00	0.0	0%		16.5	-1.5	-10%	Jan 2016	Completed
	M	IS	PSCC - Enterprise Wide Risk Assessment	15.0	7.50	-7.5	-50%		0.0	7.5	100%	May 2016	Scheduled
	M	IS	PSCC - Risk Assessment BCS	15.0	7.50	-7.5	-50%		4.5	3.0	40%	Dec 2015	Completed
	M	IT	PSCC - Risk Assessment Information Technology	22.5	15.00	-7.5	-33%		10.5	4.5	30%	Apr 2016	Completed
	M	SS	PSCC - Risk Assessment Financial Aid	15.0	7.50	-7.5	-50%		3.5	4.0	53%	Oct 2015	Completed
	C	IT	PSCC - IT Security Consulting, Etc.	15.0	22.50	7.5	50%		20.8	1.8	8%	Jul 2015	In Progress
	C	IS	Consulting/Special Request	90.0	90.00	0.0	0%		66.0	24.0	27%	Jul 2015	In Progress
	C	IA	Review of Compliance Assist	60.0	52.50	-7.5	-13%		56.0	-3.5	-7%	Nov 2015	Completed
	P	IS	Quality Assurance Review	60.0	45.00	-15.0	-25%		0.0	45.0	100%	Jan 2016	Scheduled
	P	FM	Review of RFP's & other purchasing issues	37.5	22.50	-15.0	-40%		12.0	10.5	47%	Jul 2015	In Progress
	P	FM	MKInsight Software	60.0	67.50	7.5	13%		56.5	11.0	16%	Jul 2015	In Progress
	P	IS	Review of French Exchange Program	45.0	37.50	-7.5	-17%		36.5	1.0	3%	Apr 2016	Completed
	P	IS	North Carolina QAR Project	0.0	60.00	60.0	NA	FN4	59.0	1.0	2%	Apr 2016	Completed
	I	FM	PSCC 16-001	0.0	22.50	22.5	NA		17.8	4.7	21%	Nov 2015	Completed
5	A	AD	Foundation	90.0	120.00	30.0	33%	FN5	121.8	-1.8	-1%	Jul 2015	Completed
3.5	A	FM	Accounts Receivable	120.0	0.00	-120.0	-100%	FN2	0.0	0.0	NA	Mar 2016	Removed

Total Planned Audit Days: 1237.5 1237.5 0.0 1013.3 224.2

Estimate Available Audit Hours = 1,207.5 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

FN1 - When this audit was initially planned the budget time was 8 days based upon an estimate of how long the central office thought it would take to complete the audit. The revised budget was determined based upon time spent on the audit already as well as the fact that several issues were noted during the course of the audit.

FN2 - Because of other project and the time spend on the access and diversity audit this audit was removed from the audit plan.

FN3 - Original budget was based upon me just assisting with TnCIS audit and revised budget included me actually auditing international travel by Pellissippi State students.

FN4 - These items relate to projects that were not originally requested prior to the beginning of fiscal year 15-16 but were requested during the year.

FN5 - The scope of the audit was expanded because of a request by management related to a particular issue.

FN6 - The scope of the audit was narrowed once the audit program was developed and distributed by the Board.

**Roane State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status
				Original	Revised	Change in Hours	Change in Percentage	Actual	Hours	Percentage		
Required by State Audit	R	FM	Year End Cash Counts - 2016	7.5	7.5	0.0	0%	0.0	7.5	100%	Jun 2016	In Progress
Required by IIA	R	IS	Quality Assurance Review 2016	60.0	60.0	0.0	0%	0.0	60.0	100%	April 2016	In Progress
Required by State Audit	R	SS	RSCC CCTA 2016	75.0	75.0	0.0	0%	18.3	56.8	76%	Mar 2016	In Progress
	S	FM	Access and Diversity	150.0	150.0	0.0	0%	4.3	145.8	97%	Nov 2015	In Progress
	I	FM	INV 1601	15.0	7.5	-7.5	-50%	0.0	7.5	100%	Feb 2016	In Progress
	I	FM	Unscheduled Investigations	75.0	52.5	-22.5	-30%	0.0	52.5	100%	Nov 2015	Completed
	I	IS	INV 1602	37.5	60.0	22.5	60%	69.5	-9.5	-16%	Feb 2016	In Progress
	S	IA	Study Abroad	150.0	150.0	0.0	0%	80.3	69.7	46%	Dec 2015	Completed
	M	IS	TCAT Oneida Risk Assessment	7.5	7.5	0.0	0%	5.5	2.0	27%	Jan 2016	Completed
	M	IS	TCAT Harriman Risk Assessment	7.5	7.5	0.0	0%	4.5	3.0	40%	Jan 2016	Completed
	M	IS	TCAT Crossville Risk Assessment	7.5	7.5	0.0	0%	9.0	-1.5	-20%	Jan 2016	Completed
	M	IS	TCAT Jacksboro Risk Assessment	7.5	7.5	0.0	0%	7.0	0.5	7%	Jan 2016	Completed
	M	IS	RSCC Risk Assessment	75.0	75.0	0.0	0%	6.0	69.0	92%	Dec 2015	In Progress
	C	IS	General Consultation	112.5	112.5	0.0	0%	104.3	8.3	7%	Nov 2015	In Progress
	P	IS	MKI Implementation	60.0	60.0	0.0	0%	55.0	5.0	8%	Nov 2015	In Progress
Total Planned Audit Days:				847.5	840.0	-7.5		363.6	476.5			

Estimate Available Audit Hours = 1,095 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

Status:

- Scheduled
- In Progress
- Completed
- Removed

Note: The RSCC Interim Director of Internal Audit started November 1, 2015.

**Southwest Tennessee Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised January 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by State Audit	R	SS	CCTA	150.0	105.0	-45.0	-30%		83.50	21.50	20%	Jan 2016	Scheduled
	F	FM	State Audit Follow Up	75.0	75.0	0.0	0%		109.00	-34.00	-45%	Sep 2015	Completed
	F	FM	Federal Audit Follow up	52.5	52.5	0.0	0%		0.00	52.50	100%	Jan 2016	Scheduled
	F	IS	Internal Audit Follow Up	52.5	52.5	0.0	0%		42.50	10.00	19%	Jul 2015	In Progress
	I	IS	Unscheduled Investigations	97.5	165.0	67.5	69%		118.00	47.00	28%	Jul 2015	In Progress
	S	FM	Cash Count	30.0	30.0	0.0	0%		2.50	27.50	92%	Jul 2015	In Progress
	S	FM	Access and Diversity Funds	105.0	150.0	45.0	43%	Fn 1	246.00	-96.00	-64%	Jul 2015	Completed
	S	FM	Federal Perkins Loan	45.0	22.5	-22.5	-50%		13.50	9.00	40%	Jul 2015	In Progress
	S	IA	Study Abroad	150.0	150.0	0.0	0%		212.00	-62.00	-41%	Jul 2015	In Progress
	M	IS	Risk Management-Institutional Support	52.5	30.0	-22.5	-43%	Fn 2	0.00	30.00	100%	Oct 2015	Scheduled
	M	IS	Risk Management TCAT	15.0	15.0	0.0	0%		0.00	15.00	100%	Jun 2016	Scheduled
	M	IT	Risk Management-Technology/Services	52.5	52.5	0.0	0%		0.00	52.50	100%	May 2016	Scheduled
	M	PP	Risk Management-Physical Plant	52.5	30.0	-22.5	-43%	Fn 2	101.00	-71.00	-237%	Jul 2015	Completed
	C	IS	General Consultation	97.5	97.5	0.0	0%		157.00	-59.50	-61%	Jul 2015	In Progress
	P	IS	Audit Software	75.0	75.0	0.0	0%		40.00	35.00	47%	Jul 2015	In Progress
	P	IS	IIA Quality Assurance Self-Assessment	75.0	75.0	0.0	0%		0.00	75.00	100%	Feb 2016	Scheduled
Total Planned Audit Days:				1177.5	1177.5	0.0			1125.00	52.50			
Estimate Available Audit Days = 156 (1 staff)													
Audit Types:		Functional Areas:		Status:									
R - Required		AD - Advancement		Scheduled									
A - Risk-Based (Assessed)		AT - Athletics		In Progress									
S - Special Request		AX - Auxiliary		Completed									
I - Investigation		FM - Financial Management		Removed									
P - Project (Ongoing or Recurring)		IA - Instruction & Academic Support											
M - Management's Risk Assessment		IS - Institutional Support											
C - Consultation		IT - Information Technology											
F - Follow-up Review		PP - Physical Plant											
O - Other		RS - Research											
		SS - Student Services											
Fn 1 - This audit needed more time resources than originally anticipated.													
Fn 2 - This budget was reduced because time resources were allocated to the Study Abroad audit.													

**Volunteer State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status
				Original	Revised	Change in Hours	Change in Percentage	Actual	Hours	Percentage		
Required by State Audit	R	SS	CCTA Funding Formula	150.0	30.0	-120.0	-80%	1.0	29.0	97%	Mar 2016	In Progress
	F	FM	State Audit Follow-Up	37.5	67.5	30.0	80%	67.5	0.0	0%	Nov 2015	Completed
	F	IS	Follow-Up Activities	37.5	37.5	0.0	0%	11.5	26.0	69%	Jul 2015	In Progress
	I	IS	Unscheduled Investigations	37.5	15.0	-22.5	-60%	0.0	15.0	100%	Jul 2015	Scheduled
	I	IA	VSCC 16-01	0.0	112.5	112.5	NA	51.5	61.0	NA	Mar 2015	In Progress
	S	AT	Athletic Work Study Program	150.0	15.0	-135.0	-90%	7.5	7.5	50%	Jan 2016	In Progress
	S	FM	Access and Diversity Funds	150.0	300.0	150.0	100%	322.5	-22.5	-8%	Jul 2015	In Progress
	S	FM	State Audit Year-End Procedures	15.0	15.0	0.0	0%	0.0	15.0	100%	Jun 2016	Scheduled
	S	SS	Student Campus Activities	150.0	75.0	-75.0	-50%	0.0	75.0	100%	Mar 2016	Scheduled
	S	IA	Study Abroad	150.0	277.5	127.5	85%	227.5	50.0	18%	Nov 2015	In Progress
	M	IS	Management Risk Assessment	75.0	75.0	0.0	0%	16.5	58.5	78%	May 2016	In Progress
	M	IS	TCAT Hartsville Management Risk Assessment	7.5	7.5	0.0	0%	8.5	-1.0	-13%	Feb 2016	In Progress
	M	IS	TCAT Livingston Management Risk Assessment	7.5	7.5	0.0	0%	9.5	-2.0	-27%	Feb 2016	In Progress
	C	IS	General Consultation	112.5	112.5	0.0	0%	93.5	19.0	17%	Jul 2015	In Progress
	P	IS	QAIP Self Assessment	75.0	75.0	0.0	0%	0.0	75.0	100%	Feb 2016	Scheduled
	P	IS	MKI Implementation	75.0	52.5	-22.5	-30%	43.5	9.0	17%	Jul 2015	In Progress
	S	IA	On-going audits (started before MKI implementation)	37.5	15.0	-22.5	-60%	11.5	3.5	23%	Jul 2015	Completed
Total Planned Audit Days:				1267.5	1290.0	22.5		872.0	418.0			

Estimate Available Audit Hours = 1132.5 (1 staff)

Audit Types:

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review
- O - Other

Functional Areas:

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

Status:

- Scheduled
- In Progress
- Completed
- Removed

FN 1: Access and Diversity Funds audit testwork took longer than anticipated. The Faculty and Staff Recruitment and Retention fund contains travel expenditures for several employees, and all travel payments were tested rather than sampled. Additionally, the criteria testwork for the Access and Diversity scholarship recipients was more detailed than expected.

**Walters State Community College
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Hours	Percentage			
Required by State Audit	R	SS	CCTA Funding Formula - Institutional Data	150.0	150.0	0.0	0.0%	84.0	66.0	44.0%	Mar 2016	In Progress	
Required by State Audit	R	FM	Year End Procedures	0.0	37.5	37.5	NA	20.5	17.0	45.3%	July 2015	Completed	
Required by Statute	R	FM	NeSCC President's Expenses	112.5	112.5	0.0	0.0%	98.0	14.5	12.9%	Sep 2015	Completed	
Required by Standards	R	IS	Quality Assessment Review	37.5	37.5	0.0	0.0%	0.0	37.5	100.0%	May 2016	Scheduled	
	I	IS	Unscheduled Investigations	37.5	37.5	0.0	0.0%	0.0	37.5	100.0%	Jul 2015	Scheduled	
	S	FM	NACHA Compliance Review	75.0	150.0	75.0	100.0%	109.5	40.5	27.0%	Dec 2015	Completed	
	S	SS	Access and Diversity Funds Grant Audit	22.5	150.0	127.5	566.7%	Fn 1	149.5	0.5	0.3%	Aug 2015	Completed
	S	SS	Study Abroad Program Audit	15.0	180.0	165.0	1100.0%	Fn 1	146.5	33.5	18.6%	Nov 2015	Completed
	S	FM	WSCC President's Expenses Audit	15.0	15.0	0.0	0.0%	0.0	15.0	100.0%	Oct 2015	Completed	
	C	IS	Institutional Support Consulting	82.5	112.5	30.0	36.4%	112.0	0.5	0.4%	Jul 2015	In Progress	
	M	AX	WSCC Auxiliary Risk Assessment	15.0	15.0	0.0	0.0%	0.0	15.0	100.0%	May 2016	Scheduled	
	M	IA	Community Education Risk Assessment	15.0	15.0	0.0	0.0%	0.0	15.0	100.0%	May 2016	Scheduled	
	M	IS	TCAT Morristown Risk Assessment	7.5	7.5	0.0	0.0%	4.0	3.5	46.7%	Feb 2016	Completed	
	M	IS	WSCC Communications and Marketing Risk Assessment	15.0	15.0	0.0	0.0%	0.0	15.0	100.0%	May 2016	Scheduled	
	M	IS	WSCC Risk Assessment	7.5	7.5	0.0	0.0%	0.0	7.5	100.0%	May 2016	Scheduled	
	M	PP	Facilities Management Risk Assessment	15.0	15.0	0.0	0.0%	0.0	15.0	100.0%	May 2016	Scheduled	
	P	IS	MKinsight Audit Software	150.0	150.0	0.0	0.0%	142.5	7.5	5.0%	Jul 2015	In Progress	
5.0	A	FM	PCI-DSS	60.0	0.0	-60.0	-100.0%	Fn 2	0.0	0.0	NA	April 2016	Removed
5.0	A	FM	Contracts Audit	112.5	0.0	-112.5	-100.0%	Fn 2	0.0	0.0	NA	Jan 2016	Removed
5.0	A	IT	Cloud Computing Audit	150.0	0.0	-150.0	-100.0%	Fn 2	0.0	0.0	NA	Nov 2015	Removed
5.0	A	IT	IT Governance	30.0	30.0	0.0	0.0%	0.0	30.0	100.0%	Mar 2016	In Progress	
5.0	A	FM	Accounts Receivable	112.5	0.0	-112.5	-100.0%	Fn 2	0.0	0.0	NA	Jan 2016	Removed
Total Planned Audit Days:				1237.5	1237.5	0.0		866.5	371.0				

Estimate Available Audit Days = 1,244 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

Fn 1 - This is the first time this area has been audited and is requiring more resources than anticipated.

Fn 2- These audits were removed from the schedule due to time resources allocated to other projects.

Tennessee Board of Regents - System Office
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Est. Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual Hours	Hours	Percentage			
Required by State Audit	R	SS	CCTA Funding Formula - Prep	112.5	11.0	-101.5	-920%	FN 2	11.0	0.0	100%	Oct 2015	Completed
Required by TBR	F	FM	RSCC - Grant Follow up	0.0	1.0	1.0	100%	FN 1	1.0	0.0	103%	Apr-16	Completed
Required by IIA	R	IS	Periodic Internal Peer Reviews (QAR)	187.5	6.5	-181.0	-2774%	FN 2	6.5	0.0	100%	Jan 2016	Completed
Required by TBR	F	FM	Follow up Travel Claims	37.5	6.0	-31.5	-525%		6.0	0.0	100%	Dec 2015	Completed
Required by TBR	F	IS	TFLI Follow-up	112.5	40.5	-72.0	-178%	FN 3	40.5	0.0	100%	Nov 2015	Completed
	S	FM	TNCIS	187.5	84.5	-103.0	-122%		84.5	0.0	100%	Nov 2015	Completed
	M	IS	Management's Risk Assessment	7.5	0.0	-7.5	NA	FN 6	0.0	0.0	0%	May 2016	Removed
	C	FM	General Consultation	150.0	38.5	-111.5	-290%		38.5	0.0	100%	Jul 2015	Completed
	P	IS	Electronic Working Papers	187.5	292.0	104.5	36%	FN 4	292.0	0.0	100%	Jul 2015	Completed
3.5	A	PP	Capital Projects	112.5	153.0	40.5	26%	FN 5	153.0	0.0	100%	Jun 2015	Completed
	A	FM	TCAT Covington	0.0	3.0	3.0	100%		3.0	0.0	100%	Jun 2015	Completed
	A	FM	TCAT Harriman	0.0	1.5	1.5	100%		1.5	0.0	100%	Apr 2015	Completed
	A	FM	TCAT Hartsville	0.0	2.5	2.5	100%		2.5	0.0	101%	Feb 2016	Completed
	A	FM	TCAT Hohenwald	0.0	4.5	4.5	100%		4.5	0.0	100%	Aug 2015	Completed
	A	FM	TCAT Jacksboro	0.0	2.5	2.5	100%		2.5	0.0	101%	Sep 2015	Completed
	A	FM	TCAT Knoxville	0.0	2.0	2.0	100%		2.0	0.0	99%	May 2015	Completed
	A	FM	TCAT Livingston	0.0	2.0	2.0	100%		2.0	0.0	99%	Jan 2016	Completed
	A	FM	TCAT McMinnville	0.0	0.8	0.8	100%		1.0	-0.3	133%	Dec 2014	Completed
	A	FM	TCAT Memphis	0.0	1.5	1.5	100%		1.5	0.0	100%	Mar 2015	Completed
	A	FM	TCAT Morristown	0.0	2.5	2.5	100%		2.5	0.0	101%	Jul 2015	Completed
	A	FM	TCAT Nashville	0.0	1.5	1.5	100%		1.5	0.0	100%	Jun 2015	Completed
	A	FM	TCAT Oneida	0.0	2.5	2.5	100%		2.5	0.0	101%	May 2015	Completed
	A	FM	TCAT Ripley	0.0	3.5	3.5	100%		3.5	0.0	99%	Jun 2015	Completed
	A	IT	GRC TTU	0.0	3.0	3.0	100%		3.0	0.0	100%	Apr 2015	Completed
	A	IT	GRC ChSCC	0.0	10.0	10.0	100%		10.0	0.0	100%	Sep 2015	Completed
	A	IT	GRC DSCC	0.0	3.5	3.5	100%		3.5	0.0	99%	Mar 2015	Completed
	A	IT	GRC MSCC	0.0	6.0	6.0	100%		6.0	0.0	100%	Nov 2015	Completed
	A	IT	GRC RODP	0.0	14.5	14.5	100%		14.5	0.0	100%	Jul 2015	Completed
	A	IT	GRC WSCC	0.0	9.0	9.0	100%		9.0	0.0	100%	Jul 2015	Completed
	I	IS	TFLI INV-16-0201	0.0	29.0	29.0	100%		29.0	0.0	100%	Sep 2015	Completed
Total Planned Audit Days:				1095.0	738.2	-356.8			738.5	-0.3			

Estimate Available Audit Hours = 1,110 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

Fn 1 - This audit was added because the Interim Audit Director at RSCC previously worked in the grants area, and cannot perform the follow up due to perceived independence issues.

Fn 2 - CoSCC internal auditor will be helping on this project, therefore hours for the SWIA were reduced.

Fn 3 - Budget reduced because there is less work anticipated with the audit than originally thought.

Fn 4 - Based on trend of time charged to this project, it appears more than the time resources will be needed.

Fn 5 - Budget increased because more time was needed to complete the audit objectives.

Fn 6 - Review removed to vacancy in this position as of April 1, 2016.

Tennessee Board of Regents - Information Systems
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
Required by Standards	R	IS	QA Self Assessment	37.5	37.5	0.0	0.0		0.0	37.5	100%	Jun 2016	Scheduled
	F	IT	Follow-up on all SWIA IT Audits	90.0	90.0	0.0	0.0		45.5	44.5	49%	Jul 2015	In Progress
	C	IT	General IT Consultation	90.0	90.0	0.0	0.0		42.5	47.5	53%	Jul 2015	In Progress
	C	IT	Banner ODS Data Warehouse Project	56.3	56.3	0.0	0.0		20.0	36.3	64%	Jun 2016	In Progress
5	A	IT	ETSU IT GCR - 032016	112.5	112.5	0.0	0.0		0.0	112.5	100%	Jun 2016	Scheduled
5	A	IT	UOM IT GCR - 052016	112.5	112.5	0.0	0.0	Fn3	0.0	112.5	100%	Jun 2016	Scheduled
5	A	IT	ChSCC IT GCR - 092015	112.5	112.5	0.0	0.0		135.5	-23.0	-20%	Sep 2015	Completed
5	A	IT	MSCC IT GCR - 10/2015	112.5	112.5	0.0	0.0		156.5	-44.0	-39%	Nov 2015	Completed
5	A	IT	NaSCC IT GCR - 012016	112.5	112.5	0.0	0.0		110.5	2.0	2%	Mar 2016	In Progress
5	A	IT	NeSCC IT GCR - 042016	112.5	112.5	0.0	0.0		47.0	65.5	58%	May 2016	In Progress
5	A	IT	VSCC ITGCR - 112015	112.5	112.5	0.0	0.0		170.5	-58.0	-52%	Jan 2016	In Progress
5	A	IT	OIR Data Center Contract - 022016	90.0	0.0	-90.0	-1.0	Fn2	0.0	0.0	0%	Jun 2016	Removed
5	A	IT	RODP IT General Controls Review	90.0	142.5	52.5	0.6	Fn 1	246.0	-103.5	-73%	Jul 2015	Completed
5	A	IT	WSCC ITGCR - 072015	112.5	112.5	0.0	0.0		194.5	-82.0	-73%	Jul 2015	Completed
5	A	IT	TCAT IT Questionnaire	75.0	112.5	37.5	0.5		74.5	38.0	34%	Sep 2015	In Progress
				1428.8	1428.8	0.0	0.0		1243.0	185.8			
Provision to complete prior period audits													
5	A	IT	MTSU IT GCR	15.0	0.0	-15.0	-1.0		0.0	0.0	NA		Completed
5	A	IT	TTU IT GCR	22.5	0.0	-22.5	-1.0		29.0	29.0	NA		Completed
5	A	IT	DSCC IT GCR	22.5	0.0	-22.5	-1.0		13.0	13.0	NA		Completed
5	A	IT	TBR - Information Security	22.5	0.0	-22.5	-1.0		0.0	0.0	NA		Completed
Total Planned Audit Days:				1511.3	1428.8				1285.0				
Estimate Available Audit Hours = 1515 (1 staff)													
Audit Types:			Functional Areas:			Status:							
R - Required			AD - Advancement			Scheduled							
A - Risk-Based (Assessed)			AT - Athletics			In Progress							
S - Special Request			AX - Auxiliary			Completed							
I - Investigation			FM - Financial Management			Removed							
P - Project (Ongoing or Recurring)			IA - Instruction & Academic Support										
M - Management's Risk Assessment			IS - Institutional Support										
C - Consultation			IT - Information Technology										
F - Follow-up Review			PP - Physical Plant										
O - Other			RS - Research										
			SS - Student Services										
FN 1 - The audit scope increased causing more resources to be used than originally anticipated. FN 2 - Audit postponed to be revised due to IT making assessment of need to remain at OIR Data Center. FN 3 - Last audit to begin due to work performed by UOM in-house IT Auditor.													

Tennessee Board of Regents - TCATs
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Estimated Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual	Remaining Hours	Percentage			
	C	FM	General Consulting	0.0	72.0	72.0	NA	Fn 1	70.5	1.5	2%	Oct 2015	In-Progress
	P	FM	Audit Program Development	0.0	45.0	45.0	NA	Fn 1	79.0	-34.0	-76%	Aug 2015	In-Progress
	A	FM	Crump-IAR-Focused Review 14/15	0.0	6.0	6.0	NA	Fn 1	7.0	-1.0	-17%	Mar 2014	In-Progress
	A	FM	Covington-IAR-Focused Review - 14/15	25.0	37.5	12.5	50%		31.0	6.5	17%	Jun 2015	Completed
	A	FM	Ripley-IAR-Focused Review-13-14 & 14-15	0.0	22.5	22.5	NA	Fn 1	25.5	-3.0	-13%	Jun 2015	Completed
	A	FM	Nashville-IAR-Focused Review-15	0.0	12.8	12.8	NA	Fn 1	29.0	-16.3	-127%	May 2015	Completed
	A	FM	Athens-IAR-Focused Review-15	0.0	36.0	36.0	NA	Fn 1	12.0	24.0	67%	May 2015	Completed
	A	FM	Harriman-IAR-Focused Review-15	0.0	15.0	15.0	NA	Fn 1	34.5	-19.5	-130%	Apr 2016	Completed
	A	FM	Hohenwald-IAR-Focused Review-15	75.0	15.0	-60.0	0%		40.5	-25.5	-170%	Oct 2015	Completed
	A	FM	Jacksboro-IAR-Focused Review-15	0.0	3.8	3.8	NA	Fn 1	1.0	2.8	73%	Apr 2015	Completed
	A	FM	Knoxville-IAR-Focused Review - 15	18.8	0.0	-18.8	-100%		31.0	-31.0	NA	May 2015	Completed
	A	FM	McMinnville-IAR-Focused Review-15	0.0	4.5	4.5	NA	Fn 1	9.5	-5.0	-111%	Feb 2015	Completed
	A	FM	Memphis-IAR-Focused Review-15	0.0	24.8	24.8	NA	Fn 1	33.0	-8.3	-33%	Mar 2015	Completed
	A	FM	Morristown-IAR-Focused Review - 15	18.8	54.8	36.0	192%		29.0	25.8	47%	Jun 2015	In-Progress
	A	FM	Newbern-IAR-Focused Review-15	15.0	12.0	-3.0	NA		14.5	-2.5	-21%	Feb 2015	In-Progress
	A	FM	Oneida-IAR-Focused Review - 15	18.8	12.8	-6.0	-32%		26.5	-13.8	-108%	May 2015	Completed
	A	FM	Pulaski-IAR-Focused Review-15	0.0	4.5	4.5	NA	Fn 1	16.5	-12.0	-267%	Mar 2015	Completed
	A	FM	Athens-IAR-Focused Review-16	37.5	0.0	-37.5	-100%		0.0	0.0	NA	May 2016	Scheduled
	A	FM	Chattanooga-IAR-Focused Review-16	75.0	30.0	-45.0	-60%		45.5	-15.5	-52%	Nov 2015	In-Progress
	A	FM	Covington-IAR-Focused Review-16	37.5	67.5	30.0	80%		0.0	67.5	100%	Jun 2016	Scheduled
	A	FM	Crossville-IAR-Focused Review-16	52.5	30.0	-22.5	-43%		34.5	-4.5	-15%	Oct 2015	In-Progress
	A	FM	Crump-IAR-Focused Review-16	75.0	30.0	-45.0	-60%		37.5	-7.5	-25%	Nov 2015	In-Progress
	A	FM	Elizabethon-IAR-Focused Review-15/16	75.0	60.0	-15.0	-20%		34.0	26.0	43%	Dec 2015	In-Progress
	A	FM	Dickson-IAR-Focused Review-16	37.5	42.8	5.3	14%		20.5	22.3	52%	Mar 2016	In-Progress
	A	FM	Hartsville-IAR-Focused Review-16	45.0	26.3	-18.8	-42%		37.5	-11.3	-43%	Feb 2016	In-Progress
	A	FM	Harriman-IAR-Focused Review-16	0.0	42.0	42.0	NA	Fn 1	31.5	10.5	25%	Mar 2016	In-Progress
	A	FM	Hohenwald-IAR-Focused Review-16	75.0	60.0	-15.0	-20%		0.0	60.0	100%	Aug 2015	Scheduled
	A	FM	Jacksboro-IAR-Focused Review-16	37.5	47.3	9.8	26%		33.0	14.3	30%	Sep 2015	In-Progress
	A	FM	Knoxville-IAR-Focused Review-16	37.5	60.0	22.5	60%		2.0	58.0	97%	May 2016	In-Progress
	A	FM	Livingston-IAR-Focused Review-16	52.5	30.0	-22.5	-43%		37.0	-7.0	-23%	Jan 2016	In-Progress
	A	FM	McKenzie-IAR-Focused Review-15/16	75.0	28.5	-46.5	-62%		18.0	10.5	37%	Aug 2015	In-Progress
	A	FM	McMinnville-IAR-Focused Review-16	37.5	30.0	-7.5	-20%		37.0	-7.0	-23%	Feb 2016	In-Progress
	A	FM	Memphis-IAR-Focused Review-16	45.0	50.3	5.3	12%		0.0	50.3	100%	Apr 2016	Scheduled
	A	FM	Murfreesboro-IAR-Focused Review-16	37.5	36.0	-1.5	-4%		3.0	33.0	92%	Mar 2016	In-Progress
	A	FM	Nashville-IAR-Focused Review-16	37.5	48.0	10.5	28%		33.0	15.0	31%	May 2016	In-Progress
	A	FM	Newbern-IAR-Focused Review-16	37.5	30.0	-7.5	-20%		0.0	30.0	100%	Feb 2016	Scheduled
	A	FM	Oneida-IAR-Focused Review-16	37.5	30.0	-7.5	-20%		38.5	-8.5	-28%	Mar 2016	In-Progress
	A	FM	Paris-IAR-Focused Review-15/16	75.0	33.8	-41.3	-55%		19.5	14.3	42%	Sep 2015	In-Progress
	A	FM	Pulaski-IAR-Focused Review-16	37.5	33.8	-3.8	-10%		1.0	32.8	97%	Jun 2016	In-Progress
	A	FM	Ripley-IAR-Focused Review-16	37.5	67.5	30.0	80%		0.0	67.5	100%	Apr 2016	Scheduled
	A	FM	Shelbyville-IAR-Focused-16	52.5	22.5	-30.0	-57%		0.0	22.5	100%	Nov 2015	Scheduled
	A	FM	Whiteville-IAR-Focused Review-16	37.5	30.0	-7.5	-20%		1.5	28.5	95%	Jan 2016	In-Progress
	A	FM	Jackson-IAR-Focused Review-16	37.5	30.0	-7.5	-20%		2.5	27.5	92%	May 2016	In-Progress
	A	FM	Morristown-IAR-Focused Review-16	37.5	37.5	0.0	0%		0.0	37.5	100%	Jun 2016	Scheduled

Total Planned Audit Days: 1431.25 1412.25 -19.00 957.0 455.3

Estimate Hours Available For Audit = 1,365 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

Fn 1 After an analysis of time spent by audit, it was determined this audit was inadvertently omitted from previous plans. Therefore, it was added with this revision.

**Tennessee Board of Regent - Investigations
Internal Audit Plan
Fiscal Year Ended June 30, 2016
Revised April 2016**

Ranking	Type	Area	Audit	Current Year Budget (Hours)				Budget to Actual			Est. Audit Start Date	Status	
				Original	Revised	Change in Hours	Change in Percentage	Actual Hours	Hours	Percentage			
	C	IS	Consultation with Campus Auditors	180.0	337.5	157.5	88%		308.0	29.5	9%	Jul 2015	In Progress
	I	IS	Investigation Management	180.0	225.0	45.0	25%		240.0	-15.0	-7%	Jul 2015	In Progress
	I	FM	TBR 10-08	37.5	22.5	-15.0	-40%		0.0	22.5	100%	Jul 2015	In Progress
	I	FM	TBR 12-04	37.5	22.5	-15.0	-40%		0.0	22.5	100%	Jul 2015	In Progress
	I	FM	TBR 13-02	37.5	22.5	-15.0	-40%		0.0	22.5	100%	Jul 2015	In Progress
	I	IS	TBR 14-03	15.0	7.5	-7.5	-50%		8.5	-1.0	-13%	Jul 2015	Completed
	I	IA	TBR 14-04	37.5	37.5	0.0	0%		0.0	37.5	100%	Mar 2016	Scheduled
	I	FM	TBR 14-15	0.0	7.5	7.5	NA	FN 2	0.0	7.5	100%	May 2016	Removed
	I	IS	TBR 14-20	7.5	15.0	7.5	100%		0.0	15.0	NA	Jul 2015	Completed
	I	FM	TBR 15-01	60.0	75.0	15.0	25%		76.0	-1.0	-1%	Jul 2015	In Progress
	I	FM	TBR 15-03	37.5	22.5	-15.0	-40%		0.0	22.5	100%	Jul 2015	In Progress
	I	FM	TBR 15-04	75.0	232.5	157.5	210%		226.5	6.0	3%	Jul 2015	In Progress
	I	FM	TBR 15-05	0.0	7.5	7.5	NA		0.0	7.5	100%	Jul 2015	In Progress
	I	IS	TBR 15-07	0.0	7.5	7.5	NA	FN 3	0.0	7.5	100%	Jul 2015	In Progress
	I	IS	TBR 15-10	0.0	7.5	7.5	NA		8.5	-1.0	-13%	Nov 2015	Removed
	I	IS	TBR 16-01	60.0	22.5	-37.5	-63%		7.5	15.0	67%	Nov 2015	In Progress
	I	IS	TBR 16-02	75.0	7.5	-67.5	-90%		2.5	5.0	67%	Oct 2015	In Progress
	I	PP	TBR 16-03	0.0	3.8	3.8	NA		0.0	3.8	100%	May 2016	Scheduled
	I	IS	TBR 16-04 (FWAH 16-0115)	0.0	7.5	7.5	NA		4.0	3.5	47%	Aug 2015	Completed
	I	AT	TBR 16-05	0.0	15.0	15.0	NA		1.0	14.0	93%	Dec 2015	In Progress
	I	IA	TBR 16-07	0.0	7.5	7.5	NA	FN 3	7.0	0.5	7%	Oct 2015	Removed
	I	IA	TBR 16-08	0.0	112.5	112.5	NA		105.0	7.5	7%	Oct 2015	In Progress
	I	SS	TBR 16-10	0.0	40.0	40.0	NA		26.0	14.0	35%	Apr 2016	In Progress
	I	FM	TBR 16-13	0.0	20.0	20.0	NA		13.0	7.0	35%	Apr 2016	In Progress
	I	IA	TBR 16-14	0.0	30.0	30.0	NA		20.0	10.0	33%	Apr 2016	In Progress
	I	IS	TBR 16-16	0.0	10.0	10.0	NA		3.5	6.5	65%	Apr 2016	Completed
	I	FM	TBR 16-17	0.0	20.0	20.0	NA		11.0	9.0	45%	Apr 2016	In Progress
	I	FM	TFLI FWAH 16-0201	0.0	15.0	15.0	NA		31.0	-16.0	-107%	Oct 2015	Completed
	I	FM	Unscheduled Investigations	525.0	0.0	-525.0	-100%	FN 1	0.0	0.0	NA	Jul 2015	In Progress
Total Planned Audit Days:				1365.0	1361.3	-3.8			1099.0	262.3			

Estimate Available Audit Hours = 1,380 (1 staff)

Audit Types:	Functional Areas:	Status:
R - Required	AD - Advancement	Scheduled
A - Risk-Based (Assessed)	AT - Athletics	In Progress
S - Special Request	AX - Auxiliary	Completed
I - Investigation	FM - Financial Management	Removed
P - Project (Ongoing or Recurring)	IA - Instruction & Academic Support	
M - Management's Risk Assessment	IS - Institutional Support	
C - Consultation	IT - Information Technology	
F - Follow-up Review	PP - Physical Plant	
O - Other	RS - Research	
	SS - Student Services	

FN 1 - The budgeted time for unscheduled investigations is reduced as actual cases are opened.

FN 2 - Incorporated into President's Expense Audit.

FN 3 - Referred to STCC IA.



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Audit
SUBJECT:	Update of the Impact of the FOCUS Act on Internal Audit Functions
DATE:	June 23, 2016
PRESENTER:	Tammy Birchett
ACTION REQUIRED:	Informational Report
STAFF'S RECOMMENDATION:	Not Applicable

BACKGROUND INFORMATION:

The Tennessee General Assembly passed the FOCUS Act during the last session, which allows for the creation of a separate state university board, a governing board, for each of the six universities in the Tennessee Board of Regents system. The Act did not amend statutes originally enacted in 2004 regarding the establishment of an audit committee, and other internal audit matters, for the Tennessee Board of Regents system. The State of Tennessee Audit Committee Act of 2005, in requiring the establishment of audit committees for state governing boards, will presumably require audit committees for the new state university boards once established. However, because the FOCUS Act still identifies the six universities within the TBR system, questions remain regarding the audit committee and internal audit requirements of the 2004 legislation for the TBR system.

The following are system-level actions or involvement directed by statutes:

Higher Education Accountability Act of 2004

- The hiring of campus internal auditors shall be done upon the recommendation of the institutional presidents with the approval of the chancellor.
- Termination of employment of campus internal auditors shall require prior approval by the chancellor and the board audit committee.
- Annual or other periodic audits of chief executives shall be performed by an internal auditor who is not an employee of the institution of the chief executive being audited.

- The board of regents shall establish a policy requiring that reports by their system chancellor and presidents detailing expenditures made by, at the direction of, or for the benefit of, the chancellor or president be filed with the board no less than annually.

Higher Education Financial Accountability – 2004

- The board of regents of the state university and community college system shall require risk-based internal financial audits of the offices of the chancellor and the presidents of the institutions comprising the system; provided, that at least thirty percent (30%) of such offices shall be audited in any given year. The audits shall be reviewed by the board of regents and the comptroller of the treasury (TCA 49-7-3001(a)).



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Audit
AGENDA ITEM:	Review of System-wide Internal Audit Budget
DATE:	June 23, 2016
PRESENTER:	Tammy Birchett
ACTION REQUIRED:	Informational Report
STAFF'S RECOMMENDATION:	Accept Report

BACKGROUND INFORMATION:

The committee will review the Fiscal Year 2017 budget and institutional chargeback for the Office of System-wide Internal Audit. Additional information is provided on the attached schedules for the budget and chargeback.

**Tennessee Board of Regents
Office of System-wide internal Audit
Operating Budget for Fiscal Year 2016 - 2017**

	FY 2017 Budget		FY 2016 Budget	
	Amount	Percentage	Amount	Percentage
Salaries	499,000	65%	465,299	64%
Employee Benefits	189,000	25%	179,367	25%
Total Salaries and Benefits	688,000	90%	644,666	89%
Travel and Professional Development				
In State Travel	21,000	3%	22,000	3%
Professional Development	23,000	3%	23,000	3%
Total Travel and Professional Development	44,000	6%	45,000	6%
Operating Expenses	27,500	4%	40,050	5%
Total Budget	759,500	100%	729,716	100%
SWIA Chargeback to Institutions	573,000	75%	551,000	76%
SWIA Charge to TCAT Administration	118,500	16%	117,200	16%
Departmental Revenues	8,500	1%	8,500	1%
Carryforward Reserves	59,500	8%	53,016	7%
Total Resources	759,500	100%	729,716	100%

Salaries and Benefits includes the following 6 staff:

- Chief Audit Executive
- Director of Internal Audit
- Investigative Auditor
- Information Systems Auditor
- Internal Auditor for TCATs
- Administrative Assistant

Travel and Professional Development includes the costs for system office audit staff to travel for audits, meetings and other in state business activities. It also includes the costs of in state and out of state professional development activities and any related out of state travel costs for the training.

Operating Expenses includes the general operating costs for the system audit office such as supplies, computer software, non-capitalized equipment, meeting expenses and when applicable, instructors for group training and external peer reviewers. The operating expenses budget decreased from FY 2016 to FY 2017 because the cost of the audit software will be directly charged back to the institutions for FY 2017 and was paid by SWIA in FY 2016.

The revised budget results in a \$22,000 increase in the institutional chargeback to the institutions and a \$1,300 increase in the charge to TCAT Administration.

**Office of System-wide Internal Audit
Allocation of SWIA Chargeback
FYE June 30, 2017**

Institution	FY 2017 Internal Audit Charge	FY 2016 Internal Audit Charge	Increase in Internal Audit Charge
APSU	\$ 35,671	\$ 34,301	\$ 1,370
ETSU	57,181	54,986	2,195
ECOM			
EFPC			
MTSU	93,176	89,599	3,577
TSU	38,049	36,588	1,461
TTU	41,940	40,330	1,610
UOM	110,147	105,918	4,229
Subtotal	<u>376,163</u>	<u>361,720</u>	<u>14,443</u>
CHSCC	19,457	18,710	747
CLSCC	6,918	6,652	266
COSCC	9,188	8,835	353
DSCC	5,945	5,717	228
JSCC	8,864	8,523	340
MSCC	8,107	7,796	311
NASCC	13,512	12,993	519
NESCC	11,134	10,706	427
PSCC	19,781	19,022	759
RSCC	12,647	12,161	486
STCC	25,618	24,634	984
VSCC	13,620	13,097	523
WSCC	14,052	13,513	540
Subtotal	<u>168,841</u>	<u>162,358</u>	<u>6,483</u>
TCATs	27,996	26,921	1,075
Total	<u>\$ 573,000</u>	<u>\$ 551,000</u>	<u>\$ 22,000</u>



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Audit

SUBJECT: **Review of Comptroller's Office Audit Reports**

DATE: June 23, 2016

PRESENTER: Tammy Birchett

ACTION REQUIRED: No Actions Needed

STAFF'S RECOMMENDATION: Accept Report

BACKGROUND INFORMATION:

The Comptroller of the Treasury, Division of State Audit, under the authority of TCA 4-3-304, performs financial and compliance audits of each Tennessee Board of Regents university, community college and the system office. Universities are audited annually and community colleges and the system office are audited every other year. A description of the standards followed by the Comptroller's Office and the types of findings that may be reported follow this transmittal. The Comptroller's Office also performs performance audits of the Tennessee Board of Regents and higher education operations, as needed.

The Committee will review audit report received during the quarter; a summary of these report is included.

FINANCIAL AND COMPLIANCE AUDIT – NO FINDINGS

East Tennessee State University – FYE June 30, 2015

STATUS SUMMARY FOR PREVIOUSLY REPORTED FINDINGS

Following the summary of reports is a summary on the status of previously reported Comptroller's Office findings for informational purposes. Internal Audit generally performs a follow-up review of Comptroller's Office findings within six months of issuance. A follow-up report is prepared and submitted to the Comptroller's Office and the Legislature's Office of Fiscal Review. An executive summary of each follow-up audit is included in the Audit Committee's quarterly materials.

**Standards followed by the Comptroller of the Treasury
In Relation to Audits of Tennessee Board of Regents Institutions**

Audit reports issued for TBR institutions indicate that the Division of State Audit conducts audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in generally accepted government auditing standards. Standards generally accepted in the U.S. are generally the accounting standards issued by the Governmental Accounting Standards Board or Financial Accounting Standards Board of the American Institute of Certified Public Accountants. Generally accepted government auditing standards are those included in Government Auditing Standards, issued by the Comptroller General of the United States. The types of findings described below are based on the guidance provided in these standards.

Types of Findings

Deficiencies in Internal Control¹

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis.

Significant Deficiency¹

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Material Weakness¹

A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

A finding normally results when auditors consider a deficiency in internal control to be a significant deficiency or a material weakness.

Instance of Non-Compliance Required to be Reported²

When performing GAGAS financial audits, auditors should communicate in the report on internal control over financial reporting and compliance, based upon the work performed, (1) significant deficiencies and material weaknesses in internal control; (2) instances of fraud and noncompliance with provisions of laws or regulations that have a material effect on the audit and any other instances that warrant the attention of those charged with governance; (3) noncompliance with provisions of contracts or grant agreements that has a material effect on the audit; and (4) abuse that has a material effect on the audit.

¹ Statement on Auditing Standard 115, *Communicating Internal Control Related Matters Identified in an Audit*, was effective for periods ending on or after December 15, 2009.

² The December 2011 Revision of Government Auditing Standards, issued by the Comptroller General of the United States, Government Accountability Office.

Tennessee Board of Regents
Audit Committee
June 23, 2016
Review of Comptroller's Office Audit Reports
Financial and Compliance Audits—No Findings Reported

Institution	For the Year Ended	Auditor's Opinion on Financial Statements	Report on Internal Control	Report on Compliance	Findings
East Tennessee State University	June 30, 2015	Unmodified Opinion	No findings	No instances of noncompliance required to be reported	0



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Audit

SUBJECT: **Review of Corrective Actions on TBR Performance Audit Findings**

DATE: June 23, 2016

PRESENTER: Tammy Birchett

ACTION REQUIRED: Informational Report

STAFF'S RECOMMENDATION: Not Applicable

BACKGROUND INFORMATION:

Attached is a report of the Corrective Actions on three of the nine audit findings reported in the January 2014 Performance Audit report of the Tennessee Board of Regents system, issued by the Comptroller of the Treasury. One of the three findings was determined to be resolved since the last report but certain steps designed to resolve the remaining two findings are still in progress by the TBR system office or institutions. The following summary reflects the status of the three findings. In total, seven of the nine findings from the audit are now considered resolved by TBR.

Finding 2 – TBR universities need to develop monitoring systems to ensure that transfer students obtain all allowable college credit for all transferable courses.

Status: TBR has taken several steps to ensure students receive credit for transferable courses, including completing a reverse transfer agreement with UT and TICUA; executing an MOU with UT Knoxville to guarantee transfer admission from community colleges for those who otherwise meet admission criteria and with certain exclusions; implementing

Tennessee Transfer Pathways (TTPs) in 52 academic programs, providing for transfer and acceptance of community college credits at universities; collaborating with UT to develop a five-year schedule for reviewing and updating TTPs to ensure continued transferability; and revising TBR policy to award credit for partial completion of TTPs.

Additional improvements are underway for the transfer pathways and other procedures will be determined to ensure transfer credits are allowable and credited after implementation of a Common Data Repository.

Finding 5 – Not all required dual-admission agreements are in place between universities and community colleges.

Status: TBR worked in 2014 to amend the legislation to more clearly articulate that dual admission agreements should be undertaken where there is a practical benefit for students dually admitted, such as between two and four-year institutions in a reasonable geographical vicinity. Under THEC's dual admissions policy, TBR institutions have implemented 31 dual admissions agreements, most based on geographic proximity of two and four year institutions. Based on THEC's policy and the agreements in place, this finding is now considered resolved.

Finding 6 – TBR universities and community colleges have not included General Counsel recommended provisions in foundation agreements.

Status: TBR implemented a new Foundations policy on September 17, 2015 and subsequently provided a template to the campuses to prepare new agreements incorporating the requirements of the revised policy. Institutions with a foundation have one year from the date of the new policy to implement a new agreement. Completion of the new agreements is estimated by September 2016.

Tennessee Board of Regents
 Report of Corrective Actions on Performance Audit Findings
 Date: June 23, 2016

Finding 2			
TBR universities need to develop monitoring systems to ensure that transfer students obtain all allowable college credit for all transferable courses.			
Responsibility		Estimated Completion Date	Status
Tristan Denley		Orig: June 2015; Rev: August 2016	<i>Ongoing</i>
Action Steps		Completion Date	Comments
1.	Reverse Transfer Agreement with UT and TICUA.	Fall 2014	Completed
2.	MOU with UT Knoxville and TBR guarantees transfer admission from community colleges for those who otherwise meet admission criteria and with certain exclusions.	January 8, 2015	Completed
3.	Implemented required Tennessee Transfer Pathways in 52 programs, providing for transfer/acceptance of community college credits at universities. CCTA required 50 programs.	September 4, 2015	Completed.
4.	TBR proposing changes in policy to recognize credit for completion of partial TTPs.	March 30, 2016	TBR Policy 2:01:00:00, General Education Requirements and Degree Requirements was revised.
5.	Collaborate with UT to implement a five-year review schedule for all TTPs to review and, when necessary, revise TTP curricula so that they stay current and fully transferable.	April 2016	Completed
6.	TBR is currently reviewing all TTPs to develop consistent numbering and naming of courses within pathways.	August 2016	In Progress
7.	TBR universities are preparing course maps for the third and fourth years of pathways (last 60 hours).	August 2016	In Progress
8.	THEC has issued an RFP to electronically provide transcripts for high schools and other institutions within the state.	The award was made Fall 2015. Should be in place by Summer 2016.	In Progress by THEC
9.	Explore feasibility and costs of implementing mechanisms to monitor college course transfers system-wide.	TBD	Feasibility review completed but CDR project delayed.
10.	Common Data Repository	TBD	TBR plans to outsource development.
11.	Develop Degree Audit script for graduates to determine how many hours a student took that did not apply to the degree earned – to evaluate effectiveness in student progression.	August 2016 - Planned when CDR is operational.	Future project.

Tennessee Board of Regents
 Report of Corrective Actions on Performance Audit Findings
 Date: June 23, 2016

Finding 5			
Not all required dual-admission agreements are in place between universities and community colleges.			
Responsibility		Estimated Completion Date	Status
Chancellor Morgan		Orig: Dec 2014; Rev: Jan 2015	Resolved (Note 2)
Action Steps		Completion Date	Comments
1.	Draft legislation to more clearly articulate that dual admission agreements should be undertaken where there is a practical benefit for students dually admitted (i.e., students in a reasonable geographical vicinity).	Filed January 23, 2014.	Requested General Counsel's assistance with drafting legislation (1/6/14).
2.	Pursue passage of legislation.	April 25, 2014	SB2362/HB2246 signed into law by Governor. See Public Chapter 794.
3.	TBR institutions have agreements with institutions within their geographic proximity.	December 2014	Completed
4.	MOU with UT Knoxville and TBR guarantees transfer admission from community colleges for those who otherwise meet admission criteria and with certain exclusions.	January 8, 2015	Completed
5.	Determine and implement any additional steps needed regarding THEC's dual admissions policy.	March 4, 2016	In July 2012, THEC approved a Dual Admissions Policy with an agreement template to facilitate the dual admissions process for institutions. The template addressed: (1) eligibility, (2) students' responsibilities, (3) institutions' responsibilities, (4) ineligibility, and (5) advantages for students. Overall, 31 agreements have been established by TBR institutions with the majority based on geographic proximity between the institutions.
Note 1: Under 2014 legislation (PC 794), THEC shall develop policies under which a person eligible for admission at a two-year TBR institution and a four-year TBR or UT institution may be admitted to both institutions. The legislation also stated THEC shall identify those institutions where dual admissions is appropriate based on geographic or programmatic considerations.			
Note 2: TBR considers the issue of dual-admission agreements for institutions in close geographic proximity resolved based on the THEC policy and agreements established by TBR institutions.			

Tennessee Board of Regents
 Report of Corrective Actions on Performance Audit Findings
 Date: June 23, 2016

Finding 6			
TBR universities and community colleges have not included General Counsel recommended provisions in foundation agreements.			
Responsibility		Estimated Completion Date	Status
Dale Sims / Mary Moody		Orig: Spring 2015 Rev: Fall 2016	<i>Ongoing</i>
Action Steps		Completion Date	Comments
1.	Pursue revisions to TBR Policy 4:01:07:02, <i>Foundations</i> and any companion changes needed in recommended provisions of foundation agreements	<i>In Progress</i>	Planned for Fall 2015 quarterly meeting cycle.
2.	Drafted revisions to policy and circulated to institutions for comments	May 9, 2014	Completed
3.	Meeting with selected institutional representative and System staff to review comments on draft changes	June 18, 2014	Completed
4.	Draft 2 nd revision to policy and model agreement, considering institutional feedback	July 11, 2014	Completed
5.	Circulate 2 nd revision to institutions thru business officers – solicit feedback during BASC	July 29, 2014	Completed
6.	Present final version to Chief Business Officers for approval.	July 25, 2015	Approved
7.	Present final version to Presidents/Directors for approval.	August 18-19, 2015	Approved
8.	Present final version to Board for approval.	September 17, 2015	Approved
9.	Provide agreement template to institutions. Instruct institutions to execute revised agreements; set due date for completion (per policy, within 1 year from policy approval).	February 26, 2016	Completed
10.	<i>Obtain and review revised foundation agreements from all institutions.</i>	<i>Estimated September 17, 2016</i>	<i>Institutions have one year from approval to implement new agreements.</i>



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Audit
SUBJECT: Review of Internal Audit Reports
DATE: June 23, 2016
PRESENTER: Tammy Birchett
ACTION REQUIRED: Informational Report
STAFF'S RECOMMENDATION: Accept Report

BACKGROUND INFORMATION:

The following internal audit reports were completed by the system office and institutional internal audit staff during the quarter. An executive summary is included in the materials for each report listed. The committee will review and discuss the first group of reports, the results from the Complete College Tennessee Act Funding Formula audits; a summary of these reports is included on the following pages. The remaining reports listed will not be reviewed unless the members have questions or comments about the reports.

Internal Audit Reports for Review with the Audit Committee

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TSU	CCTA Outcome Measures	Page 5
TTU	CCTA Outcome Measures	Page 6
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CoSCC	CCTA Outcome Measures	Page 8
DSCC	CCTA Outcome Measures	Page 9
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Internal Audit Follow-up Reports for Informational Purposes

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MSCC	Follow-Up to State Audit FYE 2014-2015	Page 22
RSCC	Follow-Up to Off-Campus International Education	Page 23

TCAT Focused Reviews of Operations for Informational Purposes

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Information Technology Audit Reports for Informational Purposes

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Investigation Reports for Informational Purposes

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TTU	Cattle Missing from Oakley Farm	Page 43
ChSCC	Hiring of Director, Proposal & Project Development	Page 44
WSCC	Review of a Curriculum Vitae Allegation	Page 45

Status Summaries for Previously Issued Internal Audit Reports

Following the executive summaries of internal audit reports is a summary on the status of previously reported Internal Audit findings and observations as of April 30, 2016. Campus auditors conduct follow up procedures to determine if management has taken adequate corrective action and include their conclusions on the summary log. A follow-up report may be issued by the campus auditor if adequate corrective action has not been taken by management.

Complete College Tennessee Act
Outcome Measures
Academic Year 2014 – 2015 and Fall 2015

Overview

The Complete College Tennessee Act of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for development of the state's public higher education institutions and for increasing the educational attainment levels of Tennesseans by establishing accountability measures for the higher education institutions. In implementing the master plan, the Act requires that THEC use an outcomes-based model for making funding recommendations for public higher education institutions. The outcome measures identified for use in the funding formula are different for universities and community colleges and the measures are further distinguished by weighting them for each institution's mission.

Each Tennessee Board of Regents (TBR) university and community college prepares data files from the Banner system. The TBR Office of Institutional Research compiles the institutional files into system data files and provides them to THEC for use in the funding formula. THEC compiles the outcomes data into three-year averages and obtains other information for use in making funding recommendations.

Audits were conducted at the institutions to verify the data submitted and to evaluate the data file controls in place for the academic year 2014-2015 and the fall 2015 term. Specifically, the audits covered the End of Term and Report of Graduates data, as well as workforce training hours for community colleges and research and service expenditures for universities.

Results of Audits

For the audits completed and samples of outcome data tested during the quarter, internal controls established by the institutions provide reasonable assurance that the data is accurately reported and that data reported to TBR for the 2014 – 2015 academic year and fall 2015 term were accurate, except as noted in the recommendations below.

1. *Improve Controls to Ensure Accurate Reporting of Research and Service Expenditures*

The Research and Service Expenditures reported for the 2014-15 academic year included six items that did not meet the THEC definition. Four of the items were state funded and not from an externally generated funding source and two items were not eligible for indirect cost allocation. The inclusion of these six items caused the amount reported to THEC to be overstated by \$165,792. The audit also identified five items that met the THEC

definition but were not reported to THEC. The total expenses for the five items totaled \$77,004. The net effect is that the amount reported to THEC was overstated by \$88,788 (5%). (APSU)

2. *Strengthen Workforce Development Data and Reporting Controls*

The total workforce training contact hours reported on the 2014-2015 Economic and Workforce Development Contact Hours report were understated by 1,076 hours, equating to a loss of approximately \$5,900 in state formula funding. Possible factors that led to the inaccuracies identified, included recent turnover of staff resulting in inconsistent or revised data entry standards, and a lack of or inconsistent application of independent reviews. Reporting accuracy could be improved by strengthening segregation of duties and ensuring data is independently reviewed and reconciled. (CoSCC)

3. *Records Checks Should be Performed on End of Term Enrollment Data Prior to Transmittal of File to TBR*

The end of term file submitted for fall term 2015 did not contain the correct number of records; it should have contained 10,491 records but contained only 7,475 records. As a result, the institution's term hours and cumulative hours were underreported to TBR and THEC which understated the number of students meeting progression levels and other student identifiers, such as adults, low-income and academically underprepared. This understatement could cause a decrease in the amount of funding recommended by THEC. The current method of creating the end of term file did not provide for a review by the Registrar's Office to verify the correct number of records. The college was able to subsequently submit the correct data to TBR, and in turn to THEC so that funding for the college will be based upon the correct data. (PSCC)

Audits were completed for the following institutions at the time this summary was compiled: APSU, ETSU, MTSU, TSU, TTU, UOM, CoSCC, DSCC, JSCC, NeSCC, PSCC, STCC and WSCC. Audits were in progress for these institutions and the summary may be revised for the Audit Committee meeting on June 23, 2016: ChSCC, CISCC, MSCC, RSCC and VSCC. The NaSCC audit will be performed at a later time.

Note: Efficiency and outcomes data reported by THEC for academic year 2014-2015 are included on the following pages and these and other relevant information may be found on the THEC website at: <http://www.tn.gov/thec/article/2015-20-funding-formula>.

THEC 2016-17 Funding Formula Data Universities										
	30 CH	60 CH	90 CH	Bach	Assoc	Masters/ Ed Spec	Doctoral	Research & Service	Degrees per FTE	Grad Rate
APSU										
2014-15	1,495	1,349	1,539	1,469	298	313	-	\$ 1,742,724	23.3	44.5%
2013-14	1,422	1,432	1,477	1,548	256	316	-	\$ 2,393,772	22.2	47.6%
2012-13	1,453	1,463	1,504	1,413	312	304	-	\$ 2,614,188	20.7	44.9%
2011-12	1,480	1,358	1,357	1,312	241	326	-	\$ 3,601,246	18.4	47.0%
UTM										
2014-15	1,083	1,093	1,244	1,199	-	119	-	\$ 2,270,725	19.6	57.7%
2013-14	1,074	1,133	1,212	1,223	-	104	-	\$ 2,233,932	19.4	58.4%
2012-13	1,217	1,111	1,199	1,247	-	122	-	\$ 2,001,804	19.0	57.1%
2011-12	1,189	1,192	1,206	1,116	-	132	-	\$ 3,036,994	16.8	59.6%
TTU										
2014-15	1,944	1,845	1,907	1,857	-	341	19	\$ 7,910,306	19.7	61.3%
2013-14	1,858	1,722	1,753	1,804	-	352	23	\$ 8,348,063	19.6	59.9%
2012-13	1,749	1,534	1,706	1,830	-	376	12	\$ 8,873,329	20.5	60.2%
2011-12	1,612	1,524	1,809	1,696	-	444	18	\$ 9,586,009	19.2	57.9%
UTC										
2014-15	1,728	1,764	1,815	1,825	-	428	64	\$ 8,607,946	19.8	59.4%
2013-14	1,863	1,636	1,702	1,756	-	433	70	\$ 9,186,021	18.8	54.2%
2012-13	1,745	1,561	1,619	1,638	-	446	68	\$ 10,409,340	18.1	53.4%
2011-12	1,647	1,523	1,661	1,514	-	490	54	\$ 11,444,947	17.0	54.2%
MTSU										
2014-15	2,928	3,228	3,601	4,051	-	847	30	\$ 9,789,671	22.7	50.3%
2013-14	3,001	3,135	3,904	4,012	-	861	32	\$ 11,740,917	21.9	53.2%
2012-13	2,871	3,437	3,845	4,159	-	1,010	23	\$ 13,498,343	21.3	55.8%
2011-12	3,334	3,485	3,980	3,911	-	925	20	\$ 30,655,961	19.0	54.6%
ETSU										
2014-15	1,807	1,702	2,021	2,229	-	585	122	\$ 18,039,143	21.7	51.8%
2013-14	1,609	1,657	2,014	2,321	-	647	114	\$ 20,608,903	22.4	54.3%
2012-13	1,745	1,676	2,075	2,314	-	576	86	\$ 22,836,711	21.4	52.6%
2011-12	1,755	1,805	2,196	2,146	-	609	83	\$ 23,159,718	19.3	51.9%
TSU										
2014-15	1,120	918	928	872	116	416	54	\$ 30,072,867	15.8	33.3%
2013-14	1,018	833	985	812	104	486	85	\$ 33,195,422	15.4	41.0%
2012-13	914	854	918	938	128	417	66	\$ 31,582,168	18.3	40.2%
2011-12	946	895	929	959	139	434	72	\$ 31,029,229	17.8	43.1%
UM										
2014-15	2,180	2,414	2,824	2,898	-	929	247	\$ 53,715,900	21.0	48.6%
2013-14	2,084	2,492	2,773	2,991	-	1,071	260	\$ 57,944,475	21.6	49.2%
2012-13	2,297	2,459	2,785	2,887	-	1,064	259	\$ 51,992,967	20.0	51.1%
2011-12	2,220	2,377	2,624	2,724	-	1,009	271	\$ 55,561,194	18.3	47.5%
UTK										
2014-15	3,881	4,075	4,305	4,445	-	1,552	572	\$138,314,792	22.5	79.3%
2013-14	3,543	4,090	4,193	4,372	-	1,579	549	\$145,602,228	22.5	79.3%
2012-13	3,552	4,019	4,175	4,407	-	1,607	565	\$154,378,165	23.0	77.2%
2011-12	3,571	4,003	4,078	4,539	-	1,583	571	\$149,350,434	23.6	75.7%
TOTAL										
2014-15	18,166	18,388	20,184	20,845	414	5,530	1,108	\$270,464,074	20.7	54.0%
2013-14	17,472	18,130	20,013	20,839	360	5,849	1,133	\$291,253,733	20.4	55.2%
2012-13	17,543	18,114	19,826	20,833	440	5,922	1,079	\$298,187,015	20.3	54.7%
2011-12	17,754	18,162	19,840	19,917	380	5,952	1,089	\$317,425,733	18.8	54.6%

*Data reflects individual year outcomes, not three-year averages

**THEC
2016-17 Funding Formula Data
Community Colleges**

	12 CH	24 CH	36 CH	Dual Enroll	Assoc	1-2 Year Certs	<1 Year Certs	Job Place	Transfers Out	Contact Hours	Awards Per FTE
CHSCC											
2014-15	2,159	1,611	1,364	1,434	935	162	167	630	534	105,892	20.7
2013-14	2,339	1,708	1,446	1,373	1,046	179	262	609	499	133,554	21.3
2012-13	2,318	1,801	1,591	1,253	1,002	229	232	558	568	149,621	19.7
2011-12	2,351	1,872	1,646	1,155	896	146	268	429	531	241,977	16.1
CLSCC											
2014-15	979	645	520	1,072	365	7	258	231	206	3,882	18.2
2013-14	987	752	627	945	447	27	330	161	195	10,132	21.7
2012-13	1,060	716	605	615	372	29	196	190	209	7,596	17.2
2011-12	1,164	817	659	627	370	49	331	216	236	4,014	17.1
COSCC											
2014-15	1,330	1,104	955	1,121	687	57	98	242	436	48,595	24.6
2013-14	1,489	1,202	1,037	959	626	51	78	209	391	60,894	21.7
2012-13	1,538	1,284	1,012	843	599	52	0	212	415	63,095	20.5
2011-12	1,558	1,304	1,050	791	611	47	0	234	449	54,072	19.7
DSCC											
2014-15	768	489	440	982	308	20	46	169	183	12,239	23.7
2013-14	834	539	459	1,025	326	33	19	133	209	18,945	22.4
2012-13	959	625	542	887	300	26	21	121	243	7,114	16.8
2011-12	1,039	780	542	803	280	32	20	101	218	6,027	15.1
JSCC											
2014-15	1,318	831	704	1,993	416	14	83	301	266	28,337	18.5
2013-14	1,179	763	721	1,324	470	37	35	240	341	20,571	21.2
2012-13	1,127	899	691	800	509	34	27	357	299	17,853	20.2
2011-12	1,194	921	782	815	554	34	17	284	280	14,019	19.0
MSCC											
2014-15	1,485	1,184	941	987	597	0	111	118	439	3,273	21.7
2013-14	1,495	1,104	854	1,061	602	0	59	78	456	3,289	22.3
2012-13	1,363	1,044	901	859	568	1	69	73	499	5,493	20.6
2011-12	1,410	1,133	962	854	627	0	20	105	540	8,803	20.7
NASCC											
2014-15	2,477	1,878	1,540	1,390	669	135	84	310	581	23,562	14.0
2013-14	2,438	1,853	1,510	1,126	646	95	50	363	617	35,107	13.0
2012-13	2,338	1,824	1,611	1,119	624	99	54	335	640	35,965	12.7
2011-12	2,305	1,937	1,717	997	718	113	58	263	675	39,563	14.2
NESCC											
2014-15	1,545	1,157	993	927	777	123	158	391	350	14,143	24.9
2013-14	1,475	1,200	1,126	791	781	139	176	569	397	9,778	24.7
2012-13	1,664	1,348	1,125	723	720	104	362	275	380	6,434	19.7
2011-12	1,485	1,326	1,217	585	764	110	84	261	404	6,558	19.7
PSCC											
2014-15	2,549	2,297	1,915	1,620	1,290	4	583	310	830	49,799	21.1
2013-14	2,798	2,316	1,870	1,577	1,286	0	421	395	861	48,273	19.9
2012-13	2,823	2,346	1,947	1,213	1,258	0	524	189	850	45,598	18.7
2011-12	3,001	2,350	2,012	1,525	1,101	0	493	395	736	46,118	15.4
RSCC											
2014-15	1,518	1,184	987	1,750	787	95	66	402	446	79,517	25.8
2013-14	1,509	1,248	1,054	1,691	798	99	29	389	394	102,286	24.7
2012-13	1,642	1,256	1,111	1,632	787	77	19	391	451	116,535	22.4
2011-12	1,687	1,269	1,107	1,655	804	91	17	427	486	82,250	21.9
STCC											
2014-15	3,124	2,321	1,694	692	690	33	337	445	699	66,743	11.4
2013-14	3,289	2,430	1,700	582	839	32	383	434	728	84,906	12.8
2012-13	2,976	2,446	1,911	407	897	63	377	487	773	75,009	12.5
2011-12	3,898	3,072	2,360	409	808	49	432	366	778	74,172	9.4
VSCC											
2014-15	2,033	1,498	1,280	1,767	824	79	325	411	573	97,151	20.7
2013-14	2,037	1,467	1,329	1,961	766	79	294	403	569	95,794	18.6
2012-13	2,037	1,597	1,365	1,792	787	73	343	448	595	74,639	18.1
2011-12	2,132	1,684	1,446	1,566	763	88	508	387	627	95,564	16.2
WSCC											
2014-15	1,749	1,182	1,036	1,593	812	15	451	467	386	90,554	24.0
2013-14	1,779	1,260	1,095	1,612	868	28	331	473	459	66,428	24.7
2012-13	1,927	1,311	1,112	1,407	838	14	290	544	393	194,026	21.5
2011-12	1,976	1,393	1,173	1,261	791	18	295	501	479	197,866	18.9
TOTAL											
2014-15	23,034	17,381	14,369	17,328	9,157	744	2,767	4,427	5,929	623,687	20.7
2013-14	23,648	17,842	14,828	16,027	9,501	799	2,467	4,456	6,116	689,957	20.7
2012-13	23,772	18,497	15,524	13,550	9,261	801	2,514	4,180	6,315	798,978	18.5
2011-12	25,200	19,858	16,673	13,043	9,087	777	2,543	3,969	6,439	871,003	17.2

*Data reflects individual year outcomes, not three-year averages

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Internal Audit Reports
For Review with the Audit Committee*

Austin Peay State University
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Grants Accountant	Auditor: Beth Chancellor
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The audit objectives were to determine whether Austin Peay State University’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and related controls in place during the academic year 2014-2015 and the 2015 fall term. Specifically, the audit reviewed End of Term and Report of Graduate file data, and research expense data submitted during the academic year.

Audit Conclusion: The review of Austin Peay State University’s internal controls over outcome measures data indicated that the university has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year and the 2015 fall term, the data was accurately reported except the submission for Research and Service Expenditure amount. The amount reported included six items which did not meet the THEC definition. Additionally, the audit discovered five items which met the THEC definition but were not reported to THEC. The net effect of these reporting errors resulted in the Research and Service Expenditure amount reported to TBR being overstated by \$88,788. This issue is addressed as an observation in the audit report. The audit did not reveal matters warranting any audit findings.

The university’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Type of Completion	Outcome
Students accumulating 30, 60 and 90 credit hours (Progression)	4,383
Research and Service Expenditures	\$1,653,936**
Bachelor and Associate Degrees	1,767
Master and Ed Specialist Degrees	313
Doctorial and Law Degrees	-
Six-Year Graduation Rate	44.5%
Degrees per 100 FTE	23.3

*Data source: 2016-17 Formula Data Public Display

**Adjusted for audit results

East Tennessee State University
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Registrar, Director of Institutional Research, and Director of Grant Accounting

Auditor: Martha Stirling

Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objective of the audit was to determine whether East Tennessee State University’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data as well as research and service expense data submitted during the academic year.

Audit Conclusion: The review of the East Tennessee State University’s internal controls over outcome measures data indicated that the university has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations.

The university’s efficiency and other outcomes report by THEC for the 2014-2015 academic year include the following:

Type of Completion	Outcome		
Students accumulating 30, 60 and 90 credit hours (Progression)	30	60	90
	1,807	1,702	2,021
Research and Service Expenditures	\$18,039,143		
Bachelor Degrees	2,229		
Master and Ed Specialist Degrees	585		
Doctorial and Law Degrees	122		
Six-Year Graduation Rate	51.8%		
Degrees per 100 FTE	21.7		

*Data source: <https://www.tn.gov/thec/article/2015-20-funding-formula>

**Middle Tennessee State University
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary**

Introduction

The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model to determine funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective

The objectives of the audit were to determine whether Middle Tennessee State University internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope

This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term, Report of Graduates, and Research Expense data submitted during the academic year.

Audit Conclusion

The review of Middle Tennessee State University’s internal controls over outcome measures data indicated that Middle Tennessee State University has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year and fall 2015, the data was accurately reported. The audit did not reveal matters warranting audit findings, observations or recommendations.

The university’s efficiency and other outcomes reported by THEC for academic year 2014 – 2015 include the following:

Type of Completion *	Outcome *
Students accumulating 30 credit hours	2,928
Students accumulating 60 credit hours	3,228
Students accumulating 90 credit hours	3,601
Bachelor Degrees	4,051
Master and Ed Specialist Degrees	847
Doctoral Degrees	30
Research and Service Expenditures	\$9,789,671
Degrees per 100 FTE	22.7
Six-Year Graduation Rate	50.3%

*Data source: THEC 2016-2017 Funding Formula Data - Outcomes Formula Data

Tennessee State University
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Associate VP for Enrollment Services	Auditor: Director
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state's public higher education institutions, and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures, and other important institutional factors.

Objective: The objectives of the audit were to determine whether Tennessee State University's internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and research expense data submitted during the academic year.

Audit Conclusion: The review of the university's internal controls over outcome measures data indicated that the university has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 - 2015 academic year, data was accurately reported. The audit did not reveal matters warranting audit findings or observations.

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Type of Completion	Outcome
Students accumulating 30, 60 and 90 credit hours (Progression)	1120/918/928
Research and Service Expenditures	\$30,072,867
Bachelor and Associate Degrees	988
Master and Ed Specialist Degrees	416
Doctorial and Law Degrees	54
Six-Year Graduation Rate	33.2%
Degrees per 100 FTE	15.8

*Data source: THEC

Tennessee Tech University
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Registrar	Auditor: Assistant Director
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether Tennessee Tech University’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data and research expense data submitted during the academic year.

Audit Conclusion: The review of the Tennessee Tech University’s internal controls over outcome measures data indicated that the university has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year and fall term 2015, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations.

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Type of Completion	Outcome
Students accumulating 30, 60 and 90 credit hours (Progression)	1944 / 1845 / 1907
Research and Service Expenditures	\$7,910,306
Bachelor and Associate Degrees	1857
Master and Ed Specialist Degrees	341
Doctorial and Law Degrees	19
Six-Year Graduation Rate	61.1%
Degrees per 100 FTE	19.7

*Data source: THEC

University of Memphis
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Office of Institutional Research	Auditor: Financial & Compliance Auditor
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether University of Memphis (UOM) internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and UOM research expense data submitted during the academic year.

Audit Conclusion: The review of UOM’s internal controls over outcome measures data indicated that UOM has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations.

The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:

Type of Completion	Outcome
Students accumulating 30, 60 and 90 credit hours (Progression)	30 hours = 2180, 60 hours = 2414 90 hours = 2824
Research and Service Expenditures	\$53,715,900
Bachelor and Associate Degrees	2,898
Master and Ed Specialist Degrees	927
Doctorial and Law Degrees	247
Six-Year Graduation Rate	.486
Degrees per 100 FTE	21

Columbia State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Enrollment Services, Information Technology, Records, Workforce Development	Auditor: Erica V. Smith, CPA
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether Columbia State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR), and subsequently to THEC, was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and Economic and Workforce Development Contact Hour data submitted during the academic year.

Audit Conclusion: The review of the college’s internal controls over outcome measures data, and tests performed on a sample of data elements reported to TBR indicated that the college has established controls to provide reasonable assurance that the data is accurately reported, except as noted below.

Recommendation – Strengthen Workforce Development Data and Reporting Controls

The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:

Type of Completion	Outcome
Students accumulating 12, 24 and 36 credit hours (Progression)	3,389
Dual Enrollment Students	1,121
Associate Degrees and Certificates	842
Workforce Training	48,595
Awards per 100 FTE	24.6
Transfers Out with 12 Credit Hours	436
Job Placements	242

Dyersburg State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Interim Director of Admissions and Records, Computer Programmer/Analyst, Continuing Ed Specialist	Auditor: DSCC Director of Internal Audit
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether Dyersburg State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and workforce training data submitted during the academic year.

Audit Conclusion: The review of the college’s internal controls over outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations.

The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Dyersburg State Community College

Type of Completion	Outcome
Students accumulating 12, 24 and 36 credit hours (Progression)	1697
Dual Enrollment Students	982
Associate Degrees and Certificates	374
Workforce Training	12,239
Awards per 100 FTE	23.7
Transfers Out with 12 Credit Hours	183
Job Placements	169

*Data source: THEC 2016-2017 Funding Formula Data, obtained from <http://www.tn.gov/thec/article/2015-20-funding-formula>, Outcomes Formula Data

Jackson State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Ms. Robin Marek, Director of Admissions and Records	Auditor: Angie Brown, Director of Internal Audit
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether Jackson State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and workforce training data submitted during the academic year.

Audit Conclusion: The review of the college’s internal controls over outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations. The college’s efficiency and other outcomes reported by THEC for the 2014-15 academic year include the following:

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Type of Completion	Outcome
Students accumulating 12 credit hours	1,318
Students accumulating 24 credit hours	831
Students accumulating 36 credit hours	704
Dual Enrollment Students	1,993
Associate Degrees	416
Certificates 1-2 year	14
Certificates <= 1 year	83
Job Placements	301
Transfers Out with 12 Credit Hours	266
Workforce Training Contact Hours	28,337
Awards per 100 FTE	18.50

*Data source: 2016-17 THEC Outcomes Formula Data

<https://www.tn.gov/thec/article/2015-20-funding-formula>

Northeast State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Dean of Enrollment Management; Registrar; Director of Workforce Solutions	Auditor: Christopher L. Hyder, CIA
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Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.

Objective: The objectives of the audit were to determine whether Northeast State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.

Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and workforce training data submitted during the academic year.

Audit Conclusion: The review of the college’s internal controls over outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data appears accurately reported. The audit did not reveal matters warranting audit findings or observations. The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:

Efficiency and Outcomes Data Reported by THEC for Academic Year 2014-2015*

Type of Completion	Outcome
Students accumulating 12, 24 and 36 credit hours (Progression)	12 Hours: 1,545 24 Hours: 1,157 36 Hours: 993
Dual Enrollment Students	927
Associate Degrees and Certificates	Associate Degrees: 777 1-2 Year Certificates: 123 <1 Year Certificates: 158 Total Awarded: 1058
Workforce Training (Contact Hours)	14,143
Awards per 100 FTE	24.9
Transfers Out with 12 Credit Hours	350
Job Placements	391

*Data source: THEC 2016-2017 Funding Formula Data, obtained from <https://www.tn.gov/thec/article/2015-20-funding-formula>, Outcomes Formula Data

Pellissippi State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Person: Melanie Paradise, Registrar	Auditor: Suzanne L. Walker, Director																																																		
<p>Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.</p>																																																			
<p>Objective: The objectives of the audit were to determine whether Pellissippi State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.</p>																																																			
<p>Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term data for fall of 2015 and Report of Graduate file data and workforce training data submitted during the academic year.</p>																																																			
<p>Audit Conclusion: The review of the Pellissippi State’s internal controls over outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported, except for the fact that a records verification is not performed upon the end of term file prior to submittal to the TBR. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year and fall term 2015, the data was accurately reported, except that the end of term file submitted for fall term 2015 did not contain the correct number of records. This issue will be addressed in an audit finding. Because the incorrect data related to fall term 2015, the college was able to submit the correct data to TBR, and TBR in turn provided the correct data to THEC so that funding for the college will be based upon the correct data.</p>																																																			
<p>The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:</p>																																																			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 35%;">Students Accumulating 12 hours</td> <td style="width: 15%; text-align: center;">2,549</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> <tr> <td>Students Accumulating 24 hours</td> <td style="text-align: center;">2,297</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Students Accumulating 36 hours</td> <td style="text-align: center;">1,915</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Dual Enrollment</td> <td style="text-align: center;">1,620</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Associates</td> <td style="text-align: center;">1,290</td> <td></td> <td></td> <td></td> </tr> <tr> <td>1-2 year Certificates</td> <td style="text-align: center;">4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Job Placements</td> <td style="text-align: center;">583</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Remedial and Developmental Success</td> <td style="text-align: center;">189</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Transfer Out with 12 hours</td> <td style="text-align: center;">830</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Workforce Training (Contact Hours)</td> <td style="text-align: center;">49,799</td> <td></td> <td></td> <td></td> </tr> </table>		Students Accumulating 12 hours	2,549				Students Accumulating 24 hours	2,297				Students Accumulating 36 hours	1,915				Dual Enrollment	1,620				Associates	1,290				1-2 year Certificates	4				Job Placements	583				Remedial and Developmental Success	189				Transfer Out with 12 hours	830				Workforce Training (Contact Hours)	49,799			
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**Southwest Tennessee Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary**

Key Staff Person: Director of Planning	Auditor: Charlotte Johnson																
<p>Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.</p>																	
<p>Objective: The objectives of the audit were to determine whether Southwest Tennessee Community College internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) was accurate and in compliance with the reporting instructions provided by the TBR.</p>																	
<p>Scope: This audit reviewed data and data file controls in place during the academic year 2014-2015 and fall term 2015. Specifically, the audit reviewed End of Term and Report of Graduate file data, and workforce training data submitted during the academic year.</p>																	
<p>Audit Conclusion: The review of the college’s internal controls over outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported. Based on audit tests performed on a sample of data elements reported to the TBR for the 2014 – 2015 academic year, the data was accurately reported. The audit did not reveal matters warranting audit findings or observations. The college’s efficiency and other outcomes reported by THEC for the 2014 – 2015 academic year include the following:</p>																	
<p>Southwest Tennessee Community College Table</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Type of Completion</th> <th style="width: 50%;">Outcome</th> </tr> </thead> <tbody> <tr> <td>Students accumulating 12, 24 and 36 credit hours (Progression)</td> <td>3124, 2321, 1694</td> </tr> <tr> <td>Dual Enrollment Students</td> <td>692</td> </tr> <tr> <td>Associate Degrees and Certificates</td> <td>690</td> </tr> <tr> <td>Workforce Training</td> <td>66,743</td> </tr> <tr> <td>Awards per 100 FTE</td> <td>11.4</td> </tr> <tr> <td>Transfers Out with 12 Credit Hours</td> <td>699</td> </tr> <tr> <td>Job Placements</td> <td>445</td> </tr> </tbody> </table>		Type of Completion	Outcome	Students accumulating 12, 24 and 36 credit hours (Progression)	3124, 2321, 1694	Dual Enrollment Students	692	Associate Degrees and Certificates	690	Workforce Training	66,743	Awards per 100 FTE	11.4	Transfers Out with 12 Credit Hours	699	Job Placements	445
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Workforce Training	66,743																
Awards per 100 FTE	11.4																
Transfers Out with 12 Credit Hours	699																
Job Placements	445																
<p>*Data source: THEC Funding Formula Data Community Colleges Report</p>																	

Walters State Community College
Complete College Tennessee Act - Outcome Measures
Academic Year 2014 – 2015
Executive Summary

Key Staff Persons: Linda Mason, Dean of Student records, and Dr. Joe Combs, Dean of Community Education	Auditor: Mark Ortlieb, CPA
Introduction: The CCTA of 2010 (the Act) charged the Tennessee Higher Education Commission (THEC) with developing a statewide master plan for the state’s public higher education institutions and for directing those institutions to be accountable for increasing the educational attainment levels of Tennesseans. In implementing the plan, the Act requires that THEC use an outcomes-based model for making funding recommendations. The outcome measures identified for use in the funding formula are different for universities and community colleges and are further distinguished by weighting the measures by institutional mission. The outcomes may be grouped into student progression, student completion (degrees and certificates awarded), efficiency measures and other important institutional factors.	
Scope: This audit reviewed outcome measures used in the funding formula for the 2014 – 2015 academic year.	
Objectives: The objectives of the audit were to determine whether the Walters State Community College’s internal controls provide reasonable assurance that the data reported to the Tennessee Board of Regents (TBR) and the Tennessee Higher Education Commission (THEC) for the funding formula was accurate and in compliance with the reporting instructions provided by TBR.	
Findings (or Observations): None	
Audit Conclusion: Based on audit tests performed on a sample of supporting data outcomes measures reported to the TBR and subsequently to THEC by the TBR for Walters State Community College for the 2014– 2015 academic year appeared accurate. Also, the review of the system of internal controls over formula funding outcome measures data indicated that the college has established controls to provide reasonable assurance that the data is accurately reported. The audit did not reveal matters warranting audit findings or observations.	

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Internal Audit Reports
For Information Purposes*

Tennessee State University
Off-Campus International Education Programs
August 1, 2014 – July 31, 2015
Executive Summary

Key Staff: Executive Director, International Affairs	Auditor: Director
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Introduction: The Tennessee Board of Regents System (TBR) supports off-campus international educational programs or courses as a valid and valuable part of undergraduate and graduate education. The TBR encourages all TBR institutions to engage in international opportunities that meet the legitimate academic needs of their students and in cooperation with consortia both internal to the TBR system in which TBR institutions hold membership and those external to the system. The TBR recognizes that such programs or courses take a variety of forms in length and focus.

Objectives: The audit objectives were to conduct a comprehensive review of the Off-campus International Education Programs across the TBR system, assess compliance with TBR and Tennessee State University policies pertaining to off-campus international education programs, assess the adequacy of financial management; ensure costs were monitored and controlled, assess the adequacy of internal controls, and summarize relevant data.

Scope: Off-Campus International Education Programs undertaken by the university from August 1, 2014, through July 31, 2015

Audit Conclusion: Based on audit tests performed for the period August 1, 2014, through July 31, 2015, adequate controls are in place to ensure that Tennessee State University's Off-Campus International Education Programs are managed appropriately and used as planned to meet the university's off-campus international education goals. The Off-Campus International Education Programs offered by Tennessee State University were in compliance with TBR and university policies. The audit tests performed reflected sound financial management practices and that costs were monitored, controlled, and appropriate for the associated off-campus international education program.

Program Type	Academic Credit Program	Non-Credit Program	Total Programs
Institution-Sponsored Programs	3	2	5
TnCIS Sponsored Programs	6	0	6
Partnership-Sponsored Programs	3	4	7
Direct Enrollment	0	0	776
International Exchange Programs	66	54	120

**University of Memphis
Bookstore Operations**

March 9, 2016

Title of Key Staff Persons: Director
Auxiliary Services, Controller

Auditors: Senior Internal Auditor and
Financial/Compliance Auditor

Background:

Internal Audit has completed an audit of the University of Memphis campus bookstore operations. The University contracts with Follett Higher Education Group, Inc. (FHEG) for bookstore operations on multiple campuses. FHEG is the nation's largest college store operator serving five million students across nearly 1,200 campus stores in North America.

The Bookstore is established and maintained solely for the convenience of students, faculty, staff, alumni, visitors and guests of the University and Community by furnishing textbooks, school supplies and related merchandise.

FHEG agrees to operate bookstore and to maintain services as an integral element of the University's educational and academic mission. There are currently three bookstore locations and a Starbucks café.

Auxiliary Services (within Business and Finance) has primary responsibility and oversight over monitoring bookstore operations and works with FHEG management regarding deliverables and services provided in accordance with the contract.

The Office of the Controller has the responsibility and oversight for internal controls related to processing payments to FHEG for departmental bookstore charges in accordance with UOM disbursement policies.

Objectives:

The objectives of the audit were the evaluation of financial internal controls applicable to University disbursement and procurement policies and the evaluation of compliance with terms within the contract.

In accordance with the Tennessee Financial Integrity Act, University management is responsible for establishing adequate internal controls within the organization. (TCA-9-8-101-102-103)

Conclusion:

The audit objectives were achieved. Based on the results of all audit work performed, internal controls over bookstore operations are generally adequate. However, we noted conditions for improvement and also situations where management should evaluate controls and processes for potential changes. Management is in progress or has already taken steps to address all the recommendations.

Summary of Conditions Noted - Bookstore Operations

- Deposit of Monthly Commission Check
- Gross Sales Exemptions
- Department Discounts
- Textbook Scholarships for Students
- Internal Revenue Service Reporting Requirements
- Hours of Operation Law School
- Department Purchases
- Payment of Monthly Invoices
- Internal Payments

**Chattanooga State Community College
Print Shop Audit
July 1, 2014 through June 30, 2015
Executive Summary**

Key Staff Person	Roger Shipley, Director Print Shop	Internal Auditor	Intan McCartt, Internal Audit Specialist
Introduction	<p>An internal audit of the Chattanooga State Community College (ChSCC) Print Shop for the period July 1, 2014 through June 30, 2015 was conducted by the ChSCC Internal Audit Department. The Print Shop provides copying and printing services to ChSCC faculty, staff, and students.</p> <p>College-related items are charged to departments through Banner Finance journal entries. Student and non-college jobs are paid via cash, credit card or check which are then deposited with the Bursar's Office. For FY2015, the ChSCC Print Shop produced a total of \$257,514 for copy and print services for college-related jobs and \$18,403 for student or non-college related jobs.</p>		
Objectives	<p>The objectives of this audit were:</p> <ul style="list-style-type: none"> • To determine if processes are effective to manage quality and timeliness of order production. • To evaluate procedures to account for order revenue and other financial management. • To ascertain network security measures for Print Shop order software. 		
Conclusion	<p>The Print Shop has adequate controls over financial management and software security. However, written departmental procedures are needed to compliment these controls. Also, through observation and absence of customer complaints, it was determined that the Print Shop provides quality and timely services to its customers.</p>		
Recommendation	<p>Based on the performed audit procedures, Internal Audit recommends that written internal procedures be developed to manage and administer Print Shop functions. The procedure document should be evaluated periodically for alignment to actual practices.</p>		
Management Response	<p>Print Shop management will develop written procedures that include detailed processes to manage department functions by July 31, 2016.</p>		

**Volunteer State Community College
International Education Programs
Fiscal Year 2015
Executive Summary**

Key Staff: International Education Office	Auditor: Nancy Batson
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Introduction: The Tennessee Board of Regents System (TBR) supports off-campus international educational programs or courses as a valid and valuable part of undergraduate and graduate education. The TBR encourages all TBR institutions to engage in international opportunities that meet the legitimate academic needs of their students and in cooperation with consortia both internal to the TBR system in which TBR institutions hold membership and those external to the system. The TBR recognizes that such programs or courses take a variety of forms in length and focus.

The Volunteer State Community College (the College) International Education program is managed by the Director of International Education and the Coordinator of International Education. The College also has an International Education standing committee, and is a member of the Tennessee Consortium for International Studies (TnCIS).

Objectives: The audit objectives were to conduct a comprehensive review of the Off-campus International Education Programs across the TBR system, assess compliance with TBR and College policies pertaining to off-campus international education programs, assess the adequacy of financial management; ensure costs were monitored and controlled, assess the adequacy of internal controls, and summarize relevant data.

Scope: International Education programs, activities, and expenses for fiscal year 2014-2015

Audit Conclusion: Based on audit tests performed for the period July 1, 2014, through June 30, 2015, adequate controls are in place to ensure that the International Education activities are managed appropriately, except as noted in the recommendations below. The Travel Abroad International Education programs were in compliance with TBR and College policies, except as noted in the recommendations above. The audit tests performed reflected sound financial management practices and that costs were monitored, controlled, and appropriate for the associated off-campus international education program.

Recommendations: 1) The College should establish the emergency reserve allocation in the International Education Fee fund in accordance with TBR policy. 2) The College should charge the scholarships awarded to TnCIS participants for course fees to an unrestricted scholarship expense. 3) The college should attempt to collect any emergency expenses incurred on the student’s behalf from the student or document approval to waive collection. 4) The travel expenses for the Guatemala service learning project should be supported with itemized invoices. 5) Course fees paid by institutional scholarships should be credited back to the scholarship account.

Program Type	Academic Credit Program	Non-Credit Program	Total Programs
TnCIS Course Program	13	1	14
College-led Travel Abroad		3	3
Partnership Program		1	1

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Internal Audit Follow-Up Reports
For Informational Purposes*

East Tennessee State University
Facilities – VA Campus Custodial Staff
Follow-Up to the Audit Report Issued May 21, 2015
For the Audit Period October 1, 2015 – January 15, 2016

<p>Key Staff Person: Director of Facilities Management Operations and Associate Director of Building Maintenance on the VA Campus</p>	<p>Auditor: Martha Stirling</p>
<p>Introduction: The Facilities – VA Campus Custodial Staff Audit for the calendar year 2014 contained one finding. As required, Internal Audit has performed a follow-up review of actions taken in response to this finding.</p>	
<p>Objectives: The objective of this follow-up review is to determine if management has implemented corrective actions for the finding noted in the previously issued audit report.</p>	
<p>Total Questioned Costs: None</p>	<p>Recoveries: None</p>
<p>Original Finding and Recommendation: Based on a review of timesheets and discussion with personnel, it appears that timesheets were not completed by the employees. They were, however, being review and signed by the employees as well as multiple levels of management. The Associate Director of Building Maintenance on the VA campus (Associate Director) stated that some employees do not know how to complete their timesheet. He said that anyone who wishes can complete their own timesheets. <i>ETSU Financial Procedures Manual (FP-15), Payroll Procedures</i>, Section IV. Time Report Procedures states that “In order for an employee to be paid, an individual time report must be completed by the employee...” Management should allow employees to complete their own timesheets.</p>	
<p>Current Status: The VA Campus custodial staff attended training in May 2015 related to timekeeping in response to the audit. Everyone in attendance signed off stating that they understood the timesheets must be completed by the employee. Based on a review of timesheets and discussion with personnel, the issues over timesheets have improved. However, out of the 147 timesheets tested, thirty-one (21%) did not appear to be completed by the employee.</p>	
<p>Conclusion Based on our review, the audit objectives were met. It appears appropriate corrective action has not been taken.</p>	

Motlow State Community College
Follow-up to the State Audit Report
For the Fiscal Year Ending June 30, 2014 and June 30, 2013
Executive Summary

Key Staff: Human Resources Executive Director, VP of Technology and Administrative Services	Auditor: Tammy Wiseman, Internal Auditor
<p>Introduction</p> <p>The Comptroller of the Treasury, Division of State Audit, issued a financial and compliance audit of Motlow State Community College for the fiscal years ended June 30, 2014 and June 30, 2013, on August 6, 2015. The report included two (2) audit findings. The current status of each finding is presented in the Results of the Current Audit section below.</p>	
<p>Objectives</p> <p>The objectives of the review were to determine whether adequate corrective actions have been taken to address the audit findings, implement the audit recommendations and mitigate the risks that errors or fraud could occur and not be detected in a timely manner.</p>	
<p>Results of the Current Audit</p> <p><u>Current Status of State Audit Findings</u></p> <ol style="list-style-type: none"> 1. Motlow State Community College Did Not Provide Adequate Internal Controls in One Specific Area Status: Management has taken partial corrective action to improve internal controls. Additional internal controls need to be implemented. 2. Motlow State Community College, the Tennessee Board of Regents, and the Tennessee Department of Finance and Administration Did Not Provide Adequate Internal Controls in One Specific Area Status: Management has taken adequate corrective actions to improve internal controls in one specific area. <p><u>Audit Conclusion</u></p> <p>Based on the results of tests and procedures performed, management has taken partial corrective actions but the actions were not sufficient to address Finding 1. Management has developed an action plan to improve internal controls. Management has taken adequate actions to address the Limited Official Use audit Finding 2 and implemented the audit recommendations to mitigate the risks that errors or fraud could occur and note be detected in a timely manner.</p>	

Roane State Community College
Follow-up report
Off-Campus International Education Programs
Executive Summary
May 23, 2016

Background:

A financial and compliance audit of the Off-Campus International Education Programs of Roane State Community College for the period August 1, 2014 – July 31, 2015 was completed in February, 2016. During this audit it was determined that Roane State had not complied with TBR policy requiring that a separate contingency reserve for International Education be accounted for in a separate fund. Management’s response indicated that prior to the audit report a separate fund was established for this purpose.

A follow-up review to determine whether the Finding from the audit mentioned above was completed in May 2016 by the Roane State Community College Internal Audit Department. That review concluded that the item addressed in the Finding has been fully implemented.

Objectives:

To determine whether College Management has implemented the recommendation as stated in the audit report; to report on the progress of implementation of the corrective action as outlined in the response by Management; to recommend further action, if required, to adequately resolve the finding.

Total Questioned Costs/Losses: N/A

Total Recoveries: N/A

Findings (or Observations): None

Conclusions:

The review included an assessment of Management's response to the Finding as contained in the Internal Audit Report – Off-Campus Education Programs for the period August 1, 2014 – July 31, 2015; an analysis of the actions taken by Management in response to the Finding; and appropriate test-work to insure that Management’s responses were accurate.

Based on the review, it was confirmed that the item addressed in Internal Audit Report – Off-Campus International Education Programs (February 2016) was implemented.

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*TCAT Focused Reviews of Operations
For Informational Purposes*

**Tennessee College of Applied Technology - Chattanooga
Focused Operational Review**

College Director: Dr. Jim Barrott	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 13, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope: To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results: Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

**Tennessee College of Applied Technology - Crossville
Focused Operational Review**

College Director: Mr. Jerry Young	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 13, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope:</p> <p>To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results:</p> <p>Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

**Tennessee College of Applied Technology - Harriman
Focused Operational Review**

College Director: Ms. Danice Turpin	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 26, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope:</p> <p>To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results:</p> <p>Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

**Tennessee College of Applied Technology - Hartsville
Focused Operational Review**

College Director: Mrs. Mae Perry	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 26, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope:</p> <p>To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results:</p> <p>Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

**Tennessee College of Applied Technology - Nashville
Focused Operational Review**

College Director: Mr. Mark Lentz	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 13, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope: To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results: Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

**Tennessee College of Applied Technology - Oneida
Focused Operational Review**

College Director: Mr. Dwight Murphy	Internal Auditor: Helen Vose, CIA, CFE
Report Date: May 13, 2016	Audit Period: Fiscal Year Ending June 30, 2015
<p>Purpose and Scope:</p> <p>To assess the adequacy of management’s system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed for ease of access by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:</p> <ul style="list-style-type: none"> • Awarding of Certificates and Diplomas • Carl D. Perkins Grant Program • P-Card controls and implementation • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Drug and Alcohol Abuse and Prevention Information - Local assistance available and related programs. 2. Federal Educational Rights and Privacy Act (FERPA) – Informing students of their rights and the completion of the required forms. 3. Safeguarding Consumer Information - Campus security is operational physically and electronically. 4. Gainful Employment – Reporting requirements and employability of graduates. 	
<p>Current Audit Results:</p> <p>Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management’s systems of internal controls appear adequate. Management monitors key controls on a regular basis. The audit did not reveal significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations.</p>	

Tennessee College of Applied Technology - Ripley
Focused Operational Review
Field visit June 15, 2015 to June 16, 2015

College Director: Ms. Youlanda Jones		Internal Auditor: Helen Vose, CIA, CFE	
Report Date: June 1, 2016		Audit Period: Fiscal Year Ending June 30, 2014 & Fiscal Year Ending June 30, 2015	
Purpose and Scope:	To assess the adequacy of management's system of internal controls for specific areas identified as higher risk during the past operational reviews of all Colleges of Applied Technology and requests by management. Schools that are recipients of Federal Student Aid are required to notify students of various consumer information. The regulations may specify how the information is disclosed or allow the school to decide. Consumer information was reviewed in four of the eleven key areas identified in federal regulations. The College's notices were reviewed for ease of access for students by several delivery methods. Transactions were tested on a sample basis and other audit procedures were performed on controls in the following areas:		
Fiscal Year End June 30, 2013	<ul style="list-style-type: none"> • Cash Receipts • Cash Deposits • Livework Projects • Accounts Receivable • 	<ul style="list-style-type: none"> • Federal Financial Aid <ul style="list-style-type: none"> – Title IV Eligibility – Title IV Refunds – Student Award Process • Pell reconciliation to FISAP • Lottery reconciliation to TSAC 	
Fiscal Year End June 30, 2014	<ul style="list-style-type: none"> • Accounts Receivable • Director's Expenses • Federal Financial Aid Consumer Information Activities: <ol style="list-style-type: none"> 1. Institutional and Financial Assistance Information - Federal financial assistance available and related eligibility procedures, cost of attendance, accrediting agencies and other areas. 2. Students Right to Know Act - Completion, retention and placement rates. 3. Jeanne Clery Act - Campus security, emergency notification/response and crime statistics. 4. Misrepresentation - Educational programs, financial costs and employability of graduates. 		
Prior Audit Results:	The TCAT Ripley had two observations during the operational audit released June 14, 2012. Funds were not deposited when reaching \$500 and the duties for the staff member preparing and making the deposit were not adequately segregated. Deposits are monitored and made as required and the deposit duties were assigned to the Assistant Director.		
Current Audit Results:	Based on observations, discussions with management, and the testwork performed in the areas listed above for the period covered, management's systems of internal controls appear adequate. Management monitors key controls on a regular basis. However, the audit revealed significant issues of noncompliance with regulations or TBR or institutional policies or significant deficiencies in operations. Four Findings and one observation were noted. Two findings in accounts receivable found inadequate collection procedures by not utilizing a collection agency and collection letters should be sent timely. Additionally, two findings in Financial Aid found verification procedures should be implemented and the FISAP should be reconciled to the general ledger annually. One observation noted the review of the accounts receivable reconciliation should be documented.		

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Information Technology Audit Reports
For Informational Purposes*

University of Memphis
NACHA - WEB Transactions Data Security Audit
May 04, 2016
Executive Summary

Title of Key Staff Person: Bursar and Associate Bursar, ITS personnel	Auditors: Sr. Technology and Network Security Auditor
<p>Background: This audit is required due to the contract the University of Memphis (UOM) has with First Tennessee Bank.</p> <p>The National Automated Clearing House Association (NACHA) is a not-for-profit organization begun in 1974 to help administer and manage the Automated Clearing House (ACH) network, which is the backbone for the electronic movement of money and information used in the interbank clearing of electronic payments. <i>NACHA Operating Rules</i> provide the legal foundation for the use of the ACH payment system.</p> <p>Transactions entered into the ACH system are coded using defined standard entry class (SEC) codes. The WEB SEC code is used for recurring or single entry debit transactions based on authorization from the Receiver to the Originator via the internet or mobile device – excluding oral authorization through these channels. NACHA rules impose specific data security requirements for all transactions that involve the electronic exchange or transmission of banking data.</p> <p>NACHA Rules also require that Originators conduct or have conducted on their behalf, annual security audits to ensure that the financial information obtained from Receivers (i.e. students) is protected by security practices and procedures that include, at a minimum, adequate levels of physical security, personnel and access control, and network security.</p>	
<p>Objective: To determine whether UOM complies with NACHA Operating Rules for originating WEB entries according to the <i>2016 NACHA Operating Rules</i>.</p>	
<p>Conclusion and Audit Results: The audit objective was achieved. Based on our review of various University and TouchNet documents, policies, procedures, observation of practices in place, and discussions with personnel in the Bursar’s Office and Information Technology Services (ITS), we conclude that the University of Memphis complies with the <i>NACHA Operating Rules</i> for processing WEB transactions. We noted no significant weaknesses or noncompliance items. We did note certain opportunities for improvement which were communicated to Management but were not included in this report.</p>	

Chattanooga State Community College
Information Technology Services
Information Technology General Controls Review
Executive Summary – Page 1 of 2

Contact: Assistant Vice President for Information Technology Services	Auditor: IT Auditor, System-wide Internal Audit																														
<p>INTRODUCTION</p> <p>A comprehensive Information Technology General Controls Review was performed at Chattanooga State Community College (ChSCC). Information Technology Services serves the college by providing technical services and computing solutions through its four sections; System Programming and Operations Services, Telecom and Networking Services, User Support Services, and Technology Assets Services.</p> <p>Information Technology Services consists of 35 full-time employees. The Vice President for Information Technology Services and the Assistant Vice President for Information Technology Services share the duties associated with the role of a chief information officer. The Vice President represents Information Technology Services on the President’s Cabinet and assures Cabinet approval for changes to information technology policies and makes technical presentations to various college groups. The Assistant Vice President manages the daily information technology functions and processes, and represents the college on the TBR Information Technology Sub-Council. In overseeing the information technology functions and processes, the Assistant Vice President meets at least weekly with the Vice President to discuss information technology activities. The Vice President provides information from these meetings in his weekly meetings with the President’s Cabinet made up of members of the college’s faculty and senior management. Both meet on a monthly basis with the President on various information technology matters. This structure serves as the governance structure to provide oversight for information technology.</p>																															
<p>OBJECTIVES</p> <p>To determine the effectiveness and efficiency of information technology functions and processes on operations; test the reliability and integrity of data and technical controls; and ensure compliance with applicable policies, procedures, laws, and regulations and to ensure adequate controls are in place to mitigate risks to acceptable levels.</p>																															
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Chattanooga State Community College
Information Technology Services
Information Technology General Controls Review
Executive Summary – Page 2 of 2

2. Develop comprehensive information technology procedures for change management, vendor management, network administration, logging and monitoring computer utilization, incident response, and remote devices.
3. Ensure all employees and others with computer access privileges sign an affirming agreement when the acceptable usage of computing assets and the new information security program policies are updated.
4. Implement a process for Human Resources to complete background checks on personnel who would have access to sensitive information before the person is hired, in accordance with TBR Guideline P-010, *Personnel Transactions and Recommended Forms*.
5. Improve the current documentation of Information Technology Services goals and initiatives to link to the college's overall strategic objectives.
6. Develop an information technology strategy regarding moving data to a "cloud storage" environment, including the type of cloud environment and security requirements

Information Technology Operations

7. Complete the implementation of a product that will limit a user's ability to attach an unauthorized device to the college's network.
8. Encrypt hard drives on college-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.
9. Implement a process for technicians to remove unauthorized software from college owned computers upon discovery.
10. Review each deployment of patches and anti-virus definitions to ensure incidents of improper deployment are identified and corrected in a timely manner.
11. Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.
12. Document data restorations from backed up media, including business recoveries, to prove the ability to recover data in a timely manner
13. Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of the Plan Coordinator, a revised Disaster Recovery Plan and test plans and periodic testing.

Information Technology Security

14. Enhance the current network topology diagram to depict each ingress/egress point and the layered security in place protecting those points.
15. Maintain current firewall configurations to ensure the removal of firewall rules that are no longer applicable.
16. Block access to websites that are considered illegal or detrimental on computers linked to the ChSCC network.
17. Improve information security access procedures and practices by distributing procedural instructions to college staff regarding establishing, modifying and deleting access privileges for all users; periodically reviewing each user's computer access privileges to re-justify assigned privileges; limiting the use of setting a future account expiration date on the active accounts of departing users to only those with an established business need; updating password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls; and revoking administrator or non-expiring password privileges from accounts that do not require it.
18. Improve controls over entry to the server room to limit access to only those with a business need.
19. Review hardware and software products that provide the current information security alerts and make changes to the alerts that will better serve the business needs of the college.
20. Establish a process to gather, store and protect information on computer hard drives when circumstances require management retrieve and retain such information

Management's Comments

Management provided positive responses to the recommendations and indicated appropriate actions would be taken to implement and improve policies and procedures, better manage the technical assets, improve documentation and testing for business continuity and improve the security procedures.

Motlow State Community College
Information Technology and Administrative Services
Information Technology General Controls Review
Executive Summary – Page 1 of 2

Contact: Vice President for Information Technology and Administrative Services	Auditor: IT Auditor, System-wide Internal Audit
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INTRODUCTION

A comprehensive Information Technology General Controls Review was performed at Motlow State Community College (MSCC). The information technology staff members in Information Technology and Administrative Services serve the college by providing technical services and computing solutions through its four sections; Technical operations, Administrative Computing, Web Services and Physical Security Services.

The information technology group of Information Technology and Administrative Services consists of 20 full-time employees. The Vice President for Information Technology and Administrative Services manages the daily information technology functions and processes, and reports to the President. In overseeing the information technology functions and processes, the Vice President meets weekly with the President to discuss information technology activities. The Vice President also meets weekly with the President’s Leadership Team, made up of members of the college’s faculty and senior management to discuss strategic initiatives, Banner updates, policy changes, disaster recovery and other risk mitigation activities. This structure serves as the governance structure to provide oversight for information technology.

OBJECTIVES

To determine the effectiveness and efficiency of information technology functions and processes on operations; test the reliability and integrity of data and technical controls; and ensure compliance with applicable policies, procedures, laws, and regulations and to ensure adequate controls are in place to mitigate risks to acceptable levels.

SCOPE

The audit focused on the following twenty functional areas within the Motlow State Community College, Information Technology and administrative Services, categorized under administration, operations and security. Each of the four organizational sections listed above were in the scope of this review.

Information Technology		
Administration	Operations	Security
<i>Policies, Procedures, and Standards</i>	<i>Data Integrity/User Insight</i>	<i>Network Administration</i>
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<i>Regulatory Compliance</i>		
<i>Addressing Prior Audit Issues</i>		

RESULTS OF THE REVIEW

The review resulted in the following recommendations to strengthen controls and improve compliance with industry best practices and regulations and to reduce risks to acceptable levels.

Recommendations

Information Technology Administration

1. Develop comprehensive information technology procedures for change management, project documentation, vendor management, network administration, remote devices, logging and monitoring computer utilization, and incident response.
2. Implement a process to document the annual review and approval of policies.
3. Ensure all employees and others with computer access privileges sign an affirming agreement when the acceptable usage of computing assets and the new information security program policies are updated.

Motlow State Community College
Information Technology and Administrative Services
Information Technology General Controls Review
Executive Summary – Page 2 of 2

4. Ensure all information technology positions are supported by a current job description.
5. Identify the responsibilities for the recently assigned roles of the Information Security Officer and the Business Continuity Coordinator.
6. Develop an information technology strategy regarding moving data to a “cloud storage” environment, including the type of cloud environment and data security requirements.

Information Technology Operations

7. Implement a procedure that will limit a user’s ability to attach an unauthorized device to the college’s network.
8. Encrypt hard drives on college-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.
9. Implement a process where help desk technicians remove unauthorized software from college owned computers upon discovery.
10. Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.
11. Document data restorations from backed-up media, including business recoveries, to prove the ability to recover data in a timely manner
12. Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of the Plan Coordinator, an amended Disaster Recovery Plan and test plans and periodic testing.

Information Technology Security

13. Block access to websites that are considered illegal or detrimental on computers linked to the MSCC network.
14. Improve information security access procedures and practices by distributing procedural instructions to staff regarding establishing, modifying and deleting access privileges for all users; periodically reviewing each user’s computer access privileges to re-justify assigned privileges; reviewing and revoking the non-expiring password privilege from accounts that do not require it for specific business purposes; and completing the implementation of the new Security Awareness Training Program to train staff on the information security program for the college.
15. Reduce the number of staff with unrestricted access to the server room to only those with a business need.
16. Review current hardware and software products in use that provide information security alerts and make changes to the alerts that will better serve the business needs of the college.
17. Establish a process to gather, store and protect information on computer hard drives when circumstances require management to retrieve and retain such information

Management’s Comments

Management provided positive responses to the recommendations and indicated appropriate actions would be taken to implement and improve policies and procedures, better manage the technical assets, improve documentation and testing for business continuity and improve the security procedures.

**Volunteer State Community College
Office of Information Technology
Information Technology General Controls Review
Executive Summary – Page 1 of 2**

Contact: Chief Information Officer	Auditor: IT Auditor, System-wide Internal Audit																														
<p>INTRODUCTION</p> <p>A comprehensive Information Technology General Controls Review was performed at Volunteer State Community College (VSCC). The information technology staff members in Information Technology and Administrative Services serve the college by providing technical services and computing solutions through its five sections; Application Systems Support, Server Systems Support, Network Services, Client Services Support and Telecommunications Services.</p> <p>The Office of Information Technology consists of 24 full-time employees. The Chief Information Officer manages the daily information technology functions and processes, and reports to the Vice President for Business and Finance, who reports to the President. In overseeing the information technology functions and processes, the Chief Information Officer meets at least weekly with the Vice President to discuss current and future information technology activities. The Chief Information Officer also meets weekly with the college’s Computer and Technology Committee and as invited with the President’s Cabinet to discuss strategic initiatives and other technical issues. This structure serves as the governance structure to provide oversight for information technology.</p>																															
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Volunteer State Community College
Office of Information Technology
Information Technology General Controls Review
Executive Summary – Page 2 of 2

2. Update the current Cloud Use Policy to include mobile device agreements for users who bring their own devices and have access to the college's business information.
3. Develop comprehensive information technology procedures regarding vendor management, network administration, logging and monitoring computer utilization, and incident response.
4. Implement a process to document the annual review and approval of policies.
5. Identify the responsibilities for the recently assigned roles of the Information Security Officer and the Business Continuity Coordinator.
6. Develop an information technology strategy regarding moving data to a "cloud storage" environment, including the type of cloud environment and data security requirements.

Information Technology Operations

7. Implement a process where help desk technicians remove unauthorized software from college owned computers upon discovery.
8. Review reports on the deployment of patches and anti-virus definitions to ensure incidents of improper deployment are identified and corrective action taken in a timely manner.
9. Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.
10. Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of the Plan Coordinator, an amended Disaster Recovery Plan and test plans and periodic testing.

Information Technology Security

11. Block access to websites that are considered illegal or detrimental on computers linked to the VSCC network.
12. Implement a process to scan outbound emails for possible unauthorized dissemination of personally identifiable information.
13. Conduct periodic assessments, in relation to new PCI rules, of network penetration and vulnerability testing to identify any risks to network and access security configurations.
14. Improve information security access procedures and practices by limiting or deactivating Active Directory accounts that are not assigned to a particular user, have no record of utilization or have not been used for a period of time; limiting the use of setting a future account expiration date on the Active Directory accounts of departing employees or other users to only those with an established and documented business need; separating the Banner access privileges of student workers from their Banner access as students, so they do not lose access to student data when such students no longer work for the college; and reviewing and revoking the non-expiring password privilege from accounts that do not require it for specific business purposes.
15. Establish a process to gather, store and protect information on computer hard drives when circumstances require management to retrieve and retain such information

Management's Comments

Management provided positive responses to the recommendations and indicated appropriate actions would be taken to implement and improve policies and procedures, better manage the technical assets, improve documentation and testing for business continuity and improve the security procedures.

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Investigation Reports
For Information Purposes*

**East Tennessee State University
Behavioral Health and Wellness Clinic
For April 2015 to June 2015
Executive Summary**

Responsible Department: Psychology	Auditor: Angela Finney
Introduction: An investigative review of the Behavioral Health and Wellness Clinic (BHWC) at East Tennessee State University (ETSU) was conducted as a result of a recommendation from the Office of Financial Services following a meeting with the BHWC Clinic Director (Clinic Director). The Clinic Director indicated during this meeting that, since the clinic did not have the needed contracts, payments from insurance companies were first deposited by electronic funds transfer (EFT) into her personal bank account before being remitted to ETSU.	
Objective: The primary objectives were to investigate the validity of the issues raised, evaluate the adequacy of internal controls, polices, and procedures, and determine the extent of any violations of university or TBR policies/guidelines.	
Total Questioned Cost/Losses: None	Total Recoveries: None
Details of the Review:	
<p>Issue: The Clinic Director has been receiving insurance payments via EFT into her personal bank account for patients seen by the BHWC. The Clinic Director then writes checks to ETSU once or twice a month to reimburse these payments. These payments are from insurance companies which ETSU is waiting to secure a contract. When hired, ETSU did not have contracts with insurance companies and, at the time of the review, several contracts had not yet been obtained.</p> <p>All transactions were reviewed during this audit for the period April to June 2015. The Clinic Director provided all documentation regarding both patient and insurance payments. All insurance payments were made by EFT. The Clinic Director provided copies of her personal account statements each month as well as the checks written to ETSU for the insurance payments received. The auditor was able to trace all patient and insurance payments and verify that they had been properly recorded and deposited to the ETSU clinic account.</p>	
<p>Conclusion: BHWC should resolve the insurance payment issue as quickly as possible so that the Clinic Director no longer receives any payments into her personal bank account. All necessary insurance contracts should be obtained, with the help of ETSU's Legal Counsel. All revenue should be deposited directly into ETSU's BHWC departmental account. The practice of accepting payments from any insurance companies for which ETSU does not directly have a contract should end as soon as contracts are secured. Management should consider hiring a full or part-time staff member to handle billing and payment collections so Clinic Director is not responsible for performing all these functions. The Department of Psychology concurs with the auditors' recommendation to hire a full-time staff member to handle BHWC billing and payment collections, engage in internal clinic bookkeeping procedures and policy development, and produce weekly data reports and quarterly data summaries. Management regrets that the Clinic Director was put in a precarious position from the outset by the administrative expectation that she generate revenue from her own client-base using procedures that eventually evolved into practices that violated FP-2, before contracts were timely executed despite all her persistent due diligence. The Clinic Director will continue to work with Legal Counsel to expedite the development and execution of contracts to permit insurance deposits directly to the university. The audit objectives were met.</p>	

East Tennessee State University
Department of Computing Hiring Practices Investigation
For April to December 2015
Executive Summary

Responsible Department: Department of Computing	Auditor: Martha Stirling and Becky Lewis
Introduction: An investigative review of the Department of Computing (Computing) at East Tennessee State University (ETSU) was conducted as a result of an allegation received by the Tennessee Board of Regents through the Fraud, Waste, and Abuse email system.	
Objective: The primary objectives were to investigate the validity of the allegations, determine the extent of any violations of University or TBR policies, and evaluate the adequacy of internal controls, policies, and procedures.	
Total Questioned Cost/Losses: None	Total Recoveries: None
<p>Details of the Review:</p> <p>Allegation: The hiring of an Assistant Professor within the Department of Computing (Computing) was fraudulent. It was alleged that the Assistant Professor was hired because of his previous work relationship with the Chair of Computing (Chair). There were many other highly-qualified candidates that were simply rejected in favor of the Assistant Professor.</p> <p>Based on a review of the hiring records and discussion with personnel, the Assistant Professor hired was qualified for the position. There were, however, several highly qualified candidates who were not selected for an interview. In addition, one individual interviewed did not appear to meet the minimum qualifications for the position. When reviewing the candidates, it was discovered that Computing failed to certify the pool by the Affirmative Action Officer prior to interviewing the candidates in accordance with ETSU Personnel Policies and Procedures Manual (PPP-35).</p>	
<p>Recommendation: If a department fails to certify the pool through the Affirmative Action Officer, the Office of Equity and Diversity should ensure that certification is completed before continuing the hiring process. If the candidates interviewed do not pass the certification, the department should select additional candidates to interview who do meet the qualifications. Once the Affirmative Action Officer certifies the pool, the department can continue with the interview and hiring processes.</p>	
<p>Conclusion: Management concurred with the recommendations. The individual hired met the qualifications for the position. The audit objectives were met.</p>	

TENNESSEE TECH UNIVERSITY
Investigation 16-10 – Cattle Missing from Oakley Farm
March 31, 2016
Executive Summary

Key Staff Person: Director, Oakley Sustainable Agricultural Center

Auditor: Tennessee Tech University (TTU) Director of Internal Audit

Introduction: Eight cattle were discovered missing from TTU's Oakley Farm on August 31, 2015. The Director of Oakley Farm notified the Overton County Sheriff's Department and subsequently the Tennessee Bureau of Investigation (TBI). The TBI took charge of the investigation, requesting an inventory be taken of all the cattle at Oakley Farm. Internal Audit assisted Oakley Farm personnel in completing that inventory and identifying additional missing cattle.

Objective: The objective was to provide TBI a list of all cattle missing from Oakley Farm to assist them with their investigation.

Total Questioned Losses: The eight head of cattle initially noted as missing were valued at \$12,500. After the inventory, a total of 25 head of cattle valued at \$30,000 were determined to be missing.

Total Recoveries: TBI recovered four head of cattle (three alive and one dead); the live cattle are valued at \$3,600.

Results: Internal Audit and Oakley Farm personnel took inventory of the cattle on Oakley Farm over three days, October 6, 2015, through October 9, 2015. Based on that inventory, a list of 25 missing cattle was provided to TBI on October 25, 2015. The TBI's investigation resulted in the recovery of four of the missing cattle (three alive and one dead) and an indictment of one of Oakley Farm's employees on one count of theft over \$10,000. His employment was terminated for gross misconduct on October 23, 2015.

Conclusions: Oakley Farm personnel have taken steps to reduce the likelihood that cattle will be stolen from the farm in the future and that theft of cattle will go undetected between official inventories. Per the Director of the Oakley Sustainable Agricultural Center, the following steps have been or will be taken:

1. All locks to pasture gates have been changed. Formerly unlocked gates now have locks.
2. All cattle have been re-tagged using a unique numbering system on plastic tags that stay in the cattle's ears better than the previous tags. The previous numbering system included some duplication of cattle numbers.
3. An additional metal ear tag with the same number as the new plastic tag is being placed on calves shortly after birth. While these tags are difficult to read from afar, they stay in much longer than the plastic tags (an average of 10 years or so), allowing cattle that lose their more visible plastic tags to be re-tagged with the correct number when the cattle are in the head chute for vaccinations or other procedures.
4. By September 15, 2016, freeze brands will be placed on Oakley Farm cattle. Freeze brands will make it easier to distinguish Oakley cattle from afar and less likely for them to be illegally sold to third parties without raising buyers' concerns.
5. GPS ear tags with numbers that match the numbers on the previously mentioned plastic and metal ear tags have been donated and ordered. Once these tags arrive and are placed in the cattle's ears, each animal will have a total of three ear tags. Portable or fence mounted GPS chip readers will enable inventories to be taken rapidly and routinely.

Chattanooga State Community College
Investigation 2016-02: Hiring of the Director of Proposal and Project Development
October 2015

Executive Summary

Key Staff Person	Brian Evans, Director Human Resources LuLu Copeland, Director Workforce Development and Training	Internal Auditor	Kimberly Clingan Director of Internal Audit
Background	Chattanooga State Community College (ChSCC) Internal Audit received a complaint concerning the process used to hire the Director of Proposal and Project Development in Economic and Community Development. The complaint alleged that the hiring practices at ChSCC are illegal and unethical as the hiring of the Director of Proposal and Project Development was manipulated by the Vice President of Economic and Community Development based on a relationship with the chosen candidate.		
Objective	The objective of this investigation is to determine if ChSCC hiring practices were violated during the hiring of the Director of Proposal and Project Development in Economic and Community Development.		
Results of Investigation	Internal Audit's Investigation determined hiring practices as a whole were not violated even though a relationship between the Vice President of Economic and Community Development's (VP) husband and the chosen candidate does exist. The risk of the relationship's effect on the hiring process was mitigated through disclosure and removal of the VP from the candidate selection process. However, the President's approval of the professional position's advertising exception was verbal and not effectively documented by Human Resources.		
Actions taken by Management	At the conclusion of the Human Resources Department investigation, Management chose to increase the required number of internal candidates to three as part of the Recruitment Procedures in the Search Committee Guidelines Booklet to strengthen internal controls over the internal advertising process. If three qualified internal applications are not received, the position will be advertised externally. Human Resources is in the process of updating the Search Committee Guidelines Booklet to include the new requirements.		
Recommendation	Based on the investigation procedures performed, Internal Audit recommends <ul style="list-style-type: none"> • The Human Resources Department should complete the update of the Search Committee Guidelines Booklet. • All approvals for position advertising exceptions should be in writing and obtained prior to the advertising of the position opening. The approval documentation should include the situation/need of the college that qualifies for an exception to the Internal Advertisement Procedures. 		
Management Response	Human Resources management has evaluated the audit recommendations and determined the following actions: <ul style="list-style-type: none"> • The Search Committee and Hiring Handbook has been completed; and is in final review by the President's Cabinet. The Handbook will receive Cabinet approval and be effective by April 30, 2016. • Management concurs with the recommendation and will appropriately document the hiring process including applicable approvals in accordance with the Search Committee and Hiring Handbook to be effective April 30, 2016. 		

Walters State Community College

Special Review of a Curriculum Vitae Allegation

Key Staff Person: Lori Campbell, Vice President for Academic Affairs	Auditor: Linda Ciprich, Investigative Auditor, System-wide Internal Audit
Allegation: System-wide Internal Audit (SWIA) received a complaint that a presidential candidate’s curriculum vitae (CV) contained false statements regarding her level of involvement or support of the college’s projects and initiatives.	
Objective of the Review: To determine if the allegation is substantiated and the extent of any violation of college or TBR policy.	
Details of the Review: The complaint called into question 47 of the 60 accomplishments listed in the candidate’s CV. Analysis included classifying the items as 1) Initiated or Created and 2) Oversight, then subsequently identifying which of the first category could be evaluated further. Recognition is given to the fact that the use of the term “oversight” is appropriate for a candidate who has fulfilled a supervisory role in the pertinent division of the college. The following areas were discussed with the candidate and additional documentation was reviewed to evaluate representations on the CV. <ul style="list-style-type: none">• College Express• The Transfer Center and partnership agreements• Dual Admission Agreements• Turn It In – software to highlight plagiarism• Active Shooter Training• Hosting of the Tennessee Academy of Science• Partnership with the Oak Ridge National Laboratories (ORNL) <p>Documentation reviewed included portions of employee evaluations, email, Academic Affairs Sub-council minutes, and editing notes of documents and the agreements created for the Dual Admissions Program of the college with East Tennessee State University, Lincoln Memorial University, Tusculum College, and most recently, Middle Tennessee State University. The documentation described the candidate’s participation and cooperation with others in the Active Shooter Training, hosting the Tennessee Academy of Science, partnership with ORNL, creation of the Transfer Center, and the use of the Turn It In Software.</p> <p>These issues were also discussed with the president of the college who stated he had reviewed a list of the candidate’s accomplishments before writing a letter of support and found no discrepancies. He stated the candidate initiated the College Express program and turned it over to another faculty member to continue. He also stated that she took the lead in the Active Shooter Training program.</p> <p>Presidential searches for institutions in the Tennessee Board of Regents system are managed by the system office. During a search, procedures are performed to validate credentials and check references of the final candidates. Documentation of these procedures was reviewed with no discrepancies noted in the candidate’s reported credentials.</p>	
Conclusion: Based on information obtained and documentation reviewed, the allegation was not corroborated and violation of TBR or college policy was not noted. No further review of this complaint is warranted.	

**Tennessee Board of Regents
Audit Committee
June 23, 2016**

*Status Summaries
For Previously Issued
Internal Audit Reports*

TBR SWIA - Status Report on Internal Audit Recommendations - Universities
(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
APSU	Friday, October 30, 2015	APSU Access & Diversity Report Observation 1 Austin Peay State University personnel should ensure that the process as outlined in 2007 is followed until a revised process is submitted to TBR OESI. Information regarding the scholarship criteria and selection process should be submitted in writing to TBR OESI on an annual basis or when changes are made to the criteria or process. Any exception to the criteria and process should be requested in writing from TBR OESI.	Director, Student Financial Aid	Friday, July 1, 2016		In Progress
APSU	Friday, October 30, 2015	APSU Access & Diversity Report Observation 2 The Diversity Officer should insure that funds used to support student initiatives comes from funding specifically allocated for that purpose. If funds are not available, the diversity officer should request approval from TBR OESI when using funds allocated to other access and diversity initiatives.	Diversity Officer	Friday, July 1, 2016		In Progress
APSU	Friday, October 30, 2015	APSU Access and Diversity Report Finding 1 Institution management should review all current and former financial activity related to access and diversity grant funds to ensure that all funds are properly accounted for. Any remaining balances should be investigated to determine whether they can be used for current access and diversity initiatives or returned to TBR OESI. Personnel responsible for accounting and reporting should ensure that funds are properly accounted for. A revised report should be submitted to TBR following the recommended review.	Grants Accountant	Friday, July 1, 2016		In Progress
APSU	Monday, February 15, 2016	Investigation of Loss and Excessive Bookstore Purchases The Department of Teaching and Learning and Department of Educational Specialties should review their expenses on a monthly basis, avoid wasteful spending of funds at the end of the fiscal year, and keep a record of promotional items purchased and given to potential students or new faculty.	Dean of the College of Education	Monday, February 15, 2016		No Progress
APSU	Monday, February 15, 2016	Investigation of Loss and Excessive Bookstore Purchases Management should review the instructions and training provided to all employees regarding budgeting and monitoring expenses to determine if additional instructions, training, or reminders of key control procedures are needed.	Controller	Monday, February 15, 2016		No Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Universities
(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
APSU	Friday, May 13, 2016	APSU - CCTA 2016 - Research and Services Expenditures amount incorrectly reported This submission for the 2014-15 academic year included six items that did not meet the THEC definition. Four of the six items were state funded and not from an externally generated funding source. The remaining two items were not eligible for indirect cost allocation. The inclusion of these six items caused the amount reported to THEC to be overstated by \$165,792.24. However, the audit did identify five items that met THEC definition but were not reported to THEC. Four were federally funded and one was a privately funded. The total expenses for these five items totaled \$77,004. The net effect of these two errors is that the amount reported to THEC was overstated by \$88,788 (5%). Management should ensure that the figures reported on the next Research and Service Expenditures Summary are correct.	Thomas Stuckey (Grants Accountant), Beth Hoilman (Administrative Assistant 3, Research and Sponsored Programs), Director for Grants and Sponsored Programs (once filled)	Friday, September 30, 2016		No Progress
ETSU	Friday, March 27, 2015	ETSU PCI Compliance Readiness Audit 1 of 4 The current SNMP protocol being used is considered insecure.	Chief Information Officer	Saturday, August 1, 2015		In Progress
ETSU	Friday, March 27, 2015	ETSU PCI Compliance Readiness Audit 2 of 4 Aramark Food Services' computer systems do not adhere to PCI requirements in several areas.	Chief Informations Officer	Tuesday, September 1, 2015		In Progress
ETSU	Friday, March 27, 2015	ETSU PCI Compliance Readiness Audit 3 of 4 Penetration testing methodology needs to be developed and implemented.	Chief Information Officer	Saturday, August 1, 2015		In Progress
ETSU	Friday, March 27, 2015	ETSU PCI Compliance Readiness Audit 4 of 4 New PCI DSS 3.0 Self-Assessment Questionnaire needs to be completed	Chief Information Officer	Tuesday, September 1, 2015		In Progress
ETSU	Monday, May 11, 2015	ETSU Department of Art and Design Procurement and Study Abroad Investigation 1 of 1 Controls over funds used for faculty-led study abroad programs need to be improved.	Vice President for Finance and Administration	Thursday, December 31, 2015		In Progress
ETSU	Thursday, May 21, 2015	ETSU Facilities VA Campus Custodial Staff Investigation 1 of 1 Employees should be allowed to complete their own timesheets.	Director, Facilities Mgmt Operations	Friday, July 31, 2015		In Progress
ETSU	Wednesday, June 17, 2015	ETSU Student Health Billing Practices 1 of 3 Student health billing procedures need improvement.	Associate Dean, Office of Practice	Tuesday, January 5, 2016		In Progress
ETSU	Wednesday, June 17, 2015	ETSU Student Health Billing 2 of 3 Cash receipting procedures need improvement.	Associate Dean, Office of Practice	Tuesday, January 5, 2016		In Progress
ETSU	Wednesday, June 17, 2015	ETSU Student Health Billing Practices 3 of 3 Account adjustment procedures need improvement	Associate Dean, Office of Practice	Tuesday, January 5, 2016		In Progress

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ETSU	Monday, July 6, 2015	ETSU Third Party Servers 1 of 5 LOU: Two servers used by Campus ID Services had a critical vulnerability in the Security Channel (Schannel) which could allow remote code execution	CIO/Senior Vice Provost for ITS	Friday, October 30, 2015		In Progress
ETSU	Monday, July 6, 2015	ETSU Third Party Servers 2 of 5 LOU The server used by Dental Hygiene has a high vulnerability for the Sybase SQL Adaptive Server Anywhere (ASA) default database password	CIO/Senior Vice Provost for ITS	Friday, October 30, 2015		In Progress
ETSU	Monday, July 6, 2015	ETSU Third Party Servers 3 of 5 LOU The server used by ARAMark Dining has a critical vulnerability in the Apache Tomcat JBoss EJB Invoker Servlet and JMX Invoker Servlet which could allow marshalled remote code execution	CIO/Senior Vice Provost for ITS	Friday, October 30, 2015		In Progress
ETSU	Monday, July 6, 2015	ETSU Third Party Servers 4 of 5 LOU The server used by ARAMark Dining has a high vulnerability in the JBoss Enterprise Application Platform (EAP) '/jmx-console' which could allow an attacker to bypass certain authentication processes	CIO/Senior Vice Provost for ITS	Friday, October 30, 2015		In Progress
ETSU	Monday, July 6, 2015	ETSU Third Party Servers 5 of 5 LOU The server used by ARAMark Dining has a high vulnerability for being unsupported	CIO/Senior Vice Provost for ITS	Friday, October 30, 2015		In Progress
ETSU	Wednesday, August 26, 2015	ETSU Third Party Servers 1 of 1 Weaknesses were discovered which lessened the internal controls in five specific areas.	CIO/Senior Vice Provost for ITS	Wednesday, September 30, 2015		In Progress
ETSU	Thursday, October 29, 2015	ETSU Access and Diversity Funds 1 of 1 Controls over Access and Diversity Funds need improvement.	Special Assistant to the President. Office of Equity and Diversity	Monday, February 1, 2016		No Progress
ETSU	Thursday, January 7, 2016	ETSU Financial Aid 1 of 1 Three of the 72 Pell recipients tested (4%) were over-awarded by a total of \$1,168.00 during the Fall 2013 term.	Director of Financial Aid	Thursday, June 30, 2016		In Progress
ETSU	Monday, February 29, 2016	Off-Campus International Programs 1 of 3 Management should be consistent when applying the tuition waivers for senior citizens taking a faculty-led study abroad summer course and the waivers should adhere to state law/TBR guidelines.	Director, International Programs	Sunday, May 1, 2016		In Progress
ETSU	Monday, February 29, 2016	Off-Campus International Education Programs 2 of 3 Accounts associated with faculty-led study abroad courses should be properly managed, monitored, and controlled.	Director, International Programs	Sunday, July 31, 2016		In Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Universities
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Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
ETSU	Monday, February 29, 2016	Off-Campus International Education Programs 3 of 3 Management should review the cash advances process as they related to study abroad courses and develop procedures which would strengthen the internal controls.	Director, International Programs	Friday, September 30, 2016		No Progress
ETSU	Monday, April 18, 2016	Behavioral Health and Wellness Clinic 1 of 2 Management should resolve the insurance payment issue as quickly as possible so that the Clinic Director no longer receives any payments into her personal bank account.	Clinic Director	Tuesday, April 18, 2017		In Progress
ETSU	Monday, April 18, 2016	Behavioral Health and Wellness Clinic 2 of 2 Management should consider hiring a full or part-time staff member to handle billing and payment collections so the Clinic Director is not responsible for performing all these functions.	Dean, College of Arts and Sciences	Tuesday, April 18, 2017		No Progress
MTSU	Wednesday, March 12, 2014	Review of Athletic Gifts in Kind FY 2013 Finding 1 of 2: Improved Compliance is Needed with the Sports Marketing Contract	Athletic Department	Tuesday, March 31, 2015		No Progress
MTSU	Wednesday, March 12, 2014	Review of Athletic Gifts in Kind FY 2013 Finding 2 of 2: Monitoring of Trade Revenue Should be Improved	Athletic Department	Tuesday, March 31, 2015		No Progress
TTU	Thursday, June 26, 2014	TTU-IAR-Laboratory Safety-06262014 Finding - Lab inspections, the only way to verify training and the safety of labs, should be completed on a more frequent basis than is currently being done.	Environmental Health and Safety Coordinaore	Friday, July 31, 2015		In Progress
TTU	Thursday, June 26, 2014	TTU-IAR-Laboratory Safety-06262014 Finding - EHS should implement current IFC fire drill requirements and both EHS and Residential Life's websites should be updated to reflect the current requirements. The dates of all fire drills should be documented, and compliance with the requirements should be monitored.	Director of Safety & Environmental Services, Director of Residential Life, Director of Child Development Lab.	Friday, July 31, 2015		In Progress
TTU	Monday, August 17, 2015	TTU-PCI-DSS 2014-15 To document that TTU's policies and procedures are adequate given the current computing environment and know to all personnel, the TTU Data Security Policy should be updated and reviewed annually.	Chief Information Security Officer	Thursday, December 31, 2015		No Progress
TTU	Tuesday, August 25, 2015	TTU-IAR-NCAA Student Assistance Fund-08252015 One student athlete was awarded books for the summer but did not attend summer school or pick up any books. However, they were reported as receiving \$800 in assistance from the student assistance fund in the various NCAA and OVC expenditures reports. The \$800 should be credited back to the student assistance fund in the universisty's accounting records and to prevent future overstatements of summer school expenses, each student athlete's attendance in summer school should be verified prior to reporting that athlete's summer school expenses in the NCAA and OVC student assistance fund expenditure reports.	Associate AD for Business and Personnel Coordinator for Compliance and Events	Monday, July 11, 2016		No Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Universities
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TTU	Friday, February 12, 2016	TTU-IAR-Off-Campus International Education-02122016 Timely reconciliation of faculty-led programs should be performed at the completion of each program and any student refunds should be processed in a timely manner.	Senior Associate Vice President	Thursday, June 30, 2016		No Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Effort reports need to be completed and approved more timely.	Dept Business Officer	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Documentation needs improvement and cost transfers should be completed within 90 days.	Dept Business Officer	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Cost of \$520 for entertainment should be removed from grant.	Dept Business Officer	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - A risk analysis should be performed by Research Support Services for subrecipients on grants.	VP Research	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Annual subrecipient reviews should be performed for monitoring purposes.	VP Research	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Copies of subagreements should be provided to Grants Accounting.	Dept Business Officer	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - The documentation for PI approval should be improved to clearly indicate PI approval for payments to subrecipients.	Dept Business Officer	Saturday, December 31, 2016		In Progress
UOM	Thursday, December 3, 2015	MD2K Big Data Grant - Research Support Services needs to file the required subaward information in a timely manner for federal grants that have subawards.	VP Research	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Wednesday, March 9, 2016	Wednesday, March 9, 2016	In Progress
UOM	Wednesday, March 9, 2016	UOM-Bookstore Operations	Director Auxillary Services	Saturday, December 31, 2016		In Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Community Colleges

(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
ChSCC	Tuesday, April 1, 2014	NACHA 2 of 2: ITS policy drafts 08:21:00 - Information Technology Services IT Service Desk Support and 08:25:00 - Information Technology Projects should be finalized and approved.	Director Systems Development and Operations	Tuesday, September 30, 2014	Wednesday, May 25, 2016	In Progress
ChSCC	Thursday, July 31, 2014	IT Disaster Recovery Plan 1 of 7: All non-Banner applications, including applications and servers housed in various ChSCC Departments, should be reviewed to determine if any are "mission critical" and should be include in the DRP.	AVP ITS	Tuesday, September 30, 2014		In Progress
ChSCC	Thursday, July 31, 2014	IT Disaster Recovery Plan 2 of 7: As a departmental joint project, evaluate the effect of a disaster on departmental servers and complete departmental DRP's.	AVP ITS	Tuesday, March 31, 2015		In Progress
ChSCC	Thursday, July 31, 2014	IT Disaster Recovery Plan 3 of 7: Complete the service level agreements with ChSCC departments for each application and/or the department as a whole.	AVP ITS	Tuesday, March 31, 2015		In Progress
ChSCC	Thursday, July 31, 2014	IT Disaster Recovery Plan 4 of 7: An equipment inventory should be included in each Department's DRP.	AVP ITS	Tuesday, September 30, 2014		In Progress
ChSCC	Wednesday, May 27, 2015	Bank Reconciliation 3 of 4: Bank contracts should be reviewed on an annual basis to ensure wire personnel authorizations are up-to-date and ChSCC is in compliance with all contracts.	Business Office Management	Thursday, December 31, 2015		No Progress
ChSCC	Wednesday, May 27, 2015	Bank Reconciliation 4 of 4: The Business and Finance Division should follow-up with all banks to ensure all authorization signatures are up-to-date.	Business Office Management	Thursday, August 13, 2015		In Progress
ChSCC	Thursday, February 6, 2014	Equipment 4 of 5: Written loan agreements with the artist(s) or owner(s) for the Art Work on Loan to the College should be executed.	Joe Helseth	Wednesday, December 31, 2014		In Progress
ChSCC	Thursday, February 6, 2014	Equipment 5 of 5: A listing of Art Work on Loan should be submitted to the State of Tennessee's Department of Risk Management to properly insure these items.	Joe Helseth/ Business Office Management	Wednesday, December 31, 2014		No Progress
ChSCC	Wednesday, November 11, 2015	ChSCCAthletic Camps and Clinics 4 of 6: The Athletic Department should develop and implement proper backup procedures to prevent data loss.	Athletic Director	Thursday, March 31, 2016		No Progress
ChSCC	Wednesday, November 11, 2015	ChSCC Athletic Camps and Clinics 2 of 6: Policies and procedures for athletic camps should be developed, documented, and implemented.	Athletic Director	Thursday, March 31, 2016	Wednesday, June 1, 2016	In Progress
ChSCC	Wednesday, November 11, 2015	ChSCC Athletic Camps and Clinics 5 of 6: The Athletics Department should develop and implement a retention policy.	Athletic Director	Thursday, March 31, 2016	Friday, April 1, 2016	No Progress
ChSCC	Monday, February 15, 2016	ChSCC Study Abroad 1 of 1: Multicultural Services should enhance its internal timeline to include detailed procedures to administer the off-campus international education programs operated through TnCIS.	Director of Multicultural and International Student Services	Thursday, March 31, 2016		In Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Community Colleges

(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
ChSCC	Thursday, March 31, 2016	ChSCC ECD Director Hiring 1 of 2 Human Resources Department should complete the update of the Search Committee Guidelines Booklet.	Brian Evans, Director of Human Resources	Saturday, April 30, 2016		In Progress
ChSCC	Thursday, March 31, 2016	ChSCC ECD Director Hiring 2 of 2 All approvals for position advertising exceptions should be in writing and obtained prior to the advertising of the position opening. The approval documentation should include the situation/need of the college that qualifies for an exception to the Requirement Procedures.	Brian Evans, Director of Human Resources	Saturday, April 30, 2016		In Progress
CISCC	Monday, April 13, 2015	CISCC- Title IV-1. The Net Price Calculator link is not up to date	VP of Student Services	Thursday, April 30, 2015		In Progress
CISCC	Monday, April 13, 2015	CISCC TitleIV-2. Prospective student athletes that are offered athletically related aid are not provided the completion, graduation and transfer-out rates as required by Title IV.	VP of Student Services	Saturday, October 31, 2015		In Progress
CISCC	Tuesday, November 17, 2015	CISCC-INV1501-Missing Money and Computers #1-5. No Check In - Check Out Procedures Exist For STEM Camps	Excutive Director Workforce Training	Friday, January 29, 2016		No Progress
CISCC	Tuesday, November 17, 2015	CISCC-INV1501-Missing Money and Computers #2 Procedures Need to Be Established for Handling Payments at STEM Camps.	Excutive Director Workforce Training and Director Fiscal Services	Thursday, December 31, 2015		No Progress
CISCC	Tuesday, November 17, 2015	CISCC-INV1501-Missing Money and Computers # 3Assets are not properly tagged	Director Fiscal Services	Friday, January 29, 2016		No Progress
CISCC	Tuesday, November 17, 2015	CISCC-INV1501-Missing Money and Computers- # 4-Shipping and Receiving not verifying contents of shipments with packing slip on freight shipments	Maitnenace Director	Thursday, December 31, 2015		No Progress
CISCC	Tuesday, November 17, 2015	CISCC-iINV1501-Missing Money and Computer # 5. Controls need to be established over cabinet keys	Maintenance Director	Thursday, December 31, 2015		No Progress
CISCC	Tuesday, November 17, 2015	CISCC-INV1501-Missing Money and Computers #6. Controls needs to be established for issuing keys for temporary employees	Maintenance Director	Thursday, December 31, 2015		No Progress
CISCC	Friday, February 19, 2016	CISCC - Off-Campus International Education Programs Management needs to develop policies and procedures as required by TBR Policy 2:08:10:00 and TBR Guidelines A-076.	V. P. Academic Affairs	Friday, April 15, 2016		In Progress
CoSCC	Thursday, October 29, 2015	CoSCC-IAR-Access and Diversity - Although the audit results reflect the majority of Opportunity Scholarship recipients met the criteria on file with TBR OESI, the published criteria and the selection process utilized differed from the criteria and selection process on file. TBR OESI requires annual written notification of the scholarship criteria and selection process used to disperse allocated access and diversity scholarship and fellowship funds. An annual institutional review of the Opportunity Scholarship criteria and selection process followed by a written notification to TBR OESI would benefit the institution by ensuring alignment with the institution's and the Tennessee Board of Regents' access and diversity goals and objectives.	Director Financial Aid	Friday, January 29, 2016		In Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Community Colleges

(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
CoSCC	Friday, February 19, 2016	CoSCC_IAR_Off-Campus International Education The International Education Committee held informal meetings for which minutes were not compiled. The International Education Committee members should annually review relevant Columbia State Community College policies, and the Columbia State Committee Council Guidelines to ensure a complete understanding of committee administrative responsibilities, and to ensure minutes are maintained, quorums are met, and committee actions are clearly documented within the minutes.	Director of International Education - Chair of International Education Committee	Friday, July 1, 2016		No Progress
CoSCC	Friday, February 19, 2016	CoSCC_IAR_Off-Campus International Education The International Education Committee International Education does not have a written scholarship award process. In order to ensure consistent and fair application of scholarship criteria, the committee should establish a formal written process that includes the process and timeline for establishing scholarship criteria, reviewing scholarship applications, evaluating and selecting award candidates, handling employee or employee family member applicants, and requesting post award adjustments.	Director of International Education	Friday, April 1, 2016		No Progress
CoSCC	Friday, February 19, 2016	CoSCC_IAR_Off-Campus International Education - The college applied the Banner "tuition and fee waiver" without an approved or documented exception to TBR and Columbia State policies. All instances of the Banner "Tuition and Fees Waiver" should be reviewed to ensure that assessments of fees and charges occur unless an exception is approved and documented.	Business Manager	Friday, April 1, 2016		No Progress
CoSCC	Friday, May 20, 2016	Workforce Development contact hours reported through the annual Economic and Workforce Development Contact Hours report have a direct impact on the college's state funding. The test work revealed that the total contact hours reflected on the 2014-2015 Economic and Workforce Development Contact Hours report were understated by 1,124 hours equating to a loss of approximately \$6,100 in state formula funding. Workforce development could improve reporting accuracy by strengthening segregation of duties, and ensuring data is independently reviewed and reconciled. Management's Action Plan: Management concurs with the recommendation, and will take actions to strengthen controls, including refresher training on database features and course data entry standards, pairing segregated data entry with independent reviews, and ensuring management conducts database reconciliations at least quarterly.	Executive Director, Workforce Development	Friday, July 1, 2016		No Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Community Colleges

(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
DSCC	Wednesday, October 28, 2015	DSCC-Access and Diversity Funds-Observation 2 of 2 It is recommended that scholarship awards for relatives of institutional personnel be approved by a higher level of authorization than the Director of Student Life, who participates in the scholarship award process.	Dean of Student Services	Friday, December 18, 2015		In Progress
DSCC	Wednesday, October 28, 2015	DSCC-Access and Diversity Funds-Observation 1 of 2 It is recommended that management assign a unique accounting number for In-Kind or Grantee contributions listed in a competitive grant and track all related expenses through that account number so that the grant expenditures can be measured as being fulfilled.	Dean of Student Services	Friday, December 18, 2015		In Progress
DSCC	Friday, February 19, 2016	DSCC-Off-campus International Education Program-Finding 1 of 2 Management should develop comprehensive policies for the administration of the Off-campus International Education Program that include but are not limited to, procedures for enrolling students and awarding credit, use of financial accounts, account audit/reconciliation procedures, collection of tuition and fees, reimbursement of travel expenditures, accompanying spouses and/or children, orientation guidelines, information on legal and cultural environments, awarding of scholarships, a refund policy, a student conduct policy, etc.	Teri Maddox, Vice President of the College	Thursday, June 30, 2016		No Progress
DSCC	Friday, February 19, 2016	DSCC-Off-campus International Education Programs-Finding 2 of 2 Management should develop procedures to ensure the maintenance and safekeeping of all records associated with international travel each year. This includes all student paperwork required by DSCC and TNCIS, as well as all required faculty paperwork.	Teri Maddox, Vice President of the College	Thursday, June 30, 2016		No Progress
DSCC	Friday, February 19, 2016	DSCC-Off-campus International Education Programs-Observation 1 of 3 No dual service contracts were found for the DSCC instructors who participated in the Off-campus International Education Programs for FY2015. The DSCC instructors were paid directly by TNCIS. DSCC management would not have known that this payment arrangement was in place; however, dual service contracts should be used with TNCIS for institutional faculty teaching abroad according to the TNCIS Operational Handbook section 3.2.9. The TNCIS office should complete the dual service contract upon receipt of an approved adjunct faculty contract from the institution. DSCC management should develop procedures to ensure that these dual service contracts are in place when approving DSCC faculty international teaching assignments.	Teri Maddox, Vice President of the College	Thursday, June 30, 2016		No Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Community Colleges

(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
DSCC	Friday, February 19, 2016	DSCC-Off-campus International Education Programs-Observation 2 of 3 Off-campus international education program activity was not reconciled which resulted in an erroneous posting of \$38,675 to the scholarship expense line item in the International Education Program budget. The posting error also affected an agency account used solely for Off-campus International Education program activity. No duplicate payments were made as a result of this posting error, but the agency account had a balance which was not cleared due to the incorrect posting. Management should develop procedures for reconciling International Education program accounts to ensure that all postings are made according to the detailed requirements for this program's activity.	Bud Hoffmann, Vice President for Finance and Administrative Services	Thursday, June 30, 2016		No Progress
DSCC	Friday, February 19, 2016	DSCC-Off-campus International Education Programs-Observation 3 of 3 The reserve account mentioned previously consists of the difference between the annual International Fee revenues and the expenses associated with the International Education Program. Therefore, the balance of this account fluctuates greatly from year to year. Management should develop procedures to specify the adequate level of this reserve account and to ensure that the account is maintained at this level going forward.	Bud Hoffman, Vice President for Finance and Administrative Services	Thursday, June 30, 2016		No Progress
JSCC	Tuesday, April 2, 2013	Data Security: Observation 1 of 2 The data security policy may need to be reviewed and updated to provide more complete guidance regarding the collection, access, transmission, storage, and disposal of personally identifiable information.	Dana Nails, Director of Information Technology	Thursday, October 31, 2013		In Progress
JSCC	Tuesday, April 2, 2013	JSCC-Data Security Observation 2 of 2: Training should be provided for employees to ensure compliance with the data security policy and other regulations including Family Educational Rights and Privacy Acts, Federal Trade Commission Red Flags Rule, and Gramm-Leach-Bliley Act. Representatives from each area of data security responsibility should be included in the development of training.	Dana Nails, Director of Information Technology	Thursday, October 31, 2013		In Progress
JSCC	Friday, October 24, 2014	Emergency Preparedness Plan Audit - Observation 1 of 2: Employee Training The JSCC Emergency Management Plan requires training in emergency procedures and for the proper use of safety equipment. Several safety drills have been conducted and safety equipment is located campus wide in designated locations. However, further training is needed in the proper use of the chair lifts, AEDs, and fire extinguishers. Training should also include first aid procedures and building evacuation procedures.	Darron Billings, Director of Environmental Health and Safety/Chief of Police	Friday, May 8, 2015		In Progress

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JSCC	Friday, October 24, 2014	JSCC - Emergency Preparedness Plan Audit - Observation 2 of 2: Annual Review and Update According to TBR Guideline B-100 section III.17, the emergency preparedness plan should be reviewed and updated on an annual basis. The last revision was July 01, 2011.	Darron Billings, Director of Environmental Health and Safety/Chief of Police	Friday, October 24, 2014		In Progress
JSCC	Friday, February 21, 2014	JSCC - Progression and Dual Enrollment: Institutional management and TBR System Office management should consult with THEC to determine the significance of the risk of inaccurate progression outcomes resulting from certain timing differences and whether the risk warrants mitigating actions.	Robin Marek, Director of Admissions and Records	Thursday, December 31, 2015		No Progress
JSCC	Wednesday, July 23, 2014	Completion Outcomes 1 of 2: Management should continue to keep certificate and degree categories as up to date and as accurate as possible.	Robin Marek, Director of Admissions and Records	Thursday, July 31, 2014		In Progress
JSCC	Wednesday, July 23, 2014	Completion Outcomes 2 of 2: Institutional procedures should include the review of obligations owed to the institution and holding certificates and diplomas until the obligation has been satisfied.	Robin Marek, Director of Admissions and Records	Friday, May 9, 2014		In Progress
JSCC	Friday, October 30, 2015	JSCC-Access and Diversity Recommendation 1 of 4: The institution should develop Access and Diversity goals for the overall program and ensure that funds are spent according to established goals.	Director of Human Resources	Friday, April 1, 2016		No Progress
JSCC	Friday, October 30, 2015	JSCC-Access and Diversity Recommendation 2 of 4: Scholarships awarded by the Access and Diversity Committee should be reconciled to expenditures.	Director of Human Resources	Sunday, May 1, 2016		No Progress
JSCC	Friday, October 30, 2015	JSCC - Access and Diversity Recommendation 3 of 4: Scholarship applications should be maintained for a period of time as supporting documentation. A suggested time for retention would be 5 years.	Dean of Students/Director of Human Resources	Sunday, May 1, 2016		No Progress
JSCC	Friday, October 30, 2015	JSCC-Access and Diversity Recommendation 4 of 4: The TBR Office of Organizational Effectiveness and Strategic Initiatives should approve scholarship criteria, salaries, and transfers.	Director of Human Resources	Sunday, May 1, 2016		No Progress
JSCC	Wednesday, October 21, 2015	VSCC-President's Expense Audit FY15 - For one travel expense paid to a third party on behalf of the President, receipts were not included in the supporting documentation for airfare and lodging. Upon request, receipts for airfare and lodging were obtained and provided. The airfare and lodging amounts paid agreed to the receipts and were within policy guidelines.	President's Office	Thursday, December 31, 2015		No Progress
JSCC	Friday, February 19, 2016	JSCC-IAR-Off-Campus International Education Program Recommendation 1 of 2: Students should be registered for international education programs at their institution according to the TBR Guideline A-076 and the TnCIS Operational Handbook. Institutional registration should include recording appropriate student fees, student payments, and administering any financial aid and scholarships.	International Activities Coordinator	Wednesday, June 1, 2016		In Progress

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JSCC	Friday, February 19, 2016	Off-Campus International Education programs - Management should ensure that appropriate dual service contracts are in place with TnCIS for institutional faculty teaching abroad according to the TnCIS Operational Handbook section 3.2.9. The TnCIS office should complete the dual service contract upon receipt of an approved institutional approval form from the institution.	International Activities Coordinator	Wednesday, June 1, 2016		In Progress
NeSCC	Thursday, January 2, 2014	Data Security FY 2013 Information Technology Resources policy is not being followed as stated in Policy 1:08:00:00.	Director of Information Technology	Tuesday, September 30, 2014		In Progress
PSCC	Friday, May 8, 2015	PSCC-IAR-CCTA Efficiency and Other Outcomes-05082015 Beginning with the 2015-2020 funding cycle the college should report placement data in accordance with the Tennessee Higher Education Commissions interpretation of their guidance on job placement data.	Director of Placement Director of Institutional Effectiveness	Thursday, June 30, 2016		In Progress
PSCC	Wednesday, October 21, 2015	PSCC-IAR-Access and Diversity-10212015 The college should only award scholarships to individuals who meet the stated criteria as approved by the Tennessee Board of Regents Access and Diversity.	Director of Access and Diversity	Friday, July 1, 2016		In Progress
PSCC	Wednesday, October 21, 2015	PSCC-IAR-Access and Diversity-10212015 The college must award stipends/scholarships in accordance with the terms of the grant.	Vice President of Student Affairs Director of Access and Diversity	Thursday, June 30, 2016		In Progress
PSCC	Monday, May 16, 2016	The college should implement a procedure so that when the registrar's office notifies APS that the file is ready to be transmitted, they also include the number of records that should be in the file. APS should then verify that the number of records in the end of term file submitted by the college to the TBR agrees with the number provided by the registrar.	Melanie Paradise, Registrar Dean Copple, APS Director	Friday, September 30, 2016		No Progress
STCC	Saturday, May 2, 2015	STCC-Industrial Readiness Grants Finding 1 of 1: The first year grant projections were not achieved.	Director of Grants Management	Friday, October 30, 2015		No Progress
STCC	Tuesday, May 5, 2015	STCC-Tuition Statements Finding 1 of 1: Incorrect IRS Form 1098-T's, tuition statements, were issued for the calendar year ended December 31, 2012, because early registration was not included in the reporting period.	Department of Finance	Friday, October 30, 2015		No Progress
STCC	Friday, July 31, 2015	STCC - Review of Motor Vehicle Procedures 4. Plant Management's monthly review of Fuelman credit card bills should be documented. The bills should be reviewed by plant management and compared to credit card receipts.	Alice Webster, Technical clerk of Physical Plant	Saturday, August 1, 2015		In Progress

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STCC	Wednesday, October 28, 2015	<p>Access and Diversity</p> <p>The Special Academic department should improve internal controls and procedures over Access and Diversity reports.</p> <p>A. The quarterly report should be signed by the Diversity Officer, Business Officer and Financial Aid Director to validate the data reported.</p> <p>B. The department should have segregation of duties by requiring supervisor approval of all expenditures. Currently, the Executive Director of Special Academic Programs initiates and approves all expense for Access and Diversity funds.</p> <p>C. Scholarships awarded to relatives of Institutional personnel, where an actual conflict of interest or perception of a conflict of interest exists, should be subject to a higher level of authorization.</p> <p>D. The Special Academic Program should submit accounts payable invoices to the Finance department, for processing, in a timely manner. Three invoices were not paid within 45 days.</p>	Executive Director, Special Academic Programs	Friday, April 29, 2016		No Progress
STCC	Wednesday, October 28, 2015	<p>Access and Diversity</p> <p>The Special Academic department should improve program controls over Access and Diversity funds.</p> <p>A. The scholarship criteria and selection process should be provided to TBR OESI on an annual basis or anytime the college changes the criteria or process.</p> <p>B. Scholarships should be awarded in accordance with stated criteria submitted to TBR OESI. The 93 scholarships issued were reviewed, with 15 recipients noted as not meeting the scholarship criteria. Seven students receiving scholarships did not complete a FAFSA. Five students were not enrolled in at least six credit hours. Three student did not meet one of the additional criteria.</p> <p>C. Service hour requirements are not allowed for Access and Diversity scholarship recipients according to TBR Policy 3:04:01.00, Student Scholarship, Grants, Loans and Financial Aid. The college should eliminate the requirement.</p> <p>D. Access and Diversity scholarships are issued at the end of the semester. The scholarships should be paid using the same process the college follows for all other student financial aid.</p> <p>E. Prior written approval from TBR OESI should be obtained for personnel expenses paid each fiscal year.</p>	Executive Director, Special Academic Programs	Friday, April 29, 2016		No Progress

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STCC	Wednesday, October 28, 2015	<p>Access and Diversity Diversity Funds and ensure funds are budgeted and used in accordance with the college's Access and diversity goals.</p> <p>A. Written Processes and procedures and oversight controls should be put in place to ensure that funds are properly managed, executed and used for the purposes intended.</p> <p>B. A committee should be created to review the Access and diversity process. They should establish goals for the department's expenditures; scholarship criteria, student recruitment and retention and faculty recruitment and retention. Quarterly or semester reports should be issued to the committee showing a summary of how the funds are used, the number of scholarships issued by demographics and recruitment and retention projects.</p>	Executive Director, Special Academic Programs	Friday, April 29, 2016		No Progress
STCC	Wednesday, October 28, 2015	<p>Access and Diversity The Finance department should improve internal controls and procedures over the Access and Diversity reports.</p> <p>A. Access and Diversity funds should be recorded in three cost centers in the amount allocated to those categories by TBR OESI; Scholarships and Fellowships, Student Recruitment and Retention and Faculty/Staff Recruitment and Retention. The college has continued to use cost centers for categories of funds which are not a part of Access and Diversity.</p> <p>B. The quarterly Report should agree with Banner. The amounts reported to TBR OESI as match and carryover funds for the Fiscal Year ended June 30, 2014 and June 30, 2015 did not agree with Banner and should be corrected and resubmitted. Exhibits 1 and 2 in this report agree with the amounts recorded in Banner.</p> <p>C. Carryover funds should be recalculated and Fund Balances should be adjusted to recognize the correct amounts in Access and Diversity funds. Since the inception of Access and Diversity programs, the revenue was posted to incorrect cost centers.</p> <p>D. The Ambassador process for paying students should be reviewed with the Human Resources and Finance department to determine if payments should be processed through payroll rather than accounts payable.</p>	Executive Director, Special Academic Programs	Friday, April 29, 2016		No Progress
STCC	Thursday, March 3, 2016	<p>STCC-International Education Program-Documentation Supporting documentation for travel expense reports should be organized and the dollar amounts should tie back to the summary page of the expense report.</p>	Director of International Education Program	Wednesday, August 31, 2016		In Progress

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STCC	Thursday, March 3, 2016	STCC-International Education Program-Collection Procedures. TBR Policy: B-010 Collection of Accounts Receivable requires each institution to establish a written systematic process and procedure for collecting receivables from all persons including students and employees. The Finance Department, follows TBR guidance, but must establish a systematic process and procedure for Southwest Tennessee Community College.	Director of International Education Program	Wednesday, August 31, 2016		In Progress
STCC	Thursday, March 3, 2016	SSTC-International Education Program-Waivers TBR Guidelines A-76 Development and Operations of Off-Campus International Educational programs states "Institutions should not charge tuition for students enrolled in TNCIS Study Abroad program. Two students were charged tuition. A procedure should be put in place to ensure TnCIS students are not charged tuition.	Director of Finance	Wednesday, August 31, 2016		In Progress
STCC	Thursday, March 3, 2016	STCC-International Education Program-Contingency Procedures must be put in place to establish a reserve for a contingency account and this account must be monitored annually.	Director of International Education Programs	Wednesday, August 31, 2016		In Progress
STCC	Thursday, March 3, 2016	STCC-International Education Program-Assessment of Programs. For institution sponsored programs, the International Studies Procedure manual requires that a Periodic Evaluation and assessment should be completed by the faculty to verify that estimated program costs were compared to actual costs at the completion of the program.. The faculty are required to reconcile the fiscal accounting report within two weeks of returning from the trip. The document should be available for review in the International Education Program office.	Director of International Studies	Wednesday, August 31, 2016		In Progress
VSCC	Wednesday, December 18, 2013	Audit of International Education Fee, Released December 2013 1 of 5: Management should record the emergency reserve allocation in the International Education Fee fund.	International Education Office and Business Office	Monday, June 30, 2014		In Progress
VSCC	Friday, September 4, 2015	VSCC - Faculty Credentials for Fall Semester 2014 Recommendation 1 of 2: The credentials of two Assistant Professors and one Instructor do not appear to meet the requirements of TBR policy for minimum rank criteria.	Academic Affairs	Thursday, March 31, 2016		No Progress
VSCC	Friday, September 4, 2015	VSCC - Faculty Credentials for Fall Semester 2014 Recommendation 2 of 2: Personnel files maintained by Human Resources were missing credential information. Recommendation: Management should ensure the personnel files maintained in Human Resources contain complete documentation of faculty credentials and approved exceptions to experience requirements.	Human Resources and Academic Affairs	Thursday, March 31, 2016		No Progress

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VSCC	Wednesday, January 27, 2016	VSCC Access and Diversity Funds for FY 2014 and FY 2015 2 of 3: The expenses for four (4) activities charged to Faculty and Staff Recruitment and Retention funds were not approved by the Diversity Officer. Recommendation: The College should ensure that expenses for Faculty and Staff Recruitment and Retention funds are approved by the Diversity Officer.		Monday, August 1, 2016		No Progress
VSCC	Wednesday, January 27, 2016	VSCC Access and Diversity Funds for FY 2014 and FY 2015 3 of 3: The expenses for Faculty and Staff Recruitment and Retention funds were not reconciled in Banner. Recommendation: The College should ensure that the Faculty and Staff Recruitment and Retention funds are reconciled in Banner to verify that the expenses are accurate and properly recorded.	Human Resources	Monday, August 1, 2016		No Progress
WSCC	Wednesday, October 28, 2015	NeSCC-IA-President's Expenses FYE 2015 - 10282015 Due to the inadvertent omission of \$21,151 of various chamber-of-commerce sponsorships requested by the president, a recommendation was suggested for the preparer of quarterly reports to solicit from the various vice presidents confirmation of includable items of which they may be uniquely aware.	NeSCC preparer of quarterly reports	Thursday, June 30, 2016		In Progress

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Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
Covington	Thursday, March 3, 2016	Focused Review of Operations - Covington Account with collection agency should be established The procedures used for collections by the school do not comply with the TBR Guideline.	Director	Friday, July 1, 2016		Note yet due
Covington	Thursday, March 3, 2016	Focused Review of Operations - Covington Management's review of the accounts receivable reconciliation is not documented by signing and dating the reconciliation.	Director	Friday, July 1, 2016		Note yet due
Covington	Thursday, March 3, 2016	Focused Review of Operations - Covington - Management has used an alternative method of sending 1 collection letter with all the required data in the past, which is allowed if collection efforts are not compromised. The current student receivable balance, \$69,904.00, is material and sending only 1 debt notification letter could be a factor.	Debra Johnson,	Friday, July 1, 2016		Note yet due
Crossville	Friday, April 17, 2015	Focused Review - Finding 1 of 1: Accounts Receivable -- Collection letters should be sent at 30 day intervals.	Director	Thursday, December 31, 2015	Wednesday, February 10, 2016	Action completed
Dickson	Thursday, June 11, 2015	Focused Review: Observation 1 of 1: Collection letters should be sent at 30 day intervals.	Director	Thursday, December 31, 2015	Tuesday, May 17, 2016	Action completed
McKenzie	Tuesday, November 11, 2014	Focused Review: Observation 1 of 3: Title IV refunds were processed between 35 and 37 days late.	Director	Thursday, December 31, 2015		No Progress
McKenzie	Tuesday, November 11, 2014	Focused Review: Observation 2 of 3: Management's review of the accounts receivable reconciliation is not documented by signing and dating the reconciliation.	Director	Thursday, December 31, 2015		No Progress
McKenzie	Tuesday, November 11, 2014	Focused Review: Observation 3 of 3: TBR Guideline allowing flexibility in collection procedures of sending letters at 45 day intervals is not documented in the college's internal procedures.	Director	Thursday, December 31, 2015		No Progress
McMinnville	Monday, May 19, 2014	Focused Review: Observation 1 of 1: The Director should document the review of the student accounts receivable reconciliation.	Director	Tuesday, June 30, 2015	Monday, February 15, 2016	Action completed
Memphis	Friday, January 9, 2015	Focused Review: Observation 2 of 2: Financial Aid must receive notice or have access to the report system to ensure the return of Title IV funds are made within the required 45 days.	Director	Tuesday, June 30, 2015		In Progress
Paris	Thursday, January 29, 2015	Focused Review: Finding 1 of 1: The procedures used for collections by the school do not comply with the TBR Guideline.	Director	Thursday, December 31, 2015		No Progress
Paris	Thursday, January 29, 2015	Focused Review: Observation 1 of 1: Management's monthly review of the accounts receivable reconciliation is not documented by signing and dating the reconciliation.	Director	Thursday, December 31, 2015		No Progress
Shelbyville	Wednesday, May 6, 2015	Focused Review: Observation 1 of 1: Accounts Receivable - Collection letters should be sent at 30 day intervals.	Director	Thursday, December 31, 2015		No Progress

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Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
APSU	Wednesday, April 22, 2015	IT General Controls Review: Recommendation 1 of 16: Develop an Information Security Program Policy with associated procedures, in coordination with a comprehensive information security program being developed by the TBR System Office. The policy should define both business and information security processes, including the designation of an Information Security Officer and development of a security awareness and training program.	Interim CIO - Austin Siders	Thursday, September 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 2 of 16: Develop and implement comprehensive procedures for: a) Change Management that defines hardware, network configuration, anti-virus and patch updates, in addition to those in place for Banner updates. b) Vendor Management that defines how the Office of Information Technology will monitor and manage the delivery of goods and services from key vendors. c) Network administration that documents the processes performed to maintain the network in the event key personnel are not available. d) Logging and Monitoring of computer activities that defines what will be logged, how it will be reviewed, and how the results will be handled. e) Remote Devices that includes an agreement that defines expectations of users who connect their personal laptop or cell phone device to the network."	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 3 of 16: Establish a process where all information technology policies and procedures are reviewed annually for needed modifications and approvals."	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 4 of 16: Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 5 of 16: Establish criteria regarding the specific topics for discussion and documentation the IT Director will provide the VP for Finance and Administration during the bi-weekly meeting to ensure all aspects of the Office of Information Technology operations are covered for a stronger information technology governance structure. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 6 of 16: Remove the capability that users have as an administrator on their assigned machines to reduce risks of unauthorized system configuration changes and software implementations. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress

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APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 7 of 16: Develop a Business Continuity Plan that will ensure planning for and documentation of: a) The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring its use. b) Possible secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c) A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery. "	Interim CIO - Austin Siders	Thursday, September 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 8 of 16: Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 9 of 16: Update the firewall configurations to reduce the risks of unauthorized access. "	Interim CIO - Austin Siders	Monday, August 1, 2016		In Progress
APSU	Wednesday, April 1, 2015	"IT General Controls Review: Recommendation 10 of 16: Encrypt hard drives on mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen. "	Interim CIO - Austin Siders	Sunday, November 1, 2015	Monday, June 6, 2016	Completed
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 11 of 16: For computers linked to the college's network, block access to selected websites that do not render themselves to educational purposes to reduce the risks of unauthorized use and risks of viruses and malicious programs."	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 12 of 16: Implement a process to identify unauthorized disseminations of information or malicious links within inbound and outbound emails. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 13 of 16: Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 14 of 16: Periodically review the lists of accounts with non-expiring passwords and revoke that privilege from accounts that do not require it for specific business purposes. "	Interim CIO - Austin Siders	Sunday, November 1, 2015	Monday, June 6, 2016	Action Completed

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APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 15 of 16: Update password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls as defined in both the new password policy and industry best practices. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
APSU	Wednesday, April 22, 2015	"IT General Controls Review: Recommendation 16 of 16: Document major unauthorized access attempts or any information breaches to ensure they are handled according to requirements set in the APSU Incident Response Procedure. "	Interim CIO - Austin Siders	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR Recommendation 1 of 15: Enhance the Information Security Program with its associated policies, in coordination with the comprehensive information security program being developed by the TBR System Office, to address the business security processes of data ownership, classification, and dissemination standards, as well as the development of a security awareness and training program.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Recommendation 2 of 15: Develop, disseminate and implement comprehensive information technology procedures for: a. Change Management that defines hardware, network configuration, anti-virus and patch updates, as well as implementation of Banner software updates. b. Password Management that defines management's expectations regarding how personnel are to set passwords for maximized effectiveness on information security. c. Vendor Management that defines how the Information Technology Division will monitor and manage the delivery of goods and services from key vendors.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Recommendation 3 of 15: Ensure all employees and other personnel with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 4 of 15: Complete the implementation of the tool to monitor hardware connected to the network and coordinate the use of the results with the current hardware inventory system.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 5 of 15: Complete the implementation of the tool for identifying software products installed on workstations connected to the network. Once implemented, this tool will reduce instances of unauthorized and unlicensed software implementations.	Bruce Patryshak - VP for IT	Friday, July 1, 2016		In Progress

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MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 6 of 15: Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR Observation 7 of 15: Complete the implementation of the software product to better ensure software patches are properly applied.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 8 of 15: Develop a Business Continuity Plan that will ensure planning for and documentation of: a. The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring use of the plan. b. Secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c. Amend the existing Disaster Recovery Plan, if needed, to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan d. A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery. This should begin with testing recoverability of data backed up using the recently implemented process.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observations 9 of 15: Complete the implementation of the new anti-virus solution, so Information Technology Division management can monitor the success of implementing anti-virus definitions on all workstations.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 10 of 15: Block access to selected websites that do not render themselves to educational purposes to reduce the risks of unauthorized use and risks of viruses and malicious programs. Also, implement scanning of outbound emails to identify potential improper dissemination of sensitive information.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 11 of 15: Evaluate the recommended actions in the recent network penetration testing report and implement those fixes that will improve the level of information security on the network to acceptable levels.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 12 of 15: Distribute procedural instructions to university staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors.	Bruce Petryshak -VP for IT	Friday, July 1, 2016		In Progress

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Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 13 of 15: Implement a process to periodically review each user's computer access privileges to re-justify assigned access privileges. Include in this assessment a requirement to document the need for retaining user access privileges where the user has not logged in within the last year.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT gcr - Observation 14 of 15: Periodically review the lists of accounts with non-expiring passwords and revoke those that do not require it for specific business purposes.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
MTSU	Tuesday, September 8, 2015	MTSU - IT GCR - Observation 15 of 15: Establish a process to retrieve, store and protect information on computer hard drives when circumstances require management take such actions.	Bruce Petryshak - VP for IT	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 1 of 19: Develop an Information Security Program Policy with associated procedures, in coordination with a comprehensive information security program being developed by the TBR System Office. The policy should define both business and information security processes, including the designation of an Information Security Officer and development of a security awareness and training program.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 2 of 19: Develop and implement comprehensive procedures for: a) Vendor Management that defines how OTS will monitor and manage the delivery of goods and services from key vendors. b) Logging and Monitoring of computer activities that defines what will be logged, how it will be reviewed, and how the results will be handled. c) Remote Devices, including an agreement with users who connect their personal laptop or cell phone device to the network. d) Project Documentation that establishes a standard regarding how OTS projects, other than the implementation of Banner program code, will be documented. e) Network Administration that documents the processes performed to maintain the network in the event key personnel are not available. f) Incident Response that defines how unauthorized access attempts and information breaches are documented and handled according to requirements.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 3 of 19: Establish a process where all information technology policies and procedures are reviewed annually for needed modifications and approvals.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 4 of 19: Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	CIO - Tim Warren	Friday, July 1, 2016		In Progress

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TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 5 of 19: Implement a process for Human Resources to complete background checks on personnel who would have access to sensitive information before the person is hired, in accordance with TBR Guideline P-010, Personnel Transactions and Recommended Forms, that recommends colleges conduct background checks on potential employees.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 6 of 19: Complete the development of new job descriptions for TSU OTS employees.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 7 of 19: Complete the implementation of a hardware and software inventory to ensure OTS has documentation of its assets and has the means to identify unauthorized attempts to implement or remove hardware or software on the network.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 8 of 19: Remove the capability users have as an administrator on their assigned machines to reduce risks associated with unauthorized system configuration changes and software implementations.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 9 of 19: Amend the Help Desk process so that open tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 10 of 19: Complete the implementation of the new patch management product that is designed to provide better management and oversight of the server and workstation software patching process.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 11 of 19: Replace the current process used to back up computer files and data to ensure the files and data can be restored in an effective manner. Also, perform annual tests to ensure data can be restored from the backed up media once a new process is in place.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 12 of 19: Develop a Business Continuity Plan that will ensure planning for and documentation of: a) The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring its use. b) Possible secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c) A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery.	CIO - Tim Warren	Friday, December 30, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 13 of 19: Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan.	CIO - Tim Warren	Friday, December 30, 2016		In Progress

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TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 14 of 19: Encrypt hard drives on mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 15 of 19: Complete the implementation of the new anti-virus software to improve monitoring the university's anti-virus program.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 16 of 19: For computers linked to the college's network, block access to selected websites that do not render themselves to educational purposes to reduce the risks of unauthorized use and risks of viruses and malicious programs.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 17 of 19: Implement a process to identify unauthorized disseminations of information or malicious links within inbound and outbound emails.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 18 of 19: Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for users, including full-time, temporary, transferred or promoted employees and contractors.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TSU	Monday, May 11, 2015	TSU - IT General Controls Review: Recommendation 19 of 19: Review the lists of accounts with system administrative or non-expiring privileges assigned, and revoke those that do not require such access privileges.	CIO - Tim Warren	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 1 of 14: Enhance the existing Information Security Program with its associated policies and procedures to better address data ownership, data classification, information dissemination and improved security awareness training. These policies and procedures should be in coordination with a comprehensive information security program being developed by the TBR System Office that defines both business and computing information security processes and implementation of a security awareness and training program.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress

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TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 2 of 14: Develop and implement comprehensive information technology procedures for: a. Change Management that details how hardware, network configuration, anti-virus definitions and patch updates will be completed, in addition to implementation of Banner software updates. b. Vendor Management that describes how information Technology Services will monitor and manage the delivery of goods and services from key vendors. c. Logging and Monitoring of computer utilization activities that identifies what will be logged, how it will be reviewed, and how the results will be handled. d. Remote Devices that includes an agreement that itemizes expectations of non-student users who connect their personal laptop or cell phone device to the network.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 3 of 14: Ensure all employees and other personnel with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 4 of 14: Ensure the current job descriptions are available for use in performance management of ITS personnel.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 5 of 14: Implement a process to identify and monitor the hardware devices in use to better document asset management.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 6 of 14: Encrypt hard drives on university-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 7 of 14: Implement a procedure that requires users to store files on the network share server rather than on hard drives to ensure the data is properly backed up for recovery purposes.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress

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TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 8 of 14: Develop a Business Continuity Plan that will ensure planning for and documentation of: a. The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring use of the plan. b. Amendments to the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan. c. A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery. This should begin with testing recoverability of data backed up using the recently implemented process.	Terry Saltsman - Interim CIO	Friday, December 30, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 9 of 14: Conduct periodic network penetration and vulnerability testing to identify any risks to network configuration and security.	Terry Saltsman - Interim CIO	Monday, October 3, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 10 of 14: Distribute procedural instructions to university staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 11 of 14: Implement a process to periodically review each user's computer access privileges to re-justify assigned access privileges. Include in this assessment a requirement to document the need for retaining user access privileges where the user has not logged in within the last year.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 12 of 14: Periodically review the lists of accounts with administrator privilege or with non-expiring passwords and revoke those that do not require it for specific business purposes.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 13 of 14: Document, assess and develop a plan to mitigate any significant risks identified as a result of an academic department having access and operating separate servers and a domain from the Information Technology Services server room.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress
TTU	Thursday, September 10, 2015	TTU - IT GCR - Observation 14 of 14: Review and update the current information security alerts to establish alerts that will better serve the university's needs.	Terry Saltsman - Interim CIO	Friday, July 1, 2016		In Progress

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ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 1 of 20 - Enhance the current policies and procedures for the Information Security Program including policies for users regarding data ownership and data classification. These policies should be a part of the comprehensive information security program being developed by the college that defines both business and computing information security processes and implementation of a security awareness and training program.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 2 of 20 - Develop and implement comprehensive information technology procedures for: a. Change Management that detail the implementation and management of hardware, the network configuration, anti-virus definitions and software patch updates, in addition to implementation of Banner software updates. b. Vendor Management that describe how Information Technology Services will monitor and manage the delivery of goods and services from key vendors. c. Network Administration that document the processes performed to maintain the network in the event key personnel are not available. d. Logging and Monitoring of computer utilization activities that identify what will be logged, how it will be reviewed, and how the results will be handled. e. Incident Response that establish how unauthorized access attempts and information breaches are investigated and documented. f. Remote Devices that include an agreement that defines management's expectations of non-student users who connect their personal laptop or cell phone device to the network.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 3 of 20 - Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 4 of 20 - Implement a process for Human Resources to complete background checks on personnel who would have access to sensitive information before the person is hired, in accordance with TBR Guideline P-010, Personnel Transactions and Recommended Forms, which recommends background checks on potential employees.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 5 of 20 - Improve the current documentation of Information Technology Services goals and initiatives to link to the college's overall strategic objectives. This will likely include an enhancement to the college's Information Technology Projects Procedure 08:25:00 to include documentation requirements for information technology projects	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress

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ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 6 of 20 - Develop an information technology strategy regarding moving data to a "cloud storage" environment, including the type of cloud environment and security requirements.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 7 of 20 - Complete the implementation of a product that will limit a user's ability to attach an unauthorized device to the college's network.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 8 of 20 - Encrypt hard drives on college-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 9 of 20 - Perform reviews of reports identifying non-approved software on workstations and implement a process to remove such software from college-owned computers when not justified.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 10 of 20 - Review reports on the deployment of patches and anti-virus definitions to ensure any improper deployments are identified and corrective action taken in a timely manner.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 11 of 20 - Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 12 of 20 - Document data restorations from backed up media, including business recoveries, to prove the ability to recover data in a timely manner.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 13 of 20 - Enhance the Business Continuity Plan to ensure planning for and documentation of: a. A business impact analysis that identifies the potential impact of disasters or other events on the college's ability to continue normal business operations, business recovery requirements and objectives, and responsibilities of a Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster. b. Revisions to the existing Disaster Recovery Plan to ensure information technology recovery requirements comply with business requirements stated in the plan. c. A test plan and periodic testing conducted to ensure the plan's effectiveness for recovery.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 14 of 20 - Enhance the current network topology diagram to depict each ingress/egress point and the layered security in place protecting those points.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress

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ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 15 of 20 - Maintain current firewall configurations to ensure the removal of firewall rules that are no longer applicable.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 16 of 20 - Block access to websites considered illegal or detrimental on computers linked to the college's network to reduce the risks of unauthorized use, as well as the risks of viruses and malicious programs associated with such sites.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 17 of 20 - Improve information security access procedures and practices by: a. Distributing procedural instructions to college staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors. b. Implementing a process where data owners periodically review each user's computer access privileges to re-justify assigned privileges. c. Limiting the use of setting a future account expiration date on the active accounts of departing employees or other users to only those with an established and documented business need. d. Updating password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls as defined in the TBR password policy and industry best practices. e. Periodically reviewing accounts with administrator or non-expiring password privileges and revoking those privileges on accounts that do not require them for specific business purposes.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 18 of 20 - Improve controls over entry to the server room to limit access to only those with a business need.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 19 of 20 - Review current hardware and software products in use that provide information security alerts and make changes to the alerts that will better serve the business needs of the college.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
ChSCC	Tuesday, April 12, 2016	ChSCC - IT GCR - Recommendation 20 of 20 - Establish a process to gather, store and protect information on computer hard drives when circumstances require management retrieve and retain such information.	AVP/CIO, Greg Jackson	Monday, October 3, 2016		No progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 1 of 17: Develop an Information Security Program Policy with associated procedures, in coordination with the comprehensive information security program being developed by the TBR System Office. The policy should document the college's Information security Program, including business and information security processes, the designation of an Information Security Officer and development of a security awareness training program."	CIO - Chris Mowery	Friday, July 1, 2016		In Progress

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CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 2 of 17: Develop and implement comprehensive written information technology procedures for: a) Change management that defines all information technology changes, including implementation of Banner updates. b) Logging and monitoring network and systems access that defines the activity to be logged, the review process and the resulting actions to be taken. c) Incident Response procedures, so key unauthorized access attempts or any information breaches are documented and handled according to procedure requirements and as required by Federal regulations."	CIO - Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 3 of 17: Establish a process where all information technology policies and procedures are reviewed annually for needed modifications to provide clear guidance to staff."	CIO - Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 4 of 17: Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are updated."	CIO _ Chris Mowery	Monday, August 1, 2016		In Progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 5 of 17: Expand the responsibilities of the Technology Resource Committee, to include a review of other key documented results of information technology operations that are outside of those strategic projects not currently reviewed by the VP – Finance and Advancement, for a stronger information technology governance structure. "	CIO - Chris Mowery	Friday, July 1, 2016		In Progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 6 of 17: Implement a process for Human Resources to complete background checks on Information Technology office employees before those individuals begin work. This ensures compliance with TBR Guideline P-010, Personnel Transactions and Recommendations that recommends colleges conduct background checks on potential employees who would have access to sensitive information."	CIO - Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 7 of 17: Complete the implementation of the software product acquired to give the Information Technology office the ability to identify unauthorized software uploading on workstations. "	CIO - Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 8 of 17: Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open."	CIO - Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed

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CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 9 of 17: Complete the implementation of the configuration solution to ensure certain devices with the Windows 7 operating system are patched effectively."	CIO Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 10 of 17: Document the business-side of the Business Continuity Plan (BCP) to ensure business recovery requirements and objectives are established and planned; assign the role and responsibilities of the BCP Coordinator to the person who will maintain the plan and will prepare personnel in advance of a disaster or other event requiring use of the plan."	CIO Chris Mowery	Friday, December 30, 2016		In Progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 11 of 17: Develop a process to test parts of the BCP periodically to ensure the plan's effectiveness for recovery."	CIO Chris Mowery	Friday, December 30, 2016		In Progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 12 of 17: Block access on computers linked to the college's network to selected websites that do not render themselves to educational or business purposes to reduce the risks of unauthorized use, as well as the risks of viruses and malicious programs."		Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 13 of 17: Establish a timeframe to conduct periodic network penetration tests and vulnerability scans to identify and correct for exploitable areas in the network's external and internal configuration. Such tests are also required to be conducted for Payment Card Industry Data Security Standards, i.e. PCI/DSS, testing."	CIO Chris Mowery	Monday, August 1, 2016		In Progress
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 14 of 17: Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for users, including contracted users and temporary employees."	CIO Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 15 of 17: Complete the process to periodically review each user's computer access privileges to determine whether assigned access privileges are still appropriate. This assessment should also determine whether users who have not logged in within the last year still need their assigned access privileges."	CIO Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 16 of 17: Review the lists of accounts with assigned administrator privileges or with a non-expiring password and revoke those that do not require such access authority."	CIO Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed

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CISCC	Monday, April 6, 2015	"IT General Controls Review: Recommendation 17 of 17: Update password requirements in the Default Domain Policy of Active Directory to strengthen password controls, as defined in TBR Guideline G-051, Password Management and in industry best practices."	CIO Chris Mowery	Tuesday, December 1, 2015	Friday, June 3, 2016	Action Completed
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 1 of 16: 1. Develop an Information Security Program with associated policies, in coordination with a comprehensive information security program being developed by the TBR System Office. The policy should define both business and information security processes, including the designation of an Information Security Officer and development of a security awareness and training program.	Emily Siciensky - Associate VP for IT	Monday, October 3, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 2 of 16: 2. Develop comprehensive information technology procedures for: a. Logging and Monitoring of computer activities that defines what will be logged, how it will be reviewed, and how the results will be handled. b. Incident Response to document major unauthorized access attempts or any information breaches to ensure they are handled according to the procedure.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 3 of 16: 3. Establish a process where all information technology policies are reviewed annually for needed modifications and changes approved before implementation.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 4 of 16: 4. Implement a mobile device agreement for those who use their own mobile devices to access key applications and sensitive information that defines the limitations on connectivity and usage of these devices.	Emily Siciensky - Associate VP for IT	Thursday, September 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 5 of 16: 5. Implement controls to deter loading unauthorized software onto college workstations.	Emily Siciensky - Associate VP for IT	Monday, August 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 6 of 16: 6. Develop a Business Continuity Plan that will ensure planning for and documentation of: a. The business-side of the plan, including business recovery requirements and objectives as well as assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other events requiring use of the plan. b. Secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c. A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery.	Emily Siciensky - Associate VP for IT	Friday, December 30, 2016		In Progress

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Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 7 of 16: 7. Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan.	Emily Siciensky - Associate VP for IT	Monday, August 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 8 of 16: 8. Implement detective controls to identify when the anti-virus software stops working, so management can better monitor the success of the anti-virus program.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 9 of 16: 9. Consider network penetration and vulnerability testing to identify possible weaknesses in the configuration of network security settings.	Emily Siciensky - Associate VP for IT	Friday, September 30, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 10 of 16: 10. Block access to websites that are considered illegal or detrimental (gambling or pornographic sites) on computers linked to the college's network to reduce the risks of unauthorized use, as well as the risks of viruses and malicious programs associated with such sites.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 11 of 16: 11. Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for users, including full-time, temporary, transferred or promoted employees and contractors.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 12 of 16: 12. Ensure departmental managers and data owners review the yearly reports they receive and note any required adjustments to the access privileges of users in their areas to ensure privileges are re-justified or corrections made in a timely manner.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 13 of 16: 13. Review the lists of accounts with administrative or non-expiring network passwords and revoke that privilege from accounts that do not require it for specific business purposes.	Emily Siciensky - Associate VP for IT	Friday, July 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 14 of 16: 14. Update password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls as defined in both the new password policy and industry best practices.	Emily Siciensky - Associate VP for IT	Monday, August 1, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 15 of 16: 15. Obtain a listing from Facilities Management of persons with key access to secured information technology areas and ensure only persons authorized by the Office of Information Technology have such keys.	Emily Siciensky - Associate VP for IT	Friday, September 30, 2016		In Progress
CoSCC	Friday, July 24, 2015	CoSCC - IT GCR - Observation 16 of 16: 16. Secure the data backup appliance in the satellite campus server room from unauthorized access.	Emily Siciensky - Associate VP for IT	Sunday, January 31, 2016	Wednesday, June 8, 2016	Action Completed

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DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 1 of 15: 1. Develop an Information Security Program with its associated policies, in coordination with a comprehensive information security program being developed by the TBR System Office that defines both business and computing information security processes and development of a security awareness and training program.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 2 of 15: 2. Develop and implement comprehensive information technology procedures for: a. Network Administration that documents the processes performed to maintain the network in the event key personnel are not available. b. Change Management that details how hardware, network configuration, anti-virus definitions and software patch updates will be completed, in addition to implementation of Banner software updates. c. Vendor Management that describes how the Information Technology Department will monitor and manage the delivery of goods and services from key vendors. d. Logging and Monitoring of computer utilization activities that identifies what will be logged, how it will be reviewed, and how the results will be handled. e. Remote Devices that includes an agreement that itemizes expectations of users who connect their personnel laptop or cell phone device to the network.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 3 of 15: 3. Ensure all employees and other personnel with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	Diane Camper - VP for Technology	Friday, April 1, 2016	Tuesday, June 7, 2016	Action Completed
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 4 of 15: 4. Assign the roles of an Information Security Officer and a Business Continuity Coordinator, and define the responsibilities for the roles.	Diane Camper - VP for Technology	Friday, April 1, 2016	Tuesday, June 7, 2016	Action Completed
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 5 of 15: 5. Implement a process for Human Resources to complete background checks on personnel who would have access to sensitive information before the person is hired, in accordance with TBR Guideline P-010, Personnel Transactions and Recommended Forms, which recommends colleges conduct background checks on potential employees.	Diane Camper - VP for Technology	Friday, April 1, 2016	Tuesday, June 7, 2016	Action Completed
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 6 of 15: 6. Implement a tool to alert information technology management when an unauthorized device is attached to the network.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 7 of 15: 7. Encrypt hard drives on college-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress

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DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 8 of 15: 8. Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 9 of 15: 9. Complete the implementation of patch management software to better ensure software patches are properly applied.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 10 of 15: 10. Develop a Business Continuity Plan that will ensure planning for and documentation of: a. The business-side of the plan, including business recovery requirements and objectives as well as assigned roles and responsibilities of a Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring use of the plan. b. Secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c. Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan. d. A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery.	Diane Camper - VP for Technology	Friday, December 30, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 11 of 15: 11. Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors.	Diane Camper - VP for Technology	Friday, April 1, 2016	Tuesday, June 7, 2016	Action Completed
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 12 of 15: 12. Implement a process to periodically review each user's computer access privileges to re-justify assigned access privileges. Include in this assessment a requirement to document the need to retain active user access privileges where the user has not logged in within the last year.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 13 of 15: 13. Periodically review the lists of accounts with non-expiring passwords and revoke those from accounts that do not require it for specific business purposes.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 14 of 15: 14. Document the types of unauthorized access attempts and breaches that will be documented according to the college's Incident Response Plan.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress
DSCC	Friday, August 14, 2015	DSCC - IT GCR - Observation 15 of 15: 15. Establish a process to gather, store and protect information on computer hard drives when circumstances require management retrieve and retain such information.	Diane Camper - VP for Technology	Thursday, September 1, 2016		In Progress

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JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 1 of 11: In coordination with an information security program being developed by the TBR System Office, enhance the JSCC Information Security Program Policy, being developed, with its associated procedures, to include: a) disclosure that the JSCC Information Security Committee is responsible for maintenance of this Policy; b) designation of an Information Security Officer and development of a security awareness and training program; and c) identification of JSCC's existing Information Classification Policy, Acceptable Use Policy, Mobile Device Policy and OIT Security Procedures in the OIT General Standards as supporting policies and procedures.	CIO - Dana Nails	Friday, July 1, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 3 of 11: Evaluate the existing governance structure for IT to ensure the management and activity of the Banner Oversight and IT Security Committees meet the full requirements for the college, its management and business users.		Friday, July 1, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 4 of 11: Develop a comprehensive IT procedure for logging and monitoring computer activity that defines the criteria for activity to be logged, the timing and responsibility for monitoring the logs and the processes for handling identified exceptions.	CIO - Dana Nails	Friday, July 1, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 7 of 11: Develop tracking processes to alert OIT personnel when attempts to alter anti-virus program functionality or to implement unauthorized software occur.	CIO - Dana Nails	Friday, July 1, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 8 of 11: Document the business-side of the Business Continuity Plan (BCP) to ensure business recovery requirements and objectives are established and planned; assign the role and responsibilities of BCP Coordinator to the person who will maintain the plan and will prepare personnel in advance of an event requiring use of the plan.	CIO - Dana Nails	Friday, December 30, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 9 of 11: Develop a process to test parts of the BCP periodically to ensure the plan's effectiveness for recovery.	CIO - Dana Nails	Friday, December 30, 2016		In Progress
JSCC	Monday, September 8, 2014	IT General Controls Review: Recommendation 11 of 11: Develop information security processes to: a) distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for users; b) review and delete active access privileges of terminated employees and suspend the Banner access privileges of users who have not logged in within the last 120 days; and c) complete the process of periodically reviewing each user's computer access privileges to re-justify the assigned access privileges as appropriate.	CIO - Dana Nails.	Friday, July 1, 2016		In Progress

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MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 1 of 17 - Develop and implement comprehensive information technology procedures for: a. Change Management that detail how hardware, network configuration, anti-virus definitions and software patch updates will be completed, in addition to implementation of Banner software updates. b. Project Documentation that establish a standard regarding how information technology projects, other than the implementation of Banner program code, will be documented. c. Vendor Management that describe how the Information Technology Department will monitor and manage the delivery of goods and services from key vendors. d. Network Administration that document the processes performed to maintain the network in the event key personnel are not available. e. Remote Devices that include an agreement defining management's expectations of non-student users who connect their personal laptop or cell phone device to the network. f. Logging and Monitoring of computer utilization activities that identify what will be logged, how it will be reviewed, and how the results will be handled. g. Incident Response that establish how unauthorized access attempts and information breaches are investigated and documented.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 2 of 17 - Implement a process to document the annual review and approval of policies.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 3 of 17 - Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 4 of 17 - Ensure all information technology positions are supported by a current job description.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 5 of 17 - Identify the responsibilities for the recently assigned roles of the Information Security Officer and the Business Continuity Coordinator.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress

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MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 6 of 17 - Develop an information technology strategy regarding moving data to a "cloud storage" environment, including the type of cloud environment and data security requirements.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 7 of 17 - Implement a procedure that will limit a user's ability to attach an unauthorized device to the college's network.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 8 of 17 - Encrypt hard drives on college-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 9 of 17 - Review existing reports that show software on each workstation to identify and remove non-approved software products from college-owned computers.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 10 of 17 - Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 11 of 17 - Document data restorations from backed-up media, including business recoveries, to prove the ability to recover data in a timely manner.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 12 of 17 - Enhance the Business Continuity Plan (BCP) to ensure documentation of: a. A business impact analysis that identifies the potential impact of disasters or other events on the college's normal business operations, business recovery requirements and objectives, and the responsibilities of a Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster. b. Enhancements to the Disaster Recovery Plan to ensure information technology recovery requirements better match the business requirements stated in the plan. c. A test plan and periodic testing conducted to ensure the plan's effectiveness for recovery.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 13 of 17 - Block access to websites that are considered illegal or detrimental on computers linked to the college's network to reduce the risks of unauthorized use, as well as the risks of viruses and malicious programs associated with such sites.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress

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MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 14 of 17 - Improve information security access procedures and practices by: a. Distributing procedural instructions to staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors. b. Implementing a process where data owners periodically review each user's computer access privileges to re-justify assigned privileges. c. Periodically reviewing accounts with the non-expiring password privilege and revoking it from accounts that do not require it for specific business purposes. d. Completing the implementation of the new Security Awareness Training Program to train staff on the information security program for the college.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 15 of 17 - Reduce the number of staff with unrestricted access to the server room to limit access to only those with a business need.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 16 of 17 - Review current hardware and software products in use that provide information security alerts and make changes to the alerts that will better serve the business needs of the college.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
MSCC	Friday, April 15, 2016	IT General controls Review - Recommendation 17 of 17 - Establish a process to gather, store and protect information on computer hard drives when circumstances require management to retrieve and retain such information.	Cindy Logan, CIO	Friday, October 14, 2016		No Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 1 of 20: Develop an Information Security Program Policy with associated procedures for PSCC, in coordination with a comprehensive information security program being developed by the TBR System Office that defines both business and IT security processes, including the designation of an Information Security Officer and development of a security awareness and training program.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 2 of 20: Develop comprehensive IT procedures for change management and network administration.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 4 of 20: Evaluate the existing governance structure for IT to ensure the management and activity of the Banner Oversight Committee meets the full requirements for the college, its management and business users.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress

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PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 7 of 20: Develop inventory and tracking processes for all IT computing equipment and software to ensure proper management of computing assets, including hardware maintenance, software patching, anti-virus program updates and other aspects of hardware and software management.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 8 of 20: Implement a process that alerts designated Information Services personnel when attempts occur to connect unauthorized equipment to the network or to copy or upload unauthorized software.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 11 of 20: Document the business-side of the Business Continuity Plan (BCP) to ensure business recovery requirements and objectives are established and planned; assign the role and responsibilities of BCP Coordinator to the person who will maintain the plan and will prepare personnel in advance of a disaster or other event requiring use of the plan; and develop a process to test parts of the BCP periodically to ensure the plan's effectiveness for recovery.	CIO - Jerry Bryan ... retired	Friday, December 30, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 14 of 20: Develop a process to periodically check the configuration of computer anti-virus software to ensure workstations are updated and functioning properly.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 16 of 20: Establish a process to periodically review each user's computer access privileges to re-justify assigned access privileges.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
PSCC	Wednesday, September 3, 2014	IT General Controls Review: Recommendation 20 of 20: Reassess and document the process for logging and monitoring system utilization data and alerts.	CIO - Jerry Bryan ... retired	Friday, July 1, 2016		In Progress
RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 2 of 15: Develop and implement comprehensive procedures for: a) Change Management that defines hardware, network configuration, anti-virus and patch updates, in addition to those in place for Banner updates. b) Vendor Management that defines how the Office of Information Technology will monitor and manage the delivery of goods and services from key vendors. c) Remote Devices that includes an agreement that defines expectations of users who connect their personal laptop or cell phone device to the network. d) Logging and Monitoring of computer activities that defines what will be logged, how it will be reviewed, and how the results will be handled. e) Incident Response that defines how unauthorized access attempts and information breaches are documented and handled according to requirements.	CIO - Tim Carroll	Friday, July 1, 2016		In Progress

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RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 4 of 15: Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	CIO - Tim Carroll	Friday, July 1, 2016		In Progress
RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 7 of 15: Remove the capability that users have as an administrator on their assigned machines to reduce risks of unauthorized system configuration changes and software implementations.	CIO - Tim Carroll	Friday, July 1, 2016		In Progress
RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 9 of 15: Develop a Business Continuity Plan that will ensure planning for and documentation of: a) The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring its use. b) Possible secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c) A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery.	CIO - Tim Carroll	Friday, December 30, 2016		In Progress
RSCC	Friday, April 17, 2015	"IT General Controls Review: Recommendation 10 of 15: Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan. "	CIO - Tim Carroll	Friday, December 30, 2016		In Progress
RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 12 of 15: Distribute procedural instructions to college staff regarding establishing, modifying and deleting access privileges for all users, including full-time, temporary, transferred or promoted employees or contractors.	CIO - Tim Carroll	Friday, July 1, 2016		In Progress
RSCC	Friday, April 17, 2015	IT General Controls Review: Recommendation 13 of 15: Implement a process to periodically review each user's computer access privileges to re-justify assigned access privileges. Include in this assessment a requirement to document the need to retain active user access privileges where the user has not logged in within the last year.	CIO - Tim Carroll	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 1 of 17: Develop an Information Security Program with associated policies, in coordination with a comprehensive information security program being developed by the TBR System Office. The policy should define both business and information security processes, including the designation of an Information Security Officer and development of a security awareness and training program.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress

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STCC	Monday, July 6, 2015	IT General Controls Review Observations 2 of 17: Develop, disseminate and implement comprehensive information technology procedures for: a. Change Management that defines how the Strata Group will assist in maintaining application systems at STCC. b. User Access that defines how all users, including full-time, temporary, transferred or promoted employees or contractors, will have computer access privileges assigned, modified or revoked. c. Vendor Management that defines how the Office of Information Technology will monitor and manage the delivery of goods and services from key vendors. d. Network administration that documents the processes performed to maintain the network in the event key personnel are not available. e. Incident Response that defines how the college will handle and document its responses to possible information breaches. f. Logging and Monitoring of computer activities that defines what will be logged, how it will be reviewed, and how the results will be handled. g. Remote Devices that includes an agreement that defines expectations of users who connect their personal laptop or cell phone device to the network.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 3 of 17: Ensure all employees and others with computer access privileges sign a statement affirming agreement with the acceptable usage of computing assets and the new information security program policies, when these policies are created or updated.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 4 of 17: Ensure documentation is available to support the delivery of goods and services by key IT vendors in a manner that does not compromise sensitive information at STCC.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 5 of 17: Remove the capability that users have as an administrator on their assigned machines to reduce risks of unauthorized system configuration changes and software implementations.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 6 of 17: Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 7 of 17: Complete the implementation of the device for disk to disk backup of data to ensure a more effective recovery.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 8 of 17: Document the incidents where business data is recovered to ensure there is documentation regarding the ability to recover data from backed up media.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress

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STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 9 of 17: Develop a Business Continuity Plan that will ensure planning for and documentation of: a. The business side of the plan, including business recovery requirements and objectives as well as the assigned roles and responsibilities of the Plan Coordinator who will maintain the plan and prepare personnel in advance of a disaster or other event requiring use of the plan. b. Possible secondary and tertiary assignments for persons in the event personnel are not available at the time of a disaster. c. A test plan and documentation of periodic testing conducted to ensure the plan's effectiveness for recovery.	CIO - Michael Boyd	Friday, December 30, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 10 of 17: Amend the existing Disaster Recovery Plan to reflect needed changes to information technology recovery requirements for compliance with business requirements stated in the Business Continuity Plan.	CIO - Michael Boyd	Friday, December 30, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 11 of 17: Block access to selected websites that do not render themselves to educational purposes to reduce the risks of unauthorized use and risks of viruses and malicious programs.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 12 of 17: Implement a process to periodically review each user's computer access privileges to re-justify assigned access privileges. Include in this assessment a requirement to document the need to retain active user access privileges where the user has not logged in within the last year.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 13 of 17: Periodically review the lists of accounts with administrator privileges or non-expiring passwords and revoke that privilege from accounts that do not require it for specific business purposes.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 14 of 17: Update password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls as defined in both the new password policy and industry best practices.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 15 of 17: Re-implement the criteria in Banner that manages the complexity and expiration of Banner passwords.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 16 of 17: Establish a process to gather, store and protect information on computer hard drives when circumstances require management retrieve and retain such information.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress
STCC	Monday, July 6, 2015	IT General Controls Review Recommendation 17 of 17: Document major unauthorized access attempts or any information breaches to ensure they are handled according to requirements set in the STCC Incident Response Procedure.	CIO - Michael Boyd	Friday, July 1, 2016		In Progress

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VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 1 of 15 - Enhance the policies and procedures for the Information Security Program, in coordination with the comprehensive information security program being developed by the TBR System Office that defines business and computing information security processes and implementation of a security awareness training program.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 2 of 15 - Update the current Cloud Use Policy to include mobile device agreements for users who bring their own devices and have access to the college's business information.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 3 of 15 - Develop comprehensive information technology procedures regarding vendor management, network administration, logging and monitoring computer utilization, and incident response.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 4 of 15 - Implement a process to document the annual review and approval of policies.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 5 of 15 - Identify the responsibilities for the recently assigned roles of the Information Security Officer and the Business Continuity Coordinator.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 6 of 15 - Develop an information technology strategy regarding moving data to a "cloud storage" environment, including the type of cloud environment and data security requirements.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 7 of 15 - Implement a process where help desk technicians remove unauthorized software from college owned computers upon discovery.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 8 of 15 - Review reports on the deployment of patches and anti-virus definitions to ensure incidents of improper deployment are identified and corrective action taken in a timely manner.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 9 of 15 - Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 10 of 15 - Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of the Plan Coordinator, an amended Disaster Recovery Plan and test plans and periodic testing.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 11 of 15 - Block access to websites that are considered illegal or detrimental on computers linked to the VSCC network.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress

**TBR SWIA - Status Report on Internal Audit Recommendations - TBR Information Systems
(Reports sorted by Institution, Date of Report)**

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 12 of 15 - Implement a process to scan outbound emails for possible unauthorized dissemination of personally identifiable information.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 13 of 15 - Conduct periodic assessments, in relation to new PCI rules, of network penetration and vulnerability testing to identify any risks to network and access security configurations.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 14 of 15 - Improve information security access procedures and practices by limiting or deactivating Active Directory accounts that are not assigned to a particular user, have no record of utilization or have not been used for a period of time; limiting the use of setting a future account expiration date on the Active Directory accounts of departing employees or other users to only those with an established and documented business need; separating the Banner access privileges of student workers from their Banner access as students, so they do not lose access to student data when such students no longer work for the college; and reviewing and revoking the non-expiring password privilege from accounts that do not require it for specific business purposes.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
VSCC	Friday, May 13, 2016	IT General Controls Review - Recommendation 15 of 15 - Establish a process to gather, store and protect information on computer hard drives when circumstances require management to retrieve and retain such information.	Kevin Blankenship, CIO	Wednesday, November 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 1 of 15 - Implement the draft policies and procedures for the Information Security Program in coordination with a comprehensive program being developed by the TBR System Office that defines both business and computing information security processes and implementation of a security awareness and training program.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 2 of 15 - Develop comprehensive information technology procedures for change management, project documentation, vendor management, network administration, logging and monitoring computer utilization, and incident response.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 3 of 15 - Ensure all employees and others with computer access privileges sign an affirming agreement when the acceptable usage of computing assets and the new information security program policies are updated.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 4 of 15 - Implement system settings and processes to limit copying and storing WSCC business and sensitive data on personal USB devices.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress

**TBR SWIA - Status Report on Internal Audit Recommendations - TBR Information Systems
(Reports sorted by Institution, Date of Report)**

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 5 of 15 - Remove the administrator capabilities from users on their assigned machines to reduce risks of unauthorized system configuration changes and software implementations.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 6 of 15 - Expand the use of a current product to detect the use of unauthorized products on the network and potential unauthorized disclosures of personally identifiable information.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 7 of 15 - Implement a process where help desk technicians remove unauthorized software from college owned computers upon discovery.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 8 of 15 - Review each deployment of patches and anti-virus definitions to ensure incidents of improper deployment are identified and corrected in a timely manner.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 9 of 15 - Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 10 of 15 - Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of the Plan Coordinator, an amended Disaster Recovery Plan and test plans and documentation of periodic testing.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 11 of 15 - Block access to websites that are considered illegal or detrimental on computers linked to the WSCC network.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 12 of 15 - Conduct periodic network penetration and vulnerability testing to identify any risks to network configuration and security.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 13 of 15 - Distribute procedural instructions to staff regarding establishing, modifying and deleting access privileges for users, including full-time, temporary, transferred or promoted employees or contractors.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 14 of 15 - Update password requirements in the Default Domain Policy of Active Directory to ensure the use of stronger password controls as defined in both the new password policy.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress
WSCC	Wednesday, March 2, 2016	IT General Controls Review - Recommendation 15 of 15 - Review and revoke administrator or non-expiring password privileges from accounts that do not require it.	CIO, Joe Sargent	Friday, September 30, 2016		No Progress

**TBR SWIA - Status Report on Internal Audit Recommendations - TBR Information Systems
(Reports sorted by Institution, Date of Report)**

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
TBR System Office	Friday, May 23, 2014	"IT General Controls Review: Recommendation 2 of 16: Develop a change management procedure, for use by the system office, which identifies how management maintains and documents the maintenance of hardware, software and the network through patching, anti-virus, help desk and general maintenance functions."	CIO Tom Danford	Friday, July 1, 2016		In Progress
TBR System Office	Friday, May 23, 2014	"IT General Controls Review: Recommendation 9 of 16: Implement encryption software on the TBR system office hard drives of assigned laptops."	CIO - Tom Danford	Monday, June 1, 2015	Monday, May 30, 2016	Action Completed.
TBR System Office	Friday, May 23, 2014	"IT General Controls Review: Recommendation 10 of 16: Consider implementing at the TBR system office, a mobile device service agreement for users assigned a mobile device and with access to personally identifiable information."	CIO - Tom Danford	Friday, July 1, 2016		In Progress
TBR System Office	Friday, May 23, 2014	"IT General Controls Review: Recommendation 16 of 16: Reassess and document the process for logging and monitoring system utilization data and alerts."	CIO - Tom Danford	Thursday, September 1, 2016		In Progress
TBR System Office	Monday, May 11, 2015	"Review of Research and Data Reporting Process: Recommendation 1 of 3: Require campuses to run the edit programs and make the essential corrections to the Banner system database in advance of the creation of the extraction file to reduce the volume of corrections identified by TBR Research and Assessment in each term's edit program run. A second option is to have IT request Ellucian to implement, as part of its normal updates to the Banner system, stronger required fields and validation routines, that more closely resemble routines performed in the edit program when the original data entry is performed at the campus level. "	AVC Chris Tingle	Friday, October 30, 2015	Thursday, June2, 2016	Action Completed.
TBR System Office	Monday, May 11, 2015	"Review of Research and Data Reporting Process: Recommendation 2 of 3: Implement procedures, including required steps and naming protocols to be performed by each university and community college when entering the data corrections into the Banner system from the TBR Research and Assessment edit process. The procedures should include a re-certification by the institution to ensure completion of the correction process that also links the correction entry to data in its semester of origin. These procedures are essential to ensure the Banner system's database, which is the original source of data, matches the data used in the THEC process. An alternative approach is for the Research and Assessment group to implement periodic training for those involved in the process. This training should focus on the institution's responsibility to use the edit process to ensure the accuracy of its Banner data. "	AVC Chris Tingle	Friday, October 30, 2015	Thursday, June2, 2016	Action Completed.

**TBR SWIA - Status Report on Internal Audit Recommendations - TBR Information Systems
(Reports sorted by Institution, Date of Report)**

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
TBR System Office	Monday, May 11, 2015	"Review of Research and Data Reporting Process: Recommendation 3 of 3: 3. Establish a process where all changes made to the extraction files by TBR Research and Assessment are fully identified, documented and authorized to improve the integrity of the data. This could be completed by running a program that compares and identifies changes in the updated file to the original version of the files received from the campuses and subjecting the resulting report to independent review. "	AVC Chris Tingle	Friday, October 30, 2015	Thursday, June 2, 2016	Action Completed.
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 1 of 16 - Enhance the Information Security Program in coordination with the comprehensive program being developed by the TBR System Office by adding policies and procedures on data ownership, data classification, and data dissemination.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 2 of 16 - Develop comprehensive information technology procedures for change management, vendor management, logging and monitoring, and incident response.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 3 of 16 - Assign the role of an Information Security Officer and identify the responsibilities for the role.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 4 of 16 - Implement a process for Human Resources to complete background checks on personnel who would have access to sensitive information before the person is hired, in accordance with TBR Guideline P-010, Personnel Transactions and Recommended Forms.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 5 of 16 - Develop a standard to document information technology projects included in the TN eCampus Strategic Plan.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 6 of 16 - Encrypt hard drives on TBR-owned mobile devices to reduce risks of unauthorized access to information if the device is lost or stolen.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 7 of 16 - Develop and implement a procedure, in coordination with the TBR, Office of Organizational Effectiveness and Strategic Initiatives (OESI) regarding the management and usage of equipment purchased using TN eCampus funds but managed by OESI.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress

**TBR SWIA - Status Report on Internal Audit Recommendations - TBR Information Systems
(Reports sorted by Institution, Date of Report)**

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 8 of 16 - Establish a process where Help Desk tickets over 90 days old, or another established measure, are evaluated for their continuing need to remain open.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 9 of 16 - Obtain and review the annual audit report on data center operations from the two vendors hosting key TN eCampus applications. Such audits, prepared under the AICPA's Statement on Standards for Attestation Engagements 16, Service Organization Control Type 2, provide independent audit results of the vendor's data center operations.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 10 of 16 - Ensure documentation exists for file restorations to prove recoverability of data from backed up media.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 11 of 16 - Develop a Business Continuity Plan that will ensure planning for and documentation of business recovery requirements and objectives, assigned responsibilities of a Plan Coordinator, secondary and tertiary assignments for personnel, an amended Disaster Recovery Plan, and test plans and documentation of periodic testing.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 12 of 16 - Block access to websites that are considered illegal or detrimental on computers linked to the TN eCampus network.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 13 of 16 - Distribute procedural instructions to staff regarding establishing, modifying and deleting access privileges for users, including full-time, temporary, transferred or promoted employees and contractors.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 14 of 16 - Ensure data owners annually report required adjustments to the access privileges of users so that privileges are rejustified or corrections made in a timely manner.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 15 of 16 - Utilize software features to suspend/lock, and subsequently disable access accounts that are not used in a defined timeframe.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress
TBR System Office	Wednesday, March 2, 2016	TN eCampus IT GCR - Recommendation 16 of 16 - Review current information security alerts and adjust the alerts to better serve TN eCampus needs.	Jim Dye, Director of Technology	Friday, October 7, 2016		No Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Tennessee Foreign Language Institute
(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
TFLI	Thursday, May 8, 2014	TFLI and TBR need to update their agreement The TFLI and TBR should revise the outdated agreement to clearly define specific responsibilities and obligations of each party to ensure there is a clear understanding between the entities.	TFLI Executive Director Vice Chancellor for Business Affairs	Tuesday, September 30, 2014		In Progress
TFLI	Thursday, May 8, 2014	TFLI Employee Status Should be Clarified The TFLI should consider requesting an Attorney General opinion regarding the status of TFLI employees in relation to state employee benefits.	TFLI Executive Director	Sunday, June 1, 2014	12/4/2015	Action Completed
TFLI	Thursday, May 8, 2014	TFLI should take steps to comply with the Financial Integrity Act The TFLI Executive Director, in coordination with TBR staff, should perform an annual risk assessment to comply with the Financial Integrity Act.	TFLI Executive Director	Thursday, June 30, 2016		In Progress
TFLI	Thursday, May 8, 2014	TFLI needs to establish a detailed budgeting and financial reporting processes The TFLI Executive Director should ensure a detailed budget is created and used to continually monitor financial activity; timely and accurate budget to actual comparisons will provide critical information to management and the Board about operations so that action can be taken when any issues arise. the TFLI Board should approve the budget and monitor revenues, expenditures and adherence to the budget through periodic reports provided by TFLI. If two accounting systems are to be used, the executive Director should ensure the two system,s reconcile and financial data presented to the Board is accurate.	TFLI Executive Director	Monday, June 30, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI employees should be educated as to the rules and laws governing surplus property TFLI management should ensure all employees are aware of and understand the state laws governing surplus property. The Board should consider disciplinary action as deemed necessary.	TFLI Executive Director	Thursday, May 8, 2014	12/18/2015	Action Completed
TFLI	Thursday, May 8, 2014	TFLI - The Board should consider adding a Senior Accountant position The TFLI Board should consider adding a senior accountant position to manage the day to day business operations and the budgetary and financial reporting activities.	TFLI Executive Director	Wednesday, July 1, 2015	12/18/2015	Action Completed
TFLI	Thursday, May 8, 2014	TFLI discounts should be defined, approved and monitored TFLI tuition discounts should be defined and approved by the Board. Management should ensure discounts are a sound financial practice for the Institute.	TFLI Executive Director	Monday, June 30, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI needs to develop a Disaster Recovery and Business Continuity Plan The TFLI Executive Director should create, document, test and disseminate to all employees a business continuity plan and a disaster recovery plan for information technology infrastructure.	TFLI Executive Director	Wednesday, December 31, 2014		In Progress

TBR SWIA - Status Report on Internal Audit Recommendations - Tennessee Foreign Language Institute
(Reports sorted by Institution, Date of Report)

Institution	Report Release Date	Recommendation	Responsible Staff	Date Management's Actions to be Implemented	Date Internal Audit Follow-Up Completed	Status
TFLI	Thursday, May 8, 2014	TFLI should properly safeguard cash and revenues The TFLI Executive Director should properly safeguarded cash by ensuring the safe is locked when not being used and is only accessible by authorized staff members.	TFLI Executive Director	Monday, June 30, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI Review The TFLI Executive Director should ensure a consistent methodology for approval and use of leave is in place for all employees.		Thursday, May 8, 2014	12/4/2015	Action Completed
TFLI	Thursday, May 8, 2014	TFLI cash handling duties and recordkeeping duties should be adequately segregated The TFLI Executive Director should ensure cash receipting duties are adequately segregated so that the same person is not receipting money, posting to the accounting records, and creating the deposit. The Executive Director should provide oversight for the operations and in that role, should not be involved in handling transactions.	TFLI Executive Director	Thursday, May 8, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI daily receipts should be reconciled to the enrollment management system The TFLI Executive Director should ensure a daily reconciliation of receipts is performed comparing the tuition revenue receipted to the enrollment management system as a control procedure to document that all student registered have paid and that revenue is properly recognized and recored.	TFLI Executive Director	Friday, May 30, 2014		In Progress
TFLI	Thursday, May 8, 2014	TFLI - Efforts to improve the classification of TFLI data in the Banner accounting system should continue The TFLI Executive Director should work with the TBR Business Office to routinely and timely submit credit card receipts with appropriate level of detail for proper accounting treatment.	TFLI Executive Director	Thursday, May 8, 2014		In Progress
TFLI	Thursday, May 8, 2014	TFLI deposits should be completed timely. TFLI management should ensure deposits are made timely.	TFLI Executive Director	Thursday, May 8, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI purchases should be properly documented and authorized in advance. The TFLI Executive Director should implement controls to ensure all expenses have a documented approval prior to incurring the expense.	TFLI Executive Director	Thursday, May 8, 2014	1/15/2016	Action Completed
TFLI	Thursday, May 8, 2014	TFLI Management should ensure a bright line exists between the TFLI and the TFLI Fund Inc. Efforts should be made to ensure the distinctions between the TFLI and the TFI Fund Inc. are clearly documented and understood by all parties.	TFLI Executive Director	Thursday, May 8, 2014	12/4/2015	Action Completed
TFLI	Thursday, May 8, 2014	TFLI - Business policies and procedures need to be updated The TFLI Executive Director should ensure business procedures are documented, approved by the Board and periodically reviewed to determine they are accurate and cover all business operations.	TFLI Executive Director	Monday, June 30, 2014		In Progress



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Audit

SUBJECT: **Review of Professional Auditing Standards**

DATE: June 23, 2016

PRESENTER: Tammy Birchett

ACTION REQUIRED: Informational Report

STAFF'S RECOMMENDATION: Not Applicable

BACKGROUND INFORMATION:

State law requires that internal auditors of state entities follow the professional auditing standards of The Institute of Internal Auditors, an international association of internal auditors. The Committee will discuss the Standards and related requirements applicable to the internal audit functions within the Tennessee Board of Regents system. A quality assurance and improvement program is required to monitor ongoing conformance with the Standards. Periodic internal and external assessments are key processes in a quality assurance program. An internal assessment is currently in progress by the internal audit offices in the system and the results will be reported to the Committee at its next meeting. An overview of the Standards is attached.

Tennessee Board of Regents
Audit Committee Meeting – June 23, 2016
Summary of International Standards for the Professional Practice
of Internal Auditing (Standards)

Attribute Standards (1100 – 1300)

1000 – Purpose, Authority, and Responsibility

The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Definition of Internal Auditing, the Code of Ethics, and the *Standards*. The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.

1010 – Recognition of the Definition of Internal Auditing, the Code of Ethics, and the Standards in the Internal Audit Charter

The mandatory nature of the Definition of Internal Auditing, the Code of Ethics, and the Standards must be recognized in the internal audit charter. The chief audit executive should discuss the Definition of Internal Auditing, the Code of Ethics, and the Standards with senior management and the board.

1100 – Independence and Objectivity

The internal audit activity must be independent, and internal auditors must be objective in performing their work.

1110 – Organizational Independence

The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity.

1111 – Direct Interaction with the Board

The chief audit executive must communicate and interact directly with the board.

1120 – Individual Objectivity

Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.

1130 – Impairment to Independence or Objectivity

If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment.

1200 – Proficiency and Due Professional Care

Engagements must be performed with proficiency and due professional care.

1210 – Proficiency

Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.

1220 – Due Professional Care

Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor. Due professional care does not imply infallibility.

1230 – Continuing Professional Development

Internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development.

1300 – Quality Assurance and Improvement Program

The chief audit executive must develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity.

1310 – Requirements of the Quality Assurance and Improvement Program

The quality assurance and improvement program must include both internal and external assessments.

1311 – Internal Assessments

Internal assessments must include:

- *Ongoing monitoring of the performance of the internal audit activity; and*
- *Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices.*

1312 – External Assessments

External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization. The chief audit executive must discuss with the board:

- *The form and frequency of external assessment; and*
- *The qualifications and independence of the external assessor or assessment team, including any potential conflict of interest.*

1320 – Reporting on the Quality Assurance and Improvement Program

The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board.

1321 – Use of “Conforms with the International Standards for the Professional Practice of Internal Auditing”

The chief audit executive may state that the internal audit activity conforms with the International Standards for the Professional Practice of Internal Auditing only if the results of the quality assurance and improvement program support this statement.

1322 – Disclosure of Nonconformance

When nonconformance with the Definition of Internal Auditing, the Code of Ethics, or the Standards impacts the overall scope or operation of the internal audit activity, the chief audit executive must disclose the nonconformance and the impact to senior management and the board.

Performance Standards (2000 – 2600)

2000 – Managing the Internal Audit Activity

The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization.

2010 – Planning

The chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization’s goals.

2020 – Communication and Approval

The chief audit executive must communicate the internal audit activity’s plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. The chief audit executive must also communicate the impact of resource limitations.

2030 – Resource Management

The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.

2040 – Policies and Procedures

The chief audit executive must establish policies and procedures to guide the internal audit activity.

2050 – Coordination

The chief audit executive should share information and coordinate activities with other internal and external providers of assurance and consulting services to ensure proper coverage and minimize duplication of efforts.

2060 – Reporting to Senior Management and the Board

The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan. Reporting must also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the board.

2070 – External Service Provider and Organizational Responsibility for Internal Auditing

When an external service provider serves as the internal audit activity, the provider must make the organization aware that the organization has the responsibility for maintaining an effective internal audit activity.

2100 – Nature of Work

The internal audit activity must evaluate and contribute to the improvement of governance, risk management, and control processes using a systematic and disciplined approach.

2110 – Governance

The internal audit activity must assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- *Promoting appropriate ethics and values within the organization;*
- *Ensuring effective organizational performance management and accountability;*
- *Communicating risk and control information to appropriate areas of the organization; and*
- *Coordinating the activities of and communicating information among the board, external and internal auditors, and management.*

2120 – Risk Management

The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.

2130 – Control

The internal audit activity must assist the organization in maintaining effective controls by evaluating their effectiveness and efficiency and by promoting continuous improvement.

2200 – Engagement Planning

Internal auditors must develop and document a plan for each engagement, including the engagement's objectives, scope, timing, and resource allocations.

2201 – Planning Considerations

In planning the engagement, internal auditors must consider:

- *The objectives of the activity being reviewed and the means by which the activity controls its performance;*
- *The significant risks to the activity, its objectives, resources, and operations and the means by which the potential impact of risk is kept to an acceptable level;*
- *The adequacy and effectiveness of the activity's governance, risk management, and control processes compared to a relevant framework or model; and*
- *The opportunities for making significant improvements to the activity's governance, risk management, and control processes.*

2210 – Engagement Objectives

Objectives must be established for each engagement.

2220 – Engagement Scope

The established scope must be sufficient to achieve the objectives of the engagement.

2230 – Engagement Resource Allocation

Internal auditors must determine appropriate and sufficient resources to achieve engagement objectives based on an evaluation of the nature and complexity of each engagement, time constraints, and available resources.

2240 – Engagement Work Program

Internal auditors must develop and document work programs that achieve the engagement objectives.

2300 – Performing the Engagement

Internal auditors must identify, analyze, evaluate, and document sufficient information to achieve the engagement’s objectives.

2310 – Identifying Information

Internal auditors must identify sufficient, reliable, relevant, and useful information to achieve the engagement’s objectives.

2320 – Analysis and Evaluation

Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations.

2330 – Documenting Information

Internal auditors must document relevant information to support the conclusions and engagement results.

2340 – Engagement Supervision

Engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed.

2400 – Communicating Results

Internal auditors must communicate the results of engagements.

2410 – Criteria for Communicating

Communications must include the engagement’s objectives and scope as well as applicable conclusions, recommendations, and action plans.

2420 – Quality of Communications

Communications must be accurate, objective, clear, concise, constructive, complete, and timely.

2421 – Errors and Omissions

If a final communication contains a significant error or omission, the chief audit executive must communicate corrected information to all parties who received the original communication.

2430 – Use of “Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing”

Internal auditors may report that their engagements are “conducted in conformance with the International Standards for the Professional Practice of Internal Auditing”, only if the results of the quality assurance and improvement program support the statement.

2431 – Engagement Disclosure of Nonconformance

When nonconformance with the Definition of Internal Auditing, the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the:

- Principle or rule of conduct of the Code of Ethics or Standard(s) with which full conformance was not achieved;
- Reason(s) for nonconformance; and
- Impact of nonconformance on the engagement and the communicated engagement results.

2440 – Disseminating Results

The chief audit executive must communicate results to the appropriate parties.

2440.A1 – The chief audit executive is responsible for communicating the final results to parties who can ensure that the results are given due consideration.

2440.A2 – If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must:

- Assess the potential risk to the organization;
- Consult with senior management and/or legal counsel as appropriate; and
- Control dissemination by restricting the use of the results.

2440.C1 – The chief audit executive is responsible for communicating the final results of consulting engagements to clients.

2440.C2 – During consulting engagements, governance, risk management, and control issues may be identified. Whenever these issues are significant to the organization, they must be communicated to senior management and the board.

2450 – Overall Opinions

When an overall opinion is issued, it must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information.

2500 – Monitoring Progress

The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management.

2500.A1 – The chief audit executive must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action.

2500.C1 – The internal audit activity must monitor the disposition of results of consulting engagements to the extent agreed upon with the client.

2600 – Communicating the Acceptance of Risks

When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management. If the chief audit executive determines that the matter has not been resolved, the chief audit executive must communicate the matter to the board.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Audit

SUBJECT: **Non-Public Executive Session**

DATE: June 23, 2016

PRESENTER: Tammy Birchett

ACTION REQUIRED: Informational Report

STAFF'S RECOMMENDATION: Not Applicable

BACKGROUND INFORMATION:

The Committee will meet in a non-public executive session to review investigations.



Tennessee Board of Regents
Committee on Finance and Business Operations
June 23, 2016

AGENDA

1. Consent Agenda (Vice Chancellor Dale Sims)

A. Approval of the Minutes from the April 12 and May 11, 2016 Special Called Meetings of the Finance and Business Operations Committee

The Committee will consider approval of the minutes from the April 12 and May 11, 2016 special called meetings of the Finance and Business Operations Committee.

B. Recommended Revisions to Policy 4:0:01:20 – Debt Management (Vice Chancellor Dale Sims)

The Committee will consider for approval recommended revisions to Policy 4:01:01:20 – Debt Management. The recommended revisions to this policy are made to be in compliance with the recently updated debt policy from TSSBA.

C. Dyersburg State Community College Request to Waive Out of State Tuition for Residents of New Madrid County in Missouri

The Committee will consider for approval the request by Dyersburg State Community College to waive out of state tuition for residents of New Madrid County in Missouri

2. Approval of the Minutes from the June 7, 2016 Special Called Meeting of the Finance and Business Operations Committee Regarding Maintenance Fees and Tuition (Vice Chancellor Dale Sims)

The Committee will consider approval of the minutes from the June 7, 2016 special called meeting of the Finance and Business Operations Committee regarding maintenance fees and tuition.

3. Consideration of Funding for Operations for the 2016-2017 Fiscal Year (Vice Chancellor Dale Sims)

The Committee will consider approval of funding for operations for the 2016-2017 fiscal year consisting of state appropriations for operating and capital funding.



TENNESSEE BOARD OF REGENTS

MEETING: Finance and Business Operations

SUBJECT: Approval of the Minutes from the April 12 and May 11, 2016 Special Called Meetings of the Finance and Business Operations Committee

DATE: June 23, 2016

PRESENTER: Vice Chancellor Dale Sims

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Committee will consider approval of the minutes from the April 12 and May 11, 2016 special called meetings of the Finance and Business Operations Committee.

**REPORT OF THE
COMMITTEE ON FINANCE AND BUSINESS OPERATIONS
SPECIAL CALLED MEETING**

April 12, 2016

The Committee on Finance and Business Operations met in a special called session by teleconference on April 12, 2016, at 1 p.m. Central Daylight Time.

A quorum was present and the meeting was called to order by Chairman Duckett.

Chairman Duckett stated this was the first of three meetings planned to discuss maintenance fee and tuition proposals prior to the June 24, 2016 Board meeting. This meeting was for informational purposes only, therefore, no action was required.

The only item on the agenda was a presentation by Vice Chancellor Dale Sims regarding the framework for consideration of maintenance fee proposals which, if approved, would become effective Fall 2016. The Committee reviewed information previously distributed by Vice Chancellor Sims which included (1) preliminary

meeting schedule, (2) background information, (3) framework for consideration of maintenance fee proposals, (4) review of indicated student revenue increases, and (5) next steps.

The next special called meeting of the Committee on Finance and Business Operations is scheduled for May 11, 2016 at 1 p.m. Central Daylight Time. At that time the Committee will review additional information on maintenance fee and tuition proposals.

There being no further business to come before the Committee, the meeting adjourned.

Respectfully submitted,

COMMITTEE ON FINANCE
AND BUSINESS OPERATIONS

Gregory Duckett, Chair

**REPORT OF THE
COMMITTEE ON FINANCE AND BUSINESS OPERATIONS
SPECIAL CALLED MEETING**

May 11, 2016

The Committee on Finance and Business Operations met in a special called session on May 11, 2016, at 1 p.m. Central Daylight Time.

A quorum was present and the meeting was called to order.

This was the second meeting planned to discuss tuition recommendations that would become effective beginning Fall 2016. This meeting was for informational purposes only, therefore, no action was required.

Discussion of maintenance fee and tuition recommendations was the only agenda item. Material discussed at the meeting included:

- Proposed Department of Labor overtime rule change and its impact on TBR institutions
- Individual institution requests
- Indicated student revenue increase levels by institution

Board staff will distribute recommendations regarding maintenance fee and tuition increases to Committee members prior to the June 7, 2016, special called meeting of the Committee. Committee members were requested to contact Vice Chancellor Sims with any questions they may have regarding the information discussed at this meeting.

There being no further business to come before the Committee, the meeting adjourned.

Respectfully submitted,

COMMITTEE ON FINANCE
AND BUSINESS OPERATIONS

Gregory Duckett, Chair



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Recommended Revisions to Policy 4:01:01:20 – Debt Management
DATE:	June 23, 2016
PRESENTER:	Dale Sims
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The recommended revisions to this policy are made to be in compliance with the recently updated debt policy from TSSBA. Most of the recommended changes are housekeeping in nature; however, other changes are described below:

Section 4 Types of Debt, A. Bonds

The descriptions of the three different types on bonds were added. These include fixed interest rate bonds, variable interest rate bonds, capital appreciation bonds and refunding bonds.

Section 4 Types of Debt, B. Short Term Debt

Language was added to describe short term debt issuance of commercial paper, fixed rate notes, variable notes and revolving credit facility.

Section 5 Debt Management Structure

Language was added for call provisions and original issuance discount/premium.

Section 7 Reserve Funds

Language was added for liquidity facility.

Section 9 Transparency

Language was added for material events which include issuer counsel, bond counsel and financial advisor.

Debt Management : 4:01:01:20

Policy Area

Business and Finance Policies

Applicable Divisions

TCATs, Community Colleges, Universities, System Office, Board Members

Purpose

Debt management policies provide written guidance about the amount and type of debt issued by governments, the issuance process, for such debt and the management of the debt portfolio. A debt management policy tailored to the needs of the Board:

Identifies policy goals and demonstrates a commitment to long-term financial planning.

Improves the quality of decisions; concerning debt issuance and

Provides justification for the structure of debt issuance.

Adherence to its debt management policy signals to rating agencies and the capital markets that the Board is well-managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important ~~long-term obligations~~ financial considerations that ~~must be managed within available~~ impact the use of current resources. An effective debt management policy provides guidelines for the Board to manage its debt programs in line with those resources.

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Policy

1. Introduction

1. The Board of Regents of the State University and Community College System ("Board") adopts the following policies concerning debt management.
2. Pursuant to T.C.A. § 49-3-1205(11), whenever the Board takes action under chapters 4, 7-9, and 12 of Title 49 to borrow money for any purpose, the Board must first seek the approval of

the Tennessee State School Bond Authority (the "Authority"), created in 1965 under the Tennessee State School Bond Authority Act, T.C.A. § 49-3-1201 et seq. The Authority is a corporate governmental agency and instrumentality of the State of Tennessee whose purpose is to finance revenue generating capital projects for public institutions of higher education located in Tennessee by issuing its bonds and notes. The Board has entered into a Second Program Financing Agreement as of November 1, 1997 with the Authority for the financing of projects for institutions under the jurisdiction of the Board.

3. At this time, the Board chooses to borrow only through the Authority; however, with the approval of the Authority, the Board reserves the right to utilize other borrowing methods should special circumstances arise.

4. The Authority has financed for the Board a variety of revenue generating higher education projects including, but not limited to, dormitories, athletic facilities, parking facilities, student activities/recreation centers, research laboratories, and major equipment purchases. These projects ~~could be contrasted with~~ stand in contrast to non-revenue generating capital projects for basic academic needs such as classrooms and libraries that are funded from the proceeds of the State's general obligation bonds issued by the State Funding Board and for which the Board is not obligated to pay the debt service.

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2. Goals and Objectives

1. The Board is establishing ~~a this~~ debt policy as a tool to ensure that financial resources are adequate to meet the Board's long-term debt program and financial planning.

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2. In addition, ~~the this~~ Debt Management Policy (the "Policy") helps to ensure that financings undertaken by the Board satisfy certain clear objective standards designed to protect the Board's financial resources and to meet its long-term capital needs.

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3. This Policy coordinates with other policies and guidelines of the Board.

1. The goals of this ~~policy~~ Policy are:

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1. To document responsibility for the oversight and management of debt related transactions;
2. To define the criteria for the issuance of debt;

3. To define the types of debt approved for use within the constraints established by the General Assembly;
 4. To define the appropriate uses of debt; and
 5. To minimize the cost of issuing and servicing debt.
2. The objectives of this ~~policy~~ Policy are:
1. To establish clear criteria and promote prudent financial management for the issuance of all debt obligations;
 2. To identify legal and administrative limitations on the issuance of debt;
 3. To ensure the legal use of the Board's direct debt issuance authority;
 4. To maintain appropriate resources and funding capacity for present and future capital needs;
 5. To evaluate debt issuance options;
 6. To promote cooperation and coordination with other stakeholders in the financing and delivery of services;
 7. To manage interest rate exposure and other risks; and
 8. To comply with Federal Regulations and ~~Generally Accepted Accounting Principles~~ generally accepted accounting principles ("GAAP").

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3. Debt Management

1. Purpose and Use of Debt Issuance

1. Debt may be used to finance projects identified by institutions comprising the State University and Community College System. Ordinarily, projects are identified and included within the System's approved capital plan that is submitted annually to the Tennessee Higher Education Commission. After consideration by the Commission, these projects are incorporated into the State of Tennessee annual budget (as "disclosed projects"). From time to time, mission critical projects not considered as part of the annual process will be brought to the Commission by the Board for intra-year financing.
2. Debt may be used to finance project costs which include all direct capital costs and indirect capital costs of projects, including but not limited to costs of construction and

acquisition, costs of issuance of debt, funded interest on debt, and amounts to fund or replenish reserves, if and to the extent approved by the Authority. In compliance with Article II, Section 24 of the Tennessee Constitution, no budgeted current operational expenditures (including internal employee labor) shall be reimbursed with debt proceeds unless such debt is retired/repaid within the fiscal year of issuance.

3. Prior to the issuance of bonds, bond anticipation notes may be issued for the payment of costs as authorized by the Authority.

2-4. Bonds may be issued to refinance outstanding debt.

2. Debt Capacity Assessment

1. The debt capacity of the Board is partially reliant on the debt capacity of each institution under its jurisdiction. Due to this reliance, this Policy requires the assessment of the debt capacity on a project by project basis as each project is considered. Debt capacity of each project is based on debt service coverage, which measures the actual margin of protection for annual debt service payments from the annual pledged revenue. ~~The~~ pledged revenue plus the pledge of ~~Legislative Appropriations~~ legislative appropriations must meet a two times coverage test for ~~the a~~ project to be approved for debt funding.

2. ~~The Commercial Paper Program is~~ Bond anticipation notes are limited to the amount stated in the ~~Commercial Paper related~~ Resolution ~~as amended and/or by the amount~~ allowed in the Credit Agreement.

3. Federal Tax Status

1. Tax-Exempt Debt

1. The Board will use its best efforts to have projects eligible for financing with tax-exempt debt based on the assumptions that tax-exempt interest rates are lower than taxable rates and that the interest savings outweigh the administrative costs, restrictions on use of financed projects, and investment constraints.

2. Taxable Debt

1. The Board will agree to financing of projects with taxable debt when projects are not eligible to be financed with tax-exempt debt or when the administrative costs,

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restrictions on use of financed projects, and investment constraints outweigh the benefit of tax-exempt rates.

4. Legal Limitations on the Use of Debt

1. Pursuant to T.C.A. § 49-3-1207(d)(4), limitations on the purpose to which the proceeds of sale of bonds or notes may be applied are contained in the resolution or resolutions authorizing the bonds or notes (~~commercial paper~~).
2. No debt may be issued for a period longer than the useful life of the capital project it is funding.

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4. Types of Debt

1. Pursuant to T.C.A. § 49-3-1207, the Authority is authorized from time to time to issue its negotiable bonds and notes. These include:
2. ~~The Board (through the Executive Director of Facilities Development and Vice Chancellor of Business and Finance) will work with the Authority concerning the type of debt used to fund the Board's projects.~~
3. ~~The Board will request funding through short term debt, from time to time as needed to fund projects during their construction phase and to fund projects with an average useful life of ten years or less.~~

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A. Bonds

The Authority may issue bonds, where repayment of the debt service obligations of the bonds will be made through revenues generated from specifically designated sources. The bonds will be special obligations of the Authority. These bonds may include but not limited to:

1. Fixed Interest Rate Bonds. Bonds that have an interest rate that remains constant throughout the life of the bond.

- Serial Bonds
- Term Bonds

2. **Variable Interest Rate Bonds.** Bonds which bear a variable interest rate but do not include any bond which, during the remainder of the term thereof to maturity, bears interest at a fixed rate. Provision as to the calculation or change of variable interest rates shall be included the corresponding Supplemental Resolution.
3. **Capital Appreciation Bonds.** Bonds as to which interest is payable only at maturity or prior redemption of such Bonds or which bear a stated interest rate of zero. The corresponding Supplemental Resolution for the bonds will define the manner in which the period during which principal and interest shall be deemed to accrue, and the valuation dates for the bonds and the accreted value on the valuation date.
4. **Refunding Bonds.** Bonds refunding the whole or a part of a Series of Bonds delivered on original issuance.

B. Short-Term Debt

The Authority may issue short-term debt, from time to time as needed to fund projects for the Higher Educational Institutions during their construction phase. Such debt shall be authorized by resolution of the Authority. Short-term debt may be used for the following reasons:

- To fund projects with an average useful life of ten years or less; and
- To fund projects during their construction phase.

These notes may be structured as Bond Anticipation Notes (“BANs”) or short-term obligations that will be repaid by proceeds of a subsequent long-term bond issue or fees and charges from the borrowers. Typically these notes are issued during the construction period to take advantage of lower short-term interest rates. These notes may include:

1. **Commercial Paper (“CP”) –** CP is a form of bond anticipation note that has a maturity up to 270 days, may be rolled to a subsequent maturity date and is commonly used to finance a capital project during construction. It can be issued incrementally as funds are needed.
2. **Fixed Rate Notes –** Notes issued for a period of time less than three years at a fixed interest rate.
3. **Variable Rate Notes –** Notes issued for a period of time less than three years which bear variable interest rates until redeemed. Provision as to the calculation or change of variable interest rates shall be included in the authorizing resolution.
4. **Revolving Credit Facility –** A form of bond anticipation note involving the extension of a line of credit from a bank. The bank agrees that the revolving credit facility can be drawn upon incrementally as funds are needed. The draws upon the line of credit may bear variable interest rates until redeemed. Provision as to the calculation or change of variable interest rates shall be included in the authorizing credit agreement.

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5. Debt Management Structure

1. The Board, when requesting financing for a project, shall request the Authority to structure the funding:

1. Term

1. All capital projects financed through the issuance of debt will be financed for a period not to exceed the useful life of the projects, but in no event will the term exceed thirty (30) years.

2. Financed (Capitalized) Interest

- 1. From time to time certain projects may require the use of capitalized interest from the issuance date until the Board has beneficial use or occupancy of the financed project.
- 2. Interest may be financed (capitalized) through a period permitted by federal law and the Authority's Second Program General Bond Resolution if it is determined that doing so is beneficial.

3. Debt Service

1. Debt issuance shall be planned to achieve relatively net level debt service. The Board shall not use bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream.

2. No request shall be made to the Authority for debt to be structured with deferred repayment of principal unless such structure is specifically approved by affirmative vote of the members of the Board.

4. Call Provisions

In general, the Authority's securities will include a call feature no later than ten (10) years from the date of delivery of the bonds. Call Features should be structured to provide the maximum flexibility relative to cost. The Authority will avoid the sale of long-term non-callable bonds absent careful evaluation by the Authority with respect to the value of the call option.

5. Original Issuance Discount/Premium

Bonds sold with original issuance discount/premium will be permitted with the approval of the Authority.

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6. Refunding Outstanding Debt

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1. At least semiannually, Authority staff with assistance from the Authority's Financial Advisor analyzes outstanding bond issues for refunding opportunities, whether for economic, tax-status, or project reasons.
2. Consideration is to be given to anticipated costs and administrative implementation and management.
3. The Board shall report to the Authority a need for refunding when:
 1. The refunding of the debt is necessary due to a change in the use of a project that would require a change to the tax status of the debt.
 2. The project is to be sold or no longer in service while still in its amortization period.
 3. Restrictive Covenants prevent the issuance of other debt or create other restrictions on the financial management of the project and revenue producing activities.
4. The Board will request the refunding term to be no longer than the term of the originally issued debt.

7. Reserve Funds

1. Debt Service Reserve Fund

1. The Authority's Second Program General Bond Resolution ~~establishes~~ provides that a Debt Service Reserve Fund ~~to~~ shall be set up ~~established~~ for each bond that is issued.

2. If future Authority bond resolutions do not require such a reserve fund, this provision is not required.

2. Liquidity Facility
In the event the Authority shall utilize CP, the Authority may set up a liquidity facility to provide liquidity to securities that have been tendered. The liquidity facility may be in the form of a letter of credit, advance agreement or other arrangement that may provide liquidity.

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3. Interest Rate Reserve Fund

1. The Authority establishes an interest reserve fund for the ~~Commercial Paper Program~~ bond anticipation notes issued for each project. The interest reserve fund provides

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security for interest due on the ~~commercial paper~~ bond anticipation notes as ~~it~~ such interest matures between billings.

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2- The Board will pay on a monthly basis based on the amount ~~of commercial paper was~~ used, ~~borrowed,~~

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3. When the short-term debt for a project is either repaid or ~~taken to~~ converted to bonds, the amount invested in the reserve fund will be credited back to the Board.

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8. Risk Assessment

1. The Executive Director of Facilities Development, subject to approval of the Vice Chancellor of Business and Finance, will evaluate each transaction to assess the types and amounts of risk associated with that transaction, considering all available means to mitigate those risks.

2. The Executive Director of Facilities Development, subject to approval of the Vice Chancellor of Business and Finance, will evaluate all proposed transactions for consistency with the objectives and constraints defined in this Policy.

3. The following risks should be assessed before issuing debt:

1. Change in Public/Private Use

1. The change in the public/private use of a project that is funded by tax-exempt funds could potentially cause a ~~debt bond~~ issue to become taxable.

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2. Default Risk

1. The risk that revenues for debt service payments are not all received by the due date.

3. Liquidity Risk

1. For variable rate debt, the risk of having to pay a higher rate to the Authority for the liquidity provider in the event of a failed remarketing.

4. Interest Rate Risk

1. For variable rate debt, the risk that interest rates will rise, on a sustained basis, above levels that would have been set if the issue had been fixed.

5. Rollover Risk

1. For variable rate debt, the risk of the inability to obtain a suitable liquidity facility at an acceptable price to replace a facility upon termination or expiration of the contract period.

9. Transparency

1. As a public body, the Board shall comply with the Tennessee Open Meetings Act.
2. Additionally, the Board will assist the Authority in complying with U.S. Securities and Exchange Commission Rule 15c2-12, by providing certain financial information and operating data by specified dates, and to provide notice of certain enumerated events with respect to the bonds, if material. Such material events include:

1. Issuer's Counsel

The Authority will enter into an engagement letter agreement with each lawyer or law firm representing the Authority in a debt transaction. No engagement letter is required for any lawyer who is an employee of the Office of Attorney General and Reporter for the State of Tennessee which serves as counsel to the Authority.

2. Bond Counsel

Bond Counsel shall be engaged through the Office of State and Local Finance and serves and assists the Authority on all its debt issues under a written agreement.

3. Financial Advisor

The financial advisor shall be engaged through the Office of State and Local Finance and serves and assists the Authority on financial matters under a written agreement. However, the financial advisor shall not be permitted to bid on or underwrite an issue for which it is or has been providing advisory services.

2.4.

10. Professional Services

1. From time to time the Board uses its General Counsel for advice on aspects of a debt transaction; no engagement letter is required since General Counsel is an employee of the Board.
2. Additionally, the Board relies upon advice from the Office of Attorney General and Reporter, with which no engagement letter is required.

11. Potential Conflicts of Interest

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1. If the Board were to hire professionals to assist the Board in a debt transaction, the professionals shall be required to disclose to the Board existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor), as well as the Authority.
2. This disclosure shall include ~~that such~~ information ~~that is~~ reasonably sufficient to allow the Board to appreciate the significance of the relationships.

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12. Debt Administration

1. Planning for Sale

1. The Board (through the Executive Director of Facilities Development and Vice Chancellor of Business and Finance) will provide all requisite information to the Authority to facilitate the compilation of data necessary for the Official Statement related to the bond issuance and bond underwriting.

2. Post-Sale

1. The Board will ascertain that fees and charges are established at levels sufficient to meet the two times debt service coverage when combined with legislative appropriations.
2. The Board will (through the Executive Director of Facilities Development and Vice Chancellor of Business and Finance) provide for timely transmission of requisite debt service payments as billed by the Authority.

3. Continuing Administration

1. The Board (through institutional administration) will ascertain that facilities financed with tax exempt debt will be used in a manner such as to not jeopardize the exempt status of the issued debt.
2. The Board (through institutional administration) will maintain the financed facilities in a prudent manner establishing maintenance reserves when necessary to preserve the viability of facilities.

13. Federal Regulatory Compliance and Continuing Disclosure

1. Arbitrage

1. The Board (through the Executive Director of Facilities Development and Vice Chancellor of Business and Finance) will work with the Office of State and Local Finance to comply with arbitrage requirements on invested tax-exempt bond funds consistent with representations made in the relevant Tax Certificate.

2. The Board will also retain all records relating to debt transactions for as long as the debt is outstanding, plus three years after the final redemption date of the transaction.

2. Generally Accepted Accounting Principles (GAAP)

1. The Board will comply with the standard accounting practices adopted by the ~~Financial Accounting Standards Board and the~~ Governmental Accounting Standards Board when applicable.

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14. Review of the Policy

1. The debt policy guidelines outlined herein are intended to provide direction regarding the future use and execution of debt. The Board maintains the right to modify these guidelines in a manner similar to the original adoption of the Policy.

Sources

TBR Board Meeting September 21, 2012

Related Policies

- Acquisition & Disposal of Real Property
- Fees, Charges, Refunds, and Fee Adjustments
- Approval of Agreements
- Property Acquisition
- Facilities Planning & Design
- Budget Control
- Access to and Use of Campus Property and Facilities
- Purchasing Policies and Procedures
- Classification and Operation of Auxiliary Enterprises

Contact



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Dyersburg State Community College Request to Waive Out of State Tuition for Residents of New Madrid County in Missouri
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

Dyersburg State Community College requests Tennessee Board of Regents permission to waive out-of-state tuition for residents of New Madrid County in Missouri. The county borders Tennessee. There are four high schools with enrollments totaling over 1,000 students in this county. All of these schools are within a sixty mile radius of the campus in Dyersburg. There are also significant numbers of adults who live in New Madrid, but work or shop in the communities served by Dyersburg State.

New Madrid County is on the fast growing I55 corridor which runs from the Memphis area to St. Louis. It is a major agricultural and industrial transportation hub. Prospective students have interstate access to Dyersburg State and can reach the campus in about 35 minutes from most of the County, whereas it is a commute in excess of an hour to get to the nearest full service community college in Missouri.

Dyersburg State has traditionally enrolled very few students from New Madrid County; however, it is believed the high cost of Tennessee out-of-state tuition prevents them from considering Dyersburg State as a viable alternative. The school has considerable capacity for enrollment growth in Dyersburg, and would generate an average of over \$5,000 in student fees per full time equivalent student. Even a small increase in enrollment could result in a fairly significant increase in revenue without a proportionate increase in expenses, while making more effective use of existing facilities. It could also potentially allow an expansion in the range of academic programming that are offered which would benefit this region. We anticipate additional Dyersburg State graduates from New Madrid County will help meet the need in the Dyersburg State service area for more skilled employees.



TENNESSEE BOARD OF REGENTS

MEETING: Finance and Business Operations

SUBJECT: Approval of the Minutes from the June 7, 2016, Special Called Meeting of the Finance and Business Operations Committee

DATE: June 23, 2016

PRESENTER: Vice Chancellor Dale Sims

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Committee will consider approval of the minutes from the June 7, 2016, special called meeting of the Finance and Business Operations Committee.

**REPORT OF THE
COMMITTEE ON FINANCE AND BUSINESS OPERATIONS
SPECIAL CALLED MEETING**

June 7, 2016

The Committee on Finance and Business Operations met in a special called session on June 7, 2016, at 9 a.m. Central Daylight Time at the Tennessee Board of Regents system office.

A quorum was present and the meeting was called to order by Chairman Gregory Duckett.

Chairman Duckett stated this was the last of three meetings to discuss tuition recommendations for fiscal 2016-17 prior to the June quarterly Board meeting.

Chancellor Gregory expressed his appreciation to the Committee for the seriousness with which they have taken their duties as they relate to tuition and maintenance fee increases.

Chairman Duckett welcomed participants and expressed his appreciation to Committee members for the time they have spent in reviewing the materials for the three meetings. Several members of the

Committee have had conversations with Vice Chancellor Sims regarding the material provided and Chairman Duckett thanked them for their feedback.

Vice Chancellor Sims presented an overview of the material which was previously provided to Committee members regarding increases in tuition and maintenance fees for fiscal 2016-17. Vice Chancellor Sims presented the pricing structure that would result if the requested fee increases were approved. This included pricing for in-state, out-of-state, undergraduate, graduate, online, and professional school students.

After discussion, a motion was made by Regent Thomas and seconded by Regent Griscom to recommend all staff maintenance fee and tuition recommendations to the full Board for approval at the June meeting. The motion carried unanimously by roll call vote. Discussion materials for this item are included as an attachment to the official copy of this report.

There being no further business to come before the Committee, the meeting adjourned.

Respectfully submitted,

COMMITTEE ON FINANCE
AND BUSINESS OPERATIONS

Gregory Duckett, Chair



TENNESSEE BOARD OF REGENTS

MEETING:	Finance and Business Operations
SUBJECT:	Approval of Funding for Operations for the 2016-2017 Fiscal Year
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Roll Call Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

Board Policy 4:01:00:00 (*Budget Control*) recognizes budgeting as the process whereby the plans of an institution are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time. In view of this, institutions submit detailed budgets for approval three times for each fiscal year.

Under Board policy, the original budget for each fiscal year is known as the *Proposed Budget* and is prepared in the spring of each year. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment growth, research activities, and availability of federal funds. The *Proposed Budget* is normally submitted to the Board for approval at the June Board meeting.

The final budget submitted for each fiscal year is the *Estimated Budget*. It includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

The purpose of this agenda item is to consider for approval both the *Estimated Budgets* for FY 2015-16 and the *Proposed Budgets* for FY 2016-17.

Tennessee Board of Regents
 Summary of Unrestricted & Restricted Current Funds

Institutions	Beginning Fund Balance	Unrestricted Revenues	Unrestricted Expenditures and Transfers	Ending Fund Balance	Restricted Revenues	Restricted Expenditures and Transfers	Total Revenues	Total Expenditures and Transfers
APSU	7,854,200	136,144,500	136,011,200	7,987,500	41,273,400	41,201,000	177,417,900	177,212,200
ETSU	13,728,500	233,196,000	233,166,500	13,758,000	62,091,500	66,286,600	295,287,500	299,453,100
MTSU	20,432,900	334,046,000	334,046,000	20,432,900	83,747,000	83,666,000	417,793,000	417,712,000
TTU	9,736,700	167,946,700	167,891,200	9,792,200	54,324,900	53,905,000	222,271,600	221,796,200
TSU	13,941,900	153,999,500	154,941,900	12,999,500	67,854,900	67,589,900	221,854,400	222,531,800
UOM	26,160,500	371,469,300	371,469,300	26,160,500	108,598,800	108,598,800	480,068,100	480,068,100
Total Universities	91,854,700	1,396,802,000	1,397,526,100	91,130,600	417,890,500	421,247,300	1,814,692,500	1,818,773,400
CHSCC	7,380,200	65,789,600	66,207,500	6,962,300	30,826,600	30,826,600	96,616,200	97,034,100
CLSCC	3,014,900	21,424,100	21,424,100	3,014,900	16,545,500	16,545,500	37,969,600	37,969,600
COSCC	2,886,200	31,772,100	31,756,900	2,901,400	21,627,800	21,342,300	53,399,900	53,099,200
DSCC	2,013,300	18,053,200	17,999,200	2,067,300	14,777,500	14,738,700	32,830,700	32,737,900
JSCC	8,084,400	28,346,800	27,242,500	9,188,700	13,147,700	13,147,600	41,494,500	40,390,100
MSCC	7,498,400	29,918,300	29,883,000	7,533,700	16,243,700	16,261,700	46,162,000	46,144,700
NASCC	21,899,400	48,702,300	53,137,800	17,463,900	27,955,400	27,950,000	76,657,700	81,087,800
NESCC	6,409,400	39,225,000	39,980,200	5,654,200	20,919,200	21,221,000	60,144,200	61,201,200
PSCC	6,045,200	65,520,000	67,867,200	3,698,000	26,666,700	26,666,700	92,186,700	94,533,900
RSCC	5,968,800	40,699,500	40,699,200	5,969,100	18,186,700	18,226,100	58,886,200	58,925,300
STCC	11,076,900	61,683,200	61,683,200	11,076,900	33,213,200	33,213,200	94,896,400	94,896,400
VSCC	8,821,100	51,414,400	50,023,300	10,212,200	20,217,400	19,994,000	71,631,800	70,017,300
WSCC	6,812,600	45,333,000	45,335,100	6,810,500	22,542,400	22,542,400	67,875,400	67,877,500
Total Colleges	97,910,800	547,881,500	553,239,200	92,553,100	282,869,800	282,675,800	830,751,300	835,915,000
Total TCATS	17,688,600	100,198,700	101,542,800	16,344,500	50,191,900	50,367,900	150,390,600	151,910,700
ETSU College of Medicine	3,166,400	56,292,300	56,242,200	3,216,500	19,291,200	17,590,400	75,583,500	73,832,600
ETSU Family Practice	1,645,200	15,416,200	15,409,700	1,651,700	1,480,000	1,360,100	16,896,200	16,769,800
ETSU College of Pharmacy	290,400	11,290,400	11,285,400	295,400	87,900	85,800	11,378,300	11,371,200
TSU McMinnville NCRS	178,800	590,300	589,400	179,700	0	0	590,300	589,400
TSU Ag and Envir Research	687,100	2,399,600	2,386,700	700,000	0	0	2,399,600	2,386,700
TSU Cooperative Extension	740,500	3,288,100	3,286,000	742,600	0	0	3,288,100	3,286,000
TSU Forestry	14,000	188,000	187,600	14,400	0	0	188,000	187,600
Tennessee Board of Regents	4,653,400	58,830,400	58,783,800	4,700,000	11,295,900	11,295,900	70,126,300	70,079,700
Total System	218,829,900	2,193,177,500	2,200,478,900	211,528,500	783,107,200	784,623,200	2,976,284,700	2,985,102,100

Tennessee Board of Regents
Summary of Revenue and Expenditures Budget

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
Revenues							
State Appropriations	40,320,200	55,249,400	90,092,000	32,635,100	41,896,800	102,249,100	362,442,600
Tuition and Fees	76,776,800	135,052,500	191,688,000	87,608,000	99,704,800	190,286,200	781,116,300
Sales/Services/Other	6,254,900	17,151,800	18,599,600	9,450,300	11,750,000	54,641,200	117,847,800
Sub-total E&G	123,351,900	207,453,700	300,379,600	129,693,400	153,351,600	347,176,500	1,261,406,700
Auxiliary	12,792,600	25,742,300	33,666,400	24,306,100	14,595,100	24,292,800	135,395,300
Restricted	41,273,400	62,091,500	83,747,000	67,854,900	54,324,900	108,598,800	417,890,500
Total Revenues	177,417,900	295,287,500	417,793,000	221,854,400	222,271,600	480,068,100	1,814,692,500
Expenditures and Transfers							
Instruction	56,958,000	96,048,800	141,969,800	58,924,200	67,052,600	149,506,600	570,460,000
Research	530,700	2,467,700	4,562,000	2,909,200	2,079,200	13,401,200	25,950,000
Public Service	398,800	2,396,600	3,601,500	1,291,800	2,596,900	5,665,400	15,951,000
Academic Support	8,417,600	20,955,000	30,451,500	10,350,900	11,954,600	30,959,500	113,089,100
Student Services	23,829,000	27,504,500	41,770,000	19,838,400	23,566,500	56,996,900	193,505,300
Institutional Support	11,027,200	15,658,300	23,333,600	12,795,000	14,867,300	27,984,000	105,665,400
Operation & Maintenance of Plant	12,123,900	17,100,700	28,104,800	16,213,100	13,600,600	34,564,300	121,707,400
Scholarships and Fellowships	6,839,200	18,948,200	14,512,100	6,732,300	9,214,400	17,686,800	73,933,000
Total E&G Expenditures	120,124,400	201,079,800	288,305,300	129,054,900	144,932,100	336,764,700	1,220,261,200
Auxiliary	6,610,800	13,815,200	19,592,800	21,172,400	7,244,900	15,116,000	83,552,100
Restricted	41,201,000	66,286,600	83,666,000	67,589,900	53,905,000	108,598,800	421,247,300
Total Expenditures	167,936,200	281,181,600	391,564,100	217,817,200	206,082,000	460,479,500	1,725,060,600
Transfer to (from) Other Funds							
E&G	3,094,200	6,360,200	12,074,300	1,580,900	8,364,000	10,411,800	41,885,400
Auxiliary	6,181,800	11,911,300	14,073,600	3,133,700	7,350,200	9,176,800	51,827,400
Sub-total Expenditures & Transfers	177,212,200	299,453,100	417,712,000	222,531,800	221,796,200	480,068,100	1,818,773,400
Addition (Reductions) to Fund Balance							
E&G	133,300	13,700	0	-942,400	55,500	0	-739,900
Restricted	72,400	-4,195,100	81,000	265,000	419,900	0	-3,356,800
Auxiliary	0	15,800	0	0	0	0	15,800
Sub-total	205,700	-4,165,600	81,000	-677,400	475,400	0	-4,080,900
Total	177,417,900	295,287,500	417,793,000	221,854,400	222,271,600	480,068,100	1,814,692,500
Expenditures and Transfers							
E&G	123,351,900	207,453,700	300,379,600	129,693,400	153,351,600	347,176,500	1,261,406,700
Auxiliary	12,792,600	25,742,300	33,666,400	24,306,100	14,595,100	24,292,800	135,395,300
Restricted	41,273,400	62,091,500	83,747,000	67,854,900	54,324,900	108,598,800	417,890,500
Total	177,417,900	295,287,500	417,793,000	221,854,400	222,271,600	480,068,100	1,814,692,500

Tennessee Board of Regents
Summary of Revenue and Expenditures Budget

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Revenues							
State Appropriations	29,269,000	9,735,400	13,885,000	8,604,800	12,376,200	11,723,800	17,725,700
Tuition and Fees	34,152,000	11,058,900	17,358,300	9,098,200	15,166,400	17,813,800	29,615,500
Sales/Services/Other	753,600	467,100	223,800	258,900	704,200	223,700	935,900
Sub-total E&G	64,174,600	21,261,400	31,467,100	17,961,900	28,246,800	29,761,300	48,277,100
Auxiliary	1,615,000	162,700	305,000	91,300	100,000	157,000	425,200
Restricted	30,826,600	16,545,500	21,627,800	14,777,500	13,147,700	16,243,700	27,955,400
Total Revenues	96,616,200	37,969,600	53,399,900	32,830,700	41,494,500	46,162,000	76,657,700
Expenditures and Transfers							
Instruction	33,451,900	10,149,100	15,936,300	9,563,800	11,923,200	14,669,800	24,733,000
Research	0	0	0	0	0	0	0
Public Service	100,000	237,000	125,400	20,200	64,100	107,100	451,400
Academic Support	5,318,100	1,304,200	1,597,400	566,100	2,708,800	2,794,600	6,285,800
Student Services	7,748,400	2,877,000	4,496,100	2,152,500	3,284,200	3,897,300	3,938,700
Institutional Support	9,343,000	4,056,900	4,510,800	3,054,000	5,209,200	4,404,200	5,531,000
Operation & Maintenance of Plant	6,734,800	2,320,000	3,771,600	2,042,300	2,652,900	3,327,900	5,803,700
Scholarships and Fellowships	1,154,500	391,000	439,500	563,000	1,189,200	569,300	1,293,400
Total E&G Expenditures	63,850,700	21,335,200	30,877,100	17,961,900	27,031,600	29,770,200	48,037,000
Auxiliary	1,450,100	34,400	71,000	0	0	12,800	6,800
Restricted	30,826,600	16,545,500	21,342,300	14,738,700	13,147,600	16,261,700	27,950,000
Total Expenditures	96,127,400	37,915,100	52,290,400	32,700,600	40,179,200	46,044,700	75,993,800
Transfer to (from) Other Funds							
E&G	871,400	44,300	575,100	-54,000	110,900	100,000	5,073,000
Auxiliary	35,300	10,200	233,700	91,300	100,000	0	21,000
Sub-total Expenditures & Transfers	97,034,100	37,969,600	53,099,200	32,737,900	40,390,100	46,144,700	81,087,800
Addition (Reductions) to Fund Balance							
E&G	-547,500	-118,100	14,900	54,000	1,104,300	-108,900	-4,832,900
Restricted	0	0	285,500	38,800	100	-18,000	5,400
Auxiliary	129,600	118,100	300	0	0	144,200	397,400
Sub-total	-417,900	0	300,700	92,800	1,104,400	17,300	-4,430,100
Total	96,616,200	37,969,600	53,399,900	32,830,700	41,494,500	46,162,000	76,657,700
Expenditures and Transfers							
E&G	64,174,600	21,261,400	31,467,100	17,961,900	28,246,800	29,761,300	48,277,100
Auxiliary	1,615,000	162,700	305,000	91,300	100,000	157,000	425,200
Restricted	30,826,600	16,545,500	21,627,800	14,777,500	13,147,700	16,243,700	27,955,400
Total	96,616,200	37,969,600	53,399,900	32,830,700	41,494,500	46,162,000	76,657,700

Tennessee Board of Regents
Summary of Revenue and Expenditures Budget

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Revenues							
State Appropriations	16,028,200	27,292,000	18,920,300	26,090,800	18,642,800	21,879,100	232,173,100
Tuition and Fees	22,270,800	35,347,000	20,689,100	33,834,800	31,987,900	22,260,700	300,653,400
Sales/Services/Other	680,500	2,351,000	772,800	1,035,000	383,700	920,000	9,710,200
Sub-total E&G	38,979,500	64,990,000	40,382,200	60,960,600	51,014,400	45,059,800	542,536,700
Auxiliary	245,500	530,000	317,300	722,600	400,000	273,200	5,344,800
Restricted	20,919,200	26,666,700	18,186,700	33,213,200	20,217,400	22,542,400	282,869,800
Total Revenues	60,144,200	92,186,700	58,886,200	94,896,400	71,631,800	67,875,400	830,751,300
Expenditures and Transfers							
Instruction	18,421,900	34,961,600	21,432,900	25,777,400	27,522,500	24,507,200	273,050,600
Research	0	0	0	0	0	0	0
Public Service	237,500	538,200	540,500	43,300	406,500	525,900	3,397,100
Academic Support	4,774,100	6,281,900	1,643,200	6,465,100	2,990,600	2,309,700	45,039,600
Student Services	4,767,200	7,060,600	5,616,300	7,985,000	5,258,200	5,880,200	64,961,700
Institutional Support	5,570,000	7,690,500	5,625,800	10,542,900	6,877,500	4,603,500	77,019,300
Operation & Maintenance of Plant	5,944,700	6,601,900	5,042,200	7,367,900	5,292,100	6,478,200	63,380,200
Scholarships and Fellowships	223,000	1,791,000	593,700	2,417,000	1,391,100	794,300	12,810,000
Total E&G Expenditures	39,938,400	64,925,700	40,494,600	60,598,600	49,738,500	45,099,000	539,658,500
Auxiliary	0	200,000	33,700	676,100	83,000	32,100	2,600,000
Restricted	21,221,000	26,666,700	18,226,100	33,213,200	19,994,000	22,542,400	282,675,800
Total Expenditures	61,159,400	91,792,400	58,754,400	94,487,900	69,815,500	67,673,500	824,934,300
Transfer to (from) Other Funds							
E&G	29,500	2,215,000	-140,000	408,500	0	-39,000	9,194,700
Auxiliary	12,300	526,500	310,900	0	201,800	243,000	1,786,000
Sub-total Expenditures & Transfers	61,201,200	94,533,900	58,925,300	94,896,400	70,017,300	67,877,500	835,915,000
Addition (Reductions) to Fund Balance							
E&G	-988,400	-2,150,700	27,600	-46,500	1,275,900	-200	-6,316,500
Restricted	-301,800	0	-39,400	0	223,400	0	194,000
Auxiliary	233,200	-196,500	-27,300	46,500	115,200	-1,900	958,800
Sub-total	-1,057,000	-2,347,200	-39,100	0	1,614,500	-2,100	-5,163,700
Total	60,144,200	92,186,700	58,886,200	94,896,400	71,631,800	67,875,400	830,751,300
Expenditures and Transfers							
E&G	38,979,500	64,990,000	40,382,200	60,960,600	51,014,400	45,059,800	542,536,700
Auxiliary	245,500	530,000	317,300	722,600	400,000	273,200	5,344,800
Restricted	20,919,200	26,666,700	18,186,700	33,213,200	20,217,400	22,542,400	282,869,800
Total	60,144,200	92,186,700	58,886,200	94,896,400	71,631,800	67,875,400	830,751,300

Tennessee Board of Regents
Summary of Revenue and Expenditures Budget

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
Revenues							
State Appropriations	31,082,900	6,639,200	0	38,480,100	2,399,600	3,288,100	188,000
Tuition and Fees	9,549,300	0	11,255,400	0	0	0	0
Sales/Services/Other	15,660,100	8,777,000	35,000	20,350,300	0	0	0
Sub-total E&G	56,292,300	15,416,200	11,290,400	58,830,400	2,399,600	3,288,100	188,000
Auxiliary	0	0	0	0	0	0	0
Restricted	19,291,200	1,480,000	87,900	11,295,900	0	0	0
Total Revenues	75,583,500	16,896,200	11,378,300	70,126,300	2,399,600	3,288,100	188,000
Expenditures and Transfers							
Instruction	42,530,300	10,184,400	6,380,700	0	0	0	0
Research	4,468,700	299,100	423,800	0	2,386,700	0	187,600
Public Service	0	0	0	0	0	3,286,000	0
Academic Support	5,933,800	2,917,400	1,426,300	0	0	0	0
Student Services	1,575,800	0	619,700	0	0	0	0
Institutional Support	3,012,200	1,523,900	621,100	27,970,200	0	0	0
Operation & Maintenance of Plant	6,448,200	222,000	523,900	563,000	0	0	0
Scholarships and Fellowships	260,000	0	302,100	10,000	0	0	0
Total E&G Expenditures	64,229,000	15,146,800	10,297,600	28,543,200	2,386,700	3,286,000	187,600
Auxiliary	0	0	0	0	0	0	0
Restricted	17,590,400	1,360,100	85,800	11,295,900	0	0	0
Total Expenditures	81,819,400	16,506,900	10,383,400	39,839,100	2,386,700	3,286,000	187,600
Transfer to (from) Other Funds							
E&G	-7,986,800	262,900	987,800	30,240,600	0	0	0
Auxiliary	0	0	0	0	0	0	0
Sub-total Expenditures & Transfers	73,832,600	16,769,800	11,371,200	70,079,700	2,386,700	3,286,000	187,600
Addition (Reductions) to Fund Balance							
E&G	50,100	6,500	5,000	46,600	12,900	2,100	400
Restricted	1,700,800	119,900	2,100	0	0	0	0
Auxiliary	0	0	0	0	0	0	0
Sub-total	1,750,900	126,400	7,100	46,600	12,900	2,100	400
Total	75,583,500	16,896,200	11,378,300	70,126,300	2,399,600	3,288,100	188,000
Expenditures and Transfers							
E&G	56,292,300	15,416,200	11,290,400	58,830,400	2,399,600	3,288,100	188,000
Auxiliary	0	0	0	0	0	0	0
Restricted	19,291,200	1,480,000	87,900	11,295,900	0	0	0
Total	75,583,500	16,896,200	11,378,300	70,126,300	2,399,600	3,288,100	188,000

Tennessee Board of Regents
Summary of Revenue and Expenditures Budget

	TSUMC	Total Other Instit	Total TCATS	Total System
Revenues				
State Appropriations	590,300	82,668,200	56,660,500	733,944,400
Tuition and Fees	0	20,804,700	35,371,400	1,137,945,800
Sales/Services/Other	0	44,822,400	3,414,700	175,795,100
Sub-total E&G	590,300	148,295,300	95,446,600	2,047,685,300
Auxiliary	0	0	4,752,100	145,492,200
Restricted	0	32,155,000	50,191,900	783,107,200
Total Revenues	590,300	180,450,300	150,390,600	2,976,284,700
Expenditures and Transfers				
Instruction	0	59,095,400	58,262,900	960,868,900
Research	589,400	8,355,300	0	34,305,300
Public Service	0	3,286,000	0	22,634,100
Academic Support	0	10,277,500	153,200	168,559,400
Student Services	0	2,195,500	11,255,000	271,917,500
Institutional Support	0	33,127,400	15,241,400	231,053,500
Operation & Maintenance of Plant	0	7,757,100	10,737,300	203,582,000
Scholarships and Fellowships	0	572,100	751,300	88,066,400
Total E&G Expenditures	589,400	124,666,300	96,401,100	1,980,987,100
Auxiliary	0	0	4,121,500	90,273,600
Restricted	0	30,332,200	50,367,900	784,623,200
Total Expenditures	589,400	154,998,500	150,890,500	2,855,883,900
Transfer to (from) Other Funds				
E&G	0	23,504,500	1,020,200	75,604,800
Auxiliary	0	0	0	53,613,400
Sub-total Expenditures & Transfers	589,400	178,503,000	151,910,700	2,985,102,100
Addition (Reductions) to Fund Balance				
E&G	900	124,500	-1,974,700	-8,906,600
Restricted	0	1,822,800	-176,000	-1,516,000
Auxiliary	0	0	630,600	1,605,200
Sub-total	900	1,947,300	-1,520,100	-8,817,400
Total	590,300	180,450,300	150,390,600	2,976,284,700
Expenditures and Transfers				
E&G	590,300	148,295,300	95,446,600	2,047,685,300
Auxiliary	0	0	4,752,100	145,492,200
Restricted	0	32,155,000	50,191,900	783,107,200
Total	590,300	180,450,300	150,390,600	2,976,284,700

Tennessee Board of Regents
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
Tuition & Fees							
Dollar	76,776,800	135,052,500	191,688,000	87,608,000	99,704,800	190,286,200	781,116,300
Percent	62.24%	65.10%	63.82%	67.55%	65.02%	54.81%	61.92%
State Appropriation							
Dollar	40,320,200	55,249,400	90,092,000	32,635,100	41,896,800	102,249,100	362,442,600
Percent	32.69%	26.63%	29.99%	25.16%	27.32%	29.45%	28.73%
Sales & Service of Educational Activities							
Dollar	0	1,508,200	630,600	197,100	1,759,800	2,876,300	6,972,000
Percent	0.00%	0.73%	0.21%	0.15%	1.15%	0.83%	0.55%
Other Sources							
Dollar	6,254,900	15,643,600	17,969,000	9,253,200	9,990,200	51,764,900	110,875,800
Percent	5.07%	7.54%	5.98%	7.13%	6.51%	14.91%	8.79%
Total Education & General							
Dollar	123,351,900	207,453,700	300,379,600	129,693,400	153,351,600	347,176,500	1,261,406,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	12,792,600	25,742,300	33,666,400	24,306,100	14,595,100	24,292,800	135,395,300
Total Unrestricted							
Dollar	136,144,500	233,196,000	334,046,000	153,999,500	167,946,700	371,469,300	1,396,802,000

Tennessee Board of Regents
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Tuition & Fees							
Dollar	34,152,000	11,058,900	17,358,300	9,098,200	15,166,400	17,813,800	29,615,500
Percent	53.22%	52.01%	55.16%	50.65%	53.69%	59.86%	61.34%
State Appropriation							
Dollar	29,269,000	9,735,400	13,885,000	8,604,800	12,376,200	11,723,800	17,725,700
Percent	45.61%	45.79%	44.13%	47.91%	43.81%	39.39%	36.72%
Sales & Service of Educational Activities							
Dollar	328,100	0	26,000	6,100	148,700	47,500	5,500
Percent	0.51%	0.00%	0.08%	0.03%	0.53%	0.16%	0.01%
Other Sources							
Dollar	425,500	467,100	197,800	252,800	555,500	176,200	930,400
Percent	0.66%	2.20%	0.63%	1.41%	1.97%	0.59%	1.93%
Total Education & General							
Dollar	64,174,600	21,261,400	31,467,100	17,961,900	28,246,800	29,761,300	48,277,100
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	1,615,000	162,700	305,000	91,300	100,000	157,000	425,200
Total Unrestricted							
Dollar	65,789,600	21,424,100	31,772,100	18,053,200	28,346,800	29,918,300	48,702,300

Tennessee Board of Regents
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Tuition & Fees							
Dollar	22,270,800	35,347,000	20,689,100	33,834,800	31,987,900	22,260,700	300,653,400
Percent	57.13%	54.39%	51.23%	55.50%	62.70%	49.40%	55.42%
State Appropriation							
Dollar	16,028,200	27,292,000	18,920,300	26,090,800	18,642,800	21,879,100	232,173,100
Percent	41.12%	41.99%	46.85%	42.80%	36.54%	48.56%	42.79%
Sales & Service of Educational Activities							
Dollar	28,600	25,000	30,900	205,000	26,000	105,700	983,100
Percent	0.07%	0.04%	0.08%	0.34%	0.05%	0.23%	0.18%
Other Sources							
Dollar	651,900	2,326,000	741,900	830,000	357,700	814,300	8,727,100
Percent	1.67%	3.58%	1.84%	1.36%	0.70%	1.81%	1.61%
Total Education & General							
Dollar	38,979,500	64,990,000	40,382,200	60,960,600	51,014,400	45,059,800	542,536,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	245,500	530,000	317,300	722,600	400,000	273,200	5,344,800
Total Unrestricted							
Dollar	39,225,000	65,520,000	40,699,500	61,683,200	51,414,400	45,333,000	547,881,500

Tennessee Board of Regents
 Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
Tuition & Fees							
Dollar	9,549,300	0	11,255,400	0	0	0	0
Percent	16.96%	0.00%	99.69%	0.00%	0.00%	0.00%	0.00%
State Appropriation							
Dollar	31,082,900	6,639,200	0	38,480,100	2,399,600	3,288,100	188,000
Percent	55.22%	43.07%	0.00%	65.41%	100.00%	100.00%	100.00%
Sales & Service of Educational Activities							
Dollar	14,195,100	8,550,500	0	0	0	0	0
Percent	25.22%	55.46%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Sources							
Dollar	1,465,000	226,500	35,000	20,350,300	0	0	0
Percent	2.60%	1.47%	0.31%	34.59%	0.00%	0.00%	0.00%
Total Education & General							
Dollar	56,292,300	15,416,200	11,290,400	58,830,400	2,399,600	3,288,100	188,000
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Auxiliaries							
Dollar	0	0	0	0	0	0	0
Total Unrestricted							
Dollar	56,292,300	15,416,200	11,290,400	58,830,400	2,399,600	3,288,100	188,000

Tennessee Board of Regents
Summary of Unrestricted E & G Revenue Dollars & Percent by Budget Category

	TSUMC	Total Other Instit	Total TCATS	Total System
Tuition & Fees				
Dollar	0	20,804,700	35,371,400	1,137,945,800
Percent	0.00%	14.03%	37.06%	55.57%
State Appropriation				
Dollar	590,300	82,668,200	56,660,500	733,944,400
Percent	100.00%	55.75%	59.36%	35.84%
Sales & Service of Educational Activities				
Dollar	0	22,745,600	748,400	31,449,100
Percent	0.00%	15.34%	0.78%	1.54%
Other Sources				
Dollar	0	22,076,800	2,666,300	144,346,000
Percent	0.00%	14.89%	2.79%	7.05%
Total Education & General				
Dollar	590,300	148,295,300	95,446,600	2,047,685,300
Percent	100.00%	100.00%	100.00%	100.00%
Auxiliaries				
Dollar	0	0	4,752,100	145,492,200
Total Unrestricted				
Dollar	590,300	148,295,300	100,198,700	2,193,177,500

Tennessee Board of Regents
Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
APSU												
30-Jun-2015	74,625,134	65.50%	34,450,225	30.24%	0	0.00%	4,856,863	4.26%	113,932,222	100.00%	11,186,826	125,119,048
30-Jun-2016	75,858,300	63.87%	37,040,500	31.18%	0	0.00%	5,878,900	4.95%	118,777,700	100.00%	11,953,400	130,731,100
01-Jul-2016	76,776,800	62.24%	40,320,200	32.69%	0	0.00%	6,254,900	5.07%	123,351,900	100.00%	12,792,600	136,144,500
ETSU												
30-Jun-2015	122,402,481	65.43%	48,292,000	25.82%	1,352,438	0.72%	15,021,198	8.03%	187,068,117	100.00%	19,074,446	206,142,563
30-Jun-2016	131,340,900	63.89%	56,547,600	27.51%	1,505,000	0.73%	16,178,800	7.87%	205,572,300	100.00%	19,402,600	224,974,900
01-Jul-2016	135,052,500	65.10%	55,249,400	26.63%	1,508,200	0.73%	15,643,600	7.54%	207,453,700	100.00%	25,742,300	233,196,000
MTSU												
30-Jun-2015	185,927,688	64.70%	82,775,001	28.80%	1,038,731	0.36%	17,624,207	6.13%	287,365,627	100.00%	31,900,417	319,266,044
30-Jun-2016	186,568,900	63.72%	85,530,700	29.21%	657,100	0.22%	20,027,400	6.84%	292,784,100	100.00%	32,568,400	325,352,500
01-Jul-2016	191,688,000	63.82%	90,092,000	29.99%	630,600	0.21%	17,969,000	5.98%	300,379,600	100.00%	33,666,400	334,046,000
TSU												
30-Jun-2015	87,040,177	68.67%	31,258,600	24.66%	198,232	0.16%	8,248,706	6.51%	126,745,715	100.00%	22,009,016	148,754,731
30-Jun-2016	86,687,600	67.92%	31,927,800	25.02%	177,100	0.14%	8,834,700	6.92%	127,627,200	100.00%	24,089,000	151,716,200
01-Jul-2016	87,608,000	67.55%	32,635,100	25.16%	197,100	0.15%	9,253,200	7.13%	129,693,400	100.00%	24,306,100	153,999,500
TTU												
30-Jun-2015	101,847,451	67.01%	37,928,913	24.96%	1,872,062	1.23%	10,337,008	6.80%	151,985,434	100.00%	17,444,372	169,429,806
30-Jun-2016	100,941,600	67.08%	38,686,000	25.71%	1,955,400	1.30%	8,888,600	5.91%	150,471,600	100.00%	15,145,800	165,617,400
01-Jul-2016	99,704,800	65.02%	41,896,800	27.32%	1,759,800	1.15%	9,990,200	6.51%	153,351,600	100.00%	14,595,100	167,946,700
UOM												
30-Jun-2015	185,718,985	55.20%	91,766,338	27.28%	4,626,629	1.38%	54,308,667	16.14%	336,420,619	100.00%	21,879,749	358,300,368
30-Jun-2016	188,395,100	54.32%	98,806,200	28.49%	4,066,800	1.17%	55,582,800	16.02%	346,850,900	100.00%	21,408,600	368,259,500
01-Jul-2016	190,286,200	54.81%	102,249,100	29.45%	2,876,300	0.83%	51,764,900	14.91%	347,176,500	100.00%	24,292,800	371,469,300
Total Universities												
30-Jun-2015	757,561,916	62.95%	326,471,077	27.13%	9,088,092	0.76%	110,396,649	9.17%	1,203,517,734	100.00%	123,494,826	1,327,012,560
30-Jun-2016	769,792,400	61.98%	348,538,800	28.06%	8,361,400	0.67%	115,391,200	9.29%	1,242,083,800	100.00%	124,567,800	1,366,651,600
01-Jul-2016	781,116,300	61.92%	362,442,600	28.73%	6,972,000	0.55%	110,875,800	8.79%	1,261,406,700	100.00%	135,395,300	1,396,802,000

Tennessee Board of Regents
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
CHSCC												
30-Jun-2015	32,772,802	54.74%	26,084,475	43.57%	341,661	0.57%	666,253	1.11%	59,865,191	100.00%	1,531,003	61,396,194
30-Jun-2016	33,824,600	54.43%	27,510,200	44.27%	325,100	0.52%	480,600	0.77%	62,140,500	100.00%	1,615,000	63,755,500
01-Jul-2016	34,152,000	53.22%	29,269,000	45.61%	328,100	0.51%	425,500	0.66%	64,174,600	100.00%	1,615,000	65,789,600
CLSCC												
30-Jun-2015	10,961,736	54.48%	8,893,513	44.20%	9,165	0.05%	256,559	1.28%	20,120,973	100.00%	191,863	20,312,836
30-Jun-2016	11,295,000	53.46%	9,357,200	44.28%	9,400	0.04%	468,100	2.22%	21,129,700	100.00%	173,300	21,303,000
01-Jul-2016	11,058,900	52.01%	9,735,400	45.79%	0	0.00%	467,100	2.20%	21,261,400	100.00%	162,700	21,424,100
COSCC												
30-Jun-2015	15,884,145	55.71%	12,336,675	43.27%	29,337	0.10%	260,664	0.91%	28,510,821	100.00%	288,689	28,799,510
30-Jun-2016	17,193,900	56.92%	12,795,700	42.36%	26,000	0.09%	193,900	0.64%	30,209,500	100.00%	303,000	30,512,500
01-Jul-2016	17,358,300	55.16%	13,885,000	44.13%	26,000	0.08%	197,800	0.63%	31,467,100	100.00%	305,000	31,772,100
DSCC												
30-Jun-2015	8,740,898	53.15%	7,381,725	44.89%	6,488	0.04%	315,788	1.92%	16,444,899	100.00%	99,892	16,544,791
30-Jun-2016	8,763,500	51.90%	7,862,100	46.56%	6,100	0.04%	252,800	1.50%	16,884,500	100.00%	91,300	16,975,800
01-Jul-2016	9,098,200	50.65%	8,604,800	47.91%	6,100	0.03%	252,800	1.41%	17,961,900	100.00%	91,300	18,053,200
JSCC												
30-Jun-2015	14,218,296	54.34%	11,152,075	42.62%	176,363	0.67%	620,840	2.37%	26,167,574	100.00%	228,600	26,396,174
30-Jun-2016	15,080,900	55.50%	11,427,300	42.06%	148,700	0.55%	513,900	1.89%	27,170,800	100.00%	225,000	27,395,800
01-Jul-2016	15,166,400	53.69%	12,376,200	43.81%	148,700	0.53%	555,500	1.97%	28,246,800	100.00%	100,000	28,346,800
MSCC												
30-Jun-2015	14,847,768	57.52%	10,682,600	41.39%	40,428	0.16%	241,591	0.94%	25,812,387	100.00%	183,720	25,996,107
30-Jun-2016	17,575,400	60.93%	11,031,300	38.25%	42,800	0.15%	194,200	0.67%	28,843,700	100.00%	212,000	29,055,700
01-Jul-2016	17,813,800	59.86%	11,723,800	39.39%	47,500	0.16%	176,200	0.59%	29,761,300	100.00%	157,000	29,918,300
NASCC												
30-Jun-2015	29,928,347	64.03%	15,937,575	34.10%	10,996	0.02%	862,112	1.84%	46,739,030	100.00%	504,963	47,243,993
30-Jun-2016	31,068,000	63.46%	16,969,600	34.66%	5,500	0.01%	914,800	1.87%	48,957,900	100.00%	450,200	49,408,100
01-Jul-2016	29,615,500	61.34%	17,725,700	36.72%	5,500	0.01%	930,400	1.93%	48,277,100	100.00%	425,200	48,702,300
NESCC												
30-Jun-2015	17,865,321	55.88%	13,287,463	41.56%	19,426	0.06%	800,731	2.50%	31,972,941	100.00%	245,483	32,218,424
30-Jun-2016	20,181,800	56.87%	14,629,700	41.23%	27,000	0.08%	648,500	1.83%	35,487,000	100.00%	245,500	35,732,500
01-Jul-2016	22,270,800	57.13%	16,028,200	41.12%	28,600	0.07%	651,900	1.67%	38,979,500	100.00%	245,500	39,225,000
PSCC												
30-Jun-2015	36,416,116	58.71%	23,492,038	37.87%	19,450	0.03%	2,100,159	3.39%	62,027,763	100.00%	544,072	62,571,835
30-Jun-2016	35,002,000	55.56%	25,649,200	40.71%	25,000	0.04%	2,323,800	3.69%	63,000,000	100.00%	530,000	63,530,000
01-Jul-2016	35,347,000	54.39%	27,292,000	41.99%	25,000	0.04%	2,326,000	3.58%	64,990,000	100.00%	530,000	65,520,000
RSCC												
30-Jun-2015	19,809,470	52.36%	17,314,550	45.77%	33,560	0.09%	673,465	1.78%	37,831,045	100.00%	313,705	38,144,750
30-Jun-2016	20,484,900	52.10%	17,897,100	45.52%	30,900	0.08%	903,500	2.30%	39,316,400	100.00%	317,300	39,633,700
01-Jul-2016	20,689,100	51.23%	18,920,300	46.85%	30,900	0.08%	741,900	1.84%	40,382,200	100.00%	317,300	40,699,500
STCC												
30-Jun-2015	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0
30-Jun-2016	33,513,400	55.96%	25,348,700	42.32%	205,000	0.34%	824,800	1.38%	59,891,900	100.00%	722,600	60,614,500
01-Jul-2016	33,834,800	55.50%	26,090,800	42.80%	205,000	0.34%	830,000	1.36%	60,960,600	100.00%	722,600	61,683,200

Tennessee Board of Regents
Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
VSCC												
30-Jun-2015	25,879,631	60.83%	16,339,800	38.41%	20,938	0.05%	301,481	0.71%	42,541,850	100.00%	375,409	42,917,259
30-Jun-2016	28,741,000	62.00%	17,241,300	37.19%	26,000	0.06%	349,600	0.75%	46,357,900	100.00%	400,000	46,757,900
01-Jul-2016	31,987,900	62.70%	18,642,800	36.54%	26,000	0.05%	357,700	0.70%	51,014,400	100.00%	400,000	51,414,400
WSCC												
30-Jun-2015	21,595,604	50.21%	20,442,725	47.53%	84,437	0.20%	891,594	2.07%	43,014,360	100.00%	273,324	43,287,684
30-Jun-2016	21,955,700	49.99%	21,013,300	47.84%	113,300	0.26%	840,500	1.91%	43,922,800	100.00%	273,200	44,196,000
01-Jul-2016	22,260,700	49.40%	21,879,100	48.56%	105,700	0.23%	814,300	1.81%	45,059,800	100.00%	273,200	45,333,000
Total Colleges												
30-Jun-2015	248,920,134	56.44%	183,345,214	41.57%	792,249	0.18%	7,991,237	1.81%	441,048,834	100.00%	4,780,723	445,829,557
30-Jun-2016	294,680,100	56.31%	218,732,700	41.80%	990,800	0.19%	8,909,000	1.70%	523,312,600	100.00%	5,558,400	528,871,000
01-Jul-2016	300,653,400	55.42%	232,173,100	42.79%	983,100	0.18%	8,727,100	1.61%	542,536,700	100.00%	5,344,800	547,881,500

Tennessee Board of Regents
 Summary of Dollar Allocation Unrestricted Educational and General Revenues

	Tuition & Fees	Pct	State Appropri	Pct	Sales & Services	Pct	Other E&G Sources	Pct	Total E&G	Pct	Auxiliaries	Total Unrestricted
ECOM												
30-Jun-2015	9,734,334	18.75%	28,971,400	55.80%	11,543,611	22.23%	1,669,576	3.22%	51,918,921	100.00%	0	51,918,921
30-Jun-2016	9,453,500	17.14%	30,218,700	54.79%	14,008,700	25.40%	1,475,000	2.67%	55,155,900	100.00%	0	55,155,900
01-Jul-2016	9,549,300	16.96%	31,082,900	55.22%	14,195,100	25.22%	1,465,000	2.60%	56,292,300	100.00%	0	56,292,300
EFAM												
30-Jun-2015	0	0.00%	6,136,700	40.94%	8,581,344	57.25%	270,280	1.80%	14,988,324	100.00%	0	14,988,324
30-Jun-2016	0	0.00%	6,455,500	42.39%	8,530,500	56.02%	241,500	1.59%	15,227,500	100.00%	0	15,227,500
01-Jul-2016	0	0.00%	6,639,200	43.07%	8,550,500	55.46%	226,500	1.47%	15,416,200	100.00%	0	15,416,200
EPHRM												
30-Jun-2015	10,637,396	98.99%	0	0.00%	0	0.00%	108,291	1.01%	10,745,687	100.00%	0	10,745,687
30-Jun-2016	10,999,600	99.68%	0	0.00%	0	0.00%	35,000	0.32%	11,034,600	100.00%	0	11,034,600
01-Jul-2016	11,255,400	99.69%	0	0.00%	0	0.00%	35,000	0.31%	11,290,400	100.00%	0	11,290,400
TBR												
30-Jun-2015	0	0.00%	9,626,200	32.76%	0	0.00%	19,759,400	67.24%	29,385,600	100.00%	0	29,385,600
30-Jun-2016	0	0.00%	9,549,700	32.00%	0	0.00%	20,296,800	68.00%	29,846,500	100.00%	0	29,846,500
01-Jul-2016	0	0.00%	38,480,100	65.41%	0	0.00%	20,350,300	34.59%	58,830,400	100.00%	0	58,830,400
TSUAG												
30-Jun-2015	0	0.00%	2,278,500	100.00%	0	0.00%	0	0.00%	2,278,500	100.00%	0	2,278,500
30-Jun-2016	0	0.00%	2,341,100	100.00%	0	0.00%	0	0.00%	2,341,100	100.00%	0	2,341,100
01-Jul-2016	0	0.00%	2,399,600	100.00%	0	0.00%	0	0.00%	2,399,600	100.00%	0	2,399,600
TSUEX												
30-Jun-2015	0	0.00%	3,108,900	100.00%	0	0.00%	0	0.00%	3,108,900	100.00%	0	3,108,900
30-Jun-2016	0	0.00%	3,208,500	100.00%	0	0.00%	0	0.00%	3,208,500	100.00%	0	3,208,500
01-Jul-2016	0	0.00%	3,288,100	100.00%	0	0.00%	0	0.00%	3,288,100	100.00%	0	3,288,100
TSUF												
30-Jun-2015	0	0.00%	179,400	100.00%	0	0.00%	0	0.00%	179,400	100.00%	0	179,400
30-Jun-2016	0	0.00%	183,400	100.00%	0	0.00%	0	0.00%	183,400	100.00%	0	183,400
01-Jul-2016	0	0.00%	188,000	100.00%	0	0.00%	0	0.00%	188,000	100.00%	0	188,000
TSUMC												
30-Jun-2015	0	0.00%	560,700	100.00%	0	0.00%	0	0.00%	560,700	100.00%	0	560,700
30-Jun-2016	0	0.00%	575,800	100.00%	0	0.00%	0	0.00%	575,800	100.00%	0	575,800
01-Jul-2016	0	0.00%	590,300	100.00%	0	0.00%	0	0.00%	590,300	100.00%	0	590,300
Total Other												
30-Jun-2015	20,371,730	18.00%	50,861,800	44.94%	20,124,955	17.78%	21,807,547	19.27%	113,166,032	100.00%	0	113,166,032
30-Jun-2016	20,453,100	17.40%	52,532,700	44.68%	22,539,200	19.17%	22,048,300	18.75%	117,573,300	100.00%	0	117,573,300
01-Jul-2016	20,804,700	14.03%	82,668,200	55.75%	22,745,600	15.34%	22,076,800	14.89%	148,295,300	100.00%	0	148,295,300
Total TCATs												
30-Jun-2015	30,076,089	35.06%	51,037,327	59.50%	696,626	0.81%	3,969,079	4.63%	85,779,121	100.00%	4,485,660	90,264,781
30-Jun-2016	34,241,200	37.00%	52,360,600	56.58%	764,800	0.83%	5,169,600	5.59%	92,536,200	100.00%	4,767,500	97,303,700
01-Jul-2016	35,371,400	37.06%	56,660,500	59.36%	748,400	0.78%	2,666,300	2.79%	95,446,600	100.00%	4,752,100	100,198,700
Total System												
30-Jun-2015	1,056,929,869	57.33%	611,715,418	33.18%	30,701,922	1.67%	144,164,512	7.82%	1,843,511,721	100.00%	132,761,209	1,976,272,930
30-Jun-2016	1,119,166,800	56.65%	672,164,800	34.02%	32,656,200	1.65%	151,518,100	7.67%	1,975,505,900	100.00%	134,893,700	2,110,399,600
01-Jul-2016	1,137,945,800	55.57%	733,944,400	35.84%	31,449,100	1.54%	144,346,000	7.05%	2,047,685,300	100.00%	145,492,200	2,193,177,500

Tennessee Board of Regents
 Summary of Unrestricted Educational and General Expenditures by Functional Area

	APSU	ETSU	MTSU	TSU	TTU	UoM	Total Universities
Instruction							
Dollar	56,958,000	96,048,800	141,969,800	58,924,200	67,052,600	149,506,600	570,460,000
Percent	47.42	47.77	49.24	45.66	46.26	44.39	46.75
Research							
Dollar	530,700	2,467,700	4,562,000	2,909,200	2,079,200	13,401,200	25,950,000
Percent	.44	1.23	1.58	2.25	1.43	3.98	2.13
Public Service							
Dollar	398,800	2,396,600	3,601,500	1,291,800	2,596,900	5,665,400	15,951,000
Percent	.33	1.19	1.25	1.00	1.79	1.68	1.31
Academic Support							
Dollar	8,417,600	20,955,000	30,451,500	10,350,900	11,954,600	30,959,500	113,089,100
Percent	7.01	10.42	10.56	8.02	8.25	9.19	9.27
Sub-Total							
Dollar	66,305,100	121,868,100	180,584,800	73,476,100	83,683,300	199,532,700	725,450,100
Percent	55.20	60.61	62.64	56.93	57.74	59.25	59.45
Student Services							
Dollar	23,829,000	27,504,500	41,770,000	19,838,400	23,566,500	56,996,900	193,505,300
Percent	19.84	13.68	14.49	15.37	16.26	16.92	15.86
Institutional Support							
Dollar	11,027,200	15,658,300	23,333,600	12,795,000	14,867,300	27,984,000	105,665,400
Percent	9.18	7.79	8.09	9.91	10.26	8.31	8.66
Operation & Maintenance							
Dollar	12,123,900	17,100,700	28,104,800	16,213,100	13,600,600	34,564,300	121,707,400
Percent	10.09	8.50	9.75	12.56	9.38	10.26	9.97
Scholarships & Fellowships							
Dollar	6,839,200	18,948,200	14,512,100	6,732,300	9,214,400	17,686,800	73,933,000
Percent	5.69	9.42	5.03	5.22	6.36	5.25	6.06
Total Educational & General							
Dollar	120,124,400	201,079,800	288,305,300	129,054,900	144,932,100	336,764,700	1,220,261,200
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	9,276,000	18,271,500	26,147,900	4,714,600	15,714,200	19,588,600	93,712,800
Auxiliaries							
Dollar	6,610,800	13,815,200	19,592,800	21,172,400	7,244,900	15,116,000	83,552,100
Total Unrestricted							
Dollar	136,011,200	233,166,500	334,046,000	154,941,900	167,891,200	371,469,300	1,397,526,100

Tennessee Board of Regents
Summary of Unrestricted Educational and General Expenditures by Functional Area

	ChSCC	ClSCC	CoSCC	DSCC	JSCC	MSCC	NASCC
Instruction							
Dollar	33,451,900	10,149,100	15,936,300	9,563,800	11,923,200	14,669,800	24,733,000
Percent	52.39	47.57	51.61	53.24	44.11	49.28	51.49
Research							
Dollar	0	0	0	0	0	0	0
Percent	.00	.00	.00	.00	.00	.00	.00
Public Service							
Dollar	100,000	237,000	125,400	20,200	64,100	107,100	451,400
Percent	.16	1.11	.41	.11	.24	.36	.94
Academic Support							
Dollar	5,318,100	1,304,200	1,597,400	566,100	2,708,800	2,794,600	6,285,800
Percent	8.33	6.11	5.17	3.15	10.02	9.39	13.09
Sub-Total							
Dollar	38,870,000	11,690,300	17,659,100	10,150,100	14,696,100	17,571,500	31,470,200
Percent	60.88	54.79	57.19	56.51	54.37	59.02	65.51
Student Services							
Dollar	7,748,400	2,877,000	4,496,100	2,152,500	3,284,200	3,897,300	3,938,700
Percent	12.14	13.48	14.56	11.98	12.15	13.09	8.20
Institutional Support							
Dollar	9,343,000	4,056,900	4,510,800	3,054,000	5,209,200	4,404,200	5,531,000
Percent	14.63	19.02	14.61	17.00	19.27	14.79	11.51
Operation & Maintenance							
Dollar	6,734,800	2,320,000	3,771,600	2,042,300	2,652,900	3,327,900	5,803,700
Percent	10.55	10.87	12.21	11.37	9.81	11.18	12.08
Scholarships & Fellowships							
Dollar	1,154,500	391,000	439,500	563,000	1,189,200	569,300	1,293,400
Percent	1.81	1.83	1.42	3.13	4.40	1.91	2.69
Total Educational & General							
Dollar	63,850,700	21,335,200	30,877,100	17,961,900	27,031,600	29,770,200	48,037,000
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	906,700	54,500	808,800	37,300	210,900	100,000	5,094,000
Auxiliaries							
Dollar	1,450,100	34,400	71,000	0	0	12,800	6,800
Total Unrestricted							
Dollar	66,207,500	21,424,100	31,756,900	17,999,200	27,242,500	29,883,000	53,137,800

Tennessee Board of Regents
 Summary of Unrestricted Educational and General Expenditures by Functional Area

	NESCC	PSCC	RSCC	STCC	VSCC	WSCC	Total Colleges
Instruction							
Dollar	18,421,900	34,961,600	21,432,900	25,777,400	27,522,500	24,507,200	273,050,600
Percent	46.13	53.85	52.93	42.54	55.33	54.34	50.60
Research							
Dollar	0	0	0	0	0	0	0
Percent	.00	.00	.00	.00	.00	.00	.00
Public Service							
Dollar	237,500	538,200	540,500	43,300	406,500	525,900	3,397,100
Percent	.59	.83	1.33	.07	.82	1.17	.63
Academic Support							
Dollar	4,774,100	6,281,900	1,643,200	6,465,100	2,990,600	2,309,700	45,039,600
Percent	11.95	9.68	4.06	10.67	6.01	5.12	8.35
Sub-Total							
Dollar	23,433,500	41,781,700	23,616,600	32,285,800	30,919,600	27,342,800	321,487,300
Percent	58.67	64.35	58.32	53.28	62.16	60.63	59.57
Student Services							
Dollar	4,767,200	7,060,600	5,616,300	7,985,000	5,258,200	5,880,200	64,961,700
Percent	11.94	10.87	13.87	13.18	10.57	13.04	12.04
Institutional Support							
Dollar	5,570,000	7,690,500	5,625,800	10,542,900	6,877,500	4,603,500	77,019,300
Percent	13.95	11.85	13.89	17.40	13.83	10.21	14.27
Operation & Maintenance							
Dollar	5,944,700	6,601,900	5,042,200	7,367,900	5,292,100	6,478,200	63,380,200
Percent	14.88	10.17	12.45	12.16	10.64	14.36	11.74
Scholarships & Fellowships							
Dollar	223,000	1,791,000	593,700	2,417,000	1,391,100	794,300	12,810,000
Percent	.56	2.76	1.47	3.99	2.80	1.76	2.37
Total Educational & General							
Dollar	39,938,400	64,925,700	40,494,600	60,598,600	49,738,500	45,099,000	539,658,500
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	41,800	2,741,500	170,900	408,500	201,800	204,000	10,980,700
Auxiliaries							
Dollar	0	200,000	33,700	676,100	83,000	32,100	2,600,000
Total Unrestricted							
Dollar	39,980,200	67,867,200	40,699,200	61,683,200	50,023,300	45,335,100	553,239,200

Tennessee Board of Regents
Summary of Unrestricted Educational and General Expenditures by Functional Area

	ECOM	EFAM	EPHRM	TBR	TSUAG	TSUEX	TSUF
Instruction							
Dollar	42,530,300	10,184,400	6,380,700	0	0	0	0
Percent	66.22	67.24	61.96	.00	.00	.00	.00
Research							
Dollar	4,468,700	299,100	423,800	0	2,386,700	0	187,600
Percent	6.96	1.97	4.12	.00	100.00	.00	100.00
Public Service							
Dollar	0	0	0	0	0	3,286,000	0
Percent	.00	.00	.00	.00	.00	100.00	.00
Academic Support							
Dollar	5,933,800	2,917,400	1,426,300	0	0	0	0
Percent	9.24	19.26	13.85	.00	.00	.00	.00
Sub-Total							
Dollar	52,932,800	13,400,900	8,230,800	0	2,386,700	3,286,000	187,600
Percent	82.41	88.47	79.93	.00	100.00	100.00	100.00
Student Services							
Dollar	1,575,800	0	619,700	0	0	0	0
Percent	2.45	.00	6.02	.00	.00	.00	.00
Institutional Support							
Dollar	3,012,200	1,523,900	621,100	27,970,200	0	0	0
Percent	4.69	10.06	6.03	97.99	.00	.00	.00
Operation & Maintenance							
Dollar	6,448,200	222,000	523,900	563,000	0	0	0
Percent	10.04	1.47	5.09	1.97	.00	.00	.00
Scholarships & Fellowships							
Dollar	260,000	0	302,100	10,000	0	0	0
Percent	.40	.00	2.93	.04	.00	.00	.00
Total Educational & General							
Dollar	64,229,000	15,146,800	10,297,600	28,543,200	2,386,700	3,286,000	187,600
Percent	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Transfers							
Dollar	-7,986,800	262,900	987,800	30,240,600	0	0	0
Auxiliaries							
Dollar	0	0	0	0	0	0	0
Total Unrestricted							
Dollar	56,242,200	15,409,700	11,285,400	58,783,800	2,386,700	3,286,000	187,600

Tennessee Board of Regents
Summary of Unrestricted Educational and General Expenditures by Functional Area

	TSUMC	Total Other Instit	Total TCATS	Total System
Instruction				
Dollar	0	59,095,400	58,262,900	960,868,900
Percent	.00	47.40	60.44	48.50
Research				
Dollar	589,400	8,355,300	0	34,305,300
Percent	100.00	6.70	.00	1.73
Public Service				
Dollar	0	3,286,000	0	22,634,100
Percent	.00	2.64	.00	1.14
Academic Support				
Dollar	0	10,277,500	153,200	168,559,400
Percent	.00	8.24	.16	8.51
Sub-Total				
Dollar	589,400	81,014,200	58,416,100	1,186,367,700
Percent	100.00	64.98	60.60	59.89
Student Services				
Dollar	0	2,195,500	11,255,000	271,917,500
Percent	.00	1.76	11.68	13.73
Institutional Support				
Dollar	0	33,127,400	15,241,400	231,053,500
Percent	.00	26.57	15.81	11.66
Operation & Maintenance				
Dollar	0	7,757,100	10,737,300	203,582,000
Percent	.00	6.22	11.14	10.28
Scholarships & Fellowships				
Dollar	0	572,100	751,300	88,066,400
Percent	.00	.46	.78	4.45
Total Educational & General				
Dollar	589,400	124,666,300	96,401,100	1,980,987,100
Percent	100.00	100.00	100.00	100.00
Transfers				
Dollar	0	23,504,500	1,020,200	129,218,200
Auxiliaries				
Dollar	0	0	4,121,500	90,273,600
Total Unrestricted				
Dollar	589,400	148,170,800	101,542,800	2,200,478,900

Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	APSU	Pct	ETSU	Pct	MTSU	Pct	TSU	Pct	TTU	Pct	UoM	Pct	Total Universities	Pct
Instruction														
30-Jun-2015	53,700,236	50.31%	86,507,836	48.38%	134,576,002	49.99%	55,344,777	46.28%	66,393,067	47.13%	137,975,703	42.89%	534,497,621	47.01%
30-Jun-2016	55,065,700	47.23%	96,500,300	47.77%	142,881,800	47.99%	61,199,800	47.69%	69,389,500	45.05%	156,159,900	41.84%	581,197,000	45.69%
01-Jul-2016	56,958,000	47.42%	96,048,800	47.77%	141,969,800	49.24%	58,924,200	45.66%	67,052,600	46.26%	149,506,600	44.39%	570,460,000	46.75%
Research														
30-Jun-2015	543,959	0.51%	2,336,559	1.31%	4,280,119	1.59%	2,332,568	1.95%	2,340,602	1.66%	17,458,839	5.43%	29,292,646	2.58%
30-Jun-2016	620,600	0.53%	4,558,600	2.26%	8,043,200	2.70%	2,697,600	2.10%	3,886,300	2.52%	28,347,600	7.59%	48,153,900	3.79%
01-Jul-2016	530,700	0.44%	2,467,700	1.23%	4,562,000	1.58%	2,909,200	2.25%	2,079,200	1.43%	13,401,200	3.98%	25,950,000	2.13%
Public Service														
30-Jun-2015	423,252	0.40%	2,153,080	1.20%	3,585,697	1.33%	1,414,802	1.18%	2,515,924	1.79%	5,503,164	1.71%	15,595,919	1.37%
30-Jun-2016	435,400	0.37%	2,605,300	1.29%	4,410,900	1.48%	1,261,400	0.98%	2,912,000	1.89%	7,254,900	1.94%	18,879,900	1.48%
01-Jul-2016	398,800	0.33%	2,396,600	1.19%	3,601,500	1.25%	1,291,800	1.00%	2,596,900	1.79%	5,665,400	1.68%	15,951,000	1.31%
Academic Support														
30-Jun-2015	7,430,141	6.96%	19,172,976	10.72%	27,644,401	10.27%	9,102,753	7.61%	11,230,319	7.97%	28,428,482	8.84%	103,009,072	9.06%
30-Jun-2016	8,404,100	7.21%	20,871,200	10.33%	30,470,800	10.24%	10,115,300	7.88%	13,559,000	8.80%	31,609,000	8.47%	115,029,400	9.04%
01-Jul-2016	8,417,600	7.01%	20,955,000	10.42%	30,451,500	10.56%	10,350,900	8.02%	11,954,600	8.25%	30,959,500	9.19%	113,089,100	9.27%
Sub-Total														
30-Jun-2015	62,097,588	58.18%	110,170,451	61.62%	170,086,219	63.18%	68,194,900	57.03%	82,479,912	58.55%	189,366,188	58.86%	682,395,258	60.02%
30-Jun-2016	64,525,800	55.34%	124,535,400	61.65%	185,806,700	62.41%	75,274,100	58.66%	89,746,800	58.27%	223,371,400	59.84%	763,260,200	60.01%
01-Jul-2016	66,305,100	55.20%	121,868,100	60.61%	180,584,800	62.64%	73,476,100	56.93%	83,683,300	57.74%	199,532,700	59.25%	725,450,100	59.45%
Student Services														
30-Jun-2015	19,586,104	18.35%	24,663,496	13.79%	40,106,909	14.90%	18,309,781	15.31%	23,400,005	16.61%	61,821,674	19.22%	187,887,969	16.53%
30-Jun-2016	22,898,400	19.64%	27,254,300	13.49%	44,716,900	15.02%	19,107,700	14.89%	25,297,600	16.42%	70,081,700	18.78%	209,356,600	16.46%
01-Jul-2016	23,829,000	19.84%	27,504,500	13.68%	41,770,000	14.49%	19,838,400	15.37%	23,566,500	16.26%	56,996,900	16.92%	193,505,300	15.86%
Institutional Support														
30-Jun-2015	11,576,998	10.85%	14,701,695	8.22%	25,666,315	9.53%	14,432,442	12.07%	14,594,938	10.36%	28,358,570	8.81%	109,330,958	9.62%
30-Jun-2016	10,497,400	9.00%	14,658,000	7.26%	24,606,800	8.27%	13,167,400	10.26%	15,209,100	9.87%	30,198,900	8.09%	108,337,600	8.52%
01-Jul-2016	11,027,200	9.18%	15,658,300	7.79%	23,333,600	8.09%	12,795,000	9.91%	14,867,300	10.26%	27,984,000	8.31%	105,665,400	8.66%
Operation & Maintenance														
30-Jun-2015	8,931,617	8.37%	13,720,495	7.67%	19,380,594	7.20%	12,259,240	10.25%	11,895,686	8.44%	26,008,297	8.08%	92,195,929	8.11%
30-Jun-2016	11,827,900	10.14%	17,132,500	8.48%	28,563,500	9.59%	14,942,400	11.64%	14,624,300	9.50%	33,496,700	8.97%	120,587,300	9.48%
01-Jul-2016	12,123,900	10.09%	17,100,700	8.50%	28,104,800	9.75%	16,213,100	12.56%	13,600,600	9.38%	34,564,300	10.26%	121,707,400	9.97%
Scholarships & Fellowships														
30-Jun-2015	4,546,302	4.26%	15,538,759	8.69%	13,966,126	5.19%	6,384,411	5.34%	8,492,848	6.03%	16,161,323	5.02%	65,089,769	5.73%
30-Jun-2016	6,839,200	5.87%	18,422,800	9.12%	14,009,900	4.71%	5,836,300	4.55%	9,142,300	5.94%	16,117,600	4.32%	70,368,100	5.53%
01-Jul-2016	6,839,200	5.69%	18,948,200	9.42%	14,512,100	5.03%	6,732,300	5.22%	9,214,400	6.36%	17,686,800	5.25%	73,933,000	6.06%
Total E & G Expenditures														
30-Jun-2015	106,738,609	100.00%	178,794,896	100.00%	269,206,163	100.00%	119,580,774	100.00%	140,863,389	100.00%	321,716,052	100.00%	1,136,899,883	100.00%
30-Jun-2016	116,588,700	100.00%	202,003,000	100.00%	297,703,800	100.00%	128,327,900	100.00%	154,020,100	100.00%	373,266,300	100.00%	1,271,909,800	100.00%
01-Jul-2016	120,124,400	100.00%	201,079,800	100.00%	288,305,300	100.00%	129,054,900	100.00%	144,932,100	100.00%	336,764,700	100.00%	1,220,261,200	100.00%
Transfers														
30-Jun-2015	14,387,501		16,803,995		29,105,838		8,303,217		23,639,103		27,445,619		119,685,273	
30-Jun-2016	10,085,200		21,509,900		27,346,500		4,662,800		19,345,300		-3,185,300		79,764,400	
01-Jul-2016	9,276,000		18,271,500		26,147,900		4,714,600		15,714,200		19,588,600		93,712,800	
Auxiliaries														
30-Jun-2015	5,821,653		8,832,782		18,782,095		16,462,169		6,905,196		14,293,190		71,097,085	
30-Jun-2016	6,455,500		9,803,000		19,183,700		21,216,100		7,466,600		16,064,400		80,189,300	
01-Jul-2016	6,610,800		13,815,200		19,592,800		21,172,400		7,244,900		15,116,000		83,552,100	
Total E & G Unrestricted														
30-Jun-2015	126,947,763		204,431,673		317,094,096		144,346,160		171,407,688		363,454,861		1,327,682,241	
30-Jun-2016	133,129,400		233,315,900		344,234,000		154,206,800		180,832,000		386,145,400		1,431,863,500	
01-Jul-2016	136,011,200		233,166,500		334,046,000		154,941,900		167,891,200		371,469,300		1,397,526,100	

Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	ChSCC	Pct	ClSCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
Instruction														
30-Jun-2015	30,043,178	53.76%	9,237,487	46.25%	13,181,159	53.56%	8,604,186	51.29%	11,233,693	46.18%	11,633,572	48.21%	19,553,353	50.86%
30-Jun-2016	32,542,600	53.44%	10,267,400	48.40%	15,513,900	52.04%	9,014,800	52.62%	11,791,200	44.99%	13,163,000	46.88%	21,035,100	48.49%
01-Jul-2016	33,451,900	52.39%	10,149,100	47.57%	15,936,300	51.61%	9,563,800	53.24%	11,923,200	44.11%	14,669,800	49.28%	24,733,000	51.49%
Research														
30-Jun-2015	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Public Service														
30-Jun-2015	100,000	0.18%	287,065	1.44%	103,683	0.42%	28,941	0.17%	64,118	0.26%	102,357	0.42%	336,541	0.88%
30-Jun-2016	100,000	0.16%	235,400	1.11%	221,900	0.74%	20,200	0.12%	61,500	0.23%	106,800	0.38%	355,200	0.82%
01-Jul-2016	100,000	0.16%	237,000	1.11%	125,400	0.41%	20,200	0.11%	64,100	0.24%	107,100	0.36%	451,400	0.94%
Academic Support														
30-Jun-2015	4,319,631	7.73%	1,185,548	5.94%	1,069,029	4.34%	615,203	3.67%	2,411,177	9.91%	2,342,091	9.71%	4,899,035	12.74%
30-Jun-2016	5,140,600	8.44%	1,249,700	5.89%	1,481,100	4.97%	573,900	3.35%	2,586,900	9.87%	2,987,300	10.64%	5,602,700	12.92%
01-Jul-2016	5,318,100	8.33%	1,304,200	6.11%	1,597,400	5.17%	566,100	3.15%	2,708,800	10.02%	2,794,600	9.39%	6,285,800	13.09%
Sub-Total														
30-Jun-2015	34,462,809	61.67%	10,710,100	53.62%	14,353,871	58.33%	9,248,330	55.13%	13,708,988	56.35%	14,078,020	58.34%	24,788,929	64.48%
30-Jun-2016	37,783,200	62.04%	11,752,500	55.40%	17,216,900	57.75%	9,608,900	56.09%	14,439,600	55.10%	16,257,100	57.90%	26,993,000	62.23%
01-Jul-2016	38,870,000	60.88%	11,690,300	54.79%	17,659,100	57.19%	10,150,100	56.51%	14,696,100	54.37%	17,571,500	59.02%	31,470,200	65.51%
Student Services														
30-Jun-2015	6,760,035	12.10%	2,898,205	14.51%	3,460,542	14.06%	1,905,684	11.36%	2,906,447	11.95%	3,133,246	12.98%	3,454,344	8.99%
30-Jun-2016	7,182,900	11.79%	2,916,300	13.75%	4,199,800	14.09%	2,024,800	11.82%	3,107,300	11.86%	3,801,100	13.54%	3,577,100	8.25%
01-Jul-2016	7,748,400	12.14%	2,877,000	13.48%	4,496,100	14.56%	2,152,500	11.98%	3,284,200	12.15%	3,897,300	13.09%	3,938,700	8.20%
Institutional Support														
30-Jun-2015	7,883,196	14.11%	3,984,590	19.95%	4,021,300	16.34%	3,099,421	18.48%	4,486,362	18.44%	3,997,428	16.57%	5,545,795	14.43%
30-Jun-2016	8,796,700	14.44%	3,725,800	17.56%	4,276,500	14.34%	2,903,900	16.95%	4,742,200	18.10%	4,162,900	14.83%	5,897,600	13.60%
01-Jul-2016	9,343,000	14.63%	4,056,900	19.02%	4,510,800	14.61%	3,054,000	17.00%	5,209,200	19.27%	4,404,200	14.79%	5,531,000	11.51%
Operation & Maintenance														
30-Jun-2015	5,742,155	10.28%	1,783,325	8.93%	2,421,742	9.84%	1,751,672	10.44%	2,018,151	8.30%	2,430,403	10.07%	3,602,565	9.37%
30-Jun-2016	5,996,500	9.85%	2,326,600	10.97%	3,589,900	12.04%	2,013,600	11.75%	2,690,900	10.27%	3,344,500	11.91%	5,525,000	12.74%
01-Jul-2016	6,734,800	10.55%	2,320,000	10.87%	3,771,600	12.21%	2,042,300	11.37%	2,652,900	9.81%	3,327,900	11.18%	5,803,700	12.08%
Scholarships & Fellowships														
30-Jun-2015	1,032,807	1.85%	597,033	2.99%	351,555	1.43%	769,280	4.59%	1,206,377	4.96%	492,475	2.04%	1,052,143	2.74%
30-Jun-2016	1,141,000	1.87%	492,600	2.32%	529,500	1.78%	579,900	3.39%	1,225,600	4.68%	510,300	1.82%	1,383,200	3.19%
01-Jul-2016	1,154,500	1.81%	391,000	1.83%	439,500	1.42%	563,000	3.13%	1,189,200	4.40%	569,300	1.91%	1,293,400	2.69%
Total E & G Expenditures														
30-Jun-2015	55,881,002	100.00%	19,973,253	100.00%	24,609,010	100.00%	16,774,387	100.00%	24,326,325	100.00%	24,131,572	100.00%	38,443,776	100.00%
30-Jun-2016	60,900,300	100.00%	21,213,800	100.00%	29,812,600	100.00%	17,131,100	100.00%	26,205,600	100.00%	28,075,900	100.00%	43,375,900	100.00%
01-Jul-2016	63,850,700	100.00%	21,335,200	100.00%	30,877,100	100.00%	17,961,900	100.00%	27,031,600	100.00%	29,770,200	100.00%	48,037,000	100.00%
Transfers														
30-Jun-2015	2,453,550		50,141		1,981,427		-1,900,000		787,500		400,000		4,933,029	
30-Jun-2016	4,437,500		54,500		4,351,900		2,956,600		210,900		750,000		5,095,400	
01-Jul-2016	906,700		54,500		808,800		37,300		210,900		100,000		5,094,000	
Auxiliaries														
30-Jun-2015	1,283,658		23,666		35,480		0		0		8,323		5,539	
30-Jun-2016	1,454,200		34,400		71,000		0		0		12,800		6,800	
01-Jul-2016	1,450,100		34,400		71,000		0		0		12,800		6,800	
Total E & G Unrestricted														
30-Jun-2015	59,618,210		20,047,060		26,625,917		14,874,387		25,113,825		24,539,895		43,382,344	
30-Jun-2016	66,792,000		21,302,700		34,235,500		20,087,700		26,416,500		28,838,700		48,478,100	
01-Jul-2016	66,207,500		21,424,100		31,756,900		17,999,200		27,242,500		29,883,000		53,137,800	

Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
Instruction														
30-Jun-2015	16,059,010	47.08%	31,306,727	52.77%	19,309,986	52.58%	0	0.00%	22,397,531	55.57%	22,158,231	55.30%	214,718,113	51.78%
30-Jun-2016	16,343,400	45.67%	33,594,700	52.61%	21,286,400	51.11%	23,385,000	39.30%	25,943,100	54.75%	24,215,700	54.23%	258,096,300	49.68%
01-Jul-2016	18,421,900	46.13%	34,961,600	53.85%	21,432,900	52.93%	25,777,400	42.54%	27,522,500	55.33%	24,507,200	54.34%	273,050,600	50.60%
Research														
30-Jun-2015	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Public Service														
30-Jun-2015	192,942	0.57%	379,735	0.64%	504,553	1.37%	0	0.00%	263,154	0.65%	465,012	1.16%	2,828,101	0.68%
30-Jun-2016	231,000	0.65%	520,900	0.82%	739,800	1.78%	34,000	0.06%	406,300	0.86%	542,900	1.22%	3,575,900	0.69%
01-Jul-2016	237,500	0.59%	538,200	0.83%	540,500	1.33%	43,300	0.07%	406,500	0.82%	525,900	1.17%	3,397,100	0.63%
Academic Support														
30-Jun-2015	3,574,363	10.48%	6,359,913	10.72%	1,792,095	4.88%	0	0.00%	2,142,386	5.32%	1,641,941	4.10%	32,352,412	7.80%
30-Jun-2016	3,831,900	10.71%	6,448,800	10.10%	1,994,300	4.79%	8,387,000	14.09%	2,874,600	6.07%	2,294,000	5.14%	45,452,800	8.75%
01-Jul-2016	4,774,100	11.95%	6,281,900	9.68%	1,643,200	4.06%	6,465,100	10.67%	2,990,600	6.01%	2,309,700	5.12%	45,039,600	8.35%
Sub-Total														
30-Jun-2015	19,826,315	58.13%	38,046,375	64.14%	21,606,634	58.84%	0	0.00%	24,803,071	61.54%	24,265,184	60.56%	249,898,626	60.26%
30-Jun-2016	20,406,300	57.02%	40,564,400	63.53%	24,020,500	57.67%	31,806,000	53.45%	29,224,000	61.67%	27,052,600	60.59%	307,125,000	59.11%
01-Jul-2016	23,433,500	58.67%	41,781,700	64.35%	23,616,600	58.32%	32,285,800	53.28%	30,919,600	62.16%	27,342,800	60.63%	321,487,300	59.57%
Student Services														
30-Jun-2015	3,921,107	11.50%	6,569,793	11.07%	4,708,091	12.82%	0	0.00%	4,560,735	11.31%	5,350,716	13.35%	49,628,945	11.97%
30-Jun-2016	4,267,400	11.92%	7,041,900	11.03%	5,724,400	13.74%	7,612,700	12.79%	5,258,400	11.10%	5,783,700	12.95%	62,497,800	12.03%
01-Jul-2016	4,767,200	11.94%	7,060,600	10.87%	5,616,300	13.87%	7,985,000	13.18%	5,258,200	10.57%	5,880,200	13.04%	64,961,700	12.04%
Institutional Support														
30-Jun-2015	5,503,817	16.14%	8,468,515	14.28%	5,641,730	15.36%	0	0.00%	6,831,924	16.95%	5,117,997	12.77%	64,582,075	15.57%
30-Jun-2016	5,974,100	16.69%	7,584,800	11.88%	5,775,600	13.87%	10,852,500	18.24%	6,570,300	13.87%	4,731,900	10.60%	75,994,800	14.63%
01-Jul-2016	5,570,000	13.95%	7,690,500	11.85%	5,625,800	13.89%	10,542,900	17.40%	6,877,500	13.83%	4,603,500	10.21%	77,019,300	14.27%
Operation & Maintenance														
30-Jun-2015	4,645,171	13.62%	4,563,146	7.69%	4,015,852	10.94%	0	0.00%	3,469,171	8.61%	4,927,957	12.30%	41,371,310	9.98%
30-Jun-2016	4,890,700	13.67%	6,781,500	10.62%	5,183,100	12.44%	7,317,600	12.30%	4,963,800	10.47%	6,394,600	14.32%	61,018,300	11.74%
01-Jul-2016	5,944,700	14.88%	6,601,900	10.17%	5,042,200	12.45%	7,367,900	12.16%	5,292,100	10.64%	6,478,200	14.36%	63,380,200	11.74%
Scholarships & Fellowships														
30-Jun-2015	213,209	0.63%	1,674,251	2.82%	751,224	2.05%	0	0.00%	642,346	1.59%	408,504	1.02%	9,191,204	2.22%
30-Jun-2016	249,500	0.70%	1,879,000	2.94%	944,900	2.27%	1,917,000	3.22%	1,371,100	2.89%	688,200	1.54%	12,911,800	2.49%
01-Jul-2016	223,000	0.56%	1,791,000	2.76%	593,700	1.47%	2,417,000	3.99%	1,391,100	2.80%	794,300	1.76%	12,810,000	2.37%
Total E & G Expenditures														
30-Jun-2015	34,109,619	100.00%	59,322,080	100.00%	36,723,531	100.00%	0	0.00%	40,307,247	100.00%	40,070,358	100.00%	414,672,160	100.00%
30-Jun-2016	35,788,000	100.00%	63,851,600	100.00%	41,648,500	100.00%	59,505,800	100.00%	47,387,600	100.00%	44,651,000	100.00%	519,547,700	100.00%
01-Jul-2016	39,938,400	100.00%	64,925,700	100.00%	40,494,600	100.00%	60,598,600	100.00%	49,738,500	100.00%	45,099,000	100.00%	539,658,500	100.00%
Transfers														
30-Jun-2015	-2,637,580		1,992,427		569,281		0		233,010		2,620,802		11,483,587	
30-Jun-2016	-61,100		4,501,500		557,300		1,477,100		201,800		2,126,800		26,660,200	
01-Jul-2016	41,800		2,741,500		170,900		408,500		201,800		204,000		10,980,700	
Auxiliaries														
30-Jun-2015	0		215,378		32,060		0		84,749		28,514		1,717,367	
30-Jun-2016	0		200,000		47,800		705,600		83,000		33,800		2,649,400	
01-Jul-2016	0		200,000		33,700		676,100		83,000		32,100		2,600,000	
Total E & G Unrestricted														
30-Jun-2015	31,472,039		61,529,885		37,324,872		0		40,625,006		42,719,674		427,873,114	
30-Jun-2016	35,726,900		68,553,100		42,253,600		61,688,500		47,672,400		46,811,600		548,857,300	
01-Jul-2016	39,980,200		67,867,200		40,699,200		61,683,200		50,023,300		45,335,100		553,239,200	

Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	ECOM	Pct	EFAM	Pct	EPHRM	Pct	TBR	Pct	TSUAG	Pct	TSUEX	Pct	TSUF	Pct
Instruction														
30-Jun-2015	33,276,801	67.25%	10,301,933	69.85%	5,483,363	65.10%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	42,357,700	65.02%	10,197,100	67.50%	6,616,500	64.35%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	42,530,300	66.22%	10,184,400	67.24%	6,380,700	61.96%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Research														
30-Jun-2015	1,191,605	2.41%	309,457	2.10%	350,255	4.16%	0	0.00%	4,025,335	100.00%	0	0.00%	104,594	100.00%
30-Jun-2016	5,461,600	8.38%	291,800	1.93%	404,100	3.93%	0	0.00%	2,456,600	100.00%	0	0.00%	720,800	100.00%
01-Jul-2016	4,468,700	6.96%	299,100	1.97%	423,800	4.12%	0	0.00%	2,386,700	100.00%	0	0.00%	187,600	100.00%
Public Service														
30-Jun-2015	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4,036,964	100.00%	0	0.00%
30-Jun-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7,092,400	100.00%	0	0.00%
01-Jul-2016	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3,286,000	100.00%	0	0.00%
Academic Support														
30-Jun-2015	5,379,355	10.87%	2,699,731	18.30%	979,102	11.62%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	6,060,100	9.30%	2,801,400	18.54%	1,368,500	13.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	5,933,800	9.24%	2,917,400	19.26%	1,426,300	13.85%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Sub-Total														
30-Jun-2015	39,847,761	80.53%	13,311,121	90.25%	6,812,720	80.89%	0	0.00%	4,025,335	100.00%	4,036,964	100.00%	104,594	100.00%
30-Jun-2016	53,879,400	82.71%	13,290,300	87.97%	8,389,100	81.59%	0	0.00%	2,456,600	100.00%	7,092,400	100.00%	720,800	100.00%
01-Jul-2016	52,932,800	82.41%	13,400,900	88.47%	8,230,800	79.93%	0	0.00%	2,386,700	100.00%	3,286,000	100.00%	187,600	100.00%
Student Services														
30-Jun-2015	1,374,845	2.78%	0	0.00%	557,822	6.62%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	1,601,000	2.46%	0	0.00%	624,300	6.07%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	1,575,800	2.45%	0	0.00%	619,700	6.02%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Institutional Support														
30-Jun-2015	3,163,018	6.39%	1,219,358	8.27%	554,948	6.59%	22,578,353	97.55%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	3,001,600	4.61%	1,523,700	10.09%	618,500	6.02%	27,830,500	98.39%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	3,012,200	4.69%	1,523,900	10.06%	621,100	6.03%	27,970,200	97.99%	0	0.00%	0	0.00%	0	0.00%
Operation & Maintenance														
30-Jun-2015	4,835,141	9.77%	218,638	1.48%	497,201	5.90%	567,276	2.45%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	6,402,400	9.83%	293,500	1.94%	523,700	5.09%	444,600	1.57%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	6,448,200	10.04%	222,000	1.47%	523,900	5.09%	563,000	1.97%	0	0.00%	0	0.00%	0	0.00%
Scholarships & Fellowships														
30-Jun-2015	260,000	0.53%	0	0.00%	0	0.00%	500	0.00%	0	0.00%	0	0.00%	0	0.00%
30-Jun-2016	260,000	0.40%	0	0.00%	126,100	1.23%	10,000	0.04%	0	0.00%	0	0.00%	0	0.00%
01-Jul-2016	260,000	0.40%	0	0.00%	302,100	2.93%	10,000	0.04%	0	0.00%	0	0.00%	0	0.00%
Total E & G Expenditures														
30-Jun-2015	49,480,765	100.00%	14,749,117	100.00%	8,422,691	100.00%	23,146,129	100.00%	4,025,335	100.00%	4,036,964	100.00%	104,594	100.00%
30-Jun-2016	65,144,400	100.00%	15,107,500	100.00%	10,281,700	100.00%	28,285,100	100.00%	2,456,600	100.00%	7,092,400	100.00%	720,800	100.00%
01-Jul-2016	64,229,000	100.00%	15,146,800	100.00%	10,297,600	100.00%	28,543,200	100.00%	2,386,700	100.00%	3,286,000	100.00%	187,600	100.00%
Transfers														
30-Jun-2015	5,178,331		262,900		2,661,000		2,984,000		0		0		0	
30-Jun-2016	-8,697,900		187,900		1,042,700		12,866,300		1,000,000		3,000,000		0	
01-Jul-2016	-7,986,800		262,900		987,800		30,240,600		0		0		0	
Auxiliaries														
30-Jun-2015	0		0		0		0		0		0		0	
30-Jun-2016	0		0		0		0		0		0		0	
01-Jul-2016	0		0		0		0		0		0		0	
Total E & G Unrestricted														
30-Jun-2015	54,659,096		15,012,017		11,083,691		26,130,129		4,025,335		4,036,964		104,594	
30-Jun-2016	56,446,500		15,295,400		11,324,400		41,151,400		3,456,600		10,092,400		720,800	
01-Jul-2016	56,242,200		15,409,700		11,285,400		58,783,800		2,386,700		3,286,000		187,600	

Tennessee Board of Regents
Summary of Percent Unrestricted Educational and General Expenditures by Functional Area By Institution

	TSUMC		Total Other Instit		Total TCATS		Total System	
		Pct		Pct		Pct		Pct
Instruction								
30-Jun-2015	0	0.00%	49,062,097	46.93%	48,712,990	59.07%	846,990,821	48.72%
30-Jun-2016	0	0.00%	59,171,300	45.64%	58,251,700	60.60%	956,716,300	47.43%
01-Jul-2016	0	0.00%	59,095,400	47.40%	58,262,900	60.44%	960,868,900	48.50%
Research								
30-Jun-2015	579,392	100.00%	6,560,638	6.28%	0	0.00%	35,853,284	2.06%
30-Jun-2016	561,600	100.00%	9,896,500	7.63%	0	0.00%	58,050,400	2.88%
01-Jul-2016	589,400	100.00%	8,355,300	6.70%	0	0.00%	34,305,300	1.73%
Public Service								
30-Jun-2015	0	0.00%	4,036,964	3.86%	0	0.00%	22,460,984	1.29%
30-Jun-2016	0	0.00%	7,092,400	5.47%	0	0.00%	29,548,200	1.46%
01-Jul-2016	0	0.00%	3,286,000	2.64%	0	0.00%	22,634,100	1.14%
Academic Support								
30-Jun-2015	0	0.00%	9,058,188	8.66%	3,788	0.00%	144,423,460	8.31%
30-Jun-2016	0	0.00%	10,230,000	7.89%	128,700	0.13%	170,840,900	8.47%
01-Jul-2016	0	0.00%	10,277,500	8.24%	153,200	0.16%	168,559,400	8.51%
Sub-Total								
30-Jun-2015	579,392	100.00%	68,717,887	65.73%	48,716,778	59.08%	1,049,728,549	60.38%
30-Jun-2016	561,600	100.00%	86,390,200	66.63%	58,380,400	60.73%	1,215,155,800	60.24%
01-Jul-2016	589,400	100.00%	81,014,200	64.98%	58,416,100	60.60%	1,186,367,700	59.89%
Student Services								
30-Jun-2015	0	0.00%	1,932,667	1.85%	9,715,994	11.78%	249,165,575	14.33%
30-Jun-2016	0	0.00%	2,225,300	1.72%	10,910,400	11.35%	284,990,100	14.13%
01-Jul-2016	0	0.00%	2,195,500	1.76%	11,255,000	11.68%	271,917,500	13.73%
Institutional Support								
30-Jun-2015	0	0.00%	27,515,677	26.32%	13,200,020	16.01%	214,628,730	12.35%
30-Jun-2016	0	0.00%	32,974,300	25.43%	15,012,800	15.62%	232,319,500	11.52%
01-Jul-2016	0	0.00%	33,127,400	26.57%	15,241,400	15.81%	231,053,500	11.66%
Operation & Maintenance								
30-Jun-2015	0	0.00%	6,118,256	5.85%	10,121,170	12.27%	149,806,665	8.62%
30-Jun-2016	0	0.00%	7,664,200	5.91%	10,987,800	11.43%	200,257,600	9.93%
01-Jul-2016	0	0.00%	7,757,100	6.22%	10,737,300	11.14%	203,582,000	10.28%
Scholarships & Fellowships								
30-Jun-2015	0	0.00%	260,500	0.25%	711,997	0.86%	75,253,470	4.33%
30-Jun-2016	0	0.00%	396,100	0.31%	833,600	0.87%	84,509,600	4.19%
01-Jul-2016	0	0.00%	572,100	0.46%	751,300	0.78%	88,066,400	4.45%
Total E & G Expenditures								
30-Jun-2015	579,392	100.00%	104,544,987	100.00%	82,465,959	100.00%	1,738,582,989	100.00%
30-Jun-2016	561,600	100.00%	129,650,100	100.00%	96,125,000	100.00%	2,017,232,600	100.00%
01-Jul-2016	589,400	100.00%	124,666,300	100.00%	96,401,100	100.00%	1,980,987,100	100.00%
Transfers								
30-Jun-2015	0		11,086,231		-530,165		141,724,926	
30-Jun-2016	800,000		10,199,000		3,177,700		119,801,300	
01-Jul-2016	0		23,504,500		1,020,200		129,218,200	
Auxiliaries								
30-Jun-2015	0		0		3,637,195		76,451,647	
30-Jun-2016	0		0		4,209,500		87,048,200	
01-Jul-2016	0		0		4,121,500		90,273,600	
Total E & G Unrestricted								
30-Jun-2015	579,392		115,631,218		85,572,989		1,956,759,562	
30-Jun-2016	1,361,600		139,849,100		103,512,200		2,224,082,100	
01-Jul-2016	589,400		148,170,800		101,542,800		2,200,478,900	

Tennessee Board of Regents
 Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

	Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
APSU									
Dollar	62,408,500	24,590,100	2,039,200	30,728,600	358,000	120,124,400	9,276,000	6,610,800	136,011,200
Percent	51.95%	20.47%	1.70%	25.58%	0.30%	100.00%			
ETSU									
Dollar	99,101,700	44,390,000	2,448,200	54,968,100	171,800	201,079,800	18,271,500	13,815,200	233,166,500
Percent	49.28%	22.08%	1.22%	27.34%	0.09%	100.00%			
MTSU									
Dollar	152,493,300	53,986,900	4,353,400	71,843,900	5,627,800	288,305,300	26,147,900	19,592,800	334,046,000
Percent	52.89%	18.73%	1.51%	24.92%	1.95%	100.00%			
TSU									
Dollar	65,491,800	22,922,200	2,131,600	38,253,300	256,000	129,054,900	4,714,600	21,172,400	154,941,900
Percent	50.75%	17.76%	1.65%	29.64%	0.20%	100.00%			
TTU									
Dollar	75,935,500	28,108,600	1,902,500	38,633,600	351,900	144,932,100	15,714,200	7,244,900	167,891,200
Percent	52.39%	19.39%	1.31%	26.66%	0.24%	100.00%			
UOM									
Dollar	167,656,400	70,259,000	8,098,700	89,726,000	1,024,600	336,764,700	19,588,600	15,116,000	371,469,300
Percent	49.78%	20.86%	2.40%	26.64%	0.30%	100.00%			
Total Universities									
Dollar	623,087,200	244,256,800	20,973,600	324,153,500	7,790,100	1,220,261,200	93,712,800	83,552,100	1,397,526,100
Percent	51.06%	20.02%	1.72%	26.56%	0.64%	100.00%			

Tennessee Board of Regents
Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

	Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
CHSCC									
Dollar	36,963,100	13,349,600	643,800	12,161,700	732,500	63,850,700	906,700	1,450,100	66,207,500
Percent	57.89%	20.91%	1.01%	19.05%	1.15%	100.00%			
CLSCC									
Dollar	11,786,500	4,362,000	254,400	4,914,500	17,800	21,335,200	54,500	34,400	21,424,100
Percent	55.24%	20.45%	1.19%	23.03%	0.08%	100.00%			
COSCC									
Dollar	16,997,800	6,213,500	325,000	7,258,300	82,500	30,877,100	808,800	71,000	31,756,900
Percent	55.05%	20.12%	1.05%	23.51%	0.27%	100.00%			
DSCC									
Dollar	9,846,200	3,892,000	210,700	3,955,400	57,600	17,961,900	37,300	0	17,999,200
Percent	54.82%	21.67%	1.17%	22.02%	0.32%	100.00%			
JSCC									
Dollar	14,626,000	5,885,700	440,000	6,063,500	16,400	27,031,600	210,900	0	27,242,500
Percent	54.11%	21.77%	1.63%	22.43%	0.06%	100.00%			
MSCC									
Dollar	16,152,200	6,054,600	426,000	7,094,600	42,800	29,770,200	100,000	12,800	29,883,000
Percent	54.26%	20.34%	1.43%	23.83%	0.14%	100.00%			
NASCC									
Dollar	24,959,900	8,796,900	165,300	12,441,100	1,673,800	48,037,000	5,094,000	6,800	53,137,800
Percent	51.96%	18.31%	0.34%	25.90%	3.48%	100.00%			
NESCC									
Dollar	22,404,500	8,146,100	280,500	8,156,000	951,300	39,938,400	41,800	0	39,980,200
Percent	56.10%	20.40%	0.70%	20.42%	2.38%	100.00%			
PSCC									
Dollar	37,533,000	12,996,900	662,600	13,499,200	234,000	64,925,700	2,741,500	200,000	67,867,200
Percent	57.81%	20.02%	1.02%	20.79%	0.36%	100.00%			
RSCC									
Dollar	22,043,600	8,356,000	487,000	9,520,900	87,100	40,494,600	170,900	33,700	40,699,200
Percent	54.44%	20.63%	1.20%	23.51%	0.22%	100.00%			
STCC									
Dollar	32,399,200	11,729,000	295,300	15,866,700	308,400	60,598,600	408,500	676,100	61,683,200
Percent	53.47%	19.36%	0.49%	26.18%	0.51%	100.00%			
VSCC									
Dollar	27,864,700	10,389,100	493,400	10,879,700	111,600	49,738,500	201,800	83,000	50,023,300
Percent	56.02%	20.89%	0.99%	21.87%	0.22%	100.00%			
WSCC									
Dollar	24,519,800	10,360,100	633,500	9,514,900	70,700	45,099,000	204,000	32,100	45,335,100
Percent	54.37%	22.97%	1.40%	21.10%	0.16%	100.00%			
Total Colleges									
Dollar	298,096,500	110,531,500	5,317,500	121,326,500	4,386,500	539,658,500	10,980,700	2,600,000	553,239,200
Percent	55.24%	20.48%	0.99%	22.48%	0.81%	100.00%			

Tennessee Board of Regents
 Summary of Unrestricted E & G Current Fund Expenditures by Budget Category

	Salaries	Employee Benefits	Travel	Operating Expenses	Equipment	Total Education & General	Transfers	Auxiliaries	Total Unrestricted
ECOM									
Dollar	37,673,300	11,684,600	297,100	14,574,000	0	64,229,000	-7,986,800	0	56,242,200
Percent	58.65%	18.19%	0.46%	22.69%	0.00%	100.00%			
EFAM									
Dollar	10,269,900	2,983,100	150,800	1,743,000	0	15,146,800	262,900	0	15,409,700
Percent	67.80%	19.69%	1.00%	11.51%	0.00%	100.00%			
EPHRM									
Dollar	5,623,800	1,932,900	144,300	2,596,600	0	10,297,600	987,800	0	11,285,400
Percent	54.61%	18.77%	1.40%	25.22%	0.00%	100.00%			
TBR									
Dollar	11,802,100	3,655,300	541,100	12,449,700	95,000	28,543,200	30,240,600	0	58,783,800
Percent	41.35%	12.81%	1.90%	43.62%	0.33%	100.00%			
TSUAG									
Dollar	914,800	325,800	42,400	1,103,700	0	2,386,700	0	0	2,386,700
Percent	38.33%	13.65%	1.78%	46.24%	0.00%	100.00%			
TSUEX									
Dollar	2,351,900	823,100	50,000	61,000	0	3,286,000	0	0	3,286,000
Percent	71.57%	25.05%	1.52%	1.86%	0.00%	100.00%			
TSUF									
Dollar	52,500	18,400	0	116,700	0	187,600	0	0	187,600
Percent	27.99%	9.81%	0.00%	62.21%	0.00%	100.00%			
TSUMC									
Dollar	229,000	80,200	2,100	278,100	0	589,400	0	0	589,400
Percent	38.85%	13.61%	0.36%	47.18%	0.00%	100.00%			
Total Other Institutions									
Dollar	68,917,300	21,503,400	1,227,800	32,922,800	95,000	124,666,300	23,504,500	0	148,170,800
Percent	55.28%	17.25%	0.98%	26.41%	0.08%	100.00%			
Total TCATs									
Dollar	51,763,700	22,388,700	1,115,000	20,918,900	214,800	96,401,100	1,020,200	4,121,500	101,542,800
Percent	53.70%	23.22%	1.16%	21.70%	0.22%	100.00%			
Total System									
Dollar	1,041,864,700	398,680,400	28,633,900	499,321,700	12,486,400	1,980,987,100	129,218,200	90,273,600	2,200,478,900
Percent	52.59%	20.13%	1.45%	25.21%	0.63%	100.00%			

Tennessee Board of Regents
Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	APSU	Pct	ETSU	Pct	MTSU	Pct	TSU	Pct	TTU	Pct	UoM	Pct	Total Universities	Pct
Salaries														
30-Jun-2015	57,355,835	53.73%	92,139,494	51.53%	144,297,597	53.60%	60,394,938	50.51%	70,715,750	50.20%	164,187,842	51.04%	589,091,456	51.82%
30-Jun-2016	59,080,900	50.67%	98,229,400	48.63%	150,050,600	50.40%	66,950,900	52.17%	75,379,700	48.94%	174,711,400	46.81%	624,402,900	49.09%
01-Jul-2016	62,408,500	51.95%	99,101,700	49.28%	152,493,300	52.89%	65,491,800	50.75%	75,935,500	52.39%	167,656,400	49.78%	623,087,200	51.06%
Employee Benefits														
30-Jun-2015	20,446,811	19.16%	40,037,749	22.39%	51,782,896	19.24%	21,202,446	17.73%	27,256,792	19.35%	59,564,451	18.51%	220,291,145	19.38%
30-Jun-2016	23,745,100	20.37%	41,973,200	20.78%	52,776,700	17.73%	22,700,800	17.69%	28,712,700	18.64%	68,629,500	18.39%	238,538,000	18.75%
01-Jul-2016	24,590,100	20.47%	44,390,000	22.08%	53,986,900	18.73%	22,922,200	17.76%	28,108,600	19.39%	70,259,000	20.86%	244,256,800	20.02%
Travel														
30-Jun-2015	1,860,027	1.74%	2,371,081	1.33%	4,875,221	1.81%	2,238,055	1.87%	3,109,242	2.21%	9,579,578	2.98%	24,033,204	2.11%
30-Jun-2016	1,892,800	1.62%	3,713,500	1.84%	5,063,000	1.70%	2,661,000	2.07%	3,189,900	2.07%	10,913,700	2.92%	27,433,900	2.16%
01-Jul-2016	2,039,200	1.70%	2,448,200	1.22%	4,353,400	1.51%	2,131,600	1.65%	1,902,500	1.31%	8,098,700	2.40%	20,973,600	1.72%
Operating Expenses														
30-Jun-2015	26,332,772	24.67%	43,214,480	24.17%	66,638,571	24.75%	35,266,485	29.49%	38,669,689	27.45%	86,094,125	26.76%	296,216,122	26.05%
30-Jun-2016	31,511,900	27.03%	57,092,200	28.26%	84,172,700	28.27%	35,648,500	27.78%	45,973,900	29.85%	116,924,200	31.32%	371,323,400	29.19%
01-Jul-2016	30,728,600	25.58%	54,968,100	27.34%	71,843,900	24.92%	38,253,300	29.64%	38,633,600	26.66%	89,726,000	26.64%	324,153,500	26.56%
Equipment														
30-Jun-2015	743,164	0.70%	1,032,092	0.58%	1,611,878	0.60%	478,850	0.40%	1,111,916	0.79%	2,290,056	0.71%	7,267,956	0.64%
30-Jun-2016	358,000	0.31%	994,700	0.49%	5,640,800	1.89%	366,700	0.29%	763,900	0.50%	2,087,500	0.56%	10,211,600	0.80%
01-Jul-2016	358,000	0.30%	171,800	0.09%	5,627,800	1.95%	256,000	0.20%	351,900	0.24%	1,024,600	0.30%	7,790,100	0.64%
Total E & G Unrestricted														
30-Jun-2015	106,738,609	100.00%	178,794,896	100.00%	269,206,163	100.00%	119,580,774	100.00%	140,863,389	100.00%	321,716,052	100.00%	1,136,899,883	100.00%
30-Jun-2016	116,588,700	100.00%	202,003,000	100.00%	297,703,800	100.00%	128,327,900	100.00%	154,020,100	100.00%	373,266,300	100.00%	1,271,909,800	100.00%
01-Jul-2016	120,124,400	100.00%	201,079,800	100.00%	288,305,300	100.00%	129,054,900	100.00%	144,932,100	100.00%	336,764,700	100.00%	1,220,261,200	100.00%

Tennessee Board of Regents
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	ChSCC	Pct	ClSCC	Pct	CoSCC	Pct	DSCC	Pct	JSCC	Pct	MSCC	Pct	NASCC	Pct
Salaries														
30-Jun-2015	32,567,862	58.28%	10,563,812	52.89%	14,061,061	57.14%	9,027,645	53.82%	13,775,482	56.63%	13,077,155	54.19%	21,494,973	55.91%
30-Jun-2016	34,980,400	57.44%	11,401,600	53.75%	15,273,900	51.23%	9,299,000	54.28%	14,040,200	53.58%	15,037,400	53.56%	22,241,600	51.28%
01-Jul-2016	36,963,100	57.89%	11,786,500	55.24%	16,997,800	55.05%	9,846,200	54.82%	14,626,000	54.11%	16,152,200	54.26%	24,959,900	51.96%
Employee Benefits														
30-Jun-2015	11,352,226	20.32%	4,104,513	20.55%	4,069,036	16.53%	3,467,997	20.67%	4,632,998	19.05%	4,808,186	19.92%	7,639,309	19.87%
30-Jun-2016	12,364,800	20.30%	4,430,200	20.88%	5,606,900	18.81%	3,669,100	21.42%	5,546,200	21.16%	5,740,900	20.45%	7,676,300	17.70%
01-Jul-2016	13,349,600	20.91%	4,362,000	20.45%	6,213,500	20.12%	3,892,000	21.67%	5,885,700	21.77%	6,054,600	20.34%	8,796,900	18.31%
Travel														
30-Jun-2015	528,898	0.95%	225,602	1.13%	301,525	1.23%	199,276	1.19%	307,340	1.26%	309,843	1.28%	60,667	0.16%
30-Jun-2016	877,000	1.44%	251,700	1.19%	374,800	1.26%	233,800	1.36%	426,400	1.63%	432,200	1.54%	114,400	0.26%
01-Jul-2016	643,800	1.01%	254,400	1.19%	325,000	1.05%	210,700	1.17%	440,000	1.63%	426,000	1.43%	165,300	0.34%
Operating Expenses														
30-Jun-2015	11,053,907	19.78%	5,038,702	25.23%	6,012,718	24.43%	4,024,038	23.99%	5,556,168	22.84%	5,662,020	23.46%	9,061,869	23.57%
30-Jun-2016	12,005,800	19.71%	5,104,500	24.06%	8,403,300	28.19%	3,881,600	22.66%	6,166,300	23.53%	6,802,600	24.23%	12,841,200	29.60%
01-Jul-2016	12,161,700	19.05%	4,914,500	23.03%	7,258,300	23.51%	3,955,400	22.02%	6,063,500	22.43%	7,094,600	23.83%	12,441,100	25.90%
Equipment														
30-Jun-2015	378,109	0.68%	40,624	0.20%	164,670	0.67%	55,431	0.33%	54,337	0.22%	274,368	1.14%	186,958	0.49%
30-Jun-2016	672,300	1.10%	25,800	0.12%	153,700	0.52%	47,600	0.28%	26,500	0.10%	62,800	0.22%	502,400	1.16%
01-Jul-2016	732,500	1.15%	17,800	0.08%	82,500	0.27%	57,600	0.32%	16,400	0.06%	42,800	0.14%	1,673,800	3.48%
Total E & G Unrestricted														
30-Jun-2015	55,881,002	100.00%	19,973,253	100.00%	24,609,010	100.00%	16,774,387	100.00%	24,326,325	100.00%	24,131,572	100.00%	38,443,776	100.00%
30-Jun-2016	60,900,300	100.00%	21,213,800	100.00%	29,812,600	100.00%	17,131,100	100.00%	26,205,600	100.00%	28,075,900	100.00%	43,375,900	100.00%
01-Jul-2016	63,850,700	100.00%	21,335,200	100.00%	30,877,100	100.00%	17,961,900	100.00%	27,031,600	100.00%	29,770,200	100.00%	48,037,000	100.00%

Tennessee Board of Regents
Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	NESCC	Pct	PSCC	Pct	RSCC	Pct	STCC	Pct	VSCC	Pct	WSCC	Pct	Total Colleges	Pct
Salaries														
30-Jun-2015	18,983,066	55.65%	33,033,988	55.69%	20,398,927	55.55%	0	0.00%	23,384,894	58.02%	22,390,224	55.88%	232,759,089	56.13%
30-Jun-2016	21,196,500	59.23%	35,772,500	56.02%	21,531,600	51.70%	29,587,800	49.72%	26,185,600	55.26%	23,763,700	53.22%	280,311,800	53.95%
01-Jul-2016	22,404,500	56.10%	37,533,000	57.81%	22,043,600	54.44%	32,399,200	53.47%	27,864,700	56.02%	24,519,800	54.37%	298,096,500	55.24%
Employee Benefits														
30-Jun-2015	6,427,060	18.84%	11,676,319	19.68%	7,187,526	19.57%	0	0.00%	8,791,743	21.81%	9,123,745	22.77%	83,280,658	20.08%
30-Jun-2016	6,525,300	18.23%	12,415,500	19.44%	8,038,600	19.30%	10,626,500	17.86%	9,884,600	20.86%	10,145,500	22.72%	102,670,400	19.76%
01-Jul-2016	8,146,100	20.40%	12,996,900	20.02%	8,356,000	20.63%	11,729,000	19.36%	10,389,100	20.89%	10,360,100	22.97%	110,531,500	20.48%
Travel														
30-Jun-2015	321,925	0.94%	551,135	0.93%	455,971	1.24%	0	0.00%	400,530	0.99%	489,671	1.22%	4,152,383	1.00%
30-Jun-2016	286,000	0.80%	645,900	1.01%	514,700	1.24%	281,100	0.47%	483,900	1.02%	682,300	1.53%	5,604,200	1.08%
01-Jul-2016	280,500	0.70%	662,600	1.02%	487,000	1.20%	295,300	0.49%	493,400	0.99%	633,500	1.40%	5,317,500	0.99%
Operating Expenses														
30-Jun-2015	7,960,479	23.34%	13,855,029	23.36%	8,574,288	23.35%	0	0.00%	7,480,958	18.56%	7,934,346	19.80%	92,214,522	22.24%
30-Jun-2016	7,710,200	21.54%	14,700,300	23.02%	11,517,600	27.65%	17,809,000	29.93%	10,721,900	22.63%	9,816,900	21.99%	127,481,200	24.54%
01-Jul-2016	8,156,000	20.42%	13,499,200	20.79%	9,520,900	23.51%	15,866,700	26.18%	10,879,700	21.87%	9,514,900	21.10%	121,326,500	22.48%
Equipment														
30-Jun-2015	417,089	1.22%	205,609	0.35%	106,819	0.29%	0	0.00%	249,122	0.62%	132,372	0.33%	2,265,508	0.55%
30-Jun-2016	70,000	0.20%	317,400	0.50%	46,000	0.11%	1,201,400	2.02%	111,600	0.24%	242,600	0.54%	3,480,100	0.67%
01-Jul-2016	951,300	2.38%	234,000	0.36%	87,100	0.22%	308,400	0.51%	111,600	0.22%	70,700	0.16%	4,386,500	0.81%
Total E & G Unrestricted														
30-Jun-2015	34,109,619	100.00%	59,322,080	100.00%	36,723,531	100.00%	0	0.00%	40,307,247	100.00%	40,070,358	100.00%	414,672,160	100.00%
30-Jun-2016	35,788,000	100.00%	63,851,600	100.00%	41,648,500	100.00%	59,505,800	100.00%	47,387,600	100.00%	44,651,000	100.00%	519,547,700	100.00%
01-Jul-2016	39,938,400	100.00%	64,925,700	100.00%	40,494,600	100.00%	60,598,600	100.00%	49,738,500	100.00%	45,099,000	100.00%	539,658,500	100.00%

Tennessee Board of Regents
 Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	ECOM	Pct	EFAM	Pct	EPHRM	Pct	TBR	Pct	TSUAG	Pct	TSUEX	Pct	TSUF	Pct
Salaries														
30-Jun-2015	30,510,857	61.66%	9,475,813	64.25%	4,631,438	54.99%	10,714,735	46.29%	1,592,097	39.55%	1,256,561	31.13%	67,674	64.70%
30-Jun-2016	37,060,900	56.89%	9,470,700	62.69%	5,482,000	53.32%	11,629,500	41.12%	836,500	34.05%	3,501,700	49.37%	52,400	7.27%
01-Jul-2016	37,673,300	58.65%	10,269,900	67.80%	5,623,800	54.61%	11,802,100	41.35%	914,800	38.33%	2,351,900	71.57%	52,500	27.99%
Employee Benefits														
30-Jun-2015	8,773,528	17.73%	2,966,113	20.11%	1,516,153	18.00%	3,132,763	13.53%	338,808	8.42%	645,390	15.99%	36,534	34.93%
30-Jun-2016	11,551,200	17.73%	2,976,500	19.70%	1,876,400	18.25%	3,539,000	12.51%	183,600	7.47%	1,181,000	16.65%	18,400	2.55%
01-Jul-2016	11,684,600	18.19%	2,983,100	19.69%	1,932,900	18.77%	3,655,300	12.81%	325,800	13.65%	823,100	25.05%	18,400	9.81%
Travel														
30-Jun-2015	263,890	0.53%	92,133	0.62%	132,589	1.57%	611,898	2.64%	56,714	1.41%	196,836	4.88%	0	0.00%
30-Jun-2016	477,300	0.73%	153,600	1.02%	205,700	2.00%	550,100	1.94%	35,800	1.46%	405,000	5.71%	0	0.00%
01-Jul-2016	297,100	0.46%	150,800	1.00%	144,300	1.40%	541,100	1.90%	42,400	1.78%	50,000	1.52%	0	0.00%
Operating Expenses														
30-Jun-2015	9,608,481	19.42%	2,215,058	15.02%	2,067,500	24.55%	8,671,178	37.46%	939,075	23.33%	929,230	23.02%	386	0.37%
30-Jun-2016	15,816,800	24.28%	2,506,700	16.59%	2,698,600	26.25%	12,471,500	44.09%	900,700	36.66%	1,704,700	24.04%	650,000	90.18%
01-Jul-2016	14,574,000	22.69%	1,743,000	11.51%	2,596,600	25.22%	12,449,700	43.62%	1,103,700	46.24%	61,000	1.86%	116,700	62.21%
Equipment														
30-Jun-2015	324,009	0.65%	0	0.00%	75,011	0.89%	15,555	0.07%	1,098,641	27.29%	1,008,947	24.99%	0	0.00%
30-Jun-2016	238,200	0.37%	0	0.00%	19,000	0.18%	95,000	0.34%	500,000	20.35%	300,000	4.23%	0	0.00%
01-Jul-2016	0	0.00%	0	0.00%	0	0.00%	95,000	0.33%	0	0.00%	0	0.00%	0	0.00%
Total E & G Unrestricted														
30-Jun-2015	49,480,765	100.00%	14,749,117	100.00%	8,422,691	100.00%	23,146,129	100.00%	4,025,335	100.00%	4,036,964	100.00%	104,594	100.00%
30-Jun-2016	65,144,400	100.00%	15,107,500	100.00%	10,281,700	100.00%	28,285,100	100.00%	2,456,600	100.00%	7,092,400	100.00%	720,800	100.00%
01-Jul-2016	64,229,000	100.00%	15,146,800	100.00%	10,297,600	100.00%	28,543,200	100.00%	2,386,700	100.00%	3,286,000	100.00%	187,600	100.00%

Tennessee Board of Regents
Summary of Unrestricted Educational and General Percent Expenditures by Budget Category

	TSUMC	Pct	Total Other	Total Instit	Pct	Total TCATS	Pct	Total System	Pct
Salaries									
30-Jun-2015	130,439	22.51%	58,379,614	55.84%	44,856,659	54.39%	925,086,818	53.21%	
30-Jun-2016	187,900	33.46%	68,221,600	52.62%	49,874,600	51.89%	1,022,810,900	50.70%	
01-Jul-2016	229,000	38.85%	68,917,300	55.28%	51,763,700	53.70%	1,041,864,700	52.59%	
Employee Benefits									
30-Jun-2015	71,219	12.29%	17,480,508	16.72%	16,750,501	20.31%	337,802,812	19.43%	
30-Jun-2016	65,800	11.72%	21,391,900	16.50%	21,695,300	22.57%	384,295,600	19.05%	
01-Jul-2016	80,200	13.61%	21,503,400	17.25%	22,388,700	23.22%	398,680,400	20.13%	
Travel									
30-Jun-2015	353	0.06%	1,354,413	1.30%	974,192	1.18%	30,514,192	1.76%	
30-Jun-2016	12,100	2.15%	1,839,600	1.42%	1,281,600	1.33%	36,159,300	1.79%	
01-Jul-2016	2,100	0.36%	1,227,800	0.98%	1,115,000	1.16%	28,633,900	1.45%	
Operating Expenses									
30-Jun-2015	316,052	54.55%	24,746,960	23.67%	18,939,346	22.97%	432,116,950	24.85%	
30-Jun-2016	224,400	39.96%	36,973,400	28.52%	22,936,500	23.86%	558,714,500	27.70%	
01-Jul-2016	278,100	47.18%	32,922,800	26.41%	20,918,900	21.70%	499,321,700	25.21%	
Equipment									
30-Jun-2015	61,329	10.59%	2,583,492	2.47%	945,261	1.15%	13,062,217	0.75%	
30-Jun-2016	71,400	12.71%	1,223,600	0.94%	337,000	0.35%	15,252,300	0.76%	
01-Jul-2016	0	0.00%	95,000	0.08%	214,800	0.22%	12,486,400	0.63%	
Total E & G Unrestricted									
30-Jun-2015	579,392	100.00%	104,544,987	100.00%	82,465,959	100.00%	1,738,582,989	100.00%	
30-Jun-2016	561,600	100.00%	129,650,100	100.00%	96,125,000	100.00%	2,017,232,600	100.00%	
01-Jul-2016	589,400	100.00%	124,666,300	100.00%	96,401,100	100.00%	1,980,987,100	100.00%	



Tennessee Board of Regents
Committee on Personnel and Compensation
June 23, 2016

AGENDA

1. Consent Agenda

a. Approval of President Emeritus Contracts

In accordance with the guidelines for President Emeritus employment, forms have been completed by the Presidents certifying work performed during the 2015-16 fiscal years and the minimum number of hours performing the work. State law requires Board approval.

The certifications and new contracts for the 2016-17 fiscal years have been provided for the following individuals: Dr. Robert Bell (TTU); Dr. Jack Campbell (WSCC); Dr. Allen Edwards (PSCC); Dr. Nathan Essex (SWTCC); Dr. Frank Glass (MSCC); Dr. Rebecca Hawkins (COSCC); Dr. Carl Hite (CLSCC); Dr. Sherry Hoppe (APSU); Dr. Sam Ingram (MTSU); Dr. William Locke (NESCC); Dr. Walter Nelms (JSCC); Dr. Wade Powers (NESCC/VSCC); Dr. Shirley Raines (UoM); Dr. Paul Stanton (ETSU); Dr. Charles Temple (STCC); Dr. Angelo Volpe (TTU).

b. Tenure and Promotion Recommendations at Universities and Community Colleges

Recommendations and supporting documentation for tenure and promotion were submitted by the University and Community College Presidents for all eligible faculty. TBR Staff reviewed the recommendations and submit the recommendation for approval.

A total of 159 faculty members are recommended for tenure. Of that number, 87 (54.7%) are university faculty and 72 (45.3%) are community college faculty. The number of tenure recommendations from universities increases by 14 from 2015-16; the number of recommendations from community colleges remains the same as 2015-16.

A total of 312 faculty members are recommended for promotion in 2016-17. Of that number, 172 (55.1%) are university faculty and 140 (44.9%) are community college faculty. The number of promotion recommendations from universities decreases by twenty-six (26) from 2015-16; the number of promotions from community colleges decreases by ten (10) from 2015-16.

Specific recommendations per each institution and summary tables can be found in the Appendices.

c. Tenure and Promotion Recommendations at Tennessee Colleges of Applied Technology

The Committee will be asked to act on recommendations for granting promotion and tenure to eligible faculty members. A list of the faculty being recommended for promotion and tenure is shown as Attachment A-1 and B-1 respectively.

The recommendations and supporting documents were submitted by the TCAT directors and were certified by them as having been processed through the approved institutional procedures. They have been reviewed by the Board's staff and are endorsed for favorable consideration by the Personnel Committee.

A summary of the tabulations regarding promotion and tenure recommendations for each center has been prepared by the staff. The forty (40) faculty receiving promotions represent 7.6% of the TCAT instructional staff. The one (1) faculty receiving tenure represents 0.2% of the TCAT instructional staff. Tabulation tables for promotion and tenure are shown as Attachments A-2 and B-2. Other observations of interest are listed below.

Promotions:

The forty (40) promotions are divided into these categories: twenty-seven (27) to Instructor (the second rank); eleven (11) to Senior Instructor (the third rank); and two (2) to Master Instructor (the highest rank).

Tenure:

With approval of these instructional staff, the total tenured faculty for the TCATs is 21%.

d. Review and Approval of Faculty Promotional Increases

A total of 312 faculty members are recommended for promotion at the universities and community colleges. At the TCAT's 40 faculty members are recommended for promotion. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The recommendations and supporting documents were submitted to the Board by the universities, community colleges, and Tennessee Colleges of Applied Technology and were certified by them as having been processed through the approved institutional procedures. TBR staff has verified the proposed ranks of the individuals submitted for promotion by the institutions and ensured a corresponding increase for those that were eligible was submitted, or an exception noted.

e. Recommended Revisions to TBR Policy 5:02:02:10 – Faculty Rank and Promotion at TCATs

The committee will receive proposed revisions to TBR Policy 5:02:02:10 (Faculty Rank & Promotion at TCATs) for review and approval. The changes include:

- Increasing the promotion data review from one year to a three-year average;
- Increasing the average for completion to 70% and placement to 80%;
- Adding one additional rank of Master Instructor II;

These changes strengthen the policy to ensure we have the highest quality instructional staff preparing our students to successfully enter the workforce.

2. Review of Institutional Requests for New or Amended Compensation Plans (*Vice Chancellor Dale Sims*)

In accordance with TBR Guideline P-043 Compensation, the following institutions submitted new or revised compensation plan to the System Office for review:

Institution	Summary of Changes
<u>Austin Peay State University</u>	New compensation framework to address changes in market and peer institutions with the scope including all employees; Clerical & Support, Administrative/Professional, Executive, and Faculty.
<u>East Tennessee State University</u>	Amendment to the existing compensation plan to include minor housekeeping changes.
<u>Middle Tennessee State University</u>	Amendment to the existing compensation plan to update the list of peer institutions for Administrative/Professional, Executive and Faculty.
<u>Tennessee Tech University</u>	Amendment to the existing compensation plan to provide additional explanation and guidance, and include a component for the possibility of merit pay.
<u>Volunteer State Community College</u>	New compensation framework for all employee groups to address changes in market and the lack of availability of faculty information by academic degree.

The new or revised compensation plans were reviewed within the System Office by a committee of six (6) individuals from the following offices; Finance, Academic Affairs, Community Colleges, TN Colleges of Applied Technology, and two (2) individuals from Human Resources. The Committee reviewed the proposed plans for methodology, market data being used, equity, consistency, completeness, and clarity. After review of the proposed plans, the Committee respectively recommends Board approval of the proposed revisions or new compensation plans.

3. Review and Approval of System Wide Compensation Strategy (*Vice Chancellor Dale Sims*)

The proposed System Compensation Strategy below incorporates feedback received from the institution administrators. It attempts to address the collective compensation issues identified by the institutions. While there wasn't funding in the state appropriations specifically designated for salary increases for higher education, the outcome funding exceeded THEC's recommendation. It is proposed that the "excess" be used to partially fund a 1.0% salary pool at each institution

and give all of the institutions the flexibility to supplement that funding from local sources to provide additional salary increases or address personnel needs as follows:

1. Compensation or Personnel Strategies. A salary pool would be created of at least 1% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2016. The strategies are not mutually exclusive and a combination of the provided strategies may be chosen staying within the requested salary pool, without additional tuition or fee increases.

A. Compensation Plan - Institutions would be authorized to provide salary adjustments consistent with their Board approved compensation plans.

a. Compensation Plan-Not Fully Funded.

- i. Compensation Plan Level: Institutions would be authorized to use an amount equal or up to the requested Institution's salary pool to fund their compensation plan.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), the percentage of the salary pool used for the compensation plan, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

b. Compensation Plan-Fully Funded.

- i. Market Adjustment Level: Institutions who have fully funded their compensation plans would adjust the salary ranges to address changes in market salaries, as prescribed in their compensation plan, up to or equal to the amount requested.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is

proposed that these adjustments be acted on by the Board during its September meeting.

c. Compensation Plan – Equity Adjustments

- i. Equity Level: Institutions would be authorized to provide reclassifications consistent with their compensation plan up to or equal to the amount requested.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the increase, the type of increase (i.e. salary equity, reclassification, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

B. Cost of Living Adjustment (COLA). A COLA salary pool would be created of salaries of all regular, full and part-time employees, restricted and unrestricted, on the payroll as of June 30, 2016, up to or equal to the amount requested.

- i. COLA Level: This proposal allows for a percentage or flat dollar increase
- ii. Distribution: Each eligible employee would receive a percentage increase based on their June 30, 2016 salary. A minimum flat dollar payment could be established by the institution. The amount would be pro-rated for part-time employees.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the COLA, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

C. Faculty Promotions. A salary pool would be created to address funding for faculty promotions, consistent with the institution's approved compensation plan.

- i. Faculty Promotion Level: This proposal envisions a percentage of the salary pool to fund faculty promotions.
- ii. Distribution: Each eligible faculty member would receive the amount due under the approved institution compensation plan for the promotion.

- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the faculty promotion, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

D. One-Time Payment. Institutions would be authorized to use non-recurring funds to provide one-time payments to all regular full-time and part-time employees on payroll as of June 30, 2016.

- i. Level: Institutions would be authorized to pay a one-time bonus not to exceed \$1000 to all regular, full and part-time employees, paid on restricted and unrestricted funds.
- ii. Distribution: Each full-time eligible employee would receive the same bonus amount. Part-time employees would be pro-rated.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of the one-time payment, and the requirements used to determine eligibility. It is proposed that these adjustments be acted on by the Board during its September meeting.

E. Funding Additional Positions. A salary pool would be created to address the creation of new positions.

- i. Level: Institutions would be authorized to use all or a portion of the requested salary pool to fund the creation of new positions.
- ii. Distribution: Positions would be funded from the requested salary pool, based on institutional needs.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the title of position, anticipated salary and benefits for position, and anticipated hire date. It is proposed that these requests be acted on by the Board during its September meeting.

2. Process.

- A. Each institution shall provide a summary of the planned implementation of any the items above to April Preston no later than **August 15, 2016**.
- B. Proposed plans will include: itemized breakdown of how the salary pool was spent, as well as any local funds; the percentage and dollar amount of the salary pool used for each type of increase; payment dates, including the amount and type of increase to be given; the amount of recurring funds encumbered by the proposed increase; the percentage of the compensation plan funded by group; if applicable, which groups if any are excluded from the increase; the type of increase (i.e. salary equity, living wage, etc.); additional positions funded; as well as justifications for any increases to administrators that exceed an individual employee 10% increase. This information will be provided for Board approval at the September Board meeting.
- C. Institutions will be authorized to implement the proposed plans as approved by the Board.



TENNESSEE BOARD OF REGENTS

MEETING: Personnel and Compensation Committee

SUBJECT: Approval of President Emeritus Contracts 2016-17

DATE: June 23, 2016

PRESENTER: General Counsel Mary Moody

ACTION REQUIRED: Roll Call Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

In accordance with the guidelines for President Emeritus employment, forms have been completed by the Presidents certifying work performed during the 2015-16 fiscal years and the minimum number of hours performing the work. State law requires Board approval.

The certifications and new contracts for the 2016-2017 fiscal years have been provided for the following individuals: Dr. Robert Bell (TTU); Dr. Jack Campbell (WSCC); Dr. Allen Edwards (PSCC); Dr. Nathan Essex (SWTCC); Dr. Frank Glass (MSCC); Dr. Rebecca Hawkins (COSCC); Dr. Carl Hite (CLSCC); Dr. Sherry Hoppe (APSU); Dr. Sam Ingram (MTSU); Dr. William Locke (NESCC); Dr. Walter Nelms (JSCC); Dr. Wade Powers (NESCC/VSCC); Dr. Shirley Raines (UoM); Dr. Paul Stanton (ETSU); Dr. Charles Temple (STCC); Dr. Angelo Volpe (TTU).

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Robert Bell
935 East Sixth Street
Cookeville, TN 38501

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Tennessee Technological University for a period beginning July 1, 2016 at a monthly salary of \$ 4114.84 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Fund raising for Tennessee Technological University (TTU);
 - ❖ Institution-community relations and activities for TTU, including teaching a class, working with the TECH-REDI program and other regional development activities, and working with the Cookeville Regional Medical Center Board;
 - ❖ Consultation for Tennessee Technological University, as requested;
 - ❖ Consultation for the Tennessee Board of Regents (TBR), as requested;
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ Assist as needed with the completion of selected capital projects.

- ❖ As requested, represent the President and the university at selected functions and professional meetings.
 - ❖ Recruit students and provide advice to prospective students and their parents.
 - ❖ Promote higher education, the TBR, and TTU on a continuous basis.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
 6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
 7. This agreement may be terminated without prior notice.
 8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring the workplace no later than five (5) days after such conviction.
 9. You are required to notify the President should you become employed at another state agency/institution.
 10. The following special conditions shall govern this appointment:


The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 247 hours.

I accept the appointment described above under the terms and conditions set forth.


4-25-16

 APPOINTEE DATE

An Equal Opportunity/Affirmative Action Employer


5/4/2016

 PRESIDENT DATE

 CHANCELLOR DATE

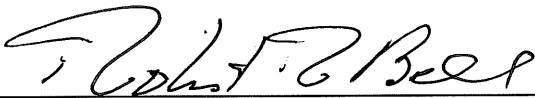
President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Tennessee Technological University Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 344 hours performing the work but less than 120 days.



President Emeritus

4-25-16

Date

I have reviewed the work of Dr. Robert R. Bell for 2015-2016 and I am satisfied that it was well performed.



President

5/4/2016

Date

Chancellor

Date

**Report of President Emeritus Dr. Robert R. Bell
Tennessee Technological University**

Functions Performed for 2015-2016

Summary of Activities

1. Teaching and Scholarship:
 - a. Served as moderator/facilitator for the Fall 2015 TTU/Highlands Emerging Leaders Seminar (non-credit) for the School of Interdisciplinary Studies;
 - b. Prepared and led two Economic Development Orientation Sessions for Somerset, KY, Chamber leaders and First National Bank/University/Chamber leaders;
 - c. Guest lecturer in Leadership course;
 - d. Served as table mentor for College of Business Etiquette Dinner;
 - e. Served as advisor for Mayberry Chair of Excellence, member of the College of Business Board of Trustees, and member of the School of Nursing Board of Trustees;
 - f. Editorial Review Board Member, Advanced Management Journal;
 - g. Presented paper at the Society for the Advancement of Management annual meeting, and served as discussant for two other papers;
 - h. Served on Workforce Development Panel for Vol State—CHEC Campus.

2. Regional Development/TECH-REDI/External Relations:
 - a. Chairman, Highlands Initiative Workforce Development Task Force;
 - b. Member, Executive Committee of the Cookeville-Putnam County Chamber of Commerce;
 - c. Chairman, Industrial Development Board, City of Cookeville: provided confidential work with several new companies locating in Cookeville and expansions of existing industry.

3. Cookeville Regional Medical Center (CRMC):
 - a. Vice Chair, CRMC Board of Trustees and Executive Committee; Chair of Planning, Member, Quality, and Ethics committees; attend Professional Services committee meetings.

4. Service to the University in other roles as requested:
 - a. Participated in three TTU Centennial recognition events;
 - b. Conducted campus tours/orientation for three newly-relocated or newly elected community leaders.

Dr. Robert R. Bell—Work Report for 2015-2016

July 2015	Total Hours	29 hrs.
Pathways to Prosperity: Workforce Development Meetings		3 hrs.
Sorting materials for archiving		2 hrs.
Regional development/external relations: Cookeville Chamber and Jackson County		5 hrs.
CRMC Board of Trustees meetings; other related CRMC committees on Planning, Corporate Compliance; Finance, served as session discussant at TN Hospital Association Annual Meeting		14 hrs.
Economic Development/Industrial Board: Academy Sports/FICOSA		3 hrs.
TTU/Highlands Emerging Leadership course preparation		2 hrs.
August 2015	Total Hours	37 hrs.
Lunches with Foundation members: Joe Albrecht, Noble Cody; mentoring, Dr. David Elizandro		2 hrs.
Industrial Development Board: Academy Sports (with Congressman Black); FICOSA		3 hr.
Industrial Development Board: Mayor Shelton, City Manager Mike Davidson and Attorney David Ledbetter		5 hr.
Regional development speaker: First National Bank, Cookeville		3 hrs.
TTU Highlands Leadership course (nominations and dates) as well as first meeting		5 hrs.
Meet with Senator Bailey and Representative Williams re: healthcare & community dev.		2 hrs.
External relations: CRMC Board of Trustees committee meetings		14 hrs.
Regional Development: Chamber and Highlands meetings, Industrial Development Board		3 hrs.
September 2015	Total Hours	18 hrs.
TTU: Host Lipscomb President Lowry and Engineering Dean Myrick re: STEM construction		3 hrs.
Workforce Development and Chamber Board (Vice-Chair, WFD)		3 hrs.
TTU: Centennial/Archives/Cookeville History Museum exhibits		3 hr.
TTU: Workforce Development Summit (session leader), STEM Center		4 hrs.
Chamber Board/Highlands Post Game Session/Retreat Planning: G. Halford, J. West		2 hrs.
Industrial Development Board: By-Laws and revisions		3 hrs.
October 2015	Total Hours	33 hrs.
Regional Development & Planning: Led Orientation Sessions for Somerset Kentucky business leaders		4 hr.
Meetings with Dr. Reimann (Mayberry) and Dr. Elkins (SAM paper)		5 hrs.
College of Business Industrial Development/Financial Institutions Meeting: Commissioner Gonzales and Dean Payne		2 hrs.
Highlands/TTU Emerging Leaders Seminars: Livingston, Cookeville, Gainesboro; prep meetings		8 hrs.

Strategic Planning Session: School of Nursing	3 hrs.
Industrial Development Board, By-Laws, Charter revisions	6 hrs.
Regional Development: Highlands Retreat, Chamber meetings	5 hrs.
November 2015	Total Hours 28 hrs.
College of Business Board of Trustees, Highlands Emerging Leaders Seminar, Econ. Dev. Seminar in Sparta	5 hrs.
Highlands Sustainable Funding, WFD meetings, IDB meetings	11 hrs.
TTU: Collaboration with Dr. Elkins on SAM paper	6 hrs.
Chamber Board Retreat	6 hrs.
December 2015	Total Hours 26 hrs.
Regional Development Meetings with City Leadership: IDB, Workforce Development Committee	9 hrs.
TTU: Mentoring SAE Team and SAM paper	3 hrs.
CRMC: Corp. Compliance, Planning, Finance, Professional Service, Board of Trustees	5 hrs.
TTU: Hosting executive suite and VIP tent at TSSAA Blue Cross Bowl	6 hrs.
TTU iCUBE: Pediatric Diabetes project	3 hrs.
January 2016	Total Hours 32 hrs.
TTU: Discussions with Dean Tom Payne and STEM Director Sally Pardue	3/hrs.
Co-author work on SAM manuscript (Elkins, Haynes)	3 hrs.
Present with President Oldham and President Emeritus Volpe at McMinnville Rotary Club	3 hours
Regional Development: Chamber/Highlands/IDB	7 hrs.
Highlands Workforce Development Meetings	2 hrs.
TTU: Merit Badge University; Welcome for University, Host Larry Brown, MT Scout Executive, Tour STEM Center, Closing Ceremony	8 hrs.
CRMC: Board of Trustees and committee meetings of Planning/Finance/Professional Services	6 hrs.
February 2016	Total Hours 24 hrs.
Meetings: Dr. Pardue and Chancellor Elkins (telephonic)	2 hrs.
Speak at TNCPE Banquet and introduce Ned McWherter Leadership Winner	3 hrs.
Regional Development: Chamber/Highlands/IDB	9 hrs.
CRMC: Retreat and Board of Trustees and committee meetings of Planning/Finance	10 hrs.
March 2016	Total Hours 30 hrs.
THA Legislative Day: represent TTU and CRMC, meetings with Senator Bailey, Representative Keisling, Representative Williams and Chancellor Gregory	8 hrs.
Speak at Highlands Annual Meeting: School of Nursing Conference on Global Health	5 hrs.
Regional Development: IDB/ Chamber/Highlands; Meet with Michelle Wright, Ficosa	9 hrs.

CRMC: Board of Trustees and committee meetings of Planning/Finance/IT	8 hrs.
April 2016	Total Hours 48 hrs.
Presented paper on University engagement at SAM International Meeting (Washington, D.C.); Discussant on two other papers	16 hrs.
TTU iCUBE w/ Kevin Liska re: Pediatric Diabetes	2 hrs.
Regional Development: TTU/Highlands: Academy Sports Ribbon Cutting	7 hrs.
Regional Development: Chamber: Workforce Committee/Board Meetings	4 hrs.
CRMC Board functions	7 hrs.
TTU Centennial Gala	4 hrs.
Attended President Roaden's Funeral	4 hrs.
College of Business and School of Nursing Scholarship & Awards Banquets	4 hrs.
May 2016 (Estimated)	Total Hours 18 hrs.
Speak at Vol State/CHEC meeting on Workforce Development in the Upper Cumberland	3 hrs.
CRMC Board of Trustees functions	7 hrs.
Industrial Development Board	3 hrs.
Regional Development: Chamber Committees	5 hrs.
June 2016 (Estimated)	Total Hours 21 hrs.
CRMC: Board of Trustees and committee meetings of Planning/Finance/Ethics	7 hrs.
Regional Development: Chamber/Highlands	10 hrs.
TTU: Planning—Fall Highlands Leaders Seminar	4 hrs.

**Work Report Summary for President Emeritus Dr. Robert R. Bell
Tennessee Technological University**

Total for 2015-2016 fiscal year July 1, 2015, through April 30, 2016	305 hours
Projected emeriti activities for the remainder of academic and fiscal year: May – June, 2016	39 hours
Grand total for 2015-2016	344 hours

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Jack Campbell
7230 Stagecoach Road
Whitesburg, TN 37891

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Walters State Community College for a period beginning July 1, 2016 at a monthly salary of \$2,362.17, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Provide consultation and special assistance to the Walters State President and TBR Chancellor as requested.
 - ❖ Serve as ambassador for the college on a continuous basis.
 - ❖ Assist college President and staff with college development, Foundation activity and fundraising.
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ Assist as needed with the completion of selected capital projects.
 - ❖ As requested, represent the President and the college at selected functions and professional meetings.

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Walters State Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 141.7 hours performing the work but less than 120 days.

Jack E. Campbell 4-29-16
President Emeritus Date

I have reviewed the work of Dr. Jack E. Campbell for 2015-2016 and
I am satisfied that it was well performed.

Wade B. McCarney 4-29-16
President Date

Chancellor Date

Walters State Community College
President Emeritus Report
2015-2016
Executive Summary

Attached is a detailed listing of the activities and accomplishments which I fulfilled as President Emeritus at Walters State for the 2015-2016 year. These activities and accomplishments address specifically and completely the duties reflected in the Notice of Part-time Employment and Agreement for President Emeritus which was executed by Chancellor Morgan, President McCamey and myself. Also, these activities and accomplishments as documented represent over 200 hours of work which exceeds the contractual requirement of 141.7 hours. Additionally, significant is the fact that countless other unrecorded and undocumented hours were dedicated to the college since, as former president of Walters State who served the college for over 31 years, I am approached almost daily with unscheduled inquires, questions, and requests for advice and assistance relative to the college. The fact that I'm perceived by the people of East Tennessee as still being associated with Walters State gives me continuous opportunities to serve as ambassador and promote higher education and the college, cultivate prospective donors for the college's Foundation and provide consultation to current and prospective students and their parents. The recorded/documented activities and accomplishments and the unrecorded contributions I realize as President Emeritus are both supported through the office I maintain on campus and my continuous consultation with President McCamey and the staff of the college.

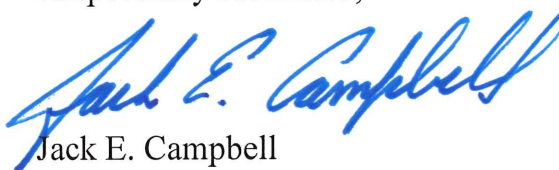
Specifically, this report reflects that I far exceeded the hours required and effectively fulfilled the duties and responsibilities stated in my contract by:

- Providing consultation and special assistance to the Walters State President as requested.
- Assisting the college president and staff with campus developments, foundation activities and fundraising.
- Providing support in inter-institutional, governmental, legislative, and community relations.
- Assisting with the completion of selected capital projects.
- Representing the President and the college at selected functions and professional meetings.
- Recruiting, advising, and assisting in various ways both prospective and current students and their parents.
- Promoting higher education, the TBR, and WSCC on a continuous basis.

Walters State Community College
President Emeritus Report 2015-2016
Executive Summary
Page 2

Also, in the final analysis, I trust that this report reflects my pleasure in serving as President Emeritus – promoting and enhancing higher education, the TBR system and Walters State while at the same time helping to improve the quality of life of the people of Tennessee.

Respectfully submitted,



Jack E. Campbell
President Emeritus
April 29, 2016

:bls

2015-2016 Activities/Accomplishments

Date

04/20/15	Attended the WSCC Foundation Executive Committee Meeting.
04/27/15	Had extensive conversation with Vice President Dr. Hurst about various upcoming Foundation activities (WSCC Skybox, MHHS Event, Annual Meeting of Foundation, Alumni Awards).
04/30/15	Represented college with Dr. Hurst at the Morristown Parks and Recreation Hall of Fame Banquet sponsored by the Citizen Tribune owned by Mr. Jack Fishman (a WSCC Foundation Trustee and former member of the Tennessee Board of Regents and Mike Fishman who's also a Trustee).
05/14/15	Attended the Eastern District Baseball Tournament which was hosted by WSCC in which Tennessee (represented by WSCC and Chattanooga State) competed against Georgia teams. As a WSCC Ambassador interacted with WSCC Staff, students, WSCC Supporters, parents and others who wanted to know about WSCC.
05/15/15	
05/16/15	Attended WSCC Foundation Annual Meeting as a Trustee and as President Emeritus. Interacted with several Trustees who have been long time supporters of the college.
05/18/15	
05/21/15	Represented WSCC as a member of the Morristown Industrial Board of Directors at a Board Regular Meeting. Met with local businessman who asked me for help/advice on behalf of a young lady wanting to enroll at WSCC. Contacted appropriate college staff member who contacted and assisted the young lady.
06/23/15	Represented college as a member of the Morristown Industrial Board of Directors at a regular Board meeting; met with WSCC staff of the Career Center. At the meeting Sykes Enterprises Calling Center, a global industry, announced after Industrial Board approval of certain conditions, that they were locating a center in Morristown employing 400-550 employees; the Sykes representative praised WSCC and stated they look forward to an ongoing partnership with the college in Workforce Development.
06/23/15	Traveled to Claiborne County with wife, Diane, to visit with Mary Lynn Gilmore, wife of the late Dr. Lynn Gilmore who served as the college's Vice President for Student Services for over 30 years. Mary Lynn and Dr. Gilmore have been major contributors to the WSCC Foundation for many years and according to Mary Lynn, have included WSCC in their will to receive a most significant portion of their estate.
06/25/15	Joined college Vice President Dr. Hurst and two Trustees/Officers of the WSCC Foundation in representing WSCC at the Boys and Girls Club Annual Dinner at which approximately 250-300 people were in attendance and which 3 star General Arnold Bunch II was the featured speaker.
06/27/15	Had dinner with CEO of International manufacturing company and explained to him in detail the WSCC Foundation with the hope of getting him interested in becoming involved with the Foundation.
07/10/15	Received call from Judge Gary Wade requesting that I call an attorney in Sevierville which involved follow-up calls to President McCamey regarding a significant community event for the WSCC Sevier County Campus. Will require more follow-up calls and meetings.
07/13/15	Received and reviewed information received from gentleman requesting the use of WSCC's Sevierville Campus (external) for a community event/Middle School program in September. Forwarded information to President McCamey and staff. Received and returned a call from President McCamey regarding staff participation in the meeting.

2015-2016 Activities/Accomplishments

Date

07/15/15	Represented President McCamey in hosting a meeting at the WSCC Sevier County Campus involving selected WSCC staff, a representative from the Sevier County School System, and two individuals representing the community and the Knoxville Youth Athletic Association who wanted to explore using the WSCC Campus for a major community event involving middle school youngsters (400-800) in September.
07/28/15	Represented college as a Director on local Industrial Board at one of the Board's called meeting to consider selected industrial development proposals.
08/05/15	Worked with Dr. Hurst in getting participants to represent WSCC in the Greeneville-Greene County Partnership's Annual Charity event scheduled for August 6, 2015.
08/06/15	Traveled to Greeneville and joined others in representing WSCC by participating in the Annual Greene County Partnership Fund Raising Outing.
08/15/15	Traveled to Sevier County and joined President McCamey and selected staff in representing college at a major fundraising event for a local hospital and medical foundation. Interacted with several longtime and very significant supporters of the Sevier County Campus.
08/18/15	Received call from Vice President Dr. Mark Hurst asking for my assistance in persuading a local financial investor to release a trust of \$300,000 to the WSCC Foundation. I contacted the investor and received a positive response realizing follow-up action would be needed.
08/25/15	Talked with Vice President Dr. Hurst and financial investor, Tom Brennan, concerning the transfer of a \$250,000-\$300,000 trust to WSCC Foundation.
09/04/15	Transported Dr. Hurst and other individuals to Sevierville and participated in a fund raising event for Sevier County High School, WSCC's greatest feeder school for Sevier County. Interacted with several major supporters of WSCC.
09/06/15	Attended the "Visitation of Family" of Mr. John McCrary who passed away and who had been a Trustee and major supporter of the WSCC Foundation. His son and daughter attended WSCC and served in student leadership roles.
09/07/15	Represented WSCC at the funeral of John McCrary, former Foundation Trustee and college supporter.
09/17/15	Joined Vice President Dr. Mark Hurst and others in representing WSCC in the Dwight England Fund Raising Event in Tazewell. WSCC has received approximately \$250,000 from the event since it was started over 25 years ago. Interacted with major supporters of WSCC.
09/21/15	Attended/participated in the WSCC Foundation Executive Committee Meeting.
09/24/15	Transported individuals to Tazewell and joined Dr. Hurst in participating in a fund raising event for Claiborne County Hospital. Interacted with WSCC Trustees and other major supporters. Attended the WSCC Annual Senators Club outing recognizing WSCC athletes and major supporters of the athletic program.
09/25/15	Responded to a request from Gabriel Stapleton by writing a letter of recommendation in support of his application for admission to law school. Forwarded the letter to the Executive Director of the President's Office for processing and mailing to the Nashville School of Law. Gabe's grandfather, mother and uncle are major supporters of WSCC.
10/06/15	Traveled to Greeneville and joined Dr. Hurst and others in representing WSCC in a fundraising event for Tacoma Hospital.
10/07/15	Joined President McCamey and selected staff in representing WSCC at the annual Industry Appreciation Breakfast.
10/07/15	Traveled with Dr. Hurst and two Foundation Trustees to Sevierville and represented WSCC by participating in the Annual Boys and Girls Club Fundraising Event at which a former WSCC Foundation President and current Trustee was a leading sponsor of the event.
10/16/15	Joined Dr. Hurst and two Foundation Trustees in representing WSCC at the Morristown Area Chamber of Commerce Fundraising Event.

Dr. Jack E. Campbell, President Emeritus

Walters State Community College

2015-2016 Activities/Accomplishments

Date

10/19/15	Attended the Fall meeting of the WSCC Foundation Trustees.
11/13/15	Talked with Dr. Hurst about the giving status of a local physician and suggested follow-up action.
11/17/15	In response to a request from a former member of the Tennessee Board of Regents and former WSCC Foundation President, I worked on a special project to benefit a former WSCC student and present state official.
12/08/15	Had discussions with WSCC staff (Dr. Hurst) concerning a strategy to meet with a lady I started talking to in the late 80's or early 90's about a major gift to the college. At age 92, she's now ready to disclose her planned gift. Will meet with her within the week.
12/15/15	Talked with a 92 year old lady that I had talked to several times throughout the 90's about becoming a supporter of WSCC. Ms. Franklin is now ready to make a significant donation in honor of her late husband.
12/18/15	Attend funeral for a long time supporter and current member of the WSCC Foundation Trustees. Talked with Vice President Hurst about strategies relating to a lady who is considering a \$1 million+ contribution to WSCC.
01/05/16	Discussed with WSCC staff (via e-mail) about scheduling a meeting with a prospective donor who is considering a significant donation to the college.
01/07/16	Received and responded to a call from a major supporter of the college who is a former student and also a former President of the WSCC Foundation who requested information about the college and the TN Board of Regents. Talked with President McCamey about the discussion; later talked with college Vice President for Academic Affairs about related issues.
01/11/16	Talked with Vice President Hurst about follow-up plans for meeting with prospective donor.
01/12/16	Discussed with Staff by phone and through e-mail/phone text strategies for approaching prospective donor who has proposed a major gift to the college. Talked at length with the prospective donor on how her gift could be structured. Reported back to the Staff via e-mail and discussed future actions.
01/13/16	Worked in college office talking with major supporter in Sevier County about the college in general and specifically about raising money for a new building for the Sevier County Campus. Met with college staff on several issues; met with President McCamey and staff about a major donation to the college.
01/27/16	Attended the meeting of the Morristown Industrial Development Board, representing WSCC as a member of the Board of Directors.
01/29/16	Had luncheon meeting with a widow lady who has earmarked in her will a major (\$1 million approximately) gift to the college.
02/03/16	Called lady who stated she has ten \$100,000 CD's with WSCC named as the beneficiary. Sent e-mail to President McCamey and others reporting on the status of the relationship.
02/08/16	Attended WSCC Foundation Executive Committee Meeting. Subsequent to the meeting, met with President McCamey and selected staff to talk about community issue, called prospective donor, talked with Vice President Dr. Hurst about Foundation issue with follow-up actions to take place.
02/10/16	Discussed with President McCamey a community event and whether or not WSCC should get involved. Talked with community representative and explained why WSCC would not be participating. Informed Staff via email about my conversation with a prospective major donor.
02/11/16	Attended WSCC basketball games and interacted discussing college matters and answering questions with college Staff and guest.
02/21/16	Met with a person seeking information about the President's position.

2015-2016 Activities/Accomplishments

Date

03/01/16 Thru 04/13/16	As President Emeritus of WSCC and as a community service activity on behalf of the college, I conducted a letter campaign to raise money for a local organization for the benefit of individuals with disabilities.
03/01/16 Thru 03/10/16	Spent time receiving e-mails and responding to e-mails from WSCC staff regarding the development of fund-raising strategies for a special college need. Via telephone discussed with staff and community leaders other college issues such as the Presidential Search and an upcoming meeting hosted by the college.
03/14/16 Thru 03/18/16	Worked with WSCC Staff in developing format for "tribute video" honoring Dr. McCamey; prepared remarks/script and made presentation for video.
03/01/16 Thru 04/15/16	As a community service, contributions for a local organization serving physically and mentally disabled individuals, I personally agreed to raise the organization several thousand dollars. I developed and sent out letters to over 50 prospective donors with the checks being mailed to me and which I would present to the organization prior to their annual event in April.
03/30/16	Represented college at the retirement celebration for Mr. Ronald Zitt, President of Mahle Inc. of America and also a member of WSCC's Foundation Trustees.
04/03/16	Joined selected WSCC staff in representing college at the Annual Morristown Hamblen Health System Heart Gala which was held at WSCC.
04/11/16	Received call from a local successful Hispanic businessman seeking consultation/advice for a community project. Subsequently, I contacted appropriate Administrative Official and the college via telephone conversation and afterwards provided a text.
04/14/16	Represented WSCC at the funeral of Attorney Ron Perkins, a WSCC Foundation Trustee and Member of the Foundation Executive Committee.
04/12/16 Thru 04/23/16	Spent time working with Staff in naming appropriate individuals to be invited to an upcoming dedication ceremony.
04/26/16	Met with gentleman from Greeneville who could possibly become a major donor. Met with owner of a new local restaurant concerning his desire to have some WSCC items (athletic jersey, pictures, etc.) to hang in his restaurant; will require follow-up action with staff.
04/26/16	Prepared President Emeritus Report as requested by the TBR General Counsel and Board Secretary and presented report to President McCamey.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Allen Edwards
9701 Stone Henge Lane
Knoxville, TN 37922

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Pellissippi State Community College for a period beginning July 1, 2016 at a monthly salary of \$2760.00, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Provide consultation and special assistance to the Pellissippi State President and TBR Chancellor.
 - ❖ Assist college President and staff with campus development, Foundation activity and fundraising.
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ Assist as needed with the completion of selected capital projects.
 - ❖ As requested, represent the President and the college at selected functions and professional meetings.
 - ❖ Provide assistance, consultation, and leadership for Tennessee Consortium for International Studies (TnCIS).



April 29, 2016

Dr. L. Anthony Wise, President
Pellissippi State Community College
Knoxville TN

Dear Dr. Wise

Thank you, once again, for the privilege to serve Pellissippi State as President Emeritus. I have continued to represent the College as well as I can at public and private events throughout the region and have contributed to the success of a number of international projects with which Pellissippi State has been engaged.

In addition to the major projects, I continue to serve as a member of the Rotary Club of Knoxville where I am also recognized as a representative of the College.

MAJOR PROJECTS

This year's major projects included a number of international efforts as Pellissippi State continues to lead the way in the USA as the premier community college for international studies.

1. A major effort this year was in organizing a tour for our choir, Variations, in Peru. I arranged for our concerts in Lima by contacting and coordinating with Lima Sunrise Rotary Club, Markham College, and Cambridge College as well as Union Church. The choir actually engaged in service learning by providing the entertainment for fundraising efforts by the Rotary Club and the Church. It was a memorable tour and our choir was met by enthusiastic audiences at every stop.
2. Another major effort was **in applying for and being awarded a visit by two Humphrey Fellows, one during February and another during March 2016.** The week-long visits by the Fellows were especially rewarding for me and my wife as we hosted them at our home during the time of their visits. Angela Niazmand of Afghanistan and Juan Camilo Bolivar of Ecuador both brought interesting perspectives to our students, faculty, and staff during their visits here and both gave high marks to Pellissippi State for our hospitality.

CONTINUING EFFORTS


I am fortunate to continue to be invited to attend numerous events on behalf of the institution and enjoy representing the College at many of these events.

At the campus level, I try to spend at least two, and usually four hours a day, four days a week on campus where I can interact with and encourage students. In fact, I spent more than 300 hours on campus during office hours so far this year, plus another 287 hours hosting Humphrey Fellows and traveling with the college choir to Peru. I also continue to take courses at the College where I make many student contacts.

I also interact with members of the staff of the Tennessee Consortium for International Studies and when asked, give opinions, advice, and encouragement to the work of that important organization.

Again, thank you for the opportunity and the privilege to serve Pellissippi State as President Emeritus. It has been a valuable experience for me and, I believe, has been beneficial to the College in many areas. I have attached a brief log of my time spent on activities for the College during the past year.

Sincerely,

A handwritten signature in cursive script that reads "Allen Edwards". The signature is written in black ink and is positioned above the printed name.

Allen Edwards
President Emeritus

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log--AUGUST 2015

Date	Hours	Activities/Accomplishments
8/24-28/15	14	Office hours/Campus
08/31/16	3	Office hours/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	17 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log SEPTEMBER 2015

Date	Hours	Activities/Accomplishments
9/1-4/15	10	Office hours/campus
9/7-11/15	14	Office hours/campus
9/14-18/15	20	Office hours/campus/Golf Tournament
9/21-25/15	8	Office hours/campus
9/28-30/15	4	Office hours/campus
TOTAL	56 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log OCTOBER 2015

Date	Hours	Activities/Accomplishments
10/5-9/15	12	Office hours/campus
10/12-16/15	4	Office hours/campus
10/19-23/15	11	Office hours/campus
10/26-30/15	10	Office hours/campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	37 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log NOVEMBER 2015

Date	Hours	Activities/Accomplishments
11/2-6/15	30	Office hours/TnClS Conference in Memphis
11/9-13/15	8	Office hours/Campus
11/16-20/15	10	Office hours/Campus
11/23-24/15	5	Office hours/Campus
11/30/15	2	Office hours/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	55 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log DECEMBER 2015

Date	Hours	Activities/Accomplishments
12/1-4/15	6	Office hours/Campus
12/7-11/15	10	Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	16 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log-JANUARY 2016

Date	Hours	Activities/Accomplishments
1/11-15/16	13	Office/Campus
1/19-22/16	10	Office/Campus
1/25-29/16	12	Office/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	35	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log-FEBRUARY 2016

Date	Hours	Activities/Accomplishments
2/7-13/16	64	Hosted, housed, fed, scheduled, entertained, and drove Humphrey Fellow Angela Niazmand during her visit to PSCC.
2/15-19/16	17	Office/Campus
2/22-26/16	16	Office/Campus
02/29/16	3	Office/Campus
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	100	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log-MARCH 2016

Date	Hours	Activities/Accomplishments
03/01/16	3	Preparation for Choir Trip to Peru
03/02/16	3	Preparation for Choir Trip to Peru
3/4-12/2016	120	Travel with Choir to Lima Peru; chaperone; concert arranger; return to Knoxville
3/27-31/2016	47	Hosted and housed Humphrey Fellow, Juan Camilo Bolivar; drove, fed, housed, entertained, scheduled him throughout the week.
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	173 hours	

President Emeritus Report for Dr. Allen Edwards
 Pellissippi State Community College
 2015-16 Activities/Accomplishments and Time Log-APRIL 2016

Date	Hours	Activities/Accomplishments
04/01/16	14	Hosted Juan Camilo Bolivar, activity ended at 11:15 pm on Friday evening at Camilo's departure
04/03/16	3	Prepared and hosted dinner for chaperones from France, college officials
04/04/16	3	Follow-up regarding Juan Camilo Bolivar
04/04-8/2016	16	Assisting with Exchange students from France
04/10/16	6	Hosting dinner for 45 people at our home. Visitors from France and those who assisted in their visit.
04/11-14/16	10	Office hours
04/18-22/16	15	Office hours
04/25-29/16	10	Office hours
		OFFICE HRS AND CAMPUS ACTIVITIES ARE RELATED TO CORRESPONDENCE, STUDENT AND ADMIN MEETINGS, AND MISCELLANEOUS ACTIVITIES RELATED TO MY DUTIES AS PRESIDENT EMERITUS
TOTAL	77	

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Nathan Essex
560 Kenrose Street
Collierville, TN 38017

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Southwest Tennessee Community College for a period beginning July 1, 2016 at a monthly salary of \$ 3533.20 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Fund raising for ...
 - ❖ Consultation with president, as requested;
 - ❖ Consultation for the Tennessee Board of Regents (TBR), as requested;
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ Assist as needed with the completion of selected capital projects.
 - ❖ As requested, represent the President and the college at selected functions and professional meetings.
 - ❖ Recruit students and provide advice to prospective students and their parents.

❖ Promote higher education, the TBR, and Southwest Tennessee Community College on a continuous basis.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 212 hours.

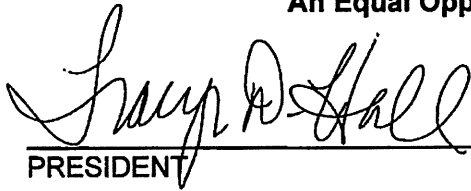
I accept the appointment described above under the terms and conditions set forth.



APPOINTEE

DATE

An Equal Opportunity/Affirmative Action Employer



PRESIDENT

4/26/16
DATE

CHANCELLOR

DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Southwest Tennessee Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 138 hours performing the work but less than 120 days.

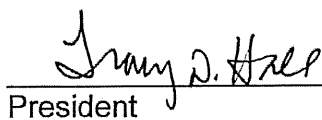


President Emeritus

4-18-16

Date

I have reviewed the work of Dr. Nathan L. Essex for 2015-2016 and
I am satisfied that it was well performed.



President

4.21.16

Date

Chancellor

Date

EMERITUS ACTIVITIES

Nathan L. Essex 2015-16

1. Met with Dr. Hall shortly after her arrival as the newly appointed President at Southwest Community College.
2. Attended facility planning meetings at the Whitehaven Center, the Parking Garage at Union and the proposed IRT Facility at the Macon Campus.
3. Attended a planning meeting with the TBR Facilities Staff in Nashville, TN regarding the proposed IRT Facility.
4. Attended a design meeting regarding the proposed IRT Facility with Dr. Hall, the architect and Southwest personnel.
5. Attended several events at Southwest TN Community College.
6. Encouraged students to attend Southwest in my church, my community and in the City of Memphis.
7. Graded the Maxine Smith Fellows projects.
8. Developed a comprehensive leadership simulation project for the Maxine Smith Fellows.
9. Presented at the opening day program for the Maxine Smith Fellows Class of 2016-17 in Nashville, TN.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. A. Frank Glass
218 Lakewood Drive
Tullahoma, Tennessee 37388

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Motlow State Community College for a period beginning July 1, 2016 at a monthly salary of \$1,971.90, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Provide advice and counsel to the president of MSCC.
 - ❖ Assist with the MSCC foundation fund raising and alumni activities.
 - ❖ Be actively involved in community relations and other activities on behalf of MSCC.
 - ❖ Provide other services and/or support as may be requested by the president of MSCC, the Tennessee Board of Regents, and the Tennessee Higher Education Commission.
 - ❖ Attend professional meetings, such as AACCC, SACS, etc., as requested.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are

a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.

6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment.

The retired employee accepts employment for up to 100 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 118 hours.

I accept the appointment described above under the terms and conditions set forth.

Arthur Deane _____ DATE 5/12/16

APPOINTEE

DATE

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Anthony G. Kincaid _____ DATE May 12, 2016

PRESIDENT

DATE

CHANCELLOR

DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Motlow State Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 150 hours performing the work but less than 120 days.

A. Frank Glass Date 5/12/16
President Emeritus

I have reviewed the work of Dr. Frank Glass for 2015-2016 and
I am satisfied that it was well performed.

Anthony G. Kincaid Date May 12, 2016
President

Chancellor

Date



MOTLOW STATE COMMUNITY COLLEGE

President Emeritus

A. Frank Glass
218 Lakewood Drive
Tullahoma, TN 37388
(931) 455-6631

MEMORANDUM

TO: Mickey Sheen, Manager of Paralegal Services

FROM: Dr. A. Frank Glass *A. Frank Glass*

SUBJECT: President Emeritus Work

DATE: 5/11/16

I am responding with regard to work performed as President Emeritus of Motlow State Community College. During the fiscal year of 2015-16, I helped organize four community receptions to help introduce our new President, Dr. Tony Kinkel, to the community and the community to him. These receptions were held in Fayetteville, Tullahoma, McMinnville, and Smyrna. I spent many hours helping to secure sponsors for these events, organizing the agenda, as well as numerous other activities related to the receptions. Dr. MaryLou Apple and Christy Glenn, her Administrative Assistant, also spent many hours supporting these receptions. I attended all four of the receptions and helped introduce Dr. Kinkel to those in attendance.

I talked to parents and students in our area about the benefits of MSCC. I assisted one student in securing financial aid at Motlow. I helped find sponsors, teams and participated in golf tournaments that supported the Motlow College Foundation.

I served as a trustee of the Motlow College Foundation, and I attended Foundation meetings and socials.

I attended the President's seminars; this includes all former presidents, and Dr. Apple, which involved 2-3 meetings annually. During these meetings, we discuss educational issues related to MSCC and education in general.

I served as a member of the Tullahoma Vision Scholarship Committee. I was involved in reviewing applications, ranking all applicants, and meeting with the committee to select finalists.

I called and visited current and former employees when they or their families are having health issues or pass away.

I attended the retirement receptions of many faculty and staff members of the college.

I have communicated with Dr. Kinkel numerous times in an effort to support him and provide him with advice as he saw fit.

I continued to be involved in community activities and supported the mission of the college, Dr. Apple, and now Dr. Kinkel, and the faculty and staff.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Rebecca Hawkins
1002 Claremont Drive
Columbia, Tennessee 38401

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Columbia State Community College for a period beginning July 1, 2016 at a monthly salary of \$2,532.00, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Attend and participate in college and foundation sponsored functions.
 - ❖ Assist the college foundation with fund raising activities and events.
 - ❖ Provide advice to perspective students and families.
 - ❖ Promote higher education, the TBR, and Columbia State on a continuous basis.
 - ❖ Continue distribution of the "Red Letter Day in the Life of Maury County" documentary video DVD and trailer. Continue seeking invitations to give presentations of the documentary video in various community venues.
 - ❖ Assist the college and serve on the college foundation committee to secure local funding and state support for a new Allied Health building on the Columbia Campus that supports South Central Middle Tennessee.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

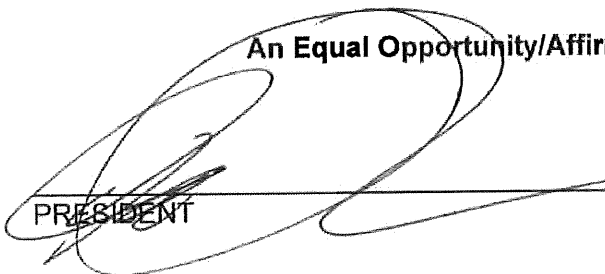
The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 115 hours.

I accept the appointment described above under the terms and conditions set forth.


 APPOINTEE

5/10/2016
 DATE

An Equal Opportunity/Affirmative Action Employer


 PRESIDENT

5.10.16
 DATE

 CHANCELLOR

 DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Columbia State Community College Institution(s).

(Please type your report and attach it to this work sheet)

See Attached

I spent at least 305 hours performing the work but less than 120 days.

R. Rebecca Hawkins
President Emeritus

May 9, 2016
Date

I have reviewed the work of R. Rebecca Hawkins for 2015-2016 and
I am satisfied that it was well performed.

[Signature]
President

5.10.16
Date

Chancellor

Date

President Emeritus Report – 2015-2016

Review of Functions Performed:

1. Attend and participate in college and foundation-sponsored functions.

Since my report in spring, 2015, I have attended/participated in or will prior to June 30, 2015, the following college and foundation-sponsored functions:

- April 28 – Met with President Janet Smith to assess previous year’s President Emeritus duties/activities and set upcoming year’s objectives.
- May 9 – Attended President’s Brunch Reception and Commencement.
- May 26 – Video recorded my narrator/host segments of the “Red Letter Day Documentary” film with Bob Trybalski and Bill Williams in sound stage studio.
- June 10 – Attended CSCC Foundation’s quarterly meeting/awards luncheon.
- June 10 – Met with Michele Wilkinson, art gallery director, at my home for her to review the needlework art of Olivyn Hardison who was loaning her artwork for the August gallery exhibit. Also worked with Ms. Wilkinson on plans for the August exhibit.
- June 19 – Attended TBR Board’s meeting hosted by CSCC.
- June 30 – Met with Bob Trybalski and Bill Williams to preview the completed “Red Letter Day” documentary.
- July 13 – Met with Amy Spears-Boyd, Molly Cochran, Michele Dickinson to develop communications plans for the roll-out of the “Red Letter Day” documentary film and the preview party scheduled for August 11.
- July 17 – Reviewed with Bill Williams the twelve minute trailer Bill edited for the “Red Letter Day” documentary film.
- July 17 – Attended the retirement party for Cecilia Johnson.
- July 23 – Met with President Janet Smith to consult on our roles for the August 11 preview party for “Red Letter Day” documentary film.
- July 28 – Helped Michele Wilkinson transport needle artwork from my home to the art gallery for exhibit of local artists during month of August.
- August 11 – Co-hosted with President Smith and financially sponsored the private preview party in the Hickman Building theater, lobby, and art gallery honoring and recognizing the interviewees and contributors to the production of the “Red Letter Day” documentary film.
- September 28 – Co-hosted a brunch for Dr. Pryor, CSCC first president, honoring him upon the occasion of this 95th birthday.

- **September 1 – Attended opening performance of the CSCC annual Performance Series.**
- **October 15 – Met with President Janet Smith to share my thinking for her consideration regarding the documentation of Dr. Harold Pryor's memories and reflections on Columbia State's start-up years during his presidency that began in February, 1968. I sensed in conversations with Dr. Pryor that he very much wanted to do this for the college's 50th anniversary celebration.**
- **October 19 – Gave a presentation to the Young at Heart Group at Columbia First United Methodist Church, showing the "Red Letter Day" documentary film. Many in the group were residents of Columbia and Maury County when the college started up in 1966. And many fondly remembered the college's dedication day on March 15, 1966, and "were there."**
- **November 2 – Hosted Cosmopolitan Book Club and presented "Red Letter Day" documentary film for the club's program.**
- **November 3 – Attended performance of annual Performance Series and artists' reception in the gallery.**
- **December 9 – Attended CSCC Foundation's quarterly board meeting.**
- **December 12 – Attended President's Reception and Commencement. Attended commencement to honor and recognize a nursing graduate (widowed and mother of seven children) that I mentored and financially supported during her two years in the nursing program.**
- **January 29 – Attended annual Legislators/Community Leaders Breakfast.**
- **February 11 – Attended performance of annual Performance Series.**
- **February 29 – Delivered and gave to the college's permanent art collection an art photograph by retired faculty member Bill Andrews of the 40th anniversary flag (Bill gifted the art to me in 2006).**
- **February 29 – Met with Beverly Mitchell, creative writing faculty member, who interviewed Dr. Harold Pryor and me regarding our memories and reflections of the college during our presidencies.**
- **March 9 – Attended quarterly meeting of CSCC Foundation.**
- **March 10 – Attended performance of annual Performance Series.**
- **March 15 – Attended CSCC's Proclamation Day 50th Anniversary Observance of the college's dedication on March 15, 1966, when Lady Bird and President Lyndon Johnson traveled to Maury County to dedicate Tennessee's first community college.**
- **March 24 – Attended "Performance Series 101" event hosted by Molly Cochran to give patrons and Foundation board members a behind the scenes explanation and tour for the Performance Series. I picked up Mr. Kenneth Cherry so that he could attend. Mr. Cherry no longer drives. He has been a committed and financial supporter of the Cherry Theater and Performance Series since the two opened up 15 years ago.**
- **April 2 – Rode with President Janet Smith on the CSCC 50th Anniversary Mule Day Parade float sponsored by First Farmers Bank.**

- Attended the Commercial Entertainment Program musical production in the annual Performance Series.
- April 26 – Toured the new Franklin/Williamson campus buildings with facilities director Ralph Walker.
- April 27 – Participated in meeting of community leaders/Columbia State supporters hosted by President Janet Smith to consider fund raising approach for a proposed new building on the Columbia campus for Allied Health programs.
- May 7 – Attended President's reception for commencement speaker and President's Leadership students.

2. Assist the college foundation with fund raising activities and events.

- I continued to support the Boosters' Club with an annual membership contribution. I have also made gifts to memorial scholarship funds and for other causes.
- In January, I attended the 19th Annual Legislators and Community Leaders' Breakfast.
- I met with Molly Cochran during the late spring and summer to continue the planning for the private preview party to roll out the "Red Letter Day" documentary film.
- I continue to support the college and foundation's annual musical performance series. I provide financial support by continuing to make a platinum level patrons' leadership gift. I also encourage community friends to buy season and individual performance tickets.
- Worked with and mentored Mr. Tim Woods, Women's Track and Field coach at Central High School, with a fund raising campaign in the spring, 2015. Mr. Woods raised \$20,000 in cash and in-kind construction services to install the field components at the Columbia State track for the CHS track and field teams. The CHS track and field teams have an agreement with CSCC to use the track facilities for practice and meets. No "field" components were available at the CSCC track. The new "field" installations are a facilities enhancement to the track area of the Columbia campus. The track and field installations provide a way to connect high school youth with Columbia State.

3. Provide advice to perspective students and families.

I continue my residency in Columbia and Maury County. I have a great deal of visibility in the community through the civic organizations, a book club society, my church, and committees on which I serve. I often answer people's questions on student admissions, financial assistance, and various academic programs and noncredit offerings. When I do not have current answers I refer them to

appropriate people at the college. This year there have been a good number of inquiries and questions in and around the Tennessee Promise program.

The young mother I began assisting and providing financial support in January, 2014, successfully graduated in December, 2015. She was recently widowed about three years ago prior to moving to Columbia with her seven children and has successfully managed her family and completion of her nursing degree.

We postponed the campus/program tour for the Zion Academy student who wishes to enter the Film Production Technology Program at the Franklin campus until the programs are moved into the new Franklin/Williamson campus. The young woman is completing her sophomore year at Zion this spring, so a visit in fall, 2016, during her junior year will still be timely.

4. Promote higher education, the TBR, and Columbia State on a continuous basis.

I continue to be actively engaged in the community primarily through my volunteer work in organizations and groups. I am often introduced in new settings as President Emeritus of Columbia State. This enables me to continue serving as an ambassador for the college.

My production and roll-out of the “Red Letter Day” documentary film has generated a great deal of interest in the history of the college as well as the current Columbia State and its future. A good number of folks are not aware that the college has five campuses and serves nine counties. They mainly are aware of the Columbia campus and more recently, the Franklin/Williamson campus.

Tennessee Promise has created a great deal of interest in Columbia State and the applied technology colleges. I have had numerous opportunities to connect people with the college through their questions and lack of understanding about the program. Unfortunately, a good number of people ask why we need to continue raising money for scholarships when Tennessee Promise pays for people’s tuition. Fortunately, they ask the question which gives me the opportunity to clarify who the program supports, who the program does not support, and what it financially supports.

At the beginning of January, 2016, I completed my two-year chairmanship of the Maury Regional Healthcare Foundation. I continue to serve on the board until January, 2017, to complete my last board member term. The membership and chairmanship have provided valuable access to the MRMC administration and a cross section of the community via the foundation’s board members. My continued association with Maury Regional Medical Center has provided many opportunities for advocacy for Columbia State.

5. Finalize the close-out and completion activities for the “Red Letter Day in the Life of Maury County documentary film.

As planned, the documentary film was successfully edited and completed in June, 2015. Upon completion of the one hour, fifteen minute documentary we edited a 12-minute trailer for presentation in settings where the full-length documentary was not appropriate.

One thousand DVD copies of the full length documentary were produced for distribution. The DVDs have been distributed as gifts at no cost to the recipients. I financially supported the costs of the DVDs reproduction and the preview party with my deferred gift in the spring, 2015. It has been my desire to give back the documentary film to the community in celebration of Columbia State's 50th anniversary.

Both the full-length documentary and the trailer were placed on YouTube by the Marketing and Public Relations Office. This has been a great help in increasing the scope of distribution.

The red carpet private preview party on August 11 was a great success. Invitees included those who I interviewed for the documentary and those who contributed memorabilia, newspaper stories and clippings, and other artifacts, approximately 150 guests. We dined and enjoyed one another in the lobby and art gallery of the Hickman Building and then crossed a red carpet into the Cherry Theater to preview the documentary. Many of the invitees were people who helped start up Columbia State in the mid-sixties and/or attended the college's dedication day when Lady Bird and President Lyndon Johnson dedicated Tennessee's first community college. Several attendees were students of the first class in 1966-67. Four TBR board members attended the event. Each preview party attendee was given a copy of the “Red Letter Day” DVD.

Newspaper coverage of the preview party over the next few days helped roll-out the documentary in the college's service area, especially Maury County.

The “Red Letter Day” documentary film has been well received in the college and throughout the community. The trailer has been shown on different occasions in the college and community. I have shown the full-length documentary in some community settings and provided copies to a number of individuals in those settings who wished to have a personal copy.

I have distributed DVD copies to individuals and organizations by personal delivery and through the mail. There are still individuals to whom I will deliver or mail copies who have expressed the desire to have copies. The college's libraries and local public libraries have received copies. The job of distribution is not yet

complete since I have been doing all that work myself. And there are still community organizations that I will contact to make presentations.

I appreciate Columbia State's President Janet Smith – her interest in the project and willingness to support the production of the documentary through my president emeritus contract and with college staff support. I also appreciate the Tennessee Board of Regents for its support of the project via my annual president emeritus contract.

For the project, I served as film producer. Mr. Bob Trybalski, Media Services Coordinator, served as film director. Mr. Bill Williams, Electronic Media Technician, served as videographer and film editor. Ms. Anne Scott, librarian, served as the film archivist. We became an exceptional film production team. Mr. Trybalski, Mr. Williams, and Ms. Scott with their professional expertise were invaluable in seeing the documentary to a successful completion. Probably their greatest challenge was learning to work with me as a "team mate" rather as their former president.

Thank you – Dr. Smith and Tennessee Board of Regents for the opportunity as president emeritus to follow my vision and produce "Red Letter Day in the Life of Maury County." Together, in celebration of Columbia State's 50th anniversary, we have given a gift back to the citizens and communities that Columbia State serves.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Carl Hite
314 Settlers View Rd.
Townsend, TN 37882

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Cleveland State Community College for a period beginning July 1, 2016 at a monthly salary of \$ 2612.08, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Orientation, consultation and advisement to the Chancellor of the Tennessee Board of Regents.
 - ❖ Consultation for Cleveland State.
 - ❖ Attend selected Cleveland State campus and off-campus activities, including athletic events, alumni events, etc.
 - ❖ Attend professional meetings, such as AASCU, SACS, etc., as requested or by mutual agreement.
 - ❖ Provide other services and/or support as may be requested by the Tennessee Board of Regents, or the Tennessee Higher Education Commission.
 - ❖ Conduct research that focuses on looking at future trends, both here and worldwide, that will impact higher education in Tennessee in the coming years. The trends identified will allow the TBR institutions to be ahead of the curve when it comes to

addressing and meeting the needs of their students. A variety of resources will be used to identify these trends.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 157 hours.

I accept the appointment described above under the terms and conditions set forth.

Carl Hite 4/26/16
APPOINTEE DATE

An Equal Opportunity/Affirmative Action Employer

Will Ay 5-2-16
PRESIDENT DATE

CHANCELLOR DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Cleveland State Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 337 hours performing the work but less than 120 days.

Carl Hite
President Emeritus

April 26, 2016
Date

I have reviewed the work of Carl Hite for 2015-2016 and I am satisfied that it was well performed.

Will Aizy
President

5-2-16
Date

Chancellor

Date

President Emeritus Report

2015-2016

1. Represented CLSCC at the National Alliance of Community and Technical Colleges (NACTC) Winter Meeting in Houston, Texas, February 17 2016
2. Serve on the Executive Board of the NACTC, attending meetings as well as participating in conference calls during the course of the year.
3. On behalf of the NACTC and CLSCC, I spoke at a memorial service for Dr. Robert McCabe, former President of Miami Dade Community College and Executive Director of the NACTC.
4. Discussed with Chancellor John Morgan the reorganization of TBR.
5. Attended a dinner in Cleveland TN celebrating the accomplishments of the Cleveland/Bradley Chamber of Commerce and Junior Achievement of the Ocoee Region. In the past, I served as the Chairman of the Board for both organizations.
6. Presented a program on Developmental Education to graduate students in the Higher Education Administration program at the University of Florida.
7. In process of scheduling a presentation of a summary of future trends impacting higher education to the TN Community College Presidents and TBR Staff in Nashville. To be completed before June 30, 2016
8. Served on a task force at the University of Florida looking to create a specific master's program for community college administrators and faculty.
9. Spoke to a graduate class on community colleges about careers in higher education in community colleges
10. Presented to two graduate classes at the University of Florida about CLSCC's Legacy Award winning program in developmental math
11. Conducted research using libraries resources, discussions, and the internet to look at trends impacting higher education. In process of scheduling a presentation of such trends to the TBR Community College Presidents and TBR Staff in Nashville. To be completed before June 30, 2016. Examples of sources used include information from newspapers, electronic newsletters and organizations such as *Education Dive: Higher Education*, *Chronicle of Higher Education*, *Faculty Focus*, Education Commission of States, *Higher Ed Topics*, *Executive Watch*, *Inside HE*, *The Hechinger Report*, *University Business*, World Futures Society, *TED Talks*, National Center for Academic Transformation, *Reinventing High Education*, *Higher Education Hot Topics*, *Higher Education Administration*, Christensen Institute, *Education Week*, *Healthcare DIVE*, *Retail DIVE*, *Brookings Brief*, *Med Ed Update*, CCRC, Harvard Business School, *Governing Daily*, and *Edutopia News*. Books included Jack Uldrich's *Foresight 2020*; Graeme Wood's *The Future of Higher Education*; and Steven Johnson's *How We Got to Now*.

12. Currently working with the spouse of Dr. Robert McCabe and the NACTC to see if Dr. McCabe's manuscript on Developmental Education can be completed in time for presentation at a NADE (National Association for Developmental Education) this summer.
13. Facilitated Invitation Focus Group (community college presidents) on the use of technology to improve student retention at the Annual Meeting of ACCT (The Association of Community College Trustees) in San Diego, CA, October 15, 2015.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Sherry Hoppe
8909 Rostis Lane
Chattanooga, TN 37421

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Austin Peay State University for a period beginning July 1, 2016 at a monthly salary of \$3,367.18 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Provide advice and counsel to the president of Austin Peay State University (APSU).
 - ❖ Assist with fundraising at APSU.
 - ❖ Visit with alumni who are contributors or have the potential to make significant contributions.
 - ❖ Attend selected APSU campus and off-campus activities, including athletic events, alumni events, etc.
 - ❖ Provide consultation and/or assist with relationship building with alumni, donors, and community leaders as requested.
 - ❖ Attend professional meetings, such as AASCU, SACS, etc., as requested or by mutual agreement.

❖ Provide other services and/or support as may be requested by the president of APSU, the Tennessee Board of Regents, or the Tennessee Higher Education Commission.


5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 193.8 hours.

I accept the appointment described above under the terms and conditions set forth.


APPOINTEE _____ DATE 4/22/2016

An Equal Opportunity/Affirmative Action Employer


PRESIDENT _____ DATE 5-2-16

CHANCELLOR _____ DATE _____

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Austin Peay State University Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 193.8 hours performing the work but less than 120 days.

Sherry L. Hoppe _____ 4/22/2016
President Emeritus Date

I have reviewed the work of Dr. Sherry Hoppe for 2015-2016 and I am satisfied that it was well performed.

Alison White _____ 5-12-16
President Date

Chancellor Date

SHERRY L. HOPPE

President Emeritus Report Austin Peay State University 2015-2016

Provided advice and counsel to the president of Austin Peay State University (APSU) through meetings, phone calls, and texts

Provided advice and counsel to the Executive Director of Advancement at APSU

Provided advice and counsel to other APSU staff and past employees

Provided references for three APSU employees and three previous employees regarding career opportunities

Participated and/or attended nine on-campus events with opportunities to discuss APSU with alumni, donors, and athletic supporters

Attended APSU Chattanooga alumni event

Attended visitation services for two individuals connected with APSU

Provided copies of grief book and condolence notes to six APSU supporters

Sent congratulatory/appreciation notes, placed phone calls, and provided other communication to APSU alumni and supporters

Served as guest speaker for UTC higher education doctoral class regarding leadership, providing an opportunity to share information about APSU

Met with Will Healy prior to his application for head football coach to share information about APSU

Met with three prospective students regarding APSU programs

Attended OVC tournament and first round of NCAA tournament

Contacted UTK Press regarding continued contribution to APSU of royalties of Maxine Smith biography

Weekly, read campus updates to stay current on APSU happens and progress as background for discussion of APSU with alumni, community members, prospective students, etc.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Sam Ingram
2435 Tomahawk
Murfreesboro, TN 37129-6201

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Middle Tennessee State University for a period beginning July 1, 2016 at a monthly salary of \$1,496.42 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Legislative relations, state and local
 - ❖ Relations with community colleges
 - ❖ Work with alumni
 - ❖ Foundation Board Member
 - ❖ Assist college President and staff with campus development, Foundation activity and fundraising.
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ Assist as needed with the completion of selected capital projects.

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Middle Tennessee State University Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 89.8 hours performing the work but less than 120 days.

Sam H. Ingram
President Emeritus

5-14-16
Date

I have reviewed the work of Dr. Sam H. Ingram for 2015-2016 and I am satisfied that it was well performed.

William J. White
President

5/23/2016
Date

Chancellor

Date

TO: President Sidney A. McPhee

FROM: Sam Ingram

DATE: May 20, 2016

SUBJECT: President Emeritus Report

One of the many exciting events that took place at MTSU this year was the successful completion of a multi-year fund raising drive. Over one hundred five million dollars was given or pledged to benefit a wide range of programs and services this institution provides to its students and community. This amount far exceeded the original goal. The benefits of this campus-community effort will be felt for many years.

As I visited public community colleges in middle Tennessee this year, I was able to verify my earlier impression that student transfer problems have significantly decreased. The joint efforts of faculty and staff at MTSU and community colleges have assured a smooth transition for almost everyone, with the exception of a few unusual cases. However, there is some apparent apprehension, as we move to the new higher education organization structure, that more effort may be required to maintain the levels we have achieved.

The quality of its leadership, the enthusiasm of its faculty and staff, and the interest of its students continue to make MTSU an interesting place to visit and work. My work in various areas for the President provides me an opportunity to observe the dramatic progress underway at the university.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. William Locke
2800 Anderson Bend Road
Russellville, TN 37860

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Northeast State Community College for a period beginning July 1, 2016 at a monthly salary of \$2,531.50, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - Participate with the Northeast State Community College video production staff in the development of a video which supports the college's capital campaign for the Technical Education Complex and the development of a second video which will be used to promote the college's 50th anniversary which occurs in the 2016 year.
 - Serve to maintain and build positive relationships between the college and governmental, business/industrial, and community organizations.
 - Promote the value of higher education, the Tennessee Board of Regents, and Regent's institutions located in northeast Tennessee.
 - Serve as a consultant to the Kingsport Chamber of Commerce on matters concerning education and workforce development.
 - Support initiatives of the Northeast State Community College Foundation.

- Assist in, upon the request of local officials, the recruitment of business/industry desiring to expand an existing business or locate a new business within the region.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
 6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
 7. This agreement may be terminated without prior notice.
 8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
 9. You are required to notify the President should you become employed at another state agency/institution.
 10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 152 hours.

I accept the appointment described above under the terms and conditions set forth.

<u>William W. Locke</u>	<u>05-03-16</u>
APPOINTEE	DATE

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<u>John H. Gillin</u>	<u>5-5-16</u>
PRESIDENT	DATE

_____ CHANCELLOR	_____ DATE
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President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

Northeast State Community College Institution(s).

(Please type your report and attach it to this work sheet)
Please see attached report.

I spent at least 152 hours performing the work but less than 120 days.

William W Locke May 3, 2016
President Emeritus Date

I have reviewed the work of William W. Locke for 2015-2016 and
I am satisfied that it was well performed.

John H. Gelin 5-5-16
President Date

Chancellor Date

Functions Performed by William W. Locke as President Emeritus of
Northeast State Community College During the 2015-2016 Year

- Served as a board member of the Alliance for Business and Training which has a significant relationship with the college in the area of workforce development training.
- Maintained and established positive relationships between the college and governmental/business/industrial and community organizations
- Participated in selected meetings of educators, elected officials, and business leaders to discuss regional educational opportunities
- Met with and advised parents and their children and other adult learners about making a Tennessee Board of Regents institution as their first choice for attending a college and referred these individuals to appropriate personnel at the respective Regent's institutions
- Participated with representatives of the Kingsport Chamber of Commerce and the City of Kingsport in making presentations to representatives of organizations seeking to learn more about the City of Kingsport's higher education initiatives
- Participated with local officials in meeting with representatives of organizations which expressed an interest in expanding and/or locating a new business/industry in Sullivan County
- Served as a consultant to the Kingsport Chamber of Commerce on matters affecting education and workforce development within the region
- Conducted office hours at the higher education office provided by and located in the Kingsport Chamber of Commerce
- Supported initiatives of the Northeast State Community College Foundation and the Walters State Community College Foundation
- Served as an advisory board member of the Sullivan County Tennessee Promise program
- Attended a luncheon hosted by the college president at which a video was developed for use in marketing the college and the college's 50th anniversary
- Served as an advisor to the Sullivan County mayor regarding the development of new initiatives which could be supported by the Educate and Grow Scholarship Program

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Walter Nelms
80 Quiet Dale Drive
Jackson, Tennessee 38305

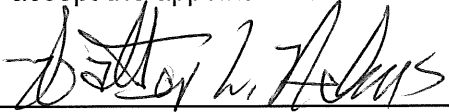
This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Jackson State Community College for a period beginning July 1, 2016 at a monthly salary of \$1,648.00 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Participate in graduation exercises by attending in academic regalia and being seated on the stage with other invited dignitaries.
 - ❖ Represent and support JSCC throughout the service area of the college, including but not limited to serving as liaison with civic community and area leaders.
 - ❖ Accompany the current college President on fund raising calls to community and area leaders.
 - ❖ Provide advice and counsel to the current college President.
 - ❖ Represent Jackson State by his presence and participation in other ceremonial functions, including but not limited to receptions, public activities, and academic celebrations as requested.
 - ❖ Act as a college ambassador at college events throughout the year as requested.

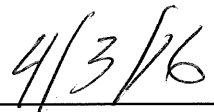
- ❖ Provide assistance to the Director of Institutional Advancement to support capital and scholarship campaign activities and planned giving events as appropriate.
- 5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
- 6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
- 7. This agreement may be terminated without prior notice.
- 8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
- 9. You are required to notify the President should you become employed at another state agency/institution.
- 10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 98.9 hours.

I accept the appointment described above under the terms and conditions set forth.



APPOINTEE

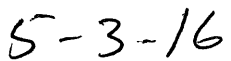


DATE

An Equal Opportunity/Affirmative Action Employer



PRESIDENT



DATE

CHANCELLOR

DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for
Jackson State Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 100 hours performing the work but less than 120 days.

Walter H. Adams 4/3/16
President Emeritus Date

I have reviewed the work of Dr. Walter Nelms for 2015-2016 and
I am satisfied that it was well performed.

Bonnie Blundig 5-3-16
President Date

Chancellor Date

REPORT FOR PRESIDENT EMERITUS ACTIVITIES
FOR 2015-2016

In fulfillment of the agreement for part-time employment as President Emeritus of Jackson State Community College for 2015-2016 year, I have performed the contracted duties in much the same manner as I have in previous years.

- A. Because I have difficulty in climbing stairs and standing for long periods of time, I did not participate in graduation exercises on stage. I did attend the exercises and participated in the way that I could that would not interfere with the activities.
- B. I represent JSCC at Many activities throughout the service area and with several different groups with whom I interact. On a regular basis, I talk with students about the programs of study at JSCC and the advantages of attending the institution. With many other individuals and groups, I have the opportunity to support Tennessee higher education in general and JSCC in particular.
- C. Because the opportunity has not arisen, I have not accompanied President Blanding on fund raising calls. I do serve on the JSCC Foundation Board of Directors and in that capacity, support President Blanding when I can, and talk with individuals about financial support of the College.
- D. I have, when asked, provided advice and counsel to the College and members of the College staff. I believe I maintain a healthy and supportive relationship with President Blanding as well as the members of the college staff.
- E. I attend many College functions during the year. This past year, because of the new buildings and other activities, there have been more opportunities to visit the College.
- F. I have assisted and been supportive of the activities of the Director of Institutional Advancement to support capital and scholarship activities.

I make it an effort to be as supportive of the College as I can possibly be both on campus and throughout the community, and I also make an effort to be available when needed and out of the way when not needed.

I believe I have fulfilled my agreement as President Emeritus of Jackson State Community College.



Walter L. Nelms
President Emeritus

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Wade Powers
1287 Dobbins Pike
Gallatin, Tennessee 37066

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Northeast State Community College for a period beginning July 1, 2016 at a monthly salary of \$1,496.67 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - For Northeast State Community College:
 - Review/select archived videos created during your tenure, and develop scripts and videos (with assistance from NeSCC video production staff) to archive/record documentation of work completed related to time served as president at NeState, for the previous year President Emeritus work, in digital/video format in preparation of our 50th anniversary celebration (2016).
 - Review Capital Campaign marketing materials for Technical Education Complex.
 - Develop video supporting the Capital Campaign for the Technical Education Complex; (with assistance from NeSCC video production staff).
 - For Volunteer State Community College (VSCC), Dr. Powers will work with the president by offering advice and counseling regarding the Foundation, with particular emphasis on institutional fund raising. He will also work with the college's alumni relations program.
 - Serve as a consultant on institutional effectiveness at VSCC.

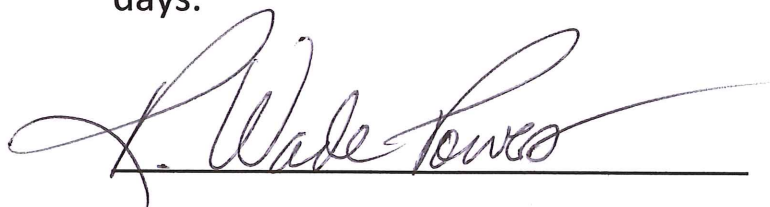
President Emeritus Report

2015 – 2016

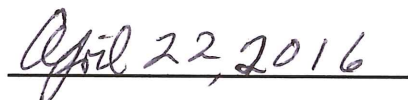
(Wade Powers)

During this fiscal year, I performed the following functions (attached) for Northeast State and Volunteer State institutions.

I spent at least 97 hours performing the work but less than 120 days.

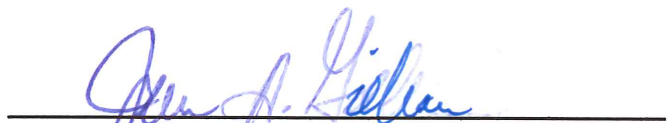


President Emeritus



Date

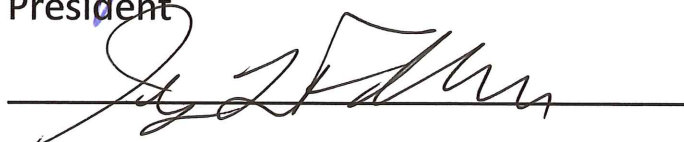
I have reviewed the work of Wade Powers for 2015 – 2016 and I am satisfied that it was well performed.



President

APR 25 2016

Date



President



Date

Chancellor

Date

PRESIDENT EMERITUS REPORT

2015 – 2016

During this fiscal year I have performed the following functions for Northeast State Community College.

Advised with the President concerning the Foundation as requested.

Served as a member of the President's Trust.

Visited campus and met with campus personnel to review events during my presidency.

Participated in on campus announcement of iPad initiative for students.

Met with campus personnel and completed two videos concerning historical events.

Participated in a dinner honoring scholarship recipients.

During this fiscal year I have performed the following functions for Volunteer State Community College.

Served as a member of the Foundation Board of Trustees.

Served as a member of the Executive Committee of the Foundation.

Served as a member of the Past Chairs of the Foundation.

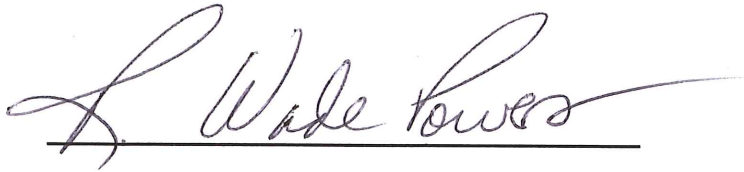
Served as a member of the Nominating Committee of the Foundation.

Served as the Commencement Speaker.

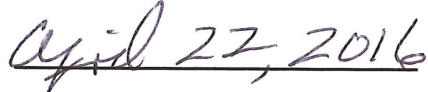
Attended Foundation functions and meetings.

Served as a consultant on Institutional Effectiveness as requested

I have spent at least 97 hours in performing this work but less than 120 days.

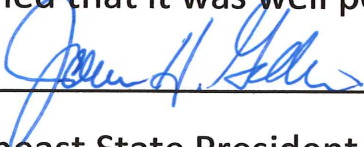


President Emeritus



Date

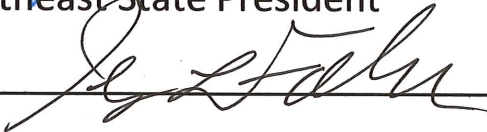
I have reviewed the work of Wade Powers for 2015 – 2016 and am satisfied that it was well performed.



Northeast State President



Date



Volunteer State President



Date

Chancellor

Date

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Shirley Raines
117 Dansworth Ln.
Oak Ridge, TN 37830

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of The University of Memphis for a period beginning July 1, 2016 at a monthly salary of \$ 5,660.16, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Orientation, consultation and advisement to the current University of Memphis president.
 - ❖ Fund raising for University of Memphis as needed.
 - ❖ Institution-community relations and activities for University of Memphis, as requested.
 - ❖ Consultation for University of Memphis
 - ❖ Visit with alumni who are contributors or have the potential to make significant contributions.
 - ❖ Attend selected UoM campus and off-campus activities, including athletic events, alumni events, etc.

❖ Provide other services and/or support as may be requested by the president of UoM, the Tennessee Board of Regents, or the Tennessee Higher Education Commission.

- 5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
- 6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
- 7. This agreement may be terminated without prior notice.
- 8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
- 9. You are required to notify the President should you become employed at another state agency/institution.
- 10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 340 hours.

I accept the appointment described above under the terms and conditions set forth.

Sturley C. Rames 4/19/20
APPOINTEE DATE

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[Signature] 5/3/16
PRESIDENT DATE

CHANCELLOR DATE

**President Emeritus Report
2015-2016**

During this fiscal year, I performed the following functions (attached) for

The University of Memphis Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 340 hours performing the work but less than 120 days.

Shirley C. Raines _____ 4/19/16 _____
President Emeritus Date

I have reviewed the work of Shirley C. Raines for 2015-2016 and I am satisfied that it was well performed.

[Signature] _____ 5/3/16 _____
President Date

Chancellor Date

SUMMARY REPORT OF PRESIDENT EMERITUS DUTIES FOR 2015-2016

TO: Michael David Rudd, President of the University of Memphis
David Gregory, Interim Chancellor of the Tennessee Board of Regents
Mary G. Morgan, Office of General Council, Tennessee Board of Regents

FROM: Shirley C. Raines, President Emeritus, University of Memphis

DATE: April 20, 2016

RE: SUMMARY REPORT OF PRESIDENT EMERITUS DUTIES FOR 2015-2016

As requested in the attached April 14 memorandum from Mary G. Morgan, Office of General Council of TBR, I am providing a summary of my president emeritus activities for 2015-2016. I received the packet at my home on April 18 and this report and packet must be returned within 20 days of receipt. This report is to be attached to the signature pages from the packet.

The bolded items were the duties as indicated in the contract for 2015-2016.

Orientation, consultation and advisement to the current University of Memphis president

Comments: With President Rudd's experience, he no longer needed orientation from me this year. I continued to be available for consultation and advisement. Over the last year, I sent e-mails, texts, and communications to his office on some matters in the media, on projects or initiatives in which UofM had traditionally participated, and new ones which I thought might be of interest. I also sent communications related to higher education in general and some THEC activities.

Fundraising for the University of Memphis as needed

Comments: While I did not have a major gift of \$1M this year as I did last year, I remained in contact with the Ayers Foundation, at Jim Ayers' request. In addition, I kept Bobby Prince informed of fundraising efforts for scholarships and memorial gifts. After consultation with former Chancellor Morgan, I became a member of the Roane State Community College Foundation board and have assisted in their fundraising and strategic planning. I attended quarterly meetings and served on the legacy scholarship committee. None of these RSCC initiatives competed with the fundraising activities of the University of Memphis.

Institution-community relations and activities for University of Memphis, as requested

Comments: I have indicated to President Rudd my availability for community activities at his request. In my various community meetings, legislators were often present. I reinforced the importance of higher education objectives in general, adequate funding for

programs to meet UofM's, TBR's, and the Governor's goals for completion rates and for the "Drive to 55." In discussions, I supported President Rudd's initiatives and called particular attention to the Veteran's Center and Scholarships for Veterans.

On almost a weekly basis, I referred administrators to opportunities for students and faculty at Oak Ridge National Laboratories, ORNL; Oak Ridge Associated University, ORAU; and Department of Energy, DOE. Most were research possibilities, internships, post-docs and jobs. Based on the content, the announcements were sent to the offices of Provost Weddle-West, Interim Vice President for Research Andy Meyers, and various deans of colleges.

In addition, when Andy Meyers and Deborah Hernandez from the Office of Research arranged for faculty members and graduate students to visit ORNL, ORAU, or the Transportation Center, I met with the members of the research teams and officials from Oak Ridge groups for breakfast or lunch and encouraged joint research efforts. Over the last year, I met with teams from Mechanical, Civil and Electrical Engineering, as well as Computer Science, Mathematics, and the FedEx Institute of Technology in the area of Cyber Security. A list of UofM faculty and students can be provided upon request.

I am able to communicate regularly with Director Thom Mason at ORNL and Director Andy Page at ORAU because I served on the Oak Ridge Public Schools Education Foundation with them and met on a quarterly basis, as well as served on the grants committee. I also enjoyed a working relationship with Director John Eschenberg, who is a Federal Project Director for ORNL through our joint service on the Emory Valley Center Board. I use these connections to keep the lines of communication open for opportunities for UofM faculty and students.

At the request of Governor and Mrs. Haslam, I accepted an appointment to the Advisory Board for the Governor's Books from Birth. At the request of Mayor Warren Gooch, I chaired the Facilities Preschool Planning Committee with representatives from City Council and from Oak Ridge Public Schools. We met for over 6 months and presented a report to both bodies. These opportunities for service are because of my past experience as president of the university and because of my academic background.

Visit with alumni who are contributors or have the potential to make significant contributions

Comments: As indicated above, when in Nashville, I remain in contact with the Ayers Foundation, at Jim Ayers' request. This last month, I met with two prominent donor families while they were in the area for receptions and to visit their second homes. Upon the death of faculty members or prominent alumni, I have advised donors on appropriate memorials.

Attend selected UofM campus and off-campus activities, including athletic events, alumni events, etc.

Comments: I remain available to attend events upon the request of President Rudd or other administrators. At the request of Provost Karen Weddle-West, Dean Lin Zhan of the

School of Nursing and Dean Maurice Mendel of the School of Communication Sciences, I spoke at the celebration of the opening of the Community Health Building. Recently, I attended a reception with Dean Peter Letsou, School of Law, for alumni in the Knoxville area and to recruit students.

Provide other services and/or support as may be requested by the President of UofM, the Tennessee Board of Regents, or the Tennessee Higher Education Commission

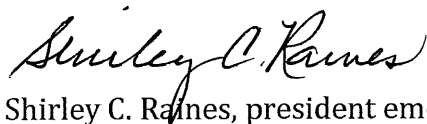
Comments: As indicated in previous reports, I attended the THEC quarterly meetings, except for one where a change in travel plans for a speaking engagement necessitated my absence. When requested by Interim Director Russ Deaton, I participate in Commission discussions when called upon and informally with THEC Board members on issues they ask of me. I reviewed the periodic updates of THEC staff activities and Commission initiatives. In addition, I reviewed national data and reports, program changes from other TBR institutions and forwarded those to UofM offices. At Dr. Deaton's request, I met with him to discuss the Focus Act and THEC's potential role.

Additional Comments

As president emeritus, I have been interviewed by professional groups, such as ACEI, the Association for Childhood Education, and Leadercast, a leadership organization. I am often called upon to speak to professional groups in the areas of leadership development or in the area of early childhood education, my academic background. This year, I conducted my first webinar for EdNet, with participants from several continents. Because of the opportunity to serve as president emeritus, I am able to stay active in education arenas. The special ones for me this year included: speaking to students and community leaders at R.S.C.C.; a featured speaker at TAEYC, Tennessee Association for the Education of Young Child; a speaker at NAEYC, the National Association for the Education of Young Children; and a campus wide Leadership Development Forum at the University of Kentucky. I am able to respond to these invitations because of the opportunity to serve as president emeritus.

Please know that I remain available to President Rudd, Interim Chancellor David Gregory and Interim Executive Director Russ Deaton to assist in any ways they request.

Respectfully submitted, `



Shirley C. Raines, president emeritus, University of Memphis

Sent by email and paper copy mailed on April 20, 2016

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Paul Stanton
1411 Walnut Grove Road
Jonesborough, TN 37659


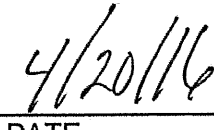
This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of East Tennessee State University for a period beginning July 1, 2016 at a monthly salary of \$ 4,600.67, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Orientation, consultation and advisement to Dr. Brian Noland.
 - ❖ Fund raising for East Tennessee State University as needed.
 - ❖ Institution-community relations and activities for East Tennessee State University.
 - ❖ Consultation for East Tennessee State University
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.

8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 276 hours.

I accept the appointment described above under the terms and conditions set forth.

	
_____ APPOINTEE	_____ DATE

An Equal Opportunity/Affirmative Action Employer

	
_____ PRESIDENT	_____ DATE

_____ CHANCELLOR	_____ DATE
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President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for
East Tennessee State University Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 300 hours performing the work but less than 120 days.

Paul E. Stanton, Jr. 4/20/16
President Emeritus Date

I have reviewed the work of Dr. Paul E. Stanton, Jr. for 2015-2016 and
I am satisfied that it was well performed.

Brian Holcomb 4/22/16
President Date

Chancellor Date

During this fiscal year, I have performed the following functions:

- Consultation and advisement to Dr. Brian Noland
- Fund raising for East Tennessee State University as needed
- Institution-community relations and other activities for East Tennessee State University
- Consultation for East Tennessee State University

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Charles Temple
2826 Bay Hill Woods
Collierville, TN 38017

This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Southwest Tennessee Community College for a period beginning July 1, 2016 at a monthly salary of \$ 1,683.00 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Recruit students and provide advice to prospective students and their parents
 - ❖ Consult with president
 - ❖ Provide services in the area of faculty/staff development
 - ❖ Assist college President and staff in Foundation activity and fundraising for scholarships.
 - ❖ Provide support in inter-institutional, governmental, legislative, and community relations.
 - ❖ As requested, represent the President and the college at selected functions and professional meetings.
 - ❖ Promote higher education, the TBR, and Southwest State Community College on a continuous basis.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 101 hours.

I accept the appointment described above under the terms and conditions set forth.

✓ Charles M. Tarrh MAY 4, 2016
 APPOINTEE DATE

An Equal Opportunity/Affirmative Action Employer

Gray D. Hall 5/18/16
 PRESIDENT DATE

 CHANCELLOR DATE

President Emeritus Report 2015-2016

During this fiscal year, I performed the following functions (attached) for

SOUTHWEST TENNESSEE Community College Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 120 hours performing the work but less than 120 days.

✓ Charles M. Temple _____ May 4, 2016
President Emeritus Date

I have reviewed the work of Charles M. Temple for 2015-2016 and
I am satisfied that it was well performed.

Tracy D. Hall _____ 5/18/16
President Date

Chancellor Date

Emeritus Report for 2015-16

Dr. Charles M. Temple

May 4, 2016

Southwest Tennessee Community College continues to respond to the educational needs of the community it serves. I have enjoyed working with Dr. Essex these past few years and look forward to continuing to work with the faculty and staff under the leadership of the newly appointed president, Dr. Hall. With the appointment of Dr. Hall, I believe we will see a major breakthrough in growth for the College. In the last two to three years, I have noticed that the two colleges (State Tech and Shelby State) that merged to form Southwest have receded into the background as far as the greater Memphis community is concerned. I believe that this bodes well for the future of Southwest. With Dr. Hall's leadership, the institution will become even more responsive to the educational needs of individuals residing in our service area.

Recruiting students for the College continues to be a high priority for me as I interact with potential students and their parents. Maximizing the use of the new Maxine Smith campus has been a focus of my efforts, especially students who are graduating from nearby high schools and want to stay close to home for financial and/or family reasons. I continue to recruit and recommend part-time faculty and staff and provide assistance to current employees who are seeking professional development.

Finally, I continue my support of the fundraising efforts for the Office of Institutional Advancement through various avenues, including my leadership role in establishing the Walter K. Singleton Scholarship and my support of the William W. and Jimmie W. Farris Endowed Scholarship and the Maxine and Vasco Smith Endowed Scholarship. In addition, Patra and I have established the Drs. Charles M. and Patra Temple Endowed Scholarship this year to focus on students who are within two semesters of completing their degree and are in need of financial assistance.

**TENNESSEE BOARD OF REGENTS
OF
THE STATE UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF TENNESSEE**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Angelo Volpe
734 Loweland Road
Cookeville, Tennessee 38501


This is to confirm your part-time appointment to a position approved by the Tennessee Board of Regents as President Emeritus of Tennessee Technological University for a period beginning July 1, 2016 at a monthly salary of \$2,378.33 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Board of Regents and the requirements and policies of this institution/area school.
2. The term of this agreement is July 1, 2016 to June 30, 2017. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Board of Regents.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution/area school.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - ❖ Fund raising for Tennessee Technological University (TTU)
 - ❖ Institution-community relations and activities for TTU
 - ❖ Consultation for Tennessee Technological University
 - ❖ Consultation for the Tennessee Board of Regents (TBR)
 - ❖ Consultation for the Tennessee Higher Education Commission (THEC)
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.

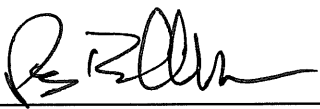
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 142.7 hours.

I accept the appointment described above under the terms and conditions set forth.

	<u>4 - 20 - 16</u>
APPOINTEE	DATE

An Equal Opportunity/Affirmative Action Employer

	<u>5/4/2016</u>
PRESIDENT	DATE

_____	_____
CHANCELLOR	DATE

**President Emeritus Report
2015-2016**

During this fiscal year, I performed the following functions (attached) for
Tennessee Technological University Institution(s).

(Please type your report and attach it to this work sheet)

I spent at least 192 hours performing the work but less than 120 days.

Angelo A. Volpe _____ 4-20-16 _____
President Emeritus Date

I have reviewed the work of Angelo A. Volpe for 2015-2016 and
I am satisfied that it was well performed.

B. B. B. B. _____ 5/4/2016 _____
President Date

Chancellor Date

**Report of President Emeritus Dr. Angelo A. Volpe
Tennessee Technological University**

Functions Performed for 2015-2016

7/1/15 – 6/30/16 18 hours	Phone calls and meetings with TTU President’s Office, THEC Office, Russ Deaton, David Wright and other members of the THEC Board of Elders
7/2/15 1 hour	Interviewed by Herald Citizen writer for TTU Centennial article
7/6/15 1.5 hours	Attend monthly meeting of the Bryan Symphony Orchestra (BSO) Board of Directors
9/1/15 2 hours	Attend quarterly luncheon meeting of the TTU Retirees Association
9/3/15 2 hours	Prepare and compose letter of endorsement for a proposed Nurse Practitioner program at Tusculum College
9/7/15 1 hour	Attend monthly meeting of the BSO Board of Directors
9/13/15 2 hours	Attend fund-raising reception for BSO Opera at Park’s home
9/14/15 0.5 hours	Interviewed by WCTE-TV for <i>Discover the Upper Cumberland</i> to promote Opera
9/17/15 1.5 hours	Attend Nolan Fowler Constitution Lecture Series
9/18/15 3.5 hours	Attend Tech’s Centennial Downtown Kick-Off
9/19/15 3 hours	Prepare and deliver eulogy at memorial service for Dr. Whewon Cho
9/20/15 2 hours	Attend 2015 Tennessee Tech University Scholarship Celebration
9/23/15 1 hour	Prepare letter of recommendation for an individual applying for the Cookeville Museum’s manager position
9/25/15 2 hours	Attend naming ceremony/reception and Grand Re-Opening of Oakley Hall
9/29/15 1 hour	Attend “Meet the Dean” reception for the TTU College of Education
9/29/15 4 hours	Attend the 24 th Annual Fall Celebration for donors to the TTU College of Business
10/01/15 1.5 hours	Attend Evening of Thanks event at Walton House

10/2/15 1.5 hours	Attend farewell reception for Tracy Russell and meet with Kevin Braswell
10/13/15 2 hours	Dinner meeting with Curt Reimann, holder of the Mayberry Chair of Excellence
10/15/15 1.5 hours	Prepared and delivered a case study to the SAM Student Club in the College of Business
10/24/15 0.5 hours	Cancellation of logistics for AASCU meeting attendance
10/28/15 1.5 hours	Interviewed by Dave Johnson for his radio program to publicize Volpe Library 25 th Annual Champagne Gala
11/2/15 2 hours	Attend monthly meeting of the BSO Board of Directors
11/5/15 1 hour	Prepare recommendation letter for a student
11/6/15 2.5 hours	Attend BSO Social as co-sponsor for Nov. 8 Symphony Opera Presentation
11/7/15 2 hours	Attend and judge chili cook-off for Adult Literacy Council fund-raiser
11/7/15 2.5 hours	Attend Champagne Gala fund-raiser for the Friends of the Volpe Library
11/8/15 3 hours	Usher symphony and attend post-concert dinner as co-sponsor of BSO
11/9/15 3.5 hours	Assist with educational concerts (three) to fourth graders in Putnam and Warren Counties
11/12/15 1.5 hours	Business lunch with Dave Larimore
11/13/15 1.5 hours	Business lunch with Ralph Robbins
11/13/15 2.5 hours	Attend 2015 Alumni Athlete Hall of Fame Dinner
11/14/15 1.5 hours	Attend fund-raising breakfast for the TTU Speech and Debate Society
11/14/15 2.5 hours	Cooked and served at the TTU tailgate party prior to the homecoming football game
12/13/15 1.5 hours	Lunch with Executive Director of Emeritus of THEC
1/4/16 1.5 hours	Attend monthly meeting of the BSO Board of Directors

1/5/16 1.5 hours	Lunch with Dr. Larimore to discuss effects of FOCUS governance prior to meeting with THEC
1/16/16 3 hours	Attend memorial service and reception for Kala Sundaram, wife of Professor Sundaram, of the College of Engineering
1/21/16 1.5 hours	Attend International Friends annual Hot Cider Social
1/26/16 7 hours	Meeting with Interim Executive Director of THEC as member of THEC Board of Elders and business lunch with THEC and Executive Director Emeritus (both meetings in Nashville)
1/28/16 5 hours	Guest speaker at McMinnville Rotary Club along with President Oldham and President Emeritus Bell. Also interviewed by NPR Radio in McMinnville
2/1/16 1.5 hours	Attend monthly meeting of the BSO Board of Directors
2/2/16 1.5 hours	Meeting with Kevin Braswell and Doug Bates to discuss fund-raising for Volpe Library Expansion
2/4/16 1 hour	Attend reception and unveiling of <i>The Wall</i> at TTU
2/4/16 2 hours	Attend lecture by Marian Wright Edelman
2/5/16 4 hours	Attend reception and 2016 Outstanding Alumni Awards Banquet
2/14/16 0.5 hours	Usher at BSO Concert in Wattenbarger Auditorium
2/16/16 1.5 hours	Attend lecture by TTU Alum Mike Lane (VP/CIO of the New York Yankees) to the TTU College of Business
2/19/16 2.5 hours	Attend the Tech Faculty Women's Club Annual Chili Supper and Auction; participate as a chili server
2/20/16 2 hours	Serve as judge for two WCTE-TV Academic Bowl programs
2/23/16 3 hours	Attend reception, dinner and annual membership meeting of the Chamber of Commerce
2/25/16 4 hours	Attend TTU College of Engineering, Engineers Week Awards Banquet
2/28/16 1.5 hours	Attend 2016 Football Awards Banquet
3/1/16 1.5 hours	Attend quarterly luncheon meeting for the TTU Retirees Association
3/7/16 1.5 hours	Breakfast meeting with Dr. Rhoda, Director Emeritus of THEC, to discuss FOCUS and other matters affecting TN Higher Education
3/8/16 2 hours	Attend monthly meeting of the BSO Board of Directors

3/18/16 1.5 hours	Lunch with head football coach Marcus Satterfield and spouse
3/18/16 2.5 hours	Serve as “celebrity” bartender at BSO Social
3/20/16 0.5 hours	Usher at BSO Concert in Wattenbarger Auditorium
3/24/16 3.5 hours	Attend 8 th Annual TTU College of Business Board of Trustees Etiquette Dinner
3/29/16 7 hours	Meeting and lunch in Clarksville, TN, with APSU President to discuss higher education issues in Tennessee
3/31/16 1.5 hours	Attend press-conference and introduction of new TTU Women’s Head Basketball Coach
4/4/16 2 hours	Attend monthly meeting of the BSO Board of Directors
4/5/16 1 hour	Prepare letter of recommendation for former TTU student
4/11/16 3 hours	Attend Chemistry Department’s dinner and awards celebration
4/13/16 2 hours	Attend Presidents’ FOCUS Forum at TTU
4/20/16 6 hours	Attend workshop at the Spring 2016 THEC meeting

Work Report Summary for President Emeritus Dr. Angelo A. Volpe Tennessee Technological University	
Total for 2015-2016 fiscal year—July 1, 2015, through April 20, 2016	162.0 hours
Projected emeriti activities for the remainder of fiscal year—April 21 through June 30, 2016	30.0 hours
Grand Total for 2015-2016	192.0 hours



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Personnel and Compensation

SUBJECT: Promotion and Tenure at the Universities and Community Colleges

DATE: June 23, 2016

PRESENTER: Vice Chancellors Tristan Denley and Warren Nichols

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Committee on Personnel is asked to act on recommendations for the granting of tenure and promotion to eligible faculty members at the universities and community colleges. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The presidents have submitted these recommendations and supporting materials and have certified that approved campus policies and procedures were followed in each case. TBR staff review indicates that the institutions have been consistent in their application of Board and institutional personnel policies pertinent in these decisions. In each case where the recommendation of an exception is made, the staff recommends approval. Lists of faculty members recommended and summary tables are attached.

Tenure

Tables 1 and 2 summarize the impact of tenure recommendations at each institution. Observations summarizing the information in the tables include the following:

A total of 159 faculty members are recommended for tenure. Of that number, 87 (54.7%) are university faculty and 72 (45.3%) are community college faculty. The number of tenure recommendations from universities increases by 14 from 2015-16; the number of recommendations from community colleges remains the same as 2015-16.

- (1) The effect of 2016-17 tenure recommendations on the percentage of faculty who are tenured is shown in Tables 1 and 2. At universities the percentage of faculty tenured in 2016-17 will range from 52.0 % at University of Memphis to 71.0% at Austin Peay State University. The percentage of tenured faculty declines at Middle Tennessee State University and the University of Memphis; slight increases occur at Austin Peay State

University, and Tennessee State University. The percentage is relatively unchanged at East Tennessee State University and Tennessee Tech University.

- (2) At community colleges, the percentage of tenured faculty in 2016-17 will range from 25.6% at Nashville State to 70.0 % at Roane State. The percentage of tenured faculty increases at Northeast State and Pellissippi State. The percentage declines at Chattanooga State, Cleveland State, Dyersburg State, Jackson State, Motlow State, Nashville State, Southwest Tennessee State, Volunteer State and Walters State. The percentage is relatively unchanged at Columbia State and Roane State.
- (3) Approval of the tenure recommendations entails three exceptions at East Tennessee State University, one at Middle Tennessee State University and one at Tennessee Tech University.

Promotion

Tables 3 and 4 provide the following summary data:

A total of 312 faculty members are recommended for promotion in 2016-17. Of that number, 172 (55.1%) are university faculty and 140 (44.9%) are community college faculty. The number of promotion recommendations from universities decreases by twenty-six (26) from 2015-16; the number of promotions from community colleges decreases by ten (10) from 2015-16.

- (1) The percentage of total university faculty recommended for promotion in 2016-17 ranges from 1.9% at Middle Tennessee State University to 8.0% at Austin Peay State University. As indicated in Table 3, the impact of these recommendations on faculty rank distribution is minimal.
- (2) The percentage of total community college faculty recommended for promotion in 2016-17 ranges from 3.0% at Jackson State and 18.4% at Motlow State. As indicated in Table 4, the impact of these recommendations on faculty rank distribution is relatively minor.
- (3) Recommended promotions includes three exceptions at East Tennessee State University and two exceptions at Tennessee Tech University.

Table 1: Universities Number and Percentage of Tenure Recommendations								
Institution	Number of Recommendations				Percent of Total Faculty Tenured			
	2013	2014	2015	2016	2013	2014	2015	2016
Austin Peay	22	21	7	21	61.0	60.0	64.0	71.0
East Tennessee	23	26	21	26	54.0	54.0	55.5	55.6
Middle Tennessee	30	34	10	9	61.4	63.2	62.8	60.1
Tennessee State	14	15	10	9	70.8	71.7	61.4	64.9
Tennessee Tech	9	7	6	8	71.1	69.2	69.5	70.0
University of Memphis	27	27	19	14	55.0	55.0	55.0	52.0
Total	125	130	73	87				

Table 2: State Community Colleges Number and Percentage of Tenure Recommendations

Institution	Number of Recommendations				Percent of Total Faculty Tenured			
	2013	2014	2015	2016	2013	2014	2015	2016
Chattanooga	5	8	7	12	61.0	64.0	55.0	44.0
Cleveland	3	3	9	1	52.8	56.2	60.5	57.9
Columbia	2	6	4	6	56.0	62.0	59.0	58.3
Dyersburg	5	1	3	3	48.0	55.0	58.0	54.0
Jackson	2	1	8	4	66.0	62.0	66.0	64.0
Motlow	4	7	3	0	61.0	63.0	64.3	52.0
Nashville	0	1	0	0	34.5	30.2	28.3	25.6
Northeast	6	6	5	7	39.0	46.0	44.0	49.2
Pellissippi	7	6	15	23	66.0	63.0	65.0	69.0
Roane	5	4	7	3	67.0	71.0	70.0	70.0
Southwest Tennessee	9	11	2	4	69.8	61.5	50.5	46.6
Volunteer	5	0	6	6	61.7	54.2	55.5	47.4
Walters	5	3	3	3	43.9	43.8	42.5	40.6
Total	58	57	72	72				

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Austin Peay State University

	Name	Department/Division	Academic Rank
1	Barron, Lisa	Educational Specialties	Assistant Professor
2	Blake, Michelle	Social Work	Assistant Professor
3	Branscome, Eric	Music	Associate Professor
4	Brooks, Trevor	Sociology	Assistant Professor
5	Butterfield, Jonniann	Sociology	Assistant Professor
6	Darnell, Linda	Nursing	Assistant Professor
7	DiPaolo Harrison, Osvaldo	Languages & Literature	Associate Professor
8	Hershey, Kristen	Nursing	Associate Professor
9	Foster, Korre	Music	Associate Professor
10	Hammond, Gregory	History & Philosophy	Associate Professor
11	Hicks-Goldston, Christina	Communication	Assistant Professor
12	Hirono, Tatshushi	Social Work	Assistant Professor
13	Leszczak, Tim	Health & Human Performance	Associate Professor
14	Lyle-Gonga, Marsha	Political Science	Associate Professor
15	Nicholson, John	Computer Science & Information Technology	Associate Professor
16	Rands, David	History & Philosophy	Associate Professor
17	Rennerfeldt, Margaret	Theatre & Dance	Associate Professor
18	Rennerfeldt, Noel	Theatre & Dance	Associate Professor
19	Schnettler, John	Music	Assistant Professor
20	Turner, Tyler	Mathematics & Statistics	Instructor
21	Zhang, Yunying	Communication	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Chattanooga State Community College

	Name	Department/Division	Academic Rank
1.	Barton, Lori	Humanities & Fine Arts/English & Speech	Instructor
2.	Bouldin, Garrett	Social & Behavioral Sciences/Political Science	Assistant Professor
3.	Brown, Meridith	Nursing & Allied Health/Radiologic Technology	Clinic Coordinator
4.	Holsomback, Michael	Humanities & Fine Arts/Fine Arts	Associate Professor
5.	McGregor, Leigh	Engineering/Info Systems	Associate Professor
6.	Miller, Tami	Engineering/Radiation Protection & Nuclear Power	Assistant Professor
7.	Moffitt, Caitlin	Engineering/Civil/Construction	Assistant Professor
8.	Page, Sarah	Humanities & Fine Arts	Instructor
9.	Palmer, Mark	Engineering/ Manufacturing	Associate Professor
10.	Roberts, Jeffrey	Nursing & Allied Health/EMT/AEMT/Paramedics	Director and Assistant Professor
11.	Rose, Dan	Social & Behavioral Sciences/Sociology	Department Head/Associate Professor
12.	Smith, Jacqueline	Engineering/General	Associate Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Cleveland State Community College

	Name	Department/Division	Academic Rank
1	Shiveley, Holly	Speech	Instructor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Columbia State Community College

	Name	Department/Division	Academic Rank
1	Fisher, Alan	Computer Information Systems	Associate Professor
2	Gailani, Kristy	Nursing	Assistant Professor
3	Hallquist, Tom	Communications	Assistant Professor
4	Street, Georgetta	Nursing	Assistant Professor
5	White, David	Chemistry	Assistant Professor
6	Witt, Loren	Biology	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Dyersburg State Community College

	Name	Department/Division	Academic Rank
1	Barham, James	Arts & Sciences	Assistant Professor
2	Davis, Susan	Mathematics	Associate Professor
3	Sonderman, Nathan	Biology	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

East Tennessee State University

	Name	Department/Division	Academic Rank
1	Achilov, Dilshod	Pol Science Intl Affairs Public Adm	Assistant Professor
2	*Andrade, Roy	Appalachian Studies	Assistant Professor
3	Baker, Joseph	Sociology and Anthropology	Assistant Professor
4	Baumgartner, Mark	Literature and Language	Assistant Professor
5	Bidgood, Lee	Appalachian Studies	Assistant Professor
6	Dunn, Robert	Mass Communication	Assistant Professor
7	Hayter, Jill	Economics and Finance	Assistant Professor
8	Keeler, Rebecca	Pol Science Intl Affairs Public Adm	Assistant Professor
9	Keith, Karin	Curriculum and Instruction	Assistant Professor
10	*Kilaru, Aruna	Biological Sciences	Assistant Professor
11	Lange, Shara	Mass Communication	Assistant Professor
12	Lee, Michelle	Nutrition and Foods	Assistant Professor
13	Lehrfeld, Michael	Computing	Assistant Professor
14	Masino, Anthony	Accountancy	Assistant Professor
15	McBee, Matthew	Psychology	Assistant Professor
16	Nanjundeswaran, Chayadevie	Speech-Language Pathology	Assistant Professor
17	Nash, Steven	History	Assistant Professor
18	Palmatier, Matthew	Psychology	Assistant Professor
19	*Parrott, Deborah	Curriculum and Instruction	Assistant Professor
20	Penley, Justin	University School	Instructor
21	Prior, Nicole	Criminal Justice	Assistant Professor
22	Pritchett, Christopher	Health Sciences	Assistant Professor
23	Wassinger, Craig	Physical Therapy	Assistant Professor
24	Weierbach, Florence	Nursing Graduate Programs	Assistant Professor
25	White, Robert	Teaching and Learning	Assistant Professor
26	Zheng, Shimin	Biostatistics	Assistant Professor

* Tenure by Exception

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Jackson State Community College

	Name	Department/Division	Academic Rank
1	Ashbaugh, Nicholas	Biology	Associate Professor
2	Corder, Carmen	Nursing	Assistant Professor
3	Holland, Sheila	Nursing	Associate Professor
4	Mayo, Elizabeth	English	Associate Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Motlow State Community College

No Recommendations for 2016-2017

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Middle Tennessee State University

	Name	Department/Division	Academic Rank
1	Coons, John	Health & Human Perform.	Associate Professor
2	*Jessen, Jason	Biology	Associate Professor
3	McNulty, Kevin	Electronic Media Comm	Associate Professor
4	Moore, Shelley	Nursing	Associate Professor
5	Morris, Ashley	Biology	Associate Professor
6	Nadgir, Arunesh	Music	Associate Professor
7	Postlethwait, Ariana	Social Work	Associate Professor
8	Shi, Xiaowei	Comm. Stud. & Org. Comm.	Associate Professor
9	White, Laura	English	Associate Professor

* Recommended by exception

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Nashville State Community College

No Tenure Recommendations for 2016-17

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Northeast State Community College

	Name	Department/Division	Academic Rank
1	Crawford-Greene, Tricia	Sociology	Associate Professor
2	Frye, Andrea	English	Associate Professor
3	Frye, Stuart	History	Associate Professor
4	Lynch, Kevin	Mathematics	Associate Professor
5	McNabb, Cindy	Mathematics	Associate Professor
6	McNeil, Thomas	Biology	Associate Professor
7	Smithers, Dayna	Mathematics	Associate Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Pellissippi State Community College

	Name	Department/Division	Academic Rank
1	Brown, Carmen	English	Assistant Professor
2	Childress, Susan	Speech/Liberal Arts	Assistant Professor
3	Culliton, Chris	Mathematics	Assistant Professor
4	Cunningham, Christie	Psychology/Natural & Behavioral Sciences	Assistant Professor
5	DeJulia, Diann	Mathematics	Assistant Professor
6	Gibson, Ines	English	Assistant Professor
7	Glatt, April	Biology/Natural & Behavioral Sciences	Assistant Professor
8	Glazener, Rachel	Chemistry/Natural & Behavioral Sciences	Assistant Professor
9	Jansen, Margaret	Mathematics	Assistant Professor
10	Knowling, Holly	Hospitality/Business & Computer Technology	Assistant Professor
11	Lynn, Tara	English	Assistant Professor
12	Martin, Kim	Mathematics	Assistant Professor
13	Mashburn, Frank	Philosophy/Liberal Arts	Assistant Professor
14	McCrary, Margie	English	Assistant Professor
15	Mosby, Brittany	Mathematics	Assistant Professor
16	Oyier, Julius	Mathematics	Assistant Professor
17	Reeves, Linda	Biology/Botany/Natural & Behavioral Sciences	Assistant Professor
18	Riley, Diane	Interior Design Technology/Engineering & Media Technologies	Associate Professor
19	Rivero, Maria	Spanish/Liberal Arts	Assistant Professor
20	Rivers, Kelly	English	Assistant Professor
21	Russell, Jeffrey	English	Assistant Professor

	Name	Department/Division	Academic Rank
22	Sichler, Judith	Anthropology/Natural & Behavioral Sciences	Assistant Professor
23	Sills, Maria	Spanish/Liberal Arts	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Roane State Community College

	Name	Department/Division	Academic Rank
1	Bouldin, Eric	Math Sciences	Assistant Professor
2	Duncan, Lea	Nursing	Assistant Professor
3	Newberry, Nikki	Allied Health Sciences	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Southwest Tennessee Community College

	Name	Department/Division	Academic Rank
1	Banker, Amanda	Natural Sciences	Associate Professor
2	Blaudow, Robert	Natural Sciences	Associate Professor
3	Brinson, Valetta	Communications, Graphic and Fine Arts	Assistant Professor
4	Wilson, W. Jerome	Languages and Literature	Assistant Professor

TENNESSEE BOARD OF REGENTS

FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Tennessee State University

	Name	Department/Division	Academic Rank
1	Campbell, Carol	Nursing	Assistant Professor
2	Campbell, Diane	Nursing	Associate Professor
3	Gibson, Terri	Public Health, Health Administration, & Health Sciences	Assistant Professor
4	Inman, Wendelyn	Public Health, Health Administration, & Health Sciences	Assistant Professor
5	Kungu, Kenneth	Business Administration	Assistant Professor
6	Quick, Quincy	Biological Sciences	Assistant Professor
7	Stanberry, Martene	Mathematical Sciences	Assistant Professor
8	Williams, Elizabeth	Public Health, Health Administration, & Health Sciences	Assistant Professor
9	Zheng, Mu	Chemistry	Assistant Professor

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FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Tennessee Tech University

	Name	Department/Division	Academic Rank
1	Beck, David	Biology	Assistant Professor
2	Callender, Andrew	Chemistry	Assistant Professor
3	*Carrick, Jesse	Chemistry	Assistant Professor
4	Carver, Brian	Biology	Assistant Professor
5	Frye, Steven	Interdisciplinary Studies	Assistant Professor
6	Hall, Rachel	Nursing	Assistant Professor
7	Pirkle, Richard	Biology	Instructor
8	Propes, Elizabeth	History	Assistant Professor

*Tenure Recommendation by Exception

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FACULTY TENURE RECOMMENDATIONS FOR 2016-17

University of Memphis

	Name	Department/Division	Academic Rank
1	Allen, Alena	School of Law	Assistant Professor
2	Allen, Jacob	Theatre and Dance	Assistant Professor
3	Berlin, Kristoffer	Psychology	Assistant Professor
4	Campbell, William	History	Assistant Professor
5	Cervone, Cristina	English	Assistant Professor
6	Grynkiewicz, David	Mathematical Sciences	Assistant Professor
7	Huang, Xiaohua	Chemistry	Assistant Professor
8	Kelz, Robert	Foreign Languages and Literature	Assistant Professor
9	Lancaster, Chloe	Counseling, Educational Psychology and Research	Assistant Professor
10	Lennon-Dearing, Robin	Social Work	Assistant Professor
11	McKenna, Duane	Biological Sciences	Assistant Professor
12	Nolan, Vikki	School of Public Health	Assistant Professor
13	Pichon, Latrice	School of Public Health	Assistant Professor
14	Simone, Paul	Chemistry	Assistant Professor

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FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Volunteer State Community College

	Name	Department/Division	Academic Rank
1	Hutson, Karen	ESOL	Assistant Professor
2	Law (Martin), Connie	Psychology	Instructor
3	Matthews, Mel	Sleep Diagnostic	Assistant Professor
4	McMillion, Jennifer	English	Associate Professor
5	Previte, Suzanne	English	Assistant Professor
6	Seals, Terry	Radiologic Technology	Associate Professor

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FACULTY TENURE RECOMMENDATIONS FOR 2016-17

Walters State Community College

	Name	Department/Division	Academic Rank
1	Atkins, David	Mathematics	Associate
2	Parrott, Melissa	Health Programs	Associate
3	Rouse, Viki	Humanities	Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Austin Peay State University

	Name	Department/Division	Proposed Rank	Current Rank
1	Bailey, Christopher	Theatre & Dance	Associate Professor	Assistant Professor
2	Barron, Lisa	Educational Specialties	Associate Professor	Assistant Professor
3	Biser, Jennis	Accounting, Finance & Economics	Associate Professor	Assistant Professor
4	Blake, Michelle	Social Work	Associate Professor	Assistant Professor
5	Brockman, Beatrix	Languages & Literature	Associate Professor	Assistant Professor
6	Bruster, Benita	Teaching & Learning	Professor	Associate Professor
7	Cockrell, Susan	Accounting, Finance & Economics	Professor	Associate Professor
8	Darnell, Linda	Nursing	Associate Professor	Assistant Professor
9	Frentzos, Christos	History & Philosophy	Professor	Associate Professor
10	Griswold, Virginia	Art & Design	Associate Professor	Assistant Professor
11	Goldston, Christina Hicks	Communication	Associate Professor	Assistant Professor
12	Grogan, Gina	Educational Specialties	Associate Professor	Assistant Professor
13	Gruszcznski, Michael	Political Science	Associate Professor	Assistant Professor
14	Hatz, Jessica	Psychological Science & Counseling	Associate Professor	Assistant Professor
15	Heuston, Kathy Lee	Communication	Professor	Associate Professor
16	Holovchak, Roman	Physics & Astronomy	Associate Professor	Assistant Professor
17	Hundie-Wordofa, Kebede	Library	Associate Professor	Assistant Professor
18	Konkobo, Christophe	Languages & Literature	Associate Professor	Assistant Professor
19	Kovalskiy, Andriy	Physics & Astronomy	Professor	Associate Professor
20	Lewis, Lisa	Health & Human Performance	Professor	Associate Professor
21	Michael, Darren	Theatre & Dance	Professor	Associate Professor
22	Oelgoetz, Justin	Physics & Astronomy	Professor	Associate Professor
23	Schnettler, John	Music	Associate Professor	Assistant Professor
24	Shen, Yingtao	Management, Marketing & General Business	Associate Professor	Assistant Professor
25	Spofford, Andrea	Languages & Literature	Associate Professor	Assistant Professor
26	Uffelman, Minoa	History & Philosophy	Professor	Associate Professor
27	Yu, Yingbing	Computer Science & Information Technology	Professor	Associate Professor
28	Zhang, Yunying	Communication	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Chattanooga State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1.	Alonso-Santillana, Juan	Humanities & Fine Arts/Spanish	Assistant Professor	Instructor
2.	Arpin, Michele	Business/Management	Assistant Professor	Instructor
3.	Arbogast, Jennifer	Humanities & Fine Arts/Voice, Music, Theater	Associate Professor	Assistant Professor
4.	Crenshaw, April	Math & Sciences/Math	Associate Professor	Assistant Professor
5.	Hyberger, Amanda	Humanities & Fine Arts/Music, Voice	Professor	Associate Professor
6.	Jarnefeldt, Julie	Humanities & Fine Arts/English	Assistant Professor	Instructor
7.	Lamb, Keri	Humanities & Fine Arts/English	Associate Professor	Assistant Professor
8.	McCamish, Michael	Social & Behavioral Sciences/Anthropology	Associate Professor	Assistant Professor
9.	McCoy, James	Math & Sciences/Math	Assistant Professor	Instructor
10.	Mobley, Evelyn	Math & Sciences/Biology	Professor	Associate Professor
11.	Ragghianti, Matt	Nursing & Allied Health/Radiologic Technology	Assistant Professor	Instructor
12.	Schmurr, Catherine	Math & Sciences/Math	Associate Professor	Assistant Professor

13.	Spear, Maria	Humanities & Fine Arts/Speech	Assistant Professor	Instructor
14.	Stanford, Jacob	Business/Management, Business, Marketing	Assistant Professor	Instructor
15.	Trotter, Kathy	Social & Behavioral Sciences/Psychology	Professor	Associate Professor
16.	Tucker, Josh	Humanities & Fine Arts/English	Assistant Professor	Instructor
17.	Willmon, Aaron	Math & Sciences/Math	Associate Professor	Assistant Professor
18.	Wingate, Joe	Social & Behavioral Sciences/Physical Education	Assistant Professor	Instructor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Cleveland State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Bryan, Victoria	English	Assistant Professor	Instructor
2	Cunningham, Ann	Business	Professor	Associate Professor
3	Merino, Carlos	Mathematics	Assistant Professor	Instructor
4	Shearer, Jennifer	Nursing	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Columbia State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Darrell, Michael	Mathematics	Associate Professor	Assistant Professor
2	Hobby, Rose	Radiologic Technology	Assistant Professor	Instructor
3	Lampley, Dearl	Agriculture	Professor	Associate Professor
4	Malone, Angela	Biology	Associate Professor	Assistant Professor
5	Mashburn, Carolyn	Nursing	Assistant Professor	Instructor
6	Perley, Sandra	Nursing	Professor	Associate Professor
7	White, David	Chemistry	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Dyersburg State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Brooks, Michael	Criminal Justice	Associate Professor	Assistant Professor
2	Frazier, Julie	Business, Technology and Allied Health	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

East Tennessee State University

	Name	Department/Division	Proposed Rank	Current Rank
1	Achilov, Dilshod	Pol Science Intl Affairs Public Adm	Associate Professor	Assistant Professor
2	Anderson, Daniel	Surgery	Associate Professor	Assistant Professor
3	*Andrade, Roy	Appalachian Studies	Associate Professor	Assistant Professor
4	Baker, Joseph	Sociology and Anthropology	Associate Professor	Assistant Professor
5	Balbissi, Kais	Internal Medicine	Associate Professor	Assistant Professor
6	Bartoszuk, Karin	Teaching and Learning	Professor	Associate Professor
7	Baumgartner, Mark	Literature and Language	Associate Professor	Assistant Professor
8	Bidgood, Lee	Appalachian Studies	Associate Professor	Assistant Professor
9	Broderick, Jane	Teaching and Learning	Professor	Associate Professor
10	Campbell, Kathy	Library Administration	Professor	Associate Professor
11	Conner, Patricia	Family Practice Residency Bristol	Associate Professor	Assistant Professor
12	Deadman, Alison	Music	Professor	Associate Professor
13	Dorgan, Kelly	Communication and Performance	Professor	Associate Professor
14	Dula, Christopher	Psychology	Professor	Associate Professor
15	Dunn, Robert	Mass Communication	Associate Professor	Assistant Professor
16	*Fitzgerald, Martin	Engineering Tech Surveying Dig Med	Professor	Associate Professor
17	Gorman, Diana	Internal Medicine	Professor	Associate Professor
18	Hayter, Jill	Economics and Finance	Associate Professor	Assistant Professor
19	Herrin, Mindy	Art and Design	Professor	Associate Professor
20	Hu, Chih-Long	Music	Professor	Associate Professor
21	Ibrahim, Lamis	Internal Medicine	Associate Professor	Assistant Professor
22	Keeler, Rebecca	Pol Science Intl Affairs Public Adm	Associate Professor	Assistant Professor
23	Keith, Karin	Curriculum and Instruction	Associate Professor	Assistant Professor
24	Kilaru, Aruna	Biological Sciences	Associate Professor	Assistant Professor
25	Lampley, James	Educ Leadership Policy Analysis	Professor	Associate Professor
26	Lange, Shara	Mass Communication	Associate Professor	Assistant Professor
27	Lee, Michelle	Allied Health Sciences	Associate Professor	Assistant Professor
28	Lehrfeld, Michael	Computing	Associate Professor	Assistant Professor

29	Linville, Mark	Medical Education	Professor	Associate Professor
30	Masino, Anthony	Accountancy	Associate Professor	Assistant Professor
31	McBee, Matthew	Psychology	Associate Professor	Assistant Professor
32	McGarry, Theresa	Literature and Language	Professor	Associate Professor
33	Melton, Sarah	Pharmacy Practice	Professor	Associate Professor
34	Nanjundeswaran, Chayadevie	Audiology and Speech Lang Pathology	Associate Professor	Assistant Professor
35	Nash, Steven	History	Associate Professor	Assistant Professor
36	Ozment, Tammy	Surgery	Associate Professor	Assistant Professor
37	Palmatier, Matthew	Psychology	Associate Professor	Assistant Professor
38	*Parrott, Deborah	Curriculum and Instruction	Associate Professor	Assistant Professor
39	Price-Rhea, Kelly	Management and Marketing	Associate Professor	Assistant Professor
40	Prior, Nicole	Criminal Justice	Associate Professor	Assistant Professor
41	Pritchett, Christopher	Health Sciences	Associate Professor	Assistant Professor
42	Ramu, Vijay	Internal Medicine	Professor	Associate Professor
43	Smith, Steven	Internal Medicine	Associate Professor	Assistant Professor
44	Stockwell, Glenda	Family Practice Residency Kingsport	Associate Professor	Assistant Professor
45	Tolley, Rebecca L	Library Administration	Professor	Associate Professor
46	Tuell, Dawn	Pediatrics	Professor	Associate Professor
47	Urbin, Timothy	Family Practice Residency Bristol	Associate Professor	Assistant Professor
48	Wassinger, Craig	Physical Therapy	Associate Professor	Assistant Professor
49	Weierbach, Florence	Nursing Graduate Programs	Associate Professor	Assistant Professor
50	Weiss, Katherine	Literature and Language	Professor	Associate Professor
51	Zheng, Shimin	Biostatistics and Epidemiology	Associate Professor	Assistant Professor

* Promotion by Exception

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Jackson State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	David, Jane	Physical Therapy Assistant	Professor	Associate Professor
2	Reaves, Jennifer	Biology	Associate Professor	Assistant Professor
3	Sweet, Candyce	English	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Motlow State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Buchanan, Shane	Career Readiness	Assistant Professor	Instructor
2	Bush, Nicholas	Languages	Associate Professor	Assistant Professor
3	Caviezel, Jenna	Languages	Assistant Professor	Instructor
4	Copeland, Dawn	Languages	Associate Professor	Assistant Professor
5	Dickey, Susan	Business and Technology	Professor	Associate Professor
6	Dodson, Nancy	Humanities	Assistant Professor	Instructor
7	Durham, Terry	Career Readiness	Assistant Professor	Instructor
8	Flatt, Larry	Career Readiness	Assistant Professor	Instructor
9	Guerin, Stephen	Social Sciences	Professor	Associate Professor
10	Hale, Margaret	Nursing and Allied Health	Assistant Professor	Instructor
11	Harris, Pamela	Social Sciences	Assistant Professor	Instructor
12	Hooker, Drew	Nursing and Allied Health	Assistant Professor	Instructor
13	Howell, Winifred	Nursing and Allied Health	Assistant Professor	Instructor
14	Koller, Heather	Social Sciences	Associate Professor	Assistant Professor
15	Sand, Paul	Career Readiness	Assistant Professor	Instructor
16	Tantawi, Khalid	Career Readiness	Assistant Professor	Instructor
17	White, Elizabeth	Languages	Assistant Professor	Instructor
18	Whittenberg, Rhonda	Languages	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Middle Tennessee State University

	Name	Department/Division	Proposed Rank	Current Rank
1	Aaron, Joshua	Management	Associate Professor	Assistant Professor
2	Clark, Linda	University Studies	Professor	Associate Professor
3	Coons, John	Health & Human Perform.	Associate Professor	Assistant Professor
4	Fleming, Michael	Recording Industry	Professor	Associate Professor
5	Ford, Janaruth	Physics & Astronomy	Assistant Professor-Clinical	Instructor-Clinical
6	Foster, Paul	Psychology	Professor	Associate Professor
7	Frame, Mark	Psychology	Professor	Associate Professor
8	Geho, Patrick	Management	Professor	Associate Professor
9	Kelly, David	Psychology	Professor	Associate Professor
10	Kennedy, Kyle	Theatre and Dance	Professor	Associate Professor
11	McNulty, Kevin	Electronic Media Comm	Associate Professor	Assistant Professor
12	Moffett, Richard	Psychology	Professor	Associate Professor
13	Moore, Shelley	Nursing	Associate Professor	Assistant Professor
14	Morris, Ashley	Biology	Associate Professor	Assistant Professor
15	Nadgir, Arunesh	Music	Associate Professor	Assistant Professor
16	Sadler, Kim	Biology	Professor	Associate Professor
17	Shi, Xiaowei	Comm. Stud. & Org. Comm.	Associate Professor	Assistant Professor
18	White, Laura	English	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Nashville State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Anderson, Bernard M.	Chemistry	Associate Professor	Assistant Professor
2	Bissinger, Vickie	Nursing	Assistant Professor	Instructor
3	Bryant, Amy S.	Speech	Assistant Professor	Instructor
4	Corcoran, John B.	Criminal Justice	Associate Professor	Assistant Professor
5	Darnell, Valencia	Mathematics	Assistant Professor	Instructor
6	Jarosemich, Laura	Nursing	Assistant Professor	Instructor
7	Longwood, Leda L.	English as a Second Language	Associate Professor	Assistant Professor
8	McRoberts, L. Scott	Art	Associate Professor	Assistant Professor
9	Mize, Roslyn	Logistics	Assistant Professor	Instructor
10	Nettles, Eli	Mathematics	Professor	Associate Professor
11	Norman, Thomas Kelvin	Computer Technology	Associate Professor	Assistant Professor
12	Smith, Maria C.	Mathematics	Associate Professor	Assistant Professor
13	Sorenson, Katherine	Reading	Assistant Professor	Instructor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Northeast State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Loving, Wayne	Economics	Associate Professor	Assistant Professor
2	Neubrandner, Johanna	Nursing	Associate Professor	Assistant Professor
3	Osborne, Dr. Gregory	Physics	Associate Professor	Assistant Professor
4	Sloan, Elizabeth	Theatre	Associate Professor	Assistant Professor
5	Sturgill, Faith	Nursing	Assistant Professor	Instructor
6	Templeton, Laura	Nursing	Assistant Professor	Instructor
7	Wright, William H. (Bill)	Biology	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Pellissippi State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Adamczyk, Leslie	Chemistry/Natural & Behavioral Sciences	Assistant Professor	Instructor
2	Brickey, Jennifer	Art/Liberal Arts	Associate Professor	Assistant Professor
3	Caponetti, Amy	Business/Business & Computer Technology	Assistant Professor	Instructor
4	Denny, Hope	Early Childhood Education/Natural & Behavioral Sciences	Assistant Professor	Instructor
5	Fey, David	Mathematics	Associate Professor	Assistant Professor
6	Ghezawi, Sami	Civil Engineering Technology/Engineering & Media Technologies	Professor	Associate Professor
7	Hamric, Jacob	History/Liberal Arts	Associate Professor	Assistant Professor
8	Ireland, Patricia	English	Assistant Professor	Instructor
9	Koontz, Ronald	Communication Graphics Technology/Engineering & Media Technologies	Assistant Professor	Instructor
10	Lloyd, Robert	English	Associate Professor	Assistant Professor
11	Lopez, Teresa	English	Assistant Professor	Instructor
12	Lovette, Katie	Video Production Technology/Engineering & Media Technologies	Associate Professor	Assistant Professor
13	Malley, Sara	Sociology/Liberal Arts	Assistant Professor	Instructor
14	McClanahan, Marilyn	Mathematics	Assistant Professor	Instructor
15	Mezick, Jennifer	Library Services	Assistant Professor	Instructor
16	Morris, Katie	Sociology/Liberal Arts	Assistant Professor	Instructor
17	Mosteller, Susan	Mathematics	Assistant Professor	Instructor
18	Murphy, James	English	Associate Professor	Assistant Professor
19	Partelow, Angela	Mathematics	Assistant Professor	Instructor

	Name	Department/Division	Proposed Rank	Current Rank
20	Pharr, Barbara	English	Associate Professor	Assistant Professor
21	Rieth, Herbert	Art/Liberal Arts	Associate Professor	Assistant Professor
22	Russell, Toby	Biology/Natural & Behavioral Sciences	Assistant Professor	Instructor
23	Smith, Shanna	Psychology/Natural & Behavioral Sciences	Assistant Professor	Instructor
24	Stribling, Jane	Spanish/French/Liberal Arts	Professor	Associate Professor
25	Toon, Kellie	Speech/Liberal Arts	Associate Professor	Assistant Professor
26	Withington, Keri	English	Assistant Professor	Instructor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Roane State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Arcangeli, Kathy	Math Sciences	Associate Professor	Professor
2	Bouldin, Eric	Math Sciences	Assistant Professor	Associate Professor
3	Daniel, Jala	Math Sciences	Assistant Professor	Associate Professor
4	Duncan, Lea	Nursing	Assistant Professor	Associate Professor
5	Farmer, Mike	Social Science, Bus, & Edu	Assistant Professor	Associate Professor
6	Genna, Gary	Allied Health Sciences	Assistant Professor	Associate Professor
7	Gill, Melinda	Allied Health Sciences	Assistant Professor	Associate Professor
8	Monday, Ralph	Humanities	Associate Professor	Professor
9	Sternfels, Ron	Math Sciences	Associate Professor	Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Southwest Tennessee Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Banker, Amanda	Natural Sciences	Associate Professor	Assistant Professor
2	Blaudow, Robert	Natural Sciences	Associate Professor	Assistant Professor
3	Desai, Shilpa	Allied Health	Assistant Professor	Instructor
4	Gambill, Martin	Technologies	Assistant Professor	Instructor
5	Lipford, Jesse	Social & Behavioral Sciences	Associate Professor	Assistant Professor
6	Pierce, Karen	Social & Behavioral Sciences	Associate Professor	Assistant Professor
7	Sandlin, Barbara	Social & Behavioral Sciences	Assistant Professor	Instructor
8	Sultana, Mahmuda Annie	Mathematics	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Tennessee State University

	Name	Department/Division	Proposed Rank	Current Rank
1	Briggs, Revlon	Public Health, Health Administration, & Health Sciences	Associate Professor	Assistant Professor
2	Chen, Fur-Chi	Family and Consumer Sciences	Professor	Associate Professor
3	de Koff, Jason	Agricultural and Environmental Sciences	Associate Professor	Assistant Professor
4	Dennis, Samuel	Agricultural and Environmental Sciences	Professor	Associate Professor
5	Dixon, Rebecca	Languages, Literature, and Philosophy	Professor	Associate Professor
6	Ejiofor, Anthony	Biological Sciences	Professor	Associate Professor
7	Gibson, Terri	Public Health, Health Administration, & Health Sciences	Associate Professor	Assistant Professor
8	Johnson, William	Human Performance and Sport Sciences	Professor	Associate Professor
9	Kanu, Mohamed	Public Health, Health Administration, & Health Sciences	Professor	Associate Professor
10	King, David	Business Information Systems	Professor	Associate Professor
11	Kungu, Kenneth	Business Administration	Associate Professor	Assistant Professor

12	Li, Xiaoming	Business Administration	Professor	Associate Professor
13	Lin, Show-Mei	Teaching and Learning	Associate Professor	Assistant Professor
14	Martin, Elaine	Biological Sciences	Professor	Associate Professor
15	Matlock, Valeria	Speech Pathology and Audiology	Professor	Associate Professor
16	Noble-Britton, Pinky	Nursing	Associate Professor	Assistant Professor
17	Oliver, Jason	Agricultural and Environmental Sciences	Professor	Associate Professor
18	Quick, Quincy	Biological Sciences	Associate Professor	Assistant Professor
19	Ray, Achintya	Economics and Finance	Professor	Associate Professor
20	Reed, Michael	Mathematical Sciences	Professor	Associate Professor
21	Ricketts, John	Agricultural and Environmental Sciences	Professor	Associate Professor
22	Si, Hongwei	Family and Consumer Sciences	Associate Professor	Assistant Professor
23	Stanberry, Martene	Mathematical Sciences	Associate Professor	Assistant Professor
24	Wang, Xiaofei	Biological Sciences	Professor	Associate Professor
25	Williams, Elizabeth	Public Health, Health Administration, & Health Sciences	Associate Professor	Assistant Professor
26	Williams, Learotha	History, Political Science, Geography & Africana Studies	Associate Professor	Assistant Professor
27	Young-Seigler, Artenzia	Biological Sciences	Associate Professor	Assistant Professor
28	Zheng, Mu	Chemistry	Associate Professor	Assistant Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Tennessee Tech University

	Name	Department/Division	Proposed Rank	Current Rank
1	Anderson, Melinda	Human Ecology	Professor	Associate
2	Anitsal, Meral	Econ., Fin., Mkt	Professor	Associate
3	Baker, Julie	Office of Teacher Edu	Associate	Assistant
4	Carrick, Jesse	Chemistry	Associate	Assistant
5	*Davis, Ann B.	Accounting & Bus. Law	Associate	Assistant
6	Deiter, Kristen	English	Associate	Assistant
7	Dollar, Kent	History	Professor	Associate
8	Foster, Sherrie	Counseling & Psy	Professor	Associate
9	Frye, Steven	Interdisciplinary Studies	Associate	Assistant
10	Geist, Melissa	Nursing	Professor	Associate
11	Isbell, Janet	Office of Teacher Edu.	Associate	Assistant
12	Kim, Wonkak	Music	Associate	Assistant
13	Luke, Charles	Counseling & Psy	Associate	Assistant
14	Propes, Elizabeth	History	Associate	Assistant
15	Rice, Cynthia	Chemical Engineering	Associate	Assistant
16	*Rosemond, LaNise	Exer. Sci., P.E. & Wellness	Associate	Assistant
17	Seiler, Steven	Sociology & Political Sci.	Associate	Assistant
18	Sheehan, Martin	Foreign Languages	Associate	Assistant

*Promotion Recommendation by Exception

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

University of Memphis

	Name	Department/Division	Proposed Rank	Current Rank
1	Allen, Alena	School of Law	Associate Professor	Assistant Professor
2	Allen, Jacob	Theatre and Dance	Associate Professor	Assistant Professor
3	Beasley, Lisa	College of Nursing	Associate Professor	Assistant Professor
4	Berlin, Kristoffer	Psychology	Associate Professor	Assistant Professor
5	Breckenridge, Leigh Ann	College of Nursing	Associate Professor	Assistant Professor
6	Campbell, William	History	Associate Professor	Assistant Professor
7	Cervone, Cristina	English	Associate Professor	Assistant Professor
8	Cramer, Chris	Center for Earthquake Research and Information	Professor	Associate Professor
9	Grynkiewicz, David	Mathematical Sciences	Associate Professor	Assistant Professor
10	Hagge, Michael	Architecture	Professor	Associate Professor
11	Huang, Xiaohua	Chemistry	Associate Professor	Assistant Professor
12	Jenkins, Ernestine	Art	Professor	Associate Professor
13	Kelz, Robert	Foreign Languages and Literature	Associate Professor	Assistant Professor
14	King, D KaTrina	College of Nursing	Associate Professor	Assistant Professor
15	Lancaster, Chloe	Counseling, Educational Psychology and Research	Associate Professor	Assistant Professor
16	Laumann, Dennis	History	Professor	Associate Professor
17	Lennon-Dearing, Robin	Social Work	Associate Professor	Assistant Professor
18	Levy, Marian	School of Public Health	Professor	Associate Professor
19	McKenna, Duane	Biological Sciences	Associate Professor	Assistant Professor

20	Neely-Barnes, Susan	Social Work	Professor	Associate Professor
21	Nolan, Vikki	School of Public Health	Associate Professor	Assistant Professor
22	Pichon, Latrice	School of Public Health	Associate Professor	Assistant Professor
23	Poston, Robin	Business Information and Technology	Professor	Associate Professor
24	Relyea, George	School of Public Health	Associate Professor	Assistant Professor
25	Schrotberger, Christie	College of Nursing	Associate Professor	Assistant Professor
26	Simone, Paul	Chemistry	Associate Professor	Assistant Professor
27	Wang, Lan	Computer Science	Professor	Associate Professor
28	Whelan, James	Psychology	Professor	Associate Professor
29	Williamson, Jim	Architecture	Professor	Associate Professor

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Volunteer State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Brown, James	Criminal Justice	Assistant Professor	Instructor
2	Carter, Krista	Psychology	Assistant Professor	Instructor
3	Carter, Robert	Biology	Professor	Associate Professor
4	Cropper, Samuel	Geology	Professor	Associate Professor
5	Fuqua, David	Economics	Associate Professor	Assistant Professor
6	Grimes, Wanda	English	Assistant Professor	Instructor
7	Hutson, Karen	ESOL	Associate Professor	Assistant Professor
8	Law (Martin), Connie	Psychology	Assistant Professor	Instructor
9	Previte, Suzanne	English	Associate Professor	Assistant Professor
10	*Price, Ami	English	Associate Professor	Assistant Professor
11	Said, Samuel	Computer Information Technology	Assistant Professor	Instructor
12	Shinde, Girija	Biology	Professor	Associate Professor
13	Wright, Hope	Veterinary Technology	Assistant Professor	Instructor

*Transfer from NaSCC Cookeville site

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FACULTY PROMOTION RECOMMENDATIONS FOR 2016-17

Walters State Community College

	Name	Department/Division	Proposed Rank	Current Rank
1	Alcorn, Steve	Humanities	Associate Professor	Assistant Professor
2	Cordry, Sean	Natural Science	Professor	Associate Professor
3	Eccles, Lisa	Natural Science	Professor	Associate Professor
4	Elliott, Kirsten	Behavioral Science	Assistant Professor	Instructor
5	Goosie, Abigail	Natural Science	Associate Professor	Assistant Professor
6	Isasi, Samantha	Humanities	Assistant Professor	Instructor
7	McCall, Cheryl	Health Programs	Professor	Associate Professor
8	McKemy, Dennis	Technical Education	Associate Professor	Assistant Professor
9	McClure, Marc	Behavioral Science	Professor	Associate Professor
10	Noe, Russell	Mathematics	Assistant Professor	Instructor
11	Owens, Craig	Humanities	Associate Professor	Assistant Professor
12	Rawlinson, Terry	Behavioral Science	Professor	Associate Professor



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Personnel and Compensation

SUBJECT: Promotion and Tenure at the Tennessee Colleges of Applied Technology

DATE: June 23, 2016

PRESENTER: Vice Chancellor James D. King

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Committee will be asked to act on recommendations for granting promotion and tenure to eligible faculty members. A list of the faculty being recommended for promotion and tenure is shown as Attachment A-1 and B-1 respectively.

The recommendations and supporting documents were submitted by the TCAT directors and were certified by them as having been processed through the approved institutional procedures. They have been reviewed by the Board's staff and are endorsed for favorable consideration by the Personnel Committee.

A summary of the tabulations regarding promotion and tenure recommendations for each center has been prepared by the staff. The forty (40) faculty receiving promotions represent 7.6% of the TCAT instructional staff. The one (1) faculty receiving tenure represents 0.2% of the TCAT instructional staff. Tabulation tables for promotion and tenure are shown as Attachments A-2 and B-2. Other observations of interest are listed below.

PROMOTIONS:

The forty (40) promotions are divided into these categories: twenty-seven (27) to Instructor (the second rank); eleven (11) to Senior Instructor (the third rank); and two (2) to Master Instructor (the highest rank).

TENURE:

With approval of these instructional staff, the total tenured faculty for the TCATs is 21%.

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY
PROMOTION RECOMMENDATIONS
2016-2017**

<u>College</u>	<u>Name</u>	<u>Proposed Rank</u>
Chattanooga	Kristi Caves-May	Senior Instructor
	Edward Gunn	Senior Instructor
	Martin Hicks	Instructor
	Michael Mercer	Senior Instructor
Crossville	Troy Hayes	Instructor
	Robert Noel Pratt	Instructor
Dickson	Bryan Johnson	Instructor
	Kim McPherson	Senior Instructor
	Wayne Spann	Instructor
	Dawn Vandygriff	Senior Instructor
Elizabethton	Patricia Henderson	Senior Instructor
	Lisa Miller	Senior Instructor
Harriman	Adam Dalton	Instructor
	Angela Richardson	Senior Instructor
Hohenwald	Valaurie Dunn	Instructor
	Christina Hammonds	Instructor
	Kendra Richardson	Instructor
	Randy Young	Instructor
Jacksboro	Betty Leach	Master Instructor
Jackson	Meredith Cooper	Instructor
	Karen Welch	Master Instructor
Livingston	Carrie Johnson	Instructor
McKenzie	Jon McKinney	Instructor
Memphis	Ocie Duckworth	Instructor
	Danny Ring	Instructor
Morristown	JB Marshall	Senior Instructor
	Mike Parton	Senior Instructor

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY
PROMOTION RECOMMENDATIONS
2016-2017**

<u>College</u>	<u>Name</u>	<u>Proposed Rank</u>
Murfreesboro	Shera Wilson	Instructor
Nashville	Thomas Greer	Instructor
	Sherri Manners	Instructor
Newbern	Craig Creswell	Instructor
	James D. Daniels	Senior Instructor
Pulaski	Jason Hickman	Instructor
	Stephanie Langford	Instructor
	Dino Owen	Instructor
Shelbyville	Keith Bills	Instructor
	Chuck Holcomb	Instructor
	Kim Rymer	Instructor
	Bob Swartzentover	Instructor
	Russell White	Instructor

Tennessee Colleges of Applied Technology
2016-2017 PROMOTION SUMMARY DATA

CENTER	NUMBER RECOMMENDED	INSTRUCTOR 2016-2017	SENIOR INSTRUCTOR 2016-2017	MASTER INSTRUCTOR 2016-2017	TOTAL FACULTY 2016-2017
ATHENS	0	0	0	0	0
CHATTANOOGA	4	1	3	0	4
COVINGTON	0	0	0	0	0
CROSSVILLE	2	2	0	0	2
CRUMP	0	0	0	0	0
DICKSON	4	2	2	0	4
ELIZABETHTON	2	0	2	0	2
HARRIMAN	2	1	1	0	2
HARTSVILLE	0	0	0	0	0
HOHENWALD	4	4	0	0	4
JACKSBORO	1	0	0	1	1
JACKSON	2	1	0	1	2
KNOXVILLE	0	0	0	0	0
LIVINGSTON	1	1	0	0	1
MCKENZIE	1	1	0	0	1
MCMINNVILLE	0	0	0	0	0
MEMPHIS	2	2	0	0	2
MORRISTOWN	2	0	2	0	2
MURFREESBORO	1	1	0	0	1
NASHVILLE	2	2	0	0	2
NEWBERN	2	1	1	0	2
ONEIDA	0	0	0	0	0
PARIS	0	0	0	0	0
PULASKI	3	3	0	0	3
RIPLEY	0	0	0	0	0
SHELBYVILLE	5	5	0	0	5
WHITEVILLE	0	0	0	0	0
TOTAL	40	27	11	2	40

TOTAL FACULTY SYSTEMWIDE - 527
 % OF TOTAL FACULTY PROMOTED SYSTEMWIDE 7.6%

TENNESSEE COLLEGES OF APPLIED TECHNOLOGY
TENURE RECOMMENDATIONS
2016-2017

<u>CENTER</u>	<u>NAME</u>	<u>PROGRAM</u>	<u>PRESENT RANK</u>
Crossville	Terry McKinney	Automotive Technology	Instructor

**TENNESSEE COLLEGES OF APPLIED TECHNOLOGY
TENURE SUMMARY DATA
2016-2017**

CENTER	TOTAL FACULTY	NUMBER RECOMMENDED	TENURED FACULTY	PERCENT OF FACULTY TENURED
ATHENS	13	0	2	15%
CHATTANOOGA	39	0	5	13%
COVINGTON	10	0	3	30%
CROSSVILLE	17	1	8	47%
CRUMP	11	0	2	18%
DICKSON	30	0	0	0%
ELIZABETHTON	18	0	0	0%
HARRIMAN	15	0	2	13%
HARTSVILLE	18	0	2	11%
HOHENWALD	17	0	0	0%
JACKSBORO	12	0	4	33%
JACKSON	26	0	9	35%
KNOXVILLE	27	0	6	22%
LIVINGSTON	15	0	5	33%
MCKENZIE	9	0	3	33%
MCMINNVILLE	10	0	2	20%
MEMPHIS	38	0	8	21%
MORRISTOWN	28	0	14	50%
MURFREESBORO	27	0	2	7%
NASHVILLE	44	0	14	32%
NEWBERN	15	0	3	20%
ONEIDA	13	0	1	8%
PARIS	17	0	1	6%
PULASKI	20	0	6	30%
RIPLEY	9	0	1	11%
SHELBYVILLE	19	0	6	32%
WHITEVILLE	10	0	4	40%
TOTAL	527	1	113	21%

TOTAL FACULTY SYSTEMWIDE - 527
 % OF TOTAL FACULTY RECOMMENDED FOR TENURE SYSTEMWIDE 0.2%



TENNESSEE BOARD OF REGENTS

MEETING: Personnel and Compensation Committee
SUBJECT: Faculty Promotional Increases
DATE: June 23, 2016
PRESENTER: Vice Chancellor Dale Sims
ACTION REQUIRED: Voice Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

A total of 312 faculty members are recommended for promotion at the universities and community colleges. At the TCAT's 40 faculty members are recommended for promotion. The recommendations are made within the requirements of TBR policies on tenure and promotion.

The recommendations and supporting documents were submitted to the Board by the universities, community colleges, and Tennessee Colleges of Applied Technology and were certified by them as having been processed through the approved institutional procedures. TBR staff has verified the proposed ranks of the individuals submitted for promotion by the institutions and ensured a corresponding increase for those that were eligible was submitted, or an exception noted.

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

<u>INSTITUTION</u>	<u>NAME</u>	<u>BEG. SALARY</u>	<u>INCREASE AMOUNT</u>	<u>ENDING SALARY</u>	<u>% OF INCREASE</u>
APSU	BAILEY,CHRISTOPHER G	43,466	3,477	46,943	8%
APSU	BARRON,LISA L	56,465	4,517	60,982	8%
APSU	BISER,JENNIS JEAN	75,281	6,022	81,303	8%
APSU	BLAKE,MICHELLE E	52,917	4,233	57,150	8%
APSU	BROCKMAN,BEATRIX M	45,471	3,638	49,109	8%
APSU	BRUSTER,BENITA G	64,519	6,452	70,971	10%
APSU	COCKRELL,SUSAN ROBERTA	101,483	10,148	111,631	10%
APSU	DARNELL,LINDA K	59,559	4,765	64,324	8%
APSU	FRENTZOS,CHRISTOS G	54,523	5,452	59,975	10%
APSU	GRISWOLD,VIRGINIA SPENCER	45,932	3,675	49,607	8%
APSU	GROGAN,GINA LANNETTE	50,041	4,003	54,044	8%
APSU	GRUSZCZYNSKI,MICHAEL WILLIAM	44,143	3,531	47,674	8%
APSU	HATZ,JESSICA L	47,137	3,771	50,908	8%
APSU	HEUSTON,JEEYOUN KATHY	53,601	5,360	58,961	10%
APSU	HICKS-GOLDSTON,CHRISTINA LOUIS	51,138	4,091	55,229	8%
APSU	HOLOVCHAK,ROMAN	56,381	4,510	60,891	8%
APSU	KONKOBO,CHRISTOPHE	48,824	3,906	52,730	8%
APSU	KOVALSKIY,ANDRIY	65,294	6,529	71,823	10%
APSU	LEWIS,LISA ODEAR	72,686	7,269	79,955	10%
APSU	MICHAEL,DARREN VAN	55,836	5,584	61,420	10%
APSU	OELGOETZ,JUSTIN R	57,792	5,779	63,571	10%
APSU	SCHNETTLER,JOHN PHILLIP	50,366	4,029	54,395	8%
APSU	SHEN,YINGTAO	96,030	7,682	103,712	8%
APSU	SPOFFORD,ANDREA KAY	43,466	3,477	46,943	8%
APSU	UFFELMAN,MINOA DAWN	55,370	5,537	60,907	10%
APSU	WORDOFA,KEBEDE HUNDIE	65,235	5,219	70,454	8%
APSU	YU,YINGBING	76,079	7,608	83,687	10%
APSU	ZHANG,YUNYING	47,306	3,784	51,090	8%
ETSU	ACHILOV,DILSHOD	50,473	4,038	54,511	8%
ETSU	ANDRADE,ROY M	45,246	3,620	48,866	8%
ETSU	BAKER,JOSEPH O	62,606	5,008	67,614	8%
ETSU	BARTOSZUK,KARIN	66,812	6,681	73,493	10%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

ETSU	BAUMGARTNER,MARK D	45,221	3,618	48,839	8%
ETSU	BIDGOOD,LEE B	45,246	3,620	48,866	8%
ETSU	BRODERICK,JANE T	68,261	6,826	75,087	10%
ETSU	CAMPBELL,KATHY A	55,041	5,504	60,545	10%
ETSU	DEADMAN,ALISON P	53,780	5,378	59,158	10%
ETSU	DORGAN,KELLY A	54,278	5,428	59,706	10%
ETSU	DULA,CHRISTOPHER S	57,277	5,728	63,005	10%
ETSU	DUNN,ROBERT A	55,417	4,433	59,850	8%
ETSU	FITZGERALD,MARTIN R	68,160	6,816	74,976	10%
ETSU	HAYTER,JILL K	73,631	5,891	79,522	8%
ETSU	HERRIN,MINDY M	58,000	5,800	63,800	10%
ETSU	HU,CHIH-LONG	63,362	6,336	69,698	10%
ETSU	KEELER,REBECCA L	51,154	4,092	55,246	8%
ETSU	KEITH,KARIN J	69,984	5,599	75,583	8%
ETSU	KILARU,ARUNA	59,338	4,747	64,085	8%
ETSU	LAMPLEY,JAMES H	58,956	5,896	64,852	10%
ETSU	LANGE,SHARA K	60,182	4,815	64,997	8%
ETSU	LEE,MICHELLE L	67,693	5,415	73,108	8%
ETSU	LEHRFELD,MICHAEL R	78,200	6,256	84,456	8%
ETSU	MASINO,ANTHONY G	94,517	7,561	102,078	8%
ETSU	MCBEE,MATTHEW T	54,464	4,357	58,821	8%
ETSU	MCGARRY,THERESA M	49,844	4,984	54,828	10%
ETSU	NANJUNDESWARAN,CHAYADEVIE	67,998	5,440	73,438	8%
ETSU	NASH,STEVEN E	48,500	3,880	52,380	8%
ETSU	PALMATIER,MATTHEW I	62,650	5,012	67,662	8%
ETSU	PARROTT,DEBORAH J	51,672	4,134	55,806	8%
ETSU	PRICE-RHEA,KELLY B	82,687	9,213	91,900	11%
ETSU	PRIOR,NICOLE M	52,687	4,215	56,902	8%
ETSU	PRITCHETT,CHRISTOPHER L	68,084	5,447	73,531	8%
ETSU	TOLLEY,REBECCA L	59,841	5,984	65,825	10%
ETSU	WASSINGER,CRAIG A	86,510	6,921	93,431	8%
ETSU	WEIERBACH,FLORENCE M	63,257	5,061	68,318	8%
ETSU	WEISS,KATHERINE	61,330	6,133	67,463	10%
ETSU	ZHENG,SHIMIN	92,009	7,361	99,370	8%

**FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES**

ECOM	ANDERSON,DANIEL R	118,591	9,487	128,078	8%
ECOM	BALBISSI,KAIS A	112,580	9,006	121,586	8%
ECOM	GORMAN,DIANA N	95,686	9,569	105,255	10%
ECOM	IBRAHIM,LAMIS W	88,236	7,059	95,295	8%
ECOM	LINVILLE,MARK D	201,396	20,140	221,536	10%
ECOM	OZMENT,TAMMY R	71,625	5,730	77,355	8%
ECOM	RAMU,VIJAY K	125,273	12,527	137,800	10%
ECOM	SMITH,STEVEN M	104,498	8,360	112,858	8%
ECOM	TUELL,DAWN S	92,914	9,291	102,205	10%
EFAM	CONNER,PATRICIA J	172,150	13,772	185,922	8%
EFAM	STOCKWELL,GLENDA F	85,278	6,822	92,100	8%
EFAM	URBIN,TIMOTHY A	85,801	6,864	92,665	8%
EPHRM	MELTON,SARAH T	123,701	12,370	136,071	10%
MTSU	AARON,JOSHUA R	94,350	6,000	100,350	6%
MTSU	CLARK,LINDA M	64,163	7,500	71,663	12%
MTSU	COONS,JOHN MICHAEL	54,651	6,000	60,651	11%
MTSU	FLEMING,MICHAEL S	65,901	7,500	73,401	11%
MTSU	FORD,JANARUTH H	41,634	4,500	46,134	11%
MTSU	FOSTER,PAUL STEPHEN	63,183	7,500	70,683	12%
MTSU	FRAME,MARK CHRISTOPHER	66,565	7,500	74,065	11%
MTSU	GEHO,PATRICK R	107,556	7,500	115,056	7%
MTSU	KELLY,DAVID B	66,582	7,500	74,082	11%
MTSU	KENNEDY,KYLE DUANE	62,302	7,500	69,802	12%
MTSU	MCNULTY,KEVIN JAMES	57,383	6,000	63,383	10%
MTSU	MOFFETT,RICHARD G	65,549	7,500	73,049	11%
MTSU	MOORE,SHELLEY P CASWELL	64,318	6,000	70,318	9%
MTSU	MORRIS,ASHLEY BRIGHAM	55,181	6,000	61,181	11%
MTSU	NADGIR,ARUNESH N	44,814	6,000	50,814	13%
MTSU	SADLER,KIM CLEARY	65,290	7,500	72,790	11%
MTSU	SHI,XIAOWEI	46,025	6,000	52,025	13%
MTSU	WHITE,LAURA A	46,170	6,000	52,170	13%
TSU	BRIGGS,REVLON SPEARS	65,454	4,582	70,036	7%
TSU	CHEN,FUR-CHI	87,577	11,563	99,140	13%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

TSU	DE KOFF,JASON PETER	78,795	5,580	84,375	7%
TSU	DENNIS,SAMUEL OSAWARU	89,505	9,635	99,140	11%
TSU	DIXON,REBECCA S	53,156	5,316	58,472	10%
TSU	EJIOFOR,ANTHONY OKECHUKWU	60,147	7,761	67,908	13%
TSU	GIBSON,TERRIE	77,366	5,416	82,782	7%
TSU	JOHNSON,WILLIAM	88,535	8,854	97,389	10%
TSU	KANU,MOHAMED	90,621	9,062	99,683	10%
TSU	KING,DAVID	94,505	9,451	103,956	10%
TSU	KUNGU,KENNETH	80,884	5,662	86,546	7%
TSU	LI,XIAOMING	93,648	9,365	103,013	10%
TSU	LIN,SHOW-MEI	47,107	12,146	59,253	26%
TSU	MARTIN,ELAINE D	57,056	10,852	67,908	19%
TSU	MATLOCK,VALERIA R	68,787	14,434	83,221	21%
TSU	NOBLE-BRITTON,PINKY A	51,285	3,590	54,875	7%
TSU	OLIVER,JASON BRADLEY	90,366	9,037	99,403	10%
TSU	QUICK,QUINCY	51,000	3,570	54,570	7%
TSU	RAY,ACHINTYA	82,617	8,262	90,879	10%
TSU	REED,MICHAEL E	54,219	9,029	63,248	17%
TSU	RICKETTS,JOHN C	92,907	9,291	102,198	10%
TSU	SI,HONGWEI	75,643	5,357	81,000	7%
TSU	STANBERRY,MARTENE L	52,465	3,673	56,138	7%
TSU	WANG,XIAOFEI	58,090	9,818	67,908	17%
TSU	WILLIAMS,ELIZABETH A	71,046	4,973	76,019	7%
TSU	WILLIAMS,LEAROTHA	52,136	3,650	55,786	7%
TSU	YOUNG-SEIGLER,ARTENZIA C	54,197	3,794	57,991	7%
TSU	ZHENG,MU	51,371	3,596	54,967	7%
TTU	ANDERSON,MELINDA M	88,179	8,818	96,997	10%
TTU	ANITSAL,MELEK MERAL	99,233	9,923	109,156	10%
TTU	CARRICK,JESSE DWAYNE	58,456	5,000	63,456	9%
TTU	DAVIS,ANN BOYD	124,760	9,981	134,741	8%
TTU	DEITER,KRISTEN LEA	53,522	5,000	58,522	9%
TTU	DOLLAR,KENT T	61,953	7,500	69,453	12%
TTU	FOSTER,SHERRIE LENN	62,315	7,500	69,815	12%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

TTU	FRYE,STEVEN BLAKE	55,847	5,000	60,847	9%
TTU	GEIST,MELISSA JEANNE	72,752	7,500	80,252	10%
TTU	ISBELL,JANET KESTERSON	54,721	5,000	59,721	9%
TTU	KIM,WONKAK	47,688	5,000	52,688	10%
TTU	LUKE,CHARLES CURTIS	56,875	5,000	61,875	9%
TTU	PROPE,CHARLOTTE ELIZABETH	53,910	5,000	58,910	9%
TTU	RICE,CYNTHIA ANN	79,853	6,388	86,241	8%
TTU	ROSEMOND,LANISE DESHALLE	49,548	5,000	54,548	10%
TTU	SEILER,STEVEN JEROME	53,129	5,000	58,129	9%
TTU	SHEEHAN,MARTIN PATRICK	53,023	5,000	58,023	9%
UOM	LEVY,MARIAN C	153,288	10,730	164,018	7%
UOM	ALLEN,ALENA MARIE	103,021	7,211	110,232	7%
UOM	ALLEN,JACOB GEORGE	61,864	4,330	66,194	7%
UOM	BEASLEY,LISA D	91,550	6,409	97,959	7%
UOM	BERLIN,KRISTOFFER SCOTT	64,732	4,531	83,031	7%
UOM	BRECKENRIDGE,LEIGH ANN	63,240	3,162	66,402	5%
UOM	CAMPBELL,WILLIAM JOHN	59,160	4,141	63,301	7%
UOM	CERVONE,CRISTINA MARIA	56,424	3,950	60,374	7%
UOM	CRAMER,CHRIS HAROLD	86,546	6,058	92,604	7%
UOM	GRYNKIEWICZ,DAVID J	67,320	4,712	72,032	7%
UOM	HAGGE,MICHAEL D	82,714	6,000	88,714	7%
UOM	HUANG,XIAOHUA	66,455	4,652	71,107	7%
UOM	JENKINS,EARNESTINE L	57,624	6,000	63,624	10%
UOM	KELZ,ROBERT	56,837	3,979	60,816	7%
UOM	KING,D KATRINA	60,116	3,006	63,122	5%
UOM	LANCASTER,CHLOE	61,209	4,285	65,494	7%
UOM	LAUMANN,DENNIS H	65,371	6,000	71,371	9%
UOM	LENNON-DEARING,ROBIN	65,581	4,591	70,172	7%
UOM	MCKENNA,DUANE	68,495	4,795	73,290	7%
UOM	NEELY-BARNES,SUSAN	78,422	6,000	84,422	8%
UOM	NOLAN,VIKKI G	78,697	5,509	84,206	7%
UOM	PICHON,LATRICE C	74,325	5,203	79,528	7%
UOM	POSTON,ROBIN SUZANNE	146,704	10,269	156,973	7%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

UOM	RELYEA,GEORGE E	81,383	5,697	87,080	7%
UOM	SCHROTBERGER,CHRISTIE M	63,062	3,153	66,215	5%
UOM	SIMONE,PAUL STEVEN	63,395	4,438	67,833	7%
UOM	WANG,LAN	120,000	8,400	128,400	7%
UOM	WHELAN,JAMES P	83,671	3,000	86,671	4%
UOM	WILLIAMSON,JAMES F	65,581	6,000	71,581	9%
CHSCC	ALONSO SANTILLANA,JUAN ANTONIO	44,826	1,345	46,171	3%
CHSCC	ARBOGAST,JENNIFER L	50,475	1,514	51,989	3%
CHSCC	ARPIN,MICHELE ANNETTE	46,934	1,408	48,342	3%
CHSCC	CRENSHAW,APRIL CHINA	45,823	5,443	51,266	12%
CHSCC	HYBERGER,SARAH AMANDA	68,096	6,032	74,128	9%
CHSCC	JARNEFELDT,JULIE MICHELLE	42,608	2,308	44,916	5%
CHSCC	LAMB,CAROLINE R	50,331	1,510	51,841	3%
CHSCC	MCCAMISH,MICHAEL DAVID	51,103	1,533	52,636	3%
CHSCC	MCCOY,JAMES S.	43,539	1,306	44,845	3%
CHSCC	MOBLEY,EVELYN MARIE	55,691	3,612	59,303	6%
CHSCC	RAGGHIANI,MATTHEW JOSEPH	54,304	1,629	55,933	3%
CHSCC	SCHMURR,CATHERINE MARIE	45,869	5,397	51,266	12%
CHSCC	SPEAR,MARIA ROSARIA	43,785	1,314	45,099	3%
CHSCC	STANFORD,JACOB A	44,876	1,346	46,222	3%
CHSCC	TROTTER,KATHERINE HULSE	53,642	5,661	59,303	11%
CHSCC	TUCKER,JOSHUA DON	44,473	1,334	45,807	3%
CHSCC	WILLMON,AARON KYLE	48,004	3,262	51,266	7%
CHSCC	WINGATE,JOSEPH L	44,076	2,352	46,428	5%
CLSCC	BRYAN,VICTORIA MARIE	44,988	500	45,488	1%
CLSCC	CUNNINGHAM,ELIZABETH ANN	63,858	1,500	65,358	2%
CLSCC	MERINO,CARLOS ROBERTO	43,394	500	43,894	1%
CLSCC	SHEARER,JENNIFER NICOLE	45,452	1,000	46,452	2%
COSCC	DARRELL,ROBERT MICHAEL	52,370	3,130	55,500	6%
COSCC	HOBBY,MICHELLE ROSE	55,510	2,570	58,080	5%
COSCC	LAMPLEY,DEARL D	76,280	6,680	82,960	9%
COSCC	MALONE,ANGELA C	48,550	2,900	51,450	6%
COSCC	MASHBURN,CAROLYN ANN	48,960	2,250	51,210	5%

**FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES**

COSCC	PERLEY,SANDRA CARYL	57,540	5,040	62,580	9%
COSCC	WHITE,DAVID LESTER	49,200	2,940	52,140	6%
DSCC	FRAZIER,JULIE R	83,000	4,150	87,150	5%
DSCC	BROOKS,MICHAEL D	51,480	2,570	54,050	5%
JSCC	DAVID,JANE O	78,797	2,465	81,262	3%
JSCC	REAVES,JENNIFER L	43,526	2,466	45,992	6%
JSCC	SWEET,CANDYCE C.	43,930	2,465	46,395	6%
MSCC	BUCHANAN,MICHAEL S	57,688	2,885	60,573	5%
MSCC	BUSH,NICHOLAS X	42,936	2,147	45,083	5%
MSCC	CAVIEZEL,JENNA BLAIRE MORGAN	40,658	2,033	42,691	5%
MSCC	COPELAND,DAWN G	49,896	2,495	52,391	5%
MSCC	DICKEY,SUSAN G	51,601	1,380	54,181	3%
MSCC	DODSON,NANCY LYNN	40,658	2,033	42,691	5%
MSCC	DURHAM,TERRY J	42,840	2,142	44,982	5%
MSCC	FLATT,LARRY DOUGLAS	57,678	2,884	60,562	5%
MSCC	GUERIN,STEPHEN H	50,080	2,504	52,584	5%
MSCC	HALE,MARGARET S	42,840	2,142	44,982	5%
MSCC	HARRIS,PAMELA KERLEY	40,997	2,050	43,047	5%
MSCC	HOOKER,WILLIAM ANDREW	55,440	2,772	58,212	5%
MSCC	HOWELL,WINFRED AMELIA	42,840	2,142	44,982	5%
MSCC	KOLLER,HEATHER LEA	44,673	2,234	46,907	5%
MSCC	SAND,PAUL FRANCIS	57,678	2,884	60,562	5%
MSCC	TANTAWI,KHALID	57,496	2,875	60,371	5%
MSCC	WHITE,ELIZABETH	40,997	2,050	43,047	5%
MSCC	WHITTENBERG,RHONDA GWEN	42,936	2,147	45,083	5%
NASCC	ANDERSON,BERNARD M.	48,973	1,660	50,633	3%
NASCC	BISSINGER,VICKIE J	54,894	1,357	56,251	2%
NASCC	BRYANT,AMY SULLIVAN	39,221	1,357	40,578	3%
NASCC	CORCORAN,JOHN BRADFORD	48,082	1,660	49,742	3%
NASCC	DARNELL,VALENCIA SHANE	37,979	1,357	39,336	4%
NASCC	JAROSEMICH,LAURA CASEY	54,894	1,357	56,251	2%
NASCC	LONGWOOD,LEDA L.	44,873	1,660	46,533	4%
NASCC	MCROBERTS,LARRY SCOTT	44,739	1,660	46,399	4%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

NASCC	MIZE,ROSLYN GUARISCO	51,245	1,357	52,602	3%
NASCC	NETTLES,ELIZABETH ANNE	52,384	1,810	54,194	3%
NASCC	NORMAN,THOMAS KELVIN	53,134	1,660	54,794	3%
NASCC	SMITH,MARIA CRISTINA	46,957	1,660	48,617	4%
NASCC	SORENSEN,KATHERINE JEAN	42,797	1,357	44,154	3%
NESCC	LOVING,LAWRENCE WAYNE	45,882	1,200	47,082	3%
NESCC	NEUBRANDER,JOHANNA LEE	63,032	1,200	64,232	2%
NESCC	OSBORNE,GREGORY EVAN	48,176	1,200	49,376	2%
NESCC	SLOAN,ELIZABETH MCKNIGHT	48,176	1,200	49,376	2%
NESCC	STURGILL,FAITH ERIN	47,116	800	47,916	2%
NESCC	TEMPLETON,LAURA JESSICA	46,173	800	46,973	2%
NESCC	WRIGHT,WILLIAM H.	45,882	1,200	47,082	3%
PSCC	ADAMCZYK,LESLIE ANN	43,410	2,170	45,580	5%
PSCC	BRICKEY,JENNIFER M	47,800	2,390	50,190	5%
PSCC	CAPONETTI,AMY REBECCA	45,660	2,280	47,940	5%
PSCC	DENNY,JOANNA H	42,450	2,120	44,570	5%
PSCC	FEY,DAVID	50,190	2,510	52,700	5%
PSCC	GHEZAWI,SAMI S	63,620	3,180	66,800	5%
PSCC	HAMRIC,JACOB LEE	48,130	2,410	50,540	5%
PSCC	IRELAND,PATRICIA ANNE	43,680	2,180	45,860	5%
PSCC	KOONTZ,RONALD E	44,840	2,240	47,080	5%
PSCC	LLOYD,ROBERT THOMAS	47,800	2,390	50,190	5%
PSCC	LOPEZ,TERESA MARIE	42,450	2,120	44,570	5%
PSCC	LOVETTE,LENNA KATIE LOUISE	50,620	2,530	53,150	5%
PSCC	MALLEY,SARA E	43,680	2,180	45,860	5%
PSCC	MCCLANAHAN,MARILYN SUE	44,840	2,240	47,080	5%
PSCC	MEZICK,JENNIFER ANN	49,640	2,480	52,120	5%
PSCC	MORRIS,KATHERINE L	42,450	2,120	44,570	5%
PSCC	MOSTELLER,SUSAN CROWE	43,410	2,170	45,580	5%
PSCC	MURPHY,JAMES MICHAEL	48,130	2,410	50,540	5%
PSCC	PARTELOW,ANGELA RENEE	44,840	2,240	47,080	5%
PSCC	PHARR,BARBARA ANNE	47,800	2,390	50,190	5%
PSCC	RIETH,HERBERT J	47,800	2,390	50,190	5%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

PSCC	RUSSELL,TOBY HAYES	43,410	2,170	45,580	5%
PSCC	SMITH,SHANNA ELAINE	42,450	2,120	44,570	5%
PSCC	STRIBLING,JANE KATHRYN	57,340	2,870	60,210	5%
PSCC	WITHINGTON,KERI LINN	42,450	2,120	44,570	5%
RSCC	ARCANGELI,KATHRYN K	51,273	2,564	53,837	5%
RSCC	BOULDIN,ERIC E	45,448	2,272	47,720	5%
RSCC	DANIEL,JALA J	45,908	2,295	48,203	5%
RSCC	DUNCAN,LEA ALLISON	52,562	2,628	55,190	5%
RSCC	FARMER,WILLIAM M	48,144	2,407	50,551	5%
RSCC	GENNA,GARY N	52,215	2,611	54,826	5%
RSCC	GILL,MELINDA K	61,032	3,052	64,084	5%
RSCC	MONDAY,RALPH W	55,596	2,780	58,376	5%
RSCC	STERNFELS,RONALD J	55,596	2,780	58,376	5%
STCC	BANKER,AMANDA M	41,748	8,892	50,640	21%
STCC	BLAUDOW,ROBERT ALBERT	53,556	9,804	63,360	18%
STCC	BRINSON,VALETTA RENEE	39,792	2,088	41,880	5%
STCC	DESAI,SHILPA SANJIV	33,336	8,544	41,880	26%
STCC	GAMBILL,MARTIN B	38,892	7,188	46,080	18%
STCC	LIPFORD,JESSE ERNESCIUS	50,256	13,104	63,360	26%
STCC	PIERCE,KAREN ANN	41,688	8,952	50,640	21%
STCC	SANDLIN,BARBARA	39,216	4,824	44,040	12%
STCC	SULTANA,MAHMUDA	41,364	6,876	48,240	17%
STCC	WILSON,WILLIE J	37,896	6,144	44,040	16%
VSCC	BROWN,JAMES NORTON	48,304	1,932	50,236	4%
VSCC	CARTER,ROBERT STUART	57,453	2,298	59,751	4%
VSCC	CROPPER,SAMUEL C	56,861	2,274	59,135	4%
VSCC	FUQUA,DAVID L	46,787	1,871	48,658	4%
VSCC	GRIMES,WANDA R	41,254	1,650	42,904	4%
VSCC	HUTSON,KAREN ILENE	45,622	1,825	47,447	4%
VSCC	LAW,CONNIE J	45,429	1,817	47,246	4%
VSCC	MAZZA CARTER,KRISTA ANN	43,674	1,747	45,421	4%
VSCC	PREVITE,SUZANNE	44,583	1,783	46,366	4%
VSCC	PRICE,AMI R	42,821	1,713	44,534	4%

FACULTY PROMOTION 2016
UNIVERSITIES COMMUNITY COLLEGES

VSCC	SAID,SAMUEL	44,839	1,794	46,633	4%
VSCC	SHINDE,GIRIJA SHIVAJI	57,472	2,299	59,771	4%
VSCC	WRIGHT,KIMBERLY HOPE	68,633	2,745	71,378	4%
WSCC	ALCORN,STEVEN VAN	48,146	3,092	51,238	6%
WSCC	CORDRY,SEAN MICHAEL	58,511	1,160	59,671	2%
WSCC	ECCLES,LISA ANN	55,069	1,092	56,161	2%
WSCC	ELLIOTT,KIRSTIN LEANN	40,883	4,845	45,728	12%
WSCC	GOOSIE,ABIGAIL MABE	43,122	2,769	45,891	6%
WSCC	ISASI,SAMANTHA PEARL	35,282	4,181	39,463	12%
WSCC	MCCALL,CHERYL CORUM	86,195	1,307	87,502	2%
WSCC	MCCLURE,MARC ERIC	50,480	1,001	51,481	2%
WSCC	MCKEMY,DENNIS WAYNE	62,926	3,496	66,422	6%
WSCC	NOE,RUSSELL LYNN	35,282	4,181	39,463	12%
WSCC	OWENS,CRAIG BRADLEY	42,679	2,741	45,420	6%
WSCC	RAWLINSON,TERRY GLEN	45,891	910	46,801	2%

**FACULTY PROVISION 2016
COLLEGES OF APPLIED TECHNOLOGY**

<u>INSTITUTION</u>	<u>NAME</u>	<u>BEG. SALARY</u>	<u>INCREASE AMOUNT</u>	<u>ENDING SALARY</u>	<u>% OF INCREASE</u>
CHATT	CAVES-MAYS,KRISTI GRIFFITH	52,319	1,570	53,889	3%
CHATT	GRUN,EDWARD V	52,319	1,570	53,889	3%
CHATT	HICKS,MARTIN B	44,721	1,342	46,063	3%
CHATT	MERCER,MICHAEL T	51,041	1,531	52,572	3%
CROSS	HAYES,TROY A	44,070	3,700	47,770	8%
CROSS	PRATT,ROBERT NOEL	44,070	3,700	47,770	8%
DICKS	JOHNSON,BRYAN DOUGLAS	44,070	3,700	47,770	8%
DICKS	MCPHERSON,KRIEMHILD	52,902	3,000	55,902	6%
DICKS	SPANN,CHARLES WAYNE	44,070	3,700	47,770	8%
DICKS	VANDYGRIFF,DAWN R.	49,497	3,000	52,497	6%
ELIZA	HENDERSON,PATRICIA P.	50,765	2,105	52,870	4%
ELIZA	MILLER,ALESIA ANN PARLIER	48,725	3,145	51,870	6%
HARRI	DALTON,ADAM E	44,070	4,030	48,100	9%
HARRI	RICHARDSON,ANGELA MARIE	48,005	4,095	52,100	9%
HOHEN	DUNN,VALAURIE REEVES	45,160	2,000	47,160	4%
HOHEN	PRATER,CHRISTINA SAWYER	46,490	2,000	48,490	4%
HOHEN	RICHARDSON,KENDRA	49,200	2,000	51,200	4%
HOHEN	YOUNG,RANDY A	45,000	2,000	47,000	4%
JACKB	LEACH,BETTY JEAN	52,125	5,350	57,475	10%
JACSN	COOPER,MEREDITH ANNE	44,880	4,488	49,368	10%
JACSN	WELCH,KAREN L	52,125	5,213	57,338	10%
LIVIN	HUCKEBY-JOHNSON,CARRIE DEANNE	44,070	3,700	47,770	8%
MCKEN	MCKINNEY,JONATHAN	44,070	3,700	47,770	8%
MEMPH	DUCKWORTH,OCIE BARRY	46,608	3,264	49,872	7%
MEMPH	RING,DANNY PAUL	50,952	1,020	51,972	2%
MORRI	MARSHALL,J B	54,041	3,000	57,041	6%
MORRI	PARTON,MIKE AUTHUR	49,004	3,000	52,004	6%
MURFR	WILSON,SHERALEA JENE	46,589	5,011	51,600	11%
NASHV	GREER,THOMAS M.	49,177	4,917	54,094	10%
NASHV	MANNERS,SHERRI L	47,624	4,762	52,386	10%
NEWBE	CRESWELL,CHARLES CRAIG	47,000	4,700	51,700	10%

**FACULTY PROVISION 2016
COLLEGES OF APPLIED TECHNOLOGY**

<u>INSTITUTION</u>	<u>NAME</u>	<u>BEG. SALARY</u>	<u>INCREASE AMOUNT</u>	<u>ENDING SALARY</u>	<u>% OF INCREASE</u>
NEWBE	DANIELS,JAMES E	48,005	4,801	52,806	10%
PULAS	HICKMAN,JASON RUSSELL	46,600	1,200	47,800	3%
PULAS	LANGFORD,STEPHANIE KAY	38,320	1,200	39,520	3%
PULAS	OWEN,DINO GENE	53,070	1,200	54,270	2%
SHELB	BILLS,ELBERT KEITH	44,814	4,481	49,295	10%
SHELB	HOLCOMB,CHARLES JOSEPH	45,553	4,500	50,053	10%
SHELB	RYMER,KIMBERLY D	37,361	3,736	41,097	10%
SHELB	SWARTZENTROVER,ROBERT G	44,069	4,408	48,477	10%
SHELB	WHITE,RUSSELL	44,070	4,407	48,477	10%



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Personnel and Compensation
SUBJECT:	Recommended Revisions to TBR Policy 5:02:02:10 - Faculty Rank & Promotion at TCATs
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor James D. King
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The committee will receive proposed revisions to TBR Policy 5:02:02:10 (Faculty Rank & Promotion at TCATs) for review and approval. The changes include:

- Increasing the promotion data review from one year to a three-year average;
- Increasing the average for completion to 70% and placement to 80%;
- Adding one additional rank of Master Instructor II;

These changes strengthen the policy to ensure we have the highest quality instructional staff preparing our students to successfully enter the workforce.

Faculty Rank & Promotion at TCATs : 5:02:02:10

TCATs

Purpose

The purpose of this policy is to establish the criteria and process regarding faculty rank and promotion at Tennessee Colleges of Applied Technology governed by the Tennessee Board of Regents.

Policy

I. Introduction

- A. Initial appointment to a faculty rank reflects an assessment of credentials in light of various criteria, which define each rank.
- B. Promotion in rank is recognition of past achievement of the individual being considered for promotion. In addition, the advancement in rank is usually recognition of future potential and a sign of confidence that the individual is capable of greater accomplishments and assuming greater responsibilities.
- C. The policy of the Tennessee Board of Regents is to make promotions strictly on consideration of merit tempered by college and fiscal considerations. * In maintaining this policy, promotions are made objectively, equitably, impartially, and as recognition of merit in line with the following policy guidelines.

II. Minimum Criteria for Initial Rank Appointment and for Promotion in Rank

- A. Full-time faculty appointed in the tenure track or appointed to a one-year contract must be assigned one of the following ~~four (4)~~five (5) ranks:
 1. Associate Instructor
 2. Instructor
 3. Senior Instructor
 4. Master Instructor
 - 4-5. Master Instructor II
- B. The following criteria for initial appointment in rank also serve as criteria for promotion in rank:
 1. Associate Instructor
 - a. Evidence of good ability in instruction (as reflected by performance evaluations).
 - a-b. Evidence of potential ability in instruction.
 - b-c. Evidence of good character, mature attitude, and stable personality.
 - e-d. Credential indicating high school graduation or equivalent.

- ~~d~~-e. Three (3) years of employment experience in the occupation to be taught and appropriate occupational certification.
- e-f. Indication of a willingness to remain current in the occupation to be taught.
- g. Indication of a willingness to establish and maintain positive relationships with business, industry and government.
- f-h. A three year average of 70% for completion and 80% for placement is required for promotion.

2. Instructor

- a. Evidence of good ability in instruction (as reflected by performance evaluations).
- a-b. Evidence of demonstrated ability in instruction.
- b-c. Evidence of good character, mature attitude, and stable personality.
- e-d. Evidence of study in the instructional or related discipline aimed toward an associate degree or higher from an accredited institution (such evidence would include acquiring a minimum of 30 semester hours of academic credit of which 18 semester hours should be in technical education courses designed for technical educators.) or evidence of a college of applied technology diploma consisting of at least 900 contact hours and completion of 15 hours of college-level work in the appropriate concentration, general education, or technical education courses designed for technical educators.
- ~~d~~-e. Three (3) years of teaching experience in the occupational discipline and three (3) years of employment experience in the occupation to be taught.
- e-f. Evidence that the instructional program being taught by the instructor is certified or accredited if applicable.
- f-g. Evidence of a developed plan to remain current in the occupation to be taught.
- h. Evidence of maintaining positive relationships with business, industry and government.
- ~~g~~-i. A three year average of 70% completion and 80% for placement is required for promotion.

3. Senior Instructor

- a. Evidence of good ability in instruction (as reflected by performance evaluations).

- b. Evidence of good character, mature attitude, and stable personality.
- c. Credential from an accredited institution indicating an associate degree in the occupational area or a related area.
- d. Six (6) years of teaching experience in the occupational discipline and three (3) years employment experience in the occupation.
- e. Evidence of having carried out a planned program to remain current in the occupation to be taught.
- f. Evidence of maintaining positive relationships with business, industry and government.

f.g. A three year average of 70% for completion and 80% for placement is required for promotion.

4. Master Instructor

- a. Evidence of excellent ability in instruction (as reflected by performance evaluations).
- b. Evidence of good character, mature attitude, and stable personality.
- c. Credential from an accredited institution ~~from an accredited institution~~ indicating a bachelor's degree (or above) in the instructional discipline or a related area.
- d. Nine (9) years of teaching experience in the occupational~~a~~ and three years employment experience in the occupation.
- e. Evidence of a well-conceived on-going plan and program to remain current in the occupation to be taught.
- f. Evidence of maintaining positive relationships with business, industry and government.

g. A three year average of 70% for completion and 80% for placement is required for promotion.

5. Master Instructor II

- a. Evidence of excellent ability in instruction (as reflected by performance evaluations.)
- b. Evidence of good character, mature attitude, and stable personality.
- c. Credential from an accredited institution indicating a bachelor's degree (or above) in the instructional discipline or a related area.
- d. Fifteen (15) years of teaching experience in the occupation and three years employment experience in the occupation.

e. This level will recognize faculty members who reached the Master Instructor level and have continued to do an outstanding job including a three year history of leadership activities plus a three year average of 70% for completion and 80% for placement.

f. Evidence of a well-conceived on-going plan and program to remain current in the occupation and documented by a leadership portfolio.

f.—Evidence of maintaining positive relationships with business, industry and government.

III. Procedures for Initial Rank Appointment

- A. It is the responsibility of the director to ensure that all positions are filled in compliance with Board policy and any special directions from the Chancellor.
- B. When full-time faculty are appointed in the tenure track, it is also the responsibility of the director to ensure that such appointments reflect clearly the criteria for ranks described in II (above).

IV. Procedures for Promotion in Rank

- A. It is the responsibility of the director to recommend at a time stipulated by the Chancellor or his or her designee only those individuals who warrant promotion in light of the criteria for ranks described in II (above).
- B. A letter of promotion recommendation from the director of the Tennessee College of Applied Technology shall be forwarded to the Chancellor for his or her review. That letter should be accompanied by an attached "School Promotion Report."
- C. The Chancellor's recommendation for promotion will be forwarded to the Board Committee on Personnel and subsequently to the Tennessee Board of Regents. Promotions in rank for tenured or tenured-track faculty may not become effective until they have received positive action by the Tennessee Board of Regents.

V. Exceptions

- A. If the director wishes to make an appointment or a promotion that does not reflect adherence to the criteria described in II (above), he or she must appeal to the Chancellor for an exception prior to making any commitment to the candidate. Board staff will review the exception and supporting documentation during the regular promotion recommendation cycle. If exceptional instructors are identified, up to two exceptions per academic year may be sent to the Chancellor's Office for TBR Board recommendation.

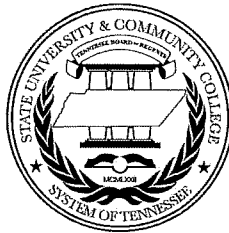
VI. Distribution of Information to Faculty

- A. This policy of the Tennessee Board of Regents on faculty and promotion at Tennessee Colleges of Applied Technology is applicable to all Colleges of Applied Technology

governed by the Board. It should be incorporated in those personnel policy manuals by which each school normally communicates with its faculty.

Sources

TBR Meeting, September 30, 1993, December 9, 1994; Revised: TBR Meeting, September 30, 2005; December 3, 2009.



TENNESSEE BOARD OF REGENTS

MEETING: Personnel and Compensation Committee
SUBJECT: Institution Compensation Plans Proposal
DATE: June 23, 2016
PRESENTER: Vice Chancellor Dale Sims
ACTION REQUIRED: Roll Call Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

In accordance with TBR Guideline P-043 Compensation, the following institutions submitted new or revised compensation plan to the System Office for review:

Institution	Summary of Changes
<u>Austin Peay State University</u>	New compensation framework to address changes in market and peer institutions with the scope including all employees; Clerical & Support, Administrative/Professional, Executive, and Faculty.
<u>East Tennessee State University</u>	Amendment to the existing compensation plan to include minor housekeeping changes.
<u>Middle Tennessee State University</u>	Amendment to the existing compensation plan to update the list of peer institutions for Administrative/Professional, Executive and Faculty.
<u>Tennessee Tech University</u>	Amendment to the existing compensation plan to provide additional explanation and guidance, and include a component for the possibility of merit pay.
<u>Volunteer State Community College</u>	New compensation framework for all employee groups to address changes in market and the lack of availability of faculty information by academic degree.

The new or revised compensation plans were reviewed within the System Office by a committee of six (6) individuals from the following offices; Finance, Academic Affairs, Community Colleges, TN Colleges of Applied Technology, and two (2) individuals from Human Resources. The Committee reviewed the proposed plans for methodology, market data being used, equity, consistency, completeness, and clarity. After review of the proposed plans, the Committee respectively recommends Board approval of the proposed revisions or new compensation plans.

REVIEW OF INSTITUTION COMPENSATION PLANS

Committee on Personnel and Compensation

June 2016

Austin Peay State University

Austin Peay State University (APSU) is proposing a new compensation plan to be implemented in FY2017. The previous plan was completed and approved in 2011. All positions in the proposed plan are priced at 100% of the market.

Market data for clerical and support positions was obtained from the local market using the Bureau of Labor Statistics (BLS). A new salary range structure has been developed, utilizing a difference of 7.5% between midpoints of each pay grade. The low end of the range is 75% of the market salary and the high is 125% of the market salary. There are 10 paygrades for the support staff structure.

Market data for the administrative/professional, executive and faculty employees was obtained from the College and University Professional Association-Human Resources (CUPA-HR), and all TBR universities. The peer comparators identified in the previous APSU compensation plan were selected using criteria such as: enrollment, tuition, and Carnegie Classification. The peer comparators that were not in alignment with at least two of the criteria were dropped from the proposed plan, and all of the TBR universities were included. Of the 68 institutions included in the peer list, 3 are in a smaller classification, 46 are the same classification, and 19 are in a larger classification.

Administrative/professional, executive and faculty employees will be hired at a salary based on experience, unique and highly qualified skill sets, budgetary constraints and compression issues, within a range that is 75% of market salary to 100% of market. With appropriate justification, an exception can be requested to hire above market.

Faculty will receive promotional salary adjustments for progressing through the ranks:
Assistant professor to associate professor = 8%
Associate professor to professor = 10%

The proposal allows for the compensation plan to be adjusted annually using current market data as published by CUPA-HR. For faculty, administrative/professional and executive positions the CUPA-HR position comparators will be used. For the support staff the salary ranges will be indexed by CUPA-HR's reported indexing increase. This allows the pay ranges to stay competitive and reflect market increases.

East Tennessee State University

East Tennessee State University (ETSU) is proposing an amendment to their Compensation/Equity Plan to incorporate some housekeeping changes. The proposed changes include changing the dates to be the current year, some formatting changes and striking a sentence that the University President shall appoint a representative campus committee to advise the University President during implementation

Middle Tennessee State University

Middle Tennessee State University (MTSU) is proposing revisions to their existing compensation plan to be implemented in FY 2017. Previous revisions to their compensation plan were approved in 2012. Peer institutions were modified in 2006.

There were no proposed revisions to the classified staff classification structure or compensation plan. MTSU is proposing a new list of 50 peer institutions for market salary purposes for administrative, executive, and faculty positions.

The original faculty market study collected market data by discipline and mission to MTSU. Twenty-two (22) of the original 37 peers are still included in the new peer list. The 28 additional peers were chosen based on participation in the CUPA-HR Salary Study to add data stability. Carnegie Classification of Doctoral/Research Universities or Research Universities, Public Doctoral Granting Institutions, enrollment data, and program mix were also used to select the new peers. Six (6) Master's Large institutions were added for representation of Agribusiness/Agriscience and Aerospace Programs. Association to Advance Collegiate Schools of Business (AACSB) will be used for business disciplines not represented by CUPA-HR data.

Previously the executive compensation plan used the same peer set as the faculty, but the administrative positions had 64 institutions identified as peers. This proposed revision uses the same 50 peer institutions for executive, administrative and faculty positions. The staff plan will continue to use local market data.

The following rationale was used to determine the peer group:

1. Participation in the 2014-2015 CUPA-HR Salary Study
2. Public Doctoral Granting Institutions
3. Enrollment Range of 40% of MTSU enrollment
4. Carnegie Classification of Doctoral Research Universities or Research Universities – high research activity
5. Review of program mix for each institution
6. Six Master's Large institutions were added to represent disciplines of Agribusiness/Agriscience and Aerospace based on the recommendations of department chairs.

All institutions are considered peers, with none representing aspirational peer institutions.

Tennessee Tech University

Tennessee Tech University (TTU) is proposing revisions to their compensation plan that was approved in 2011 and revised in 2015. The proposal includes additional explanation and guidance to the compensation plan, including the compensation philosophy and objectives and administrative guidelines for implementation of the previously approved compensation plan. It also includes the possibility of merit based pay, subject to availability of funds and appropriate approvals.

The maximum amount of relevant experience a new hire can receive in excess of the position requirements to enhance their starting place on the salary range was adjusted from (five) 5 years to three (3) years. Salary ranges were adjusted for changes in market rates.

Volunteer State Community College

Volunteer State Community College (VSCC) is proposing a new compensation plan for all employee groups. The previous plan was approved in 2008. The proposed plan is at 100% of market.

The following compensation survey resources were used: various CUPA-HR reports for Associate's Institutions; TBR sister institutions; Southern Region Education Board (SREB) Fact Book; American Association of University Professors (AAUP)/Academe; Economic Research Institute; Kenexa Comp Analyst; and Payscale.

The proposed salary structure for staff positions contains nine (9) grades. The minimum amount any full-time employee will be paid is \$22,050, based on a review of the Poverty Level and Living Wage for the area. The midpoint differential was enlarged from 8% to 10% to allow a clearer differentiation between levels, and in anticipation of the Department of Labor's increase for salary exemption threshold. It may become necessary to reclassify some positions to overtime eligible and the structure needs to accommodate the more highly skilled positions. The range spread is 40%. The time to reach target salary or midpoint of the range is three (3) years beyond what is minimally required for the position.

The proposed salary structure for administrative positions contains twelve (12) grades. The midpoint differential is also 10% and the range spread is 50%. The time to reach target salary or midpoint of the range is five (5) years beyond what is minimally required for the position.

Due to changes in the availability of market data by academic degree, the degree component was removed as a component of the faculty compensation structure. The proposal is for the faculty salaries to be a function of academic rank and discipline. The range spread is 50%, with maximums and minimums +/- 20% of the midpoint. The difference between midpoints is set by the market rates by rank. The assistant professor's midpoint is 6.5% higher than instructor; associate professor is 16.2% higher than assistant professor; and the professor is 16.5 % higher than associate professor.

The executive structure has four (4) grades. The midpoint differential is 10% and the range spread is 60%. The time to reach target salary or midpoint of the range is five (5) years beyond what is minimally required for the position.

The proposal would allow the compensation plan to be adjusted using reference resources, such as CUPA-HR and World at Work. This allows the pay ranges to stay competitive and reflect market increases.



TENNESSEE BOARD OF REGENTS

MEETING:	Personnel and Compensation Committee
SUBJECT:	System Wide Compensation Strategy
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor Dale Sims
ACTION REQUIRED:	Roll Call Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

The proposed System Compensation Strategy below incorporates feedback received from the institution administrators. It attempts to address the collective compensation issues identified by the institutions. While there wasn't funding in the state appropriations specifically designated for salary increases for higher education, the outcome funding exceeded THEC's recommendation. It is proposed that the "excess" be used to partially fund a 1.0% salary pool at each institution and give all of the institutions the flexibility to supplement that funding from local sources to provide additional salary increases or address personnel needs as follows:

- 1. Compensation or Personnel Strategies.** A salary pool would be created of at least 1% of salaries of all regular, full and part-time benefit eligible employees, restricted and unrestricted, on the payroll as of June 30, 2016. The strategies are not mutually exclusive and a combination of the provided strategies may be chosen staying within the requested salary pool, without additional tuition or fee increases.
- A. Compensation Plan** - Institutions would be authorized to provide salary adjustments consistent with their Board approved compensation plans.
 - a. Compensation Plan-Not Fully Funded.**
 - i. Compensation Plan Level: Institutions would be authorized to use an amount equal or up to the requested Institution's salary pool to fund their compensation plan.
 - ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.

- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.), the percentage of the salary pool used for the compensation plan, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

b. Compensation Plan-Fully Funded.

- i. Market Adjustment Level: Institutions who have fully funded their compensation plans would adjust the salary ranges to address changes in market salaries, as prescribed in their compensation plan, up to or equal to the amount requested.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the date of payment, the amount of recurring funds encumbered by the proposed increase, the percentage of the compensation plan funded by group, which groups if any are excluded from the increase, the type of increase (i.e. salary equity, living wage, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

c. Compensation Plan – Equity Adjustments

- i. Equity Level: Institutions would be authorized to provide reclassifications consistent with their compensation plan up to or equal to the amount requested.
- ii. Distribution: Funds would be distributed to employees in accordance with Board approved compensation plans.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the increase, the type of increase (i.e. salary equity, reclassification, etc.) the percentage of the salary pool used for the compensation plan increase, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

B. Cost of Living Adjustment (COLA). A COLA salary pool would be created of salaries of all regular, full and part-time employees, restricted and unrestricted, on the payroll as of June 30, 2016, up to or equal to the amount requested.

- i. COLA Level: This proposal allows for a percentage or flat dollar increase
- ii. Distribution: Each eligible employee would receive a percentage increase based on their June 30, 2016 salary. A minimum flat dollar payment could be established by the institution. The amount would be pro-rated for part-time employees.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the COLA, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

C. Faculty Promotions. A salary pool would be created to address funding for faculty promotions, consistent with the institution's approved compensation plan.

- i. Faculty Promotion Level: This proposal envisions a percentage of the salary pool to fund faculty promotions.
- ii. Distribution: Each eligible faculty member would receive the amount due under the approved institution compensation plan for the promotion.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to, the amount of recurring funds encumbered by the proposed increase, the percentage of the salary pool used for the faculty promotion, and whether it is effective retroactively. It is proposed that these adjustments be acted on by the Board during its September meeting.

D. One-Time Payment. Institutions would be authorized to use non-recurring funds to provide one-time payments to all regular full-time and part-time employees on payroll as of June 30, 2016.

- i. Level: Institutions would be authorized to pay a one-time bonus not to exceed \$1000 to all regular, full and part-time employees, paid on restricted and unrestricted funds.
- ii. Distribution: Each full-time eligible employee would receive the same bonus amount. Part-time employees would be pro-rated.

- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the date of payment, the amount of the one-time payment, and the requirements used to determine eligibility. It is proposed that these adjustments be acted on by the Board during its September meeting.

E. Funding Additional Positions. A salary pool would be created to address the creation of new positions.

- i. Level: Institutions would be authorized to use all or a portion of the requested salary pool to fund the creation of new positions.
- ii. Distribution: Positions would be funded from the requested salary pool, based on institutional needs.
- iii. Timing: Institutions will submit a proposal that includes, but is not limited to the title of position, anticipated salary and benefits for position, and anticipated hire date. It is proposed that these requests be acted on by the Board during its September meeting.

2. Process.

- A. Each institution shall provide a summary of the planned implementation of any the items above to April Preston no later than **August 15, 2016**.
- B. Proposed plans will include: itemized breakdown of how the salary pool was spent, as well as any local funds; the percentage and dollar amount of the salary pool used for each type of increase; payment dates, including the amount and type of increase to be given; the amount of recurring funds encumbered by the proposed increase; the percentage of the compensation plan funded by group; if applicable, which groups if any are excluded from the increase; the type of increase (i.e. salary equity, living wage, etc.); additional positions funded; as well as justifications for any increases to administrators that exceed an individual employee 10% increase. This information will be provided for Board approval at the September Board meeting.
- C. Institutions will be authorized to implement the proposed plans as approved by the Board.



Tennessee Board of Regents
Committee on Academic Policies and Programs
June 23, 2016

AGENDA

1. APPROVAL OF MTSU JOEY A. JACOBS CHAIR OF EXCELLENCE IN ACCOUNTING (Associate Vice Chancellor Greg Sedrick)

In the June 21, 2013, meeting of the Committee on Academic Policies and Procedures, held at Walters State Community College, the committee approved by voice vote the revision of the Joey A. Jacobs Chair of Excellence in Accountancy. Mr. Jacobs' generous contribution to the university positioned Middle Tennessee State University to provide a national and international presence in the field of accounting and related fields. As part of the 2016-2017 budget, Governor Haslam included \$1.5 million from general government funding to supplement the existing Jacobs Chair of Excellence funds. Once applied, these funds along with the institutional match will bring the total value of the Chair of excellence to \$5 million and assure adequate support to the future chair holder.

This request for action of the Regents will allow the Board to seek the approval of the Tennessee Higher Education Commission for the House and Senate Education Subcommittees to enact the release of funds.



TENNESSEE BOARD OF REGENTS

MEETING:	Committee on Academic Policies and Programs
SUBJECT:	MTSU Joey A. Jacobs Chair of Excellence in Accounting
DATE:	June 23, 2016
PRESENTER:	Associate Vice Chancellor Greg Sedrick
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

In the June 21, 2013, meeting of the Committee on Academic Policies and Procedures, held at Walters State Community College, the committee approved by voice vote the revision of the Joey A. Jacobs Chair of Excellence in Accountancy. Mr. Jacobs' generous contribution to the university positioned Middle Tennessee State University to provide a national and international presence in the field of accounting and related fields. As part of the 2016-2017 budget, Governor Haslam included \$1.5 million from general government funding to supplement the existing Jacobs Chair of Excellence funds. Once applied, these funds along with the institutional match will bring the total value of the Chair of excellence to \$5 million and assure adequate support to the future chair holder.

This request for action of the Regents will allow the Board to seek the approval of the Tennessee Higher Education Commission for the House and Senate Education Subcommittees to enact the release of funds.

Vice President for Business and Finance

Middle Tennessee State University
119 Cope Administration Building
Murfreesboro, Tennessee 37132
o: (615) 898-2542 · f: (615) 898-5906



May 24, 2016

Mr. Dale Sims, Vice Chancellor
Tennessee Board of Regents
1415 Murfreesboro Road, Suite 350
Nashville, TN 37217

Dear Vice Chancellor Sims:

In regards to the establishment of the Joey A. Jacobs Chair of Excellence in Accounting, we are requesting 100% of the University funds be invested in the Stock account and 100% of the State funds be invested in the Fixed Income account. All of the funds coming from the University are from private gifts, which allows for them to be invested in equities.

Please do not hesitate to contact me if any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alan R. Thomas".

Alan R Thomas
Interim Vice President for Business and Finance

General Government
Cost Increases for Fiscal Year 2016-2017

	<u>State</u>	<u>Federal</u>	<u>Other</u>	<u>Total</u>	<u>Positions</u>
• Families Free					
To provide non-recurring funds to Families Free for assistance for babies born addicted to drugs.					
351.00 Miscellaneous Appropriations	\$100,000	\$0	\$0	\$100,000	0
Sub-total	\$100,000	\$0	\$0	\$100,000	0
• Risk Management					
To provide recurring funds for a risk management premium increase.					
351.00 Miscellaneous Appropriations	\$1,000,000	\$0	\$0	\$1,000,000	0
Sub-total	\$1,000,000	\$0	\$0	\$1,000,000	0
• National Organization of Black Elected Women (NOBEL)					
To provide non-recurring funds for the NOBEL conference to be held in Tennessee.					
351.00 Miscellaneous Appropriations	\$150,000	\$0	\$0	\$150,000	0
Sub-total	\$150,000	\$0	\$0	\$150,000	0
• Chair of Excellence in Accounting					
To provide non-recurring funds for a Chair of Excellence in Accounting Trust at Middle Tennessee State University.					
351.00 Miscellaneous Appropriations	\$1,500,000	\$0	\$0	\$1,500,000	0
Sub-total	\$1,500,000	\$0	\$0	\$1,500,000	0
Total Miscellaneous Appropriations	\$125,595,700	\$0	\$0	\$125,595,700	0
Emergency and Contingency Fund					
• Emergency and Contingency					
To provide additional recurring funds for the Emergency and Contingency Fund.					
353.00 Emergency and Contingency Fund	\$180,700	\$0	\$0	\$180,700	0
Sub-total	\$180,700	\$0	\$0	\$180,700	0
Total Emergency and Contingency Fund	\$180,700	\$0	\$0	\$180,700	0
Total General Government	\$153,490,300	\$69,600	\$6,550,600	\$160,110,500	74

Tennessee Board of Regents
 Chairs of Excellence
 Format A
 Application for Establishment of a Chair of Excellence Sub-Account

Part I
1. Institution: Middle Tennessee State University
2. Name of proposed chair: Joey A. Jacobs Chair of Excellence in Accounting
3. Department or Program in which proposed chair is located: The Department of Accounting in the Jennings A. Jones College of Business
4. Amount of proposed endowment from (to support Chair): \$5,000,000.00
5. Amount of endowment from Chair of Excellence Appropriation: \$2,500,000.00 Institutional Match: \$2,500,000.00
6. Sources of institutional match: Amount \$2,500,000.00 Source: Joey A. Jacobs
7. Percentage of Endowment Income to be Allocated to: Salary of chairholder: ____70%_____ Operating Expenses: ____30%_____
8. Anticipated Date by which salary of chairholder will be supported from endowment Income: : August 1, 2017

Part II:

Directions: Respond to each of the following items on separate sheets, using as many additional sheets as needed. Please number your responses to correspond with the items below and restate the item at the top of the response. Attach the responses to Part I which serves as a cover form.

1. Describe concisely the relationship of the Chair to the institution's mission and the current quality of the school, program, or department in which the Chair is to be housed.

Middle Tennessee State University offers a broad array of high quality academic programs and is committed to preparing students to acquire a working knowledge and set of skills to thrive in their chosen profession. In order to accomplish its mission, the University fosters student-centered learning and excellence in instruction, research, creative activity, and public and professional service.

MTSU's Department of Accounting offers accounting degrees at the undergraduate level (BBA) and the graduate level (MAcc). By completing both programs, students are qualified to sit for the Certified Public Accountant exam in Tennessee and most other states that require 150-credit hours for certification.

Growing numbers of students in these degree programs are provided a foundation to successfully pursue various career paths in accounting and are able to gain employment in public accounting, industry and government. Within each of these accounting arenas, students can further specialize in auditing, tax, consulting, accounting information systems, or other emerging areas of accounting. Both degrees are high-quality and well respected in the academic and business communities. Graduating students from the program (undergraduate) consistently score above the national norm. Additionally, the Jennings A. Jones College of Business is accredited by AACSB International, the premier accrediting agency for business colleges; and the Department of Accounting achieved separate AACSB International accreditation in 2004.

Frequently highlighted in today's new media, accounting is a growing and dynamic profession that offers graduates a wide variety of career options. Recent events clearly indicate the importance of accounting in today's society and financial markets and underscore the need for more and better prepared professionals in the field of accounting.

The Joey A. Jacobs Chair of Excellence in Accounting will place increased emphasis on the promotion, development, and understanding of accountancy at MTSU through its support of the University's degree programs in accounting, students pursuing careers in accounting, research, creative activity and service, and partnering with industry professionals, business and government entities. The Chair will both engage in and provide a national, even international, forum to enrich and further enhance MTSU's reputation in the field of accounting.

The Joey A. Jacobs Chair of Excellence in Accounting will be located in the Department of Accounting in the Jennings A. Jones College of Business.

2. Describe anticipated programmatic impact of the Chair on the instructional and/or research program of the University.

The Chairholder will improve curriculum and programs by:

- (1) enhancing the quality of instruction by bringing greater focus both broadly in the field of accounting and specifically in their area of expertise to the accounting programs;
- (2) improving the knowledge and skills of students, educators and practicing professionals in the field of accounting by providing consultation and education to these stakeholders through organizing conferences, conducting workshops, and leading seminars;
- (3) serving as a catalyst to develop new academic and industry partnerships to support accounting program goals; and
- (4) developing new curriculum and/or new instructional methodologies as appropriate to support the high-quality accounting programs.

The Chairholder will contribute to the research goals by:

- (1) making significant research contributions in the field of accounting their work;
- (2) working collaboratively with faculty and industry professionals to further research in the field; and
- (2) encouraging research contributions by students to the field of accounting.

3. Provide a full description of the type(s) of candidates who will be considered for holders of this Chair.

The holder of the Joey A. Jacobs Chair of Excellence in Accounting will be a person widely recognized for expertise in the field of accounting. The Chairholder is expected to provide leadership in the field of accounting and bring national, and even international, recognition to accounting at MTSU. The Chair should have a demonstrated record of achievement in accountancy and be recognized for innovations in the field. The Chair should contribute significantly through outstanding academic, professional, and business activities to the teaching, research and scholarly activity, and service missions of the Department of Accounting, the Jennings A. Jones College of Business, and the University. The Chair should be committed to preparing students technically, professionally and ethically for success in the field of accounting. The Chairholder should be able to work collaboratively with diverse groups including students, faculty, administrators, industry constituencies and the general public.

As the designated holder of the Joey A. Jacobs Chair of Excellence in Accounting, the incumbent will be expected to:

- engage in innovative teaching and research in a specific area of accounting;
- publish the results of their research and/or creative activity in scholarly journals and/or professional publications;
- organize seminars and workshops for the various audiences served by their discipline;
- develop coursework on timely and relevant topics;
- collaborate with colleagues, not only in their respective college, but across campus and across the country;
- provide campus leadership to assure the University fulfills its goals and commitment to our external audiences, supports partnerships with our external constituents and fosters a culture of engagement and interaction with the business and professional community;
- promote quality and the maintenance of a student-centered environment.

4. Project annual benchmarks for achievement to be sought over a minimum of three years. Benchmarks should be clear, precise, thorough, and measurable.

Annual benchmarks for achievement (An annual report of the Chairholder's activities will be made annually.):

Year 1

- Identify innovative student-centered activities to enhance professional learning and development of students and to promote program quality.
- Publish research and/or creative activity results in a scholarly journal and/or professional publication.
- Organize a workshop for practicing professionals on a timely topic in accountancy.
- Organize a seminar for students majoring in accounting.
- Collaborate with colleagues in the Jennings A. Jones College of Business to further accountancy and related disciplines.
- Develop and implement sustainable partnerships between the accounting programs and business and professional communities.

Year 2

- Implement a strategy(ies) to provide student-centered activities to further enhance professional learning and development of students and to promote program quality.
- Develop coursework on timely and relevant topics and/or develop new methodology related to emerging changes in the field.
- Publish the results of research and/or creative activity in two scholarly journals and/or professional publications.
- Organize a conference and/or workshops and/or seminars for the various audiences served by the discipline;
- Collaborate with colleagues in the Jennings A. Jones College of Business and/or across campus to further accountancy and related disciplines.
- Develop and implement sustainable partnerships between the accounting programs and the business and professional communities.

Year 3

- Implement a strategy(ies) to support students' introduction and connections to professionals in accounting.
- Publish the results of research and/or creative activity in two or more national and/or international scholarly journals and/or professional publications.
- Organize two conferences and/or workshops and/or seminars for the various audiences served by the discipline;
- Collaborate with colleagues in the Jennings A. Jones College of Business and/or across campus and/or across the country to further accountancy and related disciplines.
- Develop and implement sustainable partnerships between the accounting programs and the national business and professional communities.
- Support the graduate program in accounting through instruction, research and service activities.

5. Provide a projected budget for the Chair covering a minimum of three years.

Three-year Projected Budget for the Chair in thousands of dollars:

Item	Years 1, 2, and 3*
Endowment	\$5,000,000
Income (4%)	200,000
<hr/>	
Expenses	
Chairholder salary (Supplement at 63%)	92,500
Chairholder benefits (Using 35%)	32,500
Secretary salary (half-time)	15,000
Secretary benefits	0
Travel (Research, Service)	30,000
Operating Expenses	30,000
Total Expenses	\$200,000

*Since the income calculation is based on the previous 3-year average market value, the budget in Years 1 and 2 will be supplemented from other University and Foundation resources in those years.



Tennessee Board of Regents
Committee on External Affairs
June 23, 2016

AGENDA

1. New Policy on Firearms and Other Weapons (Mary Moody, General Counsel)

This proposed policy restates the existing general prohibition on weapons on our campuses and implements recent revisions to Tennessee law regarding possession of handguns on campuses by those who hold valid handgun carry permits.

Features:

- Provides a clear statement that except as otherwise provided by the law and the policy, possession of firearms or other weapons on institution property is prohibited.
- Permits full time employees who possess a valid handgun carry permit to carry a handgun on the property of the TBR institution at which they are employed, provided that they must first register with law enforcement having jurisdiction over the campus and must carry the handgun on or about their person, concealed from ordinary observation. They may not carry at certain times and places prohibited by law.
- Permits all handgun carry permit holders to transport and store a firearm or firearm ammunition in the permit holder's motor vehicle if the motor vehicle is parked legally and the firearm or ammunition is kept from ordinary observation, locked within the trunk, glove box or other securely affixed container.
- Provides that violation of the law and/or the policy with regard to possession of a firearm or other weapon on campus will subject the employee to disciplinary action up to and including immediate termination of employment.

2. New System Policy on Social Media (Monica Greppin-Watts, Communications Director)

The TBR Communications Office maintains social media accounts for the Tennessee Board of Regents System, Tennessee's Community Colleges System and the Tennessee Colleges of Applied Technology System Office. Monitoring social media feeds and managing messaging relayed on System Office social media accounts is an important communications function for the

System Office. As accounts are developed and managed by and for various divisions of TBR, a policy is needed to provide guidance for appropriate use.

The objectives of this policy/guideline include:

- 1) to provide guidance to ensure that social media tools are used properly,
- 2) to address potential risks, and
- 3) to ensure consistency across the Tennessee Board of Regents System Office operations.

3. New System Policy on Broadcast Emails (Monica Greppin-Watts, Communications Director)

The TBR System Office email network currently allows any and all System Office employees to send an email message to the entire System Office distribution list at once. Currently, no rules or written guidance exists to regulate what type of messaging can be distributed. While no employees have abused this privilege and no incidents have taken place to raise concern in the System Office, this policy/guideline is being recommended to avoid the possibility and to provide options for addressing inappropriate violations of use. It will give guidance in the use of broadcast messaging.

4. Presentation on TCAT Network of Websites (Matthew Gann)

After months of planning, the TBR Communications Office began the development of a network of 26 new websites for the Tennessee Colleges of Applied Technology. The system developed allows features and managed content to be produced and pushed out to all 26 campus sites at once, supporting more consistent brand management and messaging for the system and freeing campuses to concentrate on things unique to them. The sites have been developed in-house by Matthew Gann, Associate Director of Web Services and Digital Strategy, with limited outside support for theming, content development and photography and videography. The new sites will be more useful, easier to navigate, and support the system brand while elevating the TCATS from “technology center” to “college.” The cost savings by developing and maintaining these sites in-house equates to hundreds of thousands of dollars per year.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on External Affairs

SUBJECT: Consideration of Proposed Policy Implementing Public Chapter 1081 and Public Chapter 806 - Policy on Firearms and Other Weapons

DATE: June 23, 2016

PRESENTER: Mary Moody, General Counsel and Board Secretary

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

This proposed policy restates the existing general prohibition on weapons on our campuses and implements recent revisions to Tennessee law regarding possession of handguns on campuses by those who hold valid handgun carry permits.

Features:

- Provides a clear statement that except as otherwise provided by the law and the policy, possession of firearms or other weapons on institution property is prohibited.
- Permits full time employees who possess a valid handgun carry permit to carry a handgun on the property of the TBR institution at which they are employed, provided that they must first register with law enforcement having jurisdiction over the campus and must carry the handgun on or about their person, concealed from ordinary observation. They may not carry at certain times and places prohibited by law.
- Permits all handgun carry permit holders to transport and store a firearm or firearm ammunition in the permit holder's motor vehicle if the motor vehicle is parked legally and the firearm or ammunition is kept from ordinary observation, locked within the trunk, glove box or other securely affixed container.
- Provides that violation of the law and/or the policy with regard to possession of a firearm or other weapon on campus will subject the employee to disciplinary action up to and including immediate termination of employment.

Policy Area Safety and Security

Number 7:01:00:00

Name: Firearms and Other Weapons

Purpose

To maintain a safe educational and working environment for students and employees by establishing rules for possessing and carrying firearms and other weapons on TBR institution property.

Applies To

TCATs, Community Colleges, Universities, System Office

Definitions

As used in this policy:

1. **“Carry”** means to physically transport a firearm or other weapon on or about the body.
2. **“Concealed”** means not visible to ordinary observation.
3. **“Employee”** means all faculty, executive, administrative, professional and support staff employed in the service of and whose compensation is paid by a TBR institution. **“Employee”** does not include independent contractors who provide goods or services to the institution or student workers as defined in TBR Policy 5:01:01:00.
4. **“Full-time Employee”** includes all faculty, executive, administrative, professional and support staff who are employed on a full-time basis by a TBR institution, but does NOT include a person who is enrolled as a student at the institution, regardless of whether the person is also an employee. A full-time employee is one who has a regular work week of at least 37.5 hours, or who is scheduled to carry a full teaching load or its equivalent. This includes full-time modified fiscal year (MODFY) employees, temporary employees and term appointees who have a regular work week of at least 37.5 hours or are scheduled to carry a full teaching load or its equivalent. **“Full-time Employee”** does NOT include independent contractors who provide goods or services to the institution. For example, if an institution contracts for custodial services or food services, the contractor’s employees are NOT allowed to carry a handgun on the premises, even if they work on the premises full time.
5. **“Enrolled as a Student”** as used in the definition of “Full-time Employee” means to be registered for an academic offering at the TBR institution where one is employed, whether or not the academic offering is offered for credit or is not for

credit. **“Enrolled as a Student”** does not include being registered for an academic offering that is delivered solely online, with no requirement for the student to appear on campus in order to complete the course.

6. **“Firearm”** means any weapon designed, made or adapted to expel a projectile by the action of an explosive or any device readily convertible to that use.
7. **“Handgun”** means any firearm with a barrel length of less than twelve inches (12”) that is designed, made or adapted to be fired with one (1) hand.
8. **“Institution Property”** means all land, ground, structures, and any other real property owned, operated or controlled by a TBR institution.
9. **“Motor Vehicle”** means a motor vehicle as defined in T.C.A. § 55-1-103.
10. **“On or About the Person”** means carried concealed on the person or carried concealed in a handbag, briefcase or other carrying case that remains within an arm’s reach of the person at all times
11. **“Parking Area”** means property provided by the TBR institution for the purpose of permitting employees, students, or invitees to park motor vehicles.
12. **“Possess”** means either: (1) direct physical control over a firearm or other weapon at a given time; or (2) the power and intention at any given time to exercise dominion and control over a firearm or other weapon. Examples of possessing a firearm or other weapon include, without limitation, the presence of a firearm or other weapon on or about the person of the employee or in the employee’s motor vehicle, desk, lunch box, locker, tool kit, bag, purse, cabinet, or office.
13. **“Student”** means any person who is admitted and/or registered for study at a TBR institution for the current academic period. This shall include any period of time following admission and/or registration, but preceding the start of classes for any academic period. It will also include any period which follows the end of an academic period through the last day for registration for the succeeding academic period, and during any period while the student is under suspension from the institution.
14. **“Valid Handgun Carry Permit”** means a current handgun carry permit issued by the State of Tennessee under T.C.A. §39-17-1351 or issued by another state that has been given reciprocity under T.C.A. §39-17-1351(r).
15. **“Weapon”** means firearm; explosive; explosive weapon; bowie knife; hawk bill knife; ice pick; dagger; slingshot; leaded cane; switchblade knife; blackjack; metal knuckles; razors and razor blades, except those used solely for personal shaving; any sharp pointed or edged instrument, except unaltered nail files and clips and tools used solely for preparation of food instruction and maintenance; or any other weapon of like kind, not used solely for instructional or school-sanctioned ceremonial purposes.

Policy

I. **General Prohibition.** Except as otherwise provided in this policy, possession of firearms or other weapons on institution property is prohibited. (T.C.A. § 39-17-1309).

II. **Exceptions for Employees with Valid Handgun Carry Permits.**

A. In accordance with T.C.A. § 39-17-1309(e)(9) and subject to the limitations set forth in this policy, full-time employees who possess a valid handgun carry permit and are authorized to carry a handgun under T.C.A. § 39-17-1351 may carry a handgun on property owned, operated, or controlled by the TBR institution at which they are employed, provided that they are not permitted to carry a handgun openly or in any manner in which the handgun is visible to ordinary observation, or to intentionally disclose to other employees, students or third parties that they are carrying a handgun, except for the registration required in subsection 1, below.

1. Full-time employees who intend to exercise this right to carry a handgun must first register with the law enforcement agency or agencies designated by their employing institution to receive that registration. If an institution has locations in more than one jurisdiction, the employee must register with the law enforcement agency in each jurisdiction where they intend to carry on campus.

2. The registering employees' names and other identifying information shall be confidential, not open for public inspection and shall not be disclosed except to the administrative officer of the institution responsible for security of the institution. However, that administrative officer will not be provided with the names or other identifying information of employees under their direct supervision or for whom they evaluate job performance.

3. The institution's designated law enforcement agency shall develop and implement policies and procedures regarding the registration and confidentiality.

4. Registered employees may not carry a handgun on the property of any TBR institution other than their employing institution. If two or more

institutions share a property, properly registered employees of all sharing institutions may carry on the shared property.

5. Full-time employees who elect to carry a handgun under T.C.A. § 39-17-1309(e)(9) shall have their valid hand gun carry permit in their immediate possession at all times when carrying a handgun and shall display the permit on demand of a law enforcement officer.

6. Part-time employees may not carry a handgun on institution property, even if they have carry permits.

7. The institution's designated law enforcement agency may develop and implement a course or courses to be offered to employees electing to carry a handgun under T.C.A. § 39-17-1309(e) (9). Firearm safety shall be a component of any such course offered. Institutions are not required to offer such courses. Employees are not required to participate in such courses if they are offered.

8. Employees who elect to carry a handgun under T.C.A. § 39-17-1309(e) (9) are not permitted to carry a handgun at the following times and at the following locations:

a. Stadiums, gymnasiums, and auditoriums when school-sponsored events are in progress, such as ball games; pep rallies; convocations; graduations; concerts, plays and other entertainment; etc. This includes such events that are sponsored by recognized student organizations.

b. Formal meetings regarding employee or student disciplinary matters.

c. Formal meetings regarding tenure issues.

d. A hospital, or an office where medical or mental health services are the primary services provided, such as a clinic, student health center or a mental health counseling center

e. Any location where a provision of state or federal law prohibits the carrying of a handgun on that property, including, but not limited to

i On the premises of a child care agency, in any vehicle used by a child care agency to transport children, or in the presence of a child being cared for by a child care agency, such as a campus day care center. (*Source:*

Rules of the Tennessee Department of Human Services, Chapter 1240-04-03, Licensure Rules for Child Care Centers);

- ii. In or on any public K-12 school building, bus, school campus, grounds, recreation area, athletic field or any other property owned, operated, or while in use by any K-12 board of education, school, or directors for the administration of any public or private K-12 educational institution. This includes buildings or parts of buildings that are dedicated to use by a campus K-12 school, middle college, etc. (Source: T.C.A. § 39-17-1309);
- iii. In or on any building, bus, campus, grounds, recreation area, athletic field or any other property owned, operated, or while in use by a private institution of higher education that prohibits possession of firearms on its property. For example, if your institution operates in a facility shared with a private institution of higher education that prohibits firearms on its property, a TBR employee will not be able to carry a handgun into the portion of the facility controlled by the private institution. (Source: T.C.A. § 39-17-1309);
- iv. A public park, playground, civic center or other building facility, area or property which, at the time of the employee's possession of a handgun, the employee knows or should know is being used by board of education, school, college or university board of trustees, regents, or directors for the administration of any public or private educational institution for the purpose of conducting an athletic event or other school-related activity on an athletic field, permanent or temporary, including but not limited to, a football or soccer field, tennis court, basketball court, track, running trail, Frisbee field, or similar multi-use field (Source: T.C.A. § 39-17-1311); and
- v. A federal facility. (Source: 18 United States Code § 1930)

f. Property leased to the institution, if the lessor has prohibited the possession of firearms on the premises.

g. In any motor vehicle that is owned, operated, or controlled by a TBR institution and that is provided to an employee for use during

the course of employment. The Chancellor may grant an exception to this prohibition to Presidents and Directors who are provided a TBR vehicle under the terms of their employment agreement.

9. The employee shall not possess a handgun:

a. While under the influence of alcohol or any controlled substance or controlled substance analogue (*Source: T.C.A. § 39-17-1321*); or

b. While consuming liquor, wine, beer, or other alcoholic beverage within the confines of an establishment open to the public where liquor, wine, beer, or other alcoholic beverages are served for consumption on the premises. (*Source: T.C.A. § 39-17-1321*)

B. Any employee who is the holder of a valid handgun carry permit recognized in Tennessee may, unless expressly prohibited by federal law, transport and store a firearm or firearm ammunition in the permit holder's motor vehicle while on or utilizing a parking area if:

1. The employee's motor vehicle is parked in a location where it is permitted to be, and

2. The firearm or ammunition being transported or stored in the motor vehicle:

a. Is kept from ordinary observation if the employee is in the motor vehicle; or

b. Is kept from ordinary observation and locked within the trunk, glove box, or interior of the employee's motor vehicle or a container securely affixed to such motor vehicle if the employee is not in the motor vehicle.

3. An employee transporting, storing or both transporting and storing a firearm or firearm ammunition in accordance with this paragraph does not violate this policy or the law if the firearm or firearm ammunition is observed by another person or security device during the ordinary course of the employee securing the firearm or firearm ammunition from observation in or on a motor vehicle.

C. When on the premises of the TBR institution where they are employed, employees who are registered to carry a handgun on the premises under T.C.A. § 39-17-1309(e)(9) and this policy must have the handgun either:

1. On or about their person, which means that the gun must be carried concealed on the person or it must be carried concealed in a handbag, briefcase or other carrying case that remains within an arm's reach of the person at all times; or

2. Secured in their personal motor vehicle in accordance with T.C.A. § 39-17-1313.

III. Other Exceptions to the Prohibition on Weapons:

A. A person may possess or carry a firearm or other weapon used solely for instructional or school-sanctioned ceremonial purposes on institution property.

B. A non-student adult may possess a firearm, if the firearm is contained within a private vehicle operated by the adult and is not handled by the adult, or by any other person, while the vehicle is on institution property.

C. Persons employed in the Army, Air Force, Navy, Coast Guard or Marine service of the United States or any member of the Tennessee National Guard, when in the discharge of their official duties and acting under orders requiring them to carry arms or weapons, may possess the weapons required by the orders.

D. Civil officers of the United States in the discharge of their official duties may possess required weapons.

E. Officers and soldiers of the militia and the National Guard, when called into actual service, may possess required weapons.

F. POST-certified, active-duty law enforcement officers, whether on or off duty, may possess and carry their service firearm on institution property.

IV. Right to Search for Weapons

Any TBR institution has the right to search for illegally possessed weapons in any area on the institution's premises, including, but not limited to, lockers, furniture, containers, drawers, equipment or other facilities, lunch boxes, brief cases, personal bags, personal toolboxes or tool kits, parking lots, TBR vehicles and other vehicles parked on the institution's premises. **Such searches may only be conducted by law enforcement officers.**

V. Sanctions

A. Violation of the applicable laws regarding possession of firearms or other weapons on TBR institution property shall be reported to the law enforcement agency or agencies having jurisdiction and may result in arrest and prosecution.

B. Violation of this policy and/or the applicable laws regarding possession of firearms or other weapons on TBR institution property shall result in disciplinary action, up to and including immediate termination of employment or expulsion from the institution.

C. No TBR institution shall take any adverse employment or disciplinary action against an employee or student based solely on the fact that the person has carried a handgun on TBR institution property in compliance with T.C.A. §39-17-1309(e)(9) and this policy or stored a firearm or firearm ammunition in a motor vehicle on institution property in compliance with T.C.A. §39-17-1313.

VI. Limitations of Liability

A. Unless carrying a handgun is a requirement of the employee's job description, the carrying of a handgun as allowed by T.C.A. §39-17-1309(e)(9) is a personal choice of the employee and not a requirement of the employing institution. Consequently, an employee who carries a handgun on property owned, operated or controlled by the TBR institution at which the employee is employed is not:

- (1) Acting in the course of or scope of their employment when carrying or using the handgun;
- (2) Entitled to workers' compensation benefits under T.C.A. §9-8-307(a)(1)(K) for injuries arising from the carrying or use of a handgun; or
- (3) Immune from personal liability with respect to use or carrying of a handgun under T.C.A. §9-8-307(h).

B. A TBR institution is absolutely immune from claims for monetary damages arising solely from or related to an employee's use of, or failure to use, a handgun by an employee of that institution who has elected to carry a handgun under T.C.A. §39-17-1309(e)(9).

VII. University Policies

Each university in the TBR system shall adopt a policy that addresses this subject that is consistent with the applicable state and federal laws. Such policies must be in effect by July 1, 2016.

Sources T.C.A. § 39-13-1309; T.C.A. § 39-17-1313; T.C.A. § 39-17-1351;
T.C.A. § 39-17-1359; Public Chapter 806, 2016; Public Chapter 1061, 2016.

Related Guideline P-085, Workplace Violence Prevention
General Policy on Student Conduct & Disciplinary Sanctions: 3:02:00:01

Exhibits TBR Guide to Gun Laws on Campus, 2016
Registration Form

PROPOSED



TENNESSEE BOARD OF REGENTS

MEETING: External Affairs Committee
SUBJECT: Social Media Policy
DATE: June 23, 2016
PRESENTER: Monica Greppin-Watts
ACTION REQUIRED: Voice Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The TBR Communications Office maintains social media accounts for the Tennessee Board of Regents System, Tennessee's Community Colleges System and the Tennessee Colleges of Applied Technology System Office. Monitoring social media feeds and managing messaging relayed on System Office social media accounts is an important communications function for the System Office. As accounts are developed and managed by and for various divisions of TBR, a policy is needed to provide guidance for appropriate use.

The objectives of this policy/guideline include:

- 1) to provide guidance to ensure that social media tools are used properly,
- 2) to address potential risks, and
- 3) to ensure consistency across the Tennessee Board of Regents System Office operations.

TBR SOCIAL MEDIA USE POLICY

Policy Area – TBR System Office

Number -

Name: Use of Social Media

Purpose

The objectives of this guideline include:

- 1) to provide guidance to ensure that social media tools are used properly,
- 2) to address potential risks, and
- 3) to ensure consistency across the Tennessee Board of Regents System Office operations.

Applies To

Employees of **TBR System Office**

Definitions

Social media – includes Facebook, Twitter, You Tube, flickr, LinkedIn, Instagram and related systems

Policy

Professional Social Media Accounts

1. All official social media accounts representing the Tennessee Board of Regents or its System Office units/departments/functions must be established and maintained by the TBR System Office communications and marketing staff and belong solely to the TBR.
 - a. Access to and passwords for the accounts are limited to designated communications/marketing staff members and others only as authorized by the chancellor and/or communications director.
 - b. Any accounts created to imply representation of the Tennessee Board of Regents must be approved and authorized by the communications director.
 - i. Password access to management of the social media account must be provided to the communications director, even if responsibility for the account resides elsewhere.
 - c. Content created for and distributed through TBR social media accounts is the sole property of the TBR and not the employee managing the account. All followers, friends and connections associated with the account belong to the TBR.
 - i. TBR social media account managers must relinquish all rights and access to the accounts upon termination of their employment for any reason.

Personal Social Media Accounts

1. While this policy is not intended to dissuade employees from using personal social media accounts or any other forms of communication protected by local, state or federal law, TBR System Office employees must abide by the following guidelines when using any form of external electronic social networking, communications systems, web logs (blogs), etc. This

applies to both TBR resources and all other electronic resources, as well as any personal social media/networking/communications accounts.

- a. Do not imply to represent the TBR in any unauthorized way or identify yourself as a TBR employee or representative when conducting any of the following activities (the following list is intended to be illustrative and not exhaustive).
 - i. Posting, sending or displaying any inappropriate materials or messages (especially and including – but not limited to – those identified in TBR Guideline G-054 IT Acceptable Uses <https://policies.tbr.edu/guidelines/it-acceptable-uses>).
 - ii. Communicating in a way that could negatively impact the reputation of TBR or interfere with its mission or performance of its employees.
 - iii. Sharing, accessing or discussing any proprietary or confidential information, especially and including, but not limited to those identified in TBR policies and those governed by copyright law.
 - iv. Engaging in political activities, private commercial transactions or private business activities.
 - v. Violating any federal, state or local law or policy.
- b. TBR employees may be honest about their identities and employment; however, they should make very clear when sharing their personal views that they do not represent the views of the TBR System. A disclaimer should be included on employees' personal profiles if the TBR is listed as the employer. (*Example: "The views/posts/comments/opinions expressed on this site are my own and do not necessarily reflect the views of the Tennessee Board of Regents."*) Employees may not use the TBR seal/logo on any unauthorized or personal postings.
- c. Employees' social media accounts may be subject to monitoring without notice or consent if these sites are accessed using TBR property or resources.
- d. Violation of these policies/guidelines may result in disciplinary action, up to and including termination.



TENNESSEE BOARD OF REGENTS

MEETING: External Affairs Committee
SUBJECT: Broadcast Email Policy
DATE: June 23, 2016
PRESENTER: Monica Greppin-Watts
ACTION REQUIRED: Voice Vote
STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The TBR System Office email network currently allows any and all System Office employees to send an email message to the entire System Office distribution list at once. Currently, no rules or written guidance exists to regulate what type of messaging can be distributed. While no employees have abused this privilege and no incidents have taken place to raise concern in the System Office, this policy/guideline is being recommended to avoid the possibility and to provide options for addressing inappropriate violations of use. It will give guidance in the use of broadcast messaging.

BROADCAST EMAIL POLICY

Policy Area: TBR System Office

Number -

Name: Use of Broadcast Email

Purpose

The objective of this guideline is to provide guidance in the use of broadcast email messages in the TBR System Office.

Applies To

Employees of TBR System Office

Policy

1. Any messages sent to the entire TBRStaff email list must be approved by the vice chancellor/unit head of the person sending the messages.
 - a. Access to send messages to the list will be limited to the following:
 - i. Chancellor
 - ii. Vice chancellors and one additional unit designee
 - iii. General counsel and one additional unit designee
 - iv. Chief system-wide audit executive and one additional unit designee
 - v. Communications director
 - vi. Human resources officials
 - vii. IT and Communications staff member(s) responsible for enterprise systems/web services/network maintenance
2. All broadcast email messages to the TBRStaff list must directly relate to System Office or relevant higher education functions.
 - a. If messages are intended for a smaller group within the system office, they should be sent directly to a group created for that purpose or to the vice chancellor/unit leader of the intended audience.
3. Any broadcast emails concerning issues that may be considered controversial or might attract media attention require prior review by and coordination with the communications director.



TENNESSEE BOARD OF REGENTS

MEETING: External Affairs Committee
SUBJECT: Presentation on TCAT Network of Websites
DATE: June 23, 2016
PRESENTER: Matthew Gann
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION:

BACKGROUND INFORMATION:

After months of planning, the TBR Communications Office began the development of a network of 26 new websites for the Tennessee Colleges of Applied Technology. The system developed allows features and managed content to be produced and pushed out to all 26 campus sites at once, supporting more consistent brand management and messaging for the system and freeing campuses to concentrate on things unique to them. The sites have been developed in-house by Matthew Gann, Associate Director of Web Services and Digital Strategy, with limited outside support for theming, content development and photography and videography. The new sites will be more useful, easier to navigate, and support the system brand while elevating the TCATS from “technology center” to “college.” The cost savings by developing and maintaining these sites in-house equates to hundreds of thousands of dollars per year.



Tennessee Board of Regents
Committee on Workforce Development
June 23, 2016

AGENDA

- 1. PROPOSED PROGRAM TERMINATIONS, MODIFICATIONS, AND NEW TECHNICAL PROGRAM IMPLEMENTATIONS** (Vice Chancellor James King)
- 2. UPDATE ON TCAT AND COMMUNITY COLLEGE ARTICULATION AND PROGRAM ALIGNMENT** (Vice Chancellor Nichols)
- 3. 2016 LEAP 2.0 GRANT UPDATE** (Vice Chancellor King and Vice Chancellor Nichols)
- 4. AT&T ASPIRE SCHOLARSHIP AWARD** (Vice Chancellor Warren Nichols)



TENNESSEE BOARD OF REGENTS

MEETING:	Quarterly Board Meeting
SUBJECT:	Proposed Program Terminations, Modifications, and New Technical Program Implementations
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor James D. King
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

Program Proposals Requiring Board Approval:

Six (6) program proposals are being presented for the Board's review and approval. These proposals will allow the Tennessee Colleges of Applied Technology to be more responsive to the needs of students, businesses, and industries. The proposals are:

- Implementation of Marketing, Merchandising & Parts Operations Program at TCAT-Crossville to be located at the main campus. (See Implementation Proposal #1)
- Implementation of a hybrid Administrative Office Technology Program at TCAT-Morristown to be located on the campus of Sevier County. (See Implementation Proposal #2)
- Implementation of a Medical Assistant/Patient Care Technician Technology Program at TCAT-McMinnville to be located on the main campus. (See Implementation Proposal #3)
- Implementation of an adult Welding Technology program at TCAT- Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #4)
- Implementation of an adult Certified Nursing Assistant Technology program at TCAT- Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #5)

- Implementation of an adult Industrial Maintenance/Mechatronics program at TCAT-Livingston located at White County high school in Sparta, TN. (See Implementation Proposal #6)

Academic Proposals Requiring Only Notification to Vice Chancellor:

Twenty-two (22) academic actions were submitted by TCAT institutions to the Vice Chancellor for approval based on section C of the TBR Policy: 2:01:02:00, requiring only notification to the Vice Chancellor. Appropriate documentation to support need was provided. The proposals are as follows:

TCAT	Summary of Proposal	New Costs/Funding Source	Approval/Implementation Date
Chattanooga	Program name change from Industrial Maintenance Technician program to Industrial Maintenance-Mechatronics program	None	Fall 2016
Chattanooga	Add two new certificate exits points to the Computer Support Technician program	None	Fall 2016
Chattanooga	Add six new certificate exits points to the Landscape and Turf Management program	None	Fall 2016
Chattanooga	Add two new certificate exits points to the Welding Technology program	None	Fall 2016
Crump	Establish a dual enrollment Welding Technology program with Hardin County High School	None	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with Hardin County High School	None	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with Adamsville High School	None	Fall 2016
Crump	Establish a dual enrollment Certified Production Technology program with McNairy High School	None	Fall 2016
Jacksboro	Inactivate the Computer Information System program online due to low completion and placement. No current students are enrolled.	None	Fall 2016

Jackson	Close the PN program at the Parson site and relocate to Chester County Higher Education Center in Henderson.	None	September 2016
Nashville	Inactivate Welding Technology program at Wilson County. Program is transferring from TCAT- Nashville to TCAT- Hartsville; students are unaffected.	None	September 2016
Oneida	Reduce the Powerline Construction and Maintenance Technology program hours from 864 to 648 clock hours	None	January 2017
Whiteville	Establish a dual enrollment Welding Technology program at Fayette-Ware High School in Somerville, Tennessee	None	September 2016
Crossville	Inactivate Drafting and CAD due to low enrollment and low placement numbers. Enrolled students will complete the program.	None	September 2016
Statewide Automotive Technology	Statewide Automotive Technology program will move from eight exit points to three exit points with new exit titles: Students completing three of the eight areas the will be eligible to exit with a Technician Assistant Certificate . Students who complete 6 of the 8 areas will be eligible for the Technician Apprentice Certificate . Students who complete all eight areas will be eligible for the Master Technician Diploma .	None	September 2016
Statewide Machine Tool Technology	Reduce program hours from 1728 to 2160. Realign curriculum to better meet the needs of industry.	None	Fall 2016
Statewide Collision Repair Technology	Reduce program hours from 2160 to 1728 clock hours. Realign curriculum to better meet the needs of industry.	None	Fall 2016
Morristown	Add an Appliance Repair option to the HVAC-R program. No change in program length.	None	Fall 2016
Livingston	Establish a dual enrollment Transportation and Logistics program with Upper High School.	None	Fall 2016

Livingston	Add two new certificates exit points to the Administrative Office program. No change in program hours.	None	Fall 2016
Pulaski	Expand the Industrial Maintenance program to a night offering at the main campus.	None	Fall 2016
Jacksboro	Inactivate the Health Unit Coordinator program due to no enrollments.	None	Fall 2016

PROGRAM IMPLEMENTATION PROPOSAL – 1

- INSTITUTION:** Tennessee College of Applied Technology - Crossville
- PROPOSAL:** The Tennessee College of Applied Technology – Crossville proposes to start a Marketing, Merchandising & Parts Operations (MMPO) program.
- The program will be 12 months in length (1296 clock hours).
- EFFECTIVE DATE:** September 2016
- OBJECTIVES:** This program prepares students for employment in parts operations, marketing, sales and service occupations such as salesperson, delivery specialist, stock clerk, billing clerk, bookkeeping, parts specialist, inventory control clerk, purchasing agent, automated and electronic cataloging services and manager. Content includes risk management, marketing math, equipment operations, marketing and business fundamentals, communications, human relations, advertising, sales promotion, customer relations, parts systems, components and their functions.
- The objective of the Marketing, Merchandising & Parts Operations specialist are:
- Provide additional career opportunity for TN Promise or Reconnect students
 - Provide career opportunities for students to work in retail auto parts stores, an electrical supply house, part distributors, etc.
- NEED:** Crossville is also located on the I-40 corridor providing many service operations. There is a growing supply industry that is constantly expanding their operations that require skills associated with parts, delivery stock and inventory. Based on the Department of Labor & Workforce development occupational employment projections, one of the five major groups that expect to have the most jobs in 2017 and beyond are sales and related jobs. These jobs include parts specialist in many operations as well as supply stores. Entry level managers at small stores often need basic inventory, purchasing and cash balance skills. The local Chamber of Commerce and City governments recognize the need for marketing, merchandising and parts operation specialist and submitted letters of reference for the program.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	15	13
	3	20	18

PROJECTED COSTS	Salary and benefits/yr.	\$ 75, 000
	Supplies/yr.	\$ 7, 500
	Equipment/ 1 st year	\$ 25, 000

NEW FACULTY NEEDED: One new faculty member will be hired.

FACILITIES: The former CAD/Drafting lab and classroom will be used.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 2

INSTITUTION: Tennessee College of Applied Technology - Morristown

PROPOSAL: TCAT-Morristown proposes to start a hybrid Administrative Office Technology program on the Sevier campus.

The program will be 12 months in length (1296 clock hours).

EFFECTIVE DATE: September 2016

OBJECTIVES: The objective of the hybrid Administrative Office Technology program is to provide training to develop skills necessary for entry-level employment in the office of the 21st Century. The AOT program is intended as a hybrid program that should help in obtaining the largest number of potential students. The hybrid consists of 51% on campus attendance and 49% working at home.

NEED: The website: JOBS4TN.GOV – Labor Market Service – Occupational Profile indicates career areas such as bookkeeping, accounting, and auditing clerks can expect to see projected growth in their field of approximately 11% for the period 2012-2022. The median annual wage for the program graduates is \$33,780. Currently there are 347 job openings clerical/administrative open positions in our service area.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	11
	2	18	15
	3	20	16

PROJECTED COSTS	Salary/yr.	\$ 45, 000 +benefits
	Supplies/yr.	\$ 10, 000
	Equipment/ 1st year	\$ 40, 000

NEW FACULTY NEEDED: One new instructor will be needed.

FACILITIES: TCAT Morristown is partnering with East Tennessee State University and Roane State Community College at Sevier County site. Lease fee is \$1.00/year.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 3

INSTITUTION: Tennessee College of Applied Technology - McMinnville

PROPOSAL: TCAT-McMinnville proposes to start a Medical Assistant/Patient Care Technology program on the main campus.

The program will be 12 months in length (1296 clock hours).

EFFECTIVE DATE: September 2016

OBJECTIVES: The objective of the Medical Assistant/Patient Care Technician Technology program is to provide training that offers relevant diplomas and certifications that increase student employability and meet staffing needs of health care facilities in our service area.

NEED: According to the Tennessee job website, Healthcare Support Occupations show 2,225 advertised job openings as of early 2016. With the increase of home health care agencies, nursing homes and hospitals, and physicians' offices, the demand for our graduates will be great.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	15	13
	2	17	16
	3	20	18

PROJECTED COSTS	Salary/yr.	\$ 43,000 +benefits
	Supplies/yr.	\$ 500
	Equipment/ 1st year	\$ 11,140

NEW FACULTY NEEDED: One new instructor will be needed.

FACILITIES: TCAT- McMinnville has existing space to use as the classroom and lab areas.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 4

INSTITUTION: Tennessee College of Applied Technology - Livingston

PROPOSAL: TCAT-Livingston proposes to add adult students to the Welding Technology program at White County High school in Sparta, TN.

The program will be 12 months in length (1296 clock hours).

EFFECTIVE DATE: August 2016

OBJECTIVES: The objective of the program option is to provide students with the technical skills needed for a career in welding. The program will:

- Provide students with the basic and advanced techniques of welding procedures and processes common to industry.
- Instruct welding techniques for acetylene welding, arc welding, TIG welding and MIG welding.
- Teach how to weld in different positions such as flat, vertical, horizontal, and overhead positions.

NEED: According to the O*Net On-line resource, the outlook for welders, cutters, solderers, brazers, and fitters have a bright outlook for the future. The Career One Stop projects for the state that the percentage of change for Welders, Cutters, Solders, and Brazers is a positive 18%. According to the Tennessee Industry and Occupational Employment Projections for 2012 – 2022, Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders is one of the fastest growing occupations with a growth rate of 3.2.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	8	6
	2	10	8
	3	12	10

PROJECTED COSTS: No additional costs are needed.

NEW FACULTY NEEDED: One new adjunct faculty member be hired at \$25/hour.

FACILITIES: TCAT- Livingston will use existing space at White County High School.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 5

INSTITUTION: Tennessee College of Applied Technology - Livingston

PROPOSAL: TCAT-Livingston proposes to add adults to the Certified Nursing Assistant program at White County High School in Sparta, Tennessee.

The program will be 120 clock hours in length.

EFFECTIVE DATE: August 2016

OBJECTIVES: The objective of the Certified Nursing Assistant program is to provide health care workers for nursing homes, home health, and a pathway to the Licensed Practical nursing program.

NEED: Our service area has developed an increase need for certified nursing assistants based on the increase in home health, nursing homes and doctor offices employment demands.

PROJECTED ENROLLMENT:	YEAR	ENROLLMENT	COMPLETERS
	1	10	8
	2	12	10
	3	15	13

PROJECTED COSTS: No new costs will be incurred.

NEW FACULTY NEEDED: One new adjunct faculty member will be hired at (\$25/hour)

FACILITIES: TCAT- Livingston will use space at the White County High School.

ACTION REQUIRED: Staff recommends approval.

PROGRAM IMPLEMENTATION PROPOSAL – 6

INSTITUTION: Tennessee College of Applied Technology - Livingston

PROPOSAL: TCAT-Livingston proposes to add adult Industrial Maintenance/Mechatronics program at White County High School in Sparta, Tennessee.

The program will be 20 months in length (2160 clock hours).

EFFECTIVE DATE: August 2016

OBJECTIVES: The objective of the Industrial Maintenance/Mechatronics Technology program is to provide the technical instruction and skill development necessary for the student to become gainfully employed in the Industrial Maintenance/Mechatronics field. The program will prepare graduates to perform work involving to keep machines, mechanical equipment, or the structure of an establishment in operation. Course preparation will include: welding; machining; automation; and repairing electrical and mechanical equipment.

NEED: The additional Industrial Maintenance Technology program is a direct result of industries requesting employees for new and replacement of retiring employees.

PROJECTED ENROLLMENT:

YEAR	ENROLLMENT	COMPLETERS
1	10	8
2	12	10
3	15	13

PROJECTED COSTS: No new costs will be incurred.

NEW FACULTY NEEDED: One new adjunct faculty member will be hired at (\$25/hour)

FACILITIES: TCAT- Livingston will use space at the White County High School.

ACTION REQUIRED: Staff recommends approval.

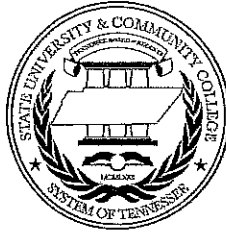


TENNESSEE BOARD OF REGENTS

MEETING:	Quarterly Board Meeting
SUBJECT:	Update on TCAT and Community College Articulation and Program Alignment
DATE:	June 23, 2016
PRESENTER:	Vice Chancellor Warren Nichols
ACTION REQUIRED:	Voice Vote
STAFF'S RECOMMENDATION:	Approval

BACKGROUND INFORMATION:

To improve communications, avoid unnecessary duplication, encourage collaboration, and enhance opportunities for curriculum alignment and articulation between the Tennessee Colleges of Applied Technology and Community Colleges, an additional step has been established in the proposal process. All institutions are asked to send system-wide notification when plans are being made to establish new programs, i.e., certificates or degrees, or to expand the delivery of existing programs to new locations. A copy of the recent memo from the community college and TCAT Vice Chancellors is attached.



TENNESSEE BOARD OF REGENTS

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

MEMORANDUM

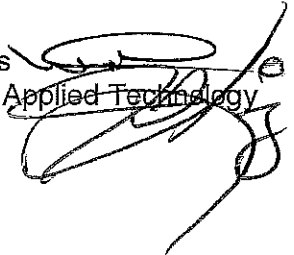
TO: All Presidents of TBR Community Colleges
All Directors of Tennessee Colleges of Applied Technology

C: Community College Chief Academic Officers
TCAT Assistant Directors
David Gregory, Interim Chancellor

FROM: Warren Nichols, Vice Chancellor for Community Colleges
James King, Vice Chancellor for Tennessee Colleges of Applied Technology

RE: Notifications Related to New Programs

DATE: May 20, 2016



To ensure that faculty and administrators from each community college and college of applied technology (TCAT) are better informed of new programs being developed across the State, you are asked to implement the procedure explained below for all new programs or expansion of existing programs to new sites. New programs include: 1) new A.A.S. degrees, 2) new technical certificates at either a community college or a TCAT, and 3) new diploma programs.

Process for Notification of New Programs for Community College and TCATs

1. For any new program, prepare an e-mail notification with the following information:
 - a. Title of the proposed program
 - b. Anticipated date for submission to the Board for approval
 - c. Anticipated date of implementation
 - d. Brief curriculum description (Community colleges will provide a list of course titles and brief course description.)
2. Send the above information to all community college presidents, chief academic officers, and directors and assistant directors of TCATs. The TBR addresses for distribution list can be used as provided on the following page.

Page 2
May 13, 2016
CC/TCAT Notifications

Presidents_2@tbr.edu

[Academic Officers 2@tbr.edu](mailto:Academic_Officers_2@tbr.edu)

TCAT-directors@tbr.edu

TCATNotification@tbr.edu

3. Copy Carol.Puryear@tbr.edu and Treva.Berryman@tbr.edu.
4. Request a response from the community college(s) or TCAT(s) within the service area within 10 working days of notification.

Please note that the response can neither approve nor stop the proposal from moving forward. Instead, it is an opportunity to provide input and express concerns or interests related to duplication, confusion over similar programs, marketing potential, articulation or curriculum alignment, etc. If concerns are expressed, the institutions should try and resolve any issues. If major concerns remain, we (the Vice Chancellors) will work together to try and address the concerns.

TBR has recently purchased a license to use Curriculog software which we believe will streamline the process of program development and approval. It is our understanding that this function of notification can be automated through the workflow processes to be established in the software implementation. Full implementation is expected by the end of 2016. In the meantime, we appreciate your efforts to implement immediately, this notification as described in this e-mail.

Please let us know if you have any questions.

WN:JK:tb:cp



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development
SUBJECT: 2016 LEAP 2.0 Grant Update
DATE: June 23, 2016
PRESENTER: Vice Chancellor Nichols and Vice Chancellor King
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

The Vice Chancellors will provide the committee with an update on those institutions (TCAT's and Community Colleges) that have applied for the **Labor Education Alignment Program (LEAP)** grant competition. Grants of up to one million dollars (\$1,000,000) will be available to eligible entities for periods up to thirty months to facilitate development and implementation of employer-driven career pathways. A report on the **2015 LEAP** grant results for the Tennessee Colleges of Applied Technology and the Community Colleges will also be highlighted.



TENNESSEE BOARD OF REGENTS

MEETING: Committee on Workforce Development
SUBJECT: AT&T Aspire Scholarship Award
DATE: June 23, 2016
PRESENTER: Vice Chancellor Warren Nichols
ACTION REQUIRED: No Action Needed
STAFF'S RECOMMENDATION: N/A

BACKGROUND INFORMATION:

In May of this year, the Community College Office was contacted by AT&T and invited to participate in the application process for \$65,000 in educational grant funds. If awarded, the Community Colleges will each receive an equal share of the grant funds. Vice Chancellor Nichols will give the committee an update on the status of this grant and how these funds can potentially be used to benefit our community college students.

Tennessee Board of Regents

DATE: June 24, 2016

SUBJECT: Report of the Regents Award for Excellence in Philanthropy

PRESENTER: Regent Fran Marcum

ACTION REQUIRED: Information Purposes Only

STAFF RECOMMENDATION: Not Applicable

Recipients of the Regents award for Excellence in Philanthropy are selected due to their generosity of time and resources, influence on volunteers to become involved in fund raising, active promotion of the importance of higher education, leadership in philanthropy, exceptional civic responsibility and integrity.

Mr. Wayne Ard accepted the prestigious Regents Award for Excellence in Philanthropy on behalf of Austin Peay State University April 26, 2016.

In the photo below from left to right are: Austin Peay State University President Alisa White, Wayne Ard and Former Austin Peay State University President Oscar Page.



Tennessee Board of Regents

DATE: June 24, 2016

SUBJECT: Report of the Regents Award for Excellence in Philanthropy

PRESENTER: Regent Fran Marcum

ACTION REQUIRED: Information Purposes Only

STAFF RECOMMENDATION: Not Applicable

Recipients of the Regents award for Excellence in Philanthropy are selected due to their generosity of time and resources, influence on volunteers to become involved in fund raising, active promotion of the importance of higher education, leadership in philanthropy, exceptional civic responsibility and integrity.

Mr. Ryan Broyles and Ms. Kelly Rhea accepted the prestigious Regents Award for Excellence in Philanthropy on behalf of East Tennessee State University May 18, 2016.

In the photo below from left to right are: East Tennessee State University President Brian Noland, Ryan Broyles and Kelly Rhea.





TENNESSEE BOARD OF REGENTS

MEETING: Special Called Board Meeting

SUBJECT: Review and Approve the Criteria for the Chancellor of the Tennessee Board of Regents

DATE: June 24, 2016

PRESENTER: Vice Chair Emily Reynolds

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Board will be asked to review and approve the proposed criteria for the Chancellor of the Tennessee Board of Regents.

CHANCELLOR

Position Description

DRAFT

Chancellor

The Tennessee Board of Regents, the State University and Community College System, invites applications for the position of chancellor. The chancellor is the chief executive officer of the system. The Office of the Chancellor guides the TBR system in accordance with the board's direction and provides strategic leadership for meeting the state's postsecondary education needs. The Chancellor's Office is located in Nashville, Tenn.

The Opportunity

The Tennessee Board of Regents System is positioned to continue its progressive trajectory as a national model for promoting the value of higher education, meeting public accountability and building partnerships. The TBR seeks a leader to galvanize the state and its diverse communities around its compelling vision for the future. Broadening educational opportunity requires strong leadership and an understanding of how to utilize public policy and public/private investment in today's higher education environment.

The opportunities for the system and its chancellor abound. Tennessee's Governor Bill Haslam has challenged the state with a critical new mission: The Drive to 55 – the drive to equip 55 percent of Tennesseans with a college degree or certificate by the year 2025. The system and institutions, administrators, faculty and staff are cohesive in their commitment to support this goal through achieving excellence in student success, workforce readiness, and meeting the strategic goals of the state.

The System

The 109th General Assembly passed the Focus on College and University Success (FOCUS) Act on April 4, 2016, and Governor Haslam signed the bill into law on April 19. The FOCUS Act became the next step in helping Tennessee reach its Drive to 55 goal. The act will better align the state's postsecondary education system by providing a sharpened focus on the governance of the community colleges and colleges of applied technology under the Tennessee Board of Regents while granting the six four-year universities additional autonomy with institutional governing boards. More information about the FOCUS Act is available at <https://www.tn.gov/governor/article/2016-legislation-focus-on-college-and-university-success-focus-act>

There is a strong desire to take advantage of the opportunities the FOCUS Act brings. The board currently oversees the state's 13 community colleges, 27 colleges of applied technology (TCATs) and the six public universities outside of the University of Tennessee System (see <https://www.tbr.edu>). Though the six universities will gain their own governing boards, TBR may maintain some administrative functions with and for the universities. As details, rules and regulations are being defined during the transition, the close collaborative relationships will remain as powerful forces to meet the state's educational goals.

As a result, the TBR aspires to be the premier technical and community college system in the nation leading in education and workforce development.

Together, the community colleges and colleges of applied technology enrolled 107,686 students in fall of 2015, employ about 6,700 people, and operate with a total budget of almost \$795 million.

The TBR Community College System includes 13 public, two-year institutions with more than 65 campuses across the state of Tennessee, offering more than 480 academic programs. These institutions provide excellent career training and university transfer programs. Further information can be found at <http://www.tncommunitycolleges.org/>

The *Community Colleges* are:

- Chattanooga State
- Cleveland State
- Columbia State
- Dyersburg State
- Jackson State
- Motlow College
- Nashville State
- Northeast State
- Pellissippi State
- Roane State
- Southwest Tennessee
- Volunteer State
- Walters State

The Colleges of Applied Technology (TCATs) are the state's premier providers of state-of-the-art workforce development training. Through their workforce development mission, the TCATs help businesses and industries satisfy their need for a well-trained, skilled workforce that can compete effectively in the global marketplace. Under the governance of TBR, the TCATs offer certificate and diploma programs in distinct occupational fields as well customized training.

The network of colleges is strategically situated across Tennessee in 27 main locations to ensure that businesses and industries throughout the state have access to a qualified workforce, though extension campuses provide additional outreach. Further information can be found at <https://www.tbr.edu/tcat/office-colleges-applied-technology>.

The TCAT main campuses are located in Athens, Chattanooga, Covington, Crossville, Crump, Dickson, Elizabethton, Harriman, Hartsville, Hohenwald, Jacksboro, Jackson, Knoxville, Livingston, McKenzie, McMinnville, Memphis, Morristown, Murfreesboro, Nashville, Newbern, Oneida, Paris, Pulaski, Ripley, Shelbyville and Whiteville.

The Board

The composition of the governing body of the *Tennessee Board of Regents* is set forth in Tennessee Code Annotated 49-8-201. The board consists of 18 members: 12 lay citizens appointed for six-year terms by the governor, with one each from the state's nine congressional districts and three from the grand divisions (at-large appointments may also be non-Tennessee residents); one faculty member from among the system institutions appointed by the governor for a one-year term; one student from among the system institutions appointed by the governor for a

one-year term; and four ex-officio members--the Governor of Tennessee, the Commissioner of Education, the Commissioner of Agriculture, and the Executive Director of the Tennessee Higher Education Commission, who is a non-voting member.

TBR Programs and Initiatives

The initiatives below represent just a few of the system-wide programs designed to increase student success. They demonstrate an excellent opportunity for a leader to have a profound, even historic, impact.

- Governor's Drive to 55: Tennessee's initiative to equip 55 percent of Tennesseans with a college degree or certificate by 2025.
- Tennessee Transfer Pathways: Advising tools designed to help community college students plan for transferring to a Tennessee public university or select regionally accredited, non-profit, Tennessee private colleges and universities to complete their baccalaureate degree.
- Corequisite Remediation: Now students who need remediation in mathematics, reading or writing are enrolled directly into credit bearing classes together with required additional academic support, as opposed to being first enrolled in stand-alone developmental classes. In Fall 2015 the TBR became the first system to take the model to a system-wide scale. Community colleges have seen a 350% increase in students completing their mathematics, and a doubling of success rates in English within their first year.
- Academic Mindset: Recent cutting-edge work in the TBR has substantiated cognitive psychology research and demonstrated that how students feel about themselves as learners and how they interact with their learning environment (their academic mindset) has a substantial impact on their success. Work is now in progress to create and implement classroom and institutional interventions that would enable students to positively transform their academic mindset, hence improving their learning outcomes.
- High Impact Practices: A growing body of evidence shows high impact practices like undergraduate research, internships, service learning and study abroad deepen learning and improve student success for all, but especially among historically underserved populations. TBR's nationally recognized High Impact Practice Initiative has worked with teams of faculty to develop implementation roadmaps, webinars and regional trainings for these pedagogies that enable each institution to evaluate high impact practices on their campuses and enhance the availability of these experiences. A common system-wide data standard will soon allow us to collect consistent data about the impact of these initiatives.
- Course Revitalization: The Course Revitalization Initiative worked with over 100 teams of faculty at universities and community colleges to redesign their most commonly enrolled freshman courses. It enables faculty to collaborate to develop and implement the latest and most effective pedagogies in their respective disciplines.

Tennessee Promise

Beginning with the Class of 2015, Tennessee Promise provides Tennessee high school graduates the opportunity to attend a community or technical college free of tuition and fees.

Tennessee Promise is both a scholarship and mentoring program that began in the fall of 2015. It provides students a last-dollar scholarship, meaning the scholarship will cover tuition and fees not covered by the Pell grant, the HOPE lottery scholarship, or Tennessee Student Assistance Award funds. Students may use the scholarship at any of the state's 13 community colleges, 27 colleges of applied technology, or other eligible institution offering an associate degree program. More information on the Promise is available at <http://tnpromise.gov/>

The Position

The position will require a chancellor of considerable experience and skill. A strong leader and manager of people and programs is required.

Minimum Qualifications:

Significant senior-level administrative experience in an educational, governmental, or business environment.

The communication and human relations skills to lead a complex organization with multiple constituencies.

An understanding of the educational value of full access and inclusion.

Preferred Experience:

The ideal candidate should have a history of successful experience:

- In bringing new vision in order to propel higher education institutions to greater heights achieving national prominence by advancing higher education and fulfilling the legislative mandates.
- In crafting seamless alignment among public institutions.
- In participating in the transformation of an organization, particularly a culture change as imbedded in the ongoing transition of governance structures in the post-secondary educational environment.
- In leading innovative best practices for effective and efficient results for quality improvement.
- For attracting traditional and non-traditional students into both transfer and workforce programs (AAS/certificates) and promoting approaches to enhance their opportunities for success.
- In bringing an understanding of outcomes-based funding principles and their impact on budgeting and planning.
- In demonstrating successful collaboration with K-12 education systems and leaders.
- At employee engagement and effectiveness.
- In promoting collaboration and unity at all levels within the system.
- In leading and lending influence effectively at the state, federal, and local levels of government.
- At increasing workforce readiness throughout the state and strengthening economic development partners in response to regional labor market needs.

- By demonstrating a commitment to the use of technology to improve student learning, to deliver high quality instruction via distance education, and to support excellence in delivering services to students and in achieving administrative efficiency.

Preferred Characteristics/Traits

- Personal commitment to and a strong vision for diversity and inclusion, and a passion for serving first generation, economically disadvantaged and minority students;
- Successful relationship builder;
- Capacity to manage and foster change;
- Understanding and appreciation of the evolution of higher education globally, and the agility to respond in this dynamic environment;
- Bold entrepreneurial leadership and personal humility;
- Visible and approachable leadership style;
- A role model with integrity, honesty, resilience, and work ethic; and
- Polished, professional demeanor that earns the respect of a wide range of constituents.

Salary

The salary is competitive and commensurate with qualifications and experience.

Applicant Review

Confidential applications and nominations will be accepted until the position is filled. For best consideration, applications and nominations should be provided by _____ 2016.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting the Tennessee Board of Regents in this confidential search. Initial screening of applications will begin immediately and will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination including contact information for the nominee. Application materials should include a letter addressing how the candidate's experiences match the position requirements, a curriculum vitae or resume and five references. Submission of materials as PDF attachments is strongly encouraged. Confidential inquiries, nominations, and application materials should be directed to:

Jan Greenwood, Betty Turner Asher, Partners
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550
Phone: 850-650-2277 / Fax: 850-650-2272
Email: jangreenwood@greenwoodsearch.com
Email: bettyasher@greenwoodsearch.com

Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

For more information about The Tennessee Board of Regents, please visit:
www.tbr.edu.

Tennessee Board of Regents will not discriminate against, or allow the harassment of any student, employee or applicant for employment because of race, color, religion, national origin, sex, sexual orientation, gender identity/expression, disability, age or because of his/her status as a qualified veteran with a disability, veteran of the Vietnam era, or other protected veteran (each a “protected class”). No student shall be discriminatorily excluded from participation or denied the benefits of any educational program on the basis of a protected class.

DRAFT



TENNESSEE BOARD OF REGENTS

MEETING: Special Called Board Meeting

SUBJECT: Review and Approve the Criteria for the President at Jackson State Community College

DATE: June 24, 2016

PRESENTER: Chancellor David B. Gregory

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approval

BACKGROUND INFORMATION:

The Board will be asked to review and approve the proposed criteria for the president at Walters State Community College. A copy of the proposed criteria is included for your review.

President
Jackson State Community College

The Tennessee Board of Regents, the State University and Community College System, of Tennessee invites applications and nominations for the position of president of Jackson State Community College (JSCC). JSCC is a member of Tennessee's Community Colleges, the community college system of the Tennessee Board of Regents. The president is the chief executive officer of the college and reports to the Tennessee Board of Regents through the chancellor.

JSCC is a comprehensive, two-year postsecondary institution located in Jackson, Tennessee. As an Achieving the Dream college committed to student success, JSCC meets the educational needs of the people it serves in 14 counties in West Tennessee, enrolling over 4,800 credit students and over 500 non-credit students. The college employs approximately 230 full-time employees, including 82 full-time faculty members, and operates on a budget of \$40 million.

JSCC awards Associate of Arts (AA), Associate of Science (AS), Associate of Science in Teaching (AST), Associate of Applied Science (AAS) degrees, as well as technical and institutional certificates. JSCC provides roughly 25 academic programs of study. Currently, 22% of JSCC students are underrepresented minorities, 54% percent of all students are enrolled in career preparation programs, and 46% are in programs intended for transfer. About 44% of JSCC students are enrolled full-time, and students aged 25 or older represent 18% of the population. During Fall semester 2015, 31% of the students were dual enrollment students.

In addition to the main campus located in Jackson, JSCC delivers programming at campuses in Humboldt, Lexington, Savannah, and selected teaching sites throughout the college's area of responsibility.

Additional information may be found on the College's website: <http://www.jsc.edu>

Preferred criteria for selection include but are not limited to the following (An extraordinary business or government profile will also be seriously considered):

- Qualifications and experience
 - An earned doctorate from an accredited institution;
 - A distinguished record of teaching and experience in public higher education;
 - A minimum of five years of successful campus administrative experience at a level with significant decision-making responsibilities affecting an entire campus or as head of a major academic or administrative unit in an academic environment;
 - A distinguished record of extensive senior level administrative experience in a complex business, industry, or government enterprise.

Expected criteria for selection include:

- A demonstrated commitment to serving students, faculty and staff
 - An understanding and commitment to the community college philosophy and mission;

- An understanding of and commitment to the principles of academic freedom, tenure, and shared governance;
 - An understanding of and commitment to the use of technology to enhance the teaching/learning process;
 - A commitment to attracting traditional and non-traditional students into transfer programs as well as workforce programs (AAS/certificates/diplomas) and promoting approaches to enhance their opportunities for success;
 - An understanding of and commitment to enhancing student success through focused efforts on retention, persistence and completion, and embracing Achieving the Dream college efforts;
 - A demonstrated commitment to diversity and inclusion as core values that enhance the education process and contribute to student success;
 - A demonstrated commitment to affirmative action and equal opportunity;
 - A demonstrated strength in human relations, strong communication skills, and a demonstrated commitment to building an effective working relationship with all constituent groups.
- A demonstrated understanding of planning, financial management, legal environment, budgeting, and organizational skills, including
 - An understanding of outcomes-based funding principles and the impact on budgeting and planning;
 - A demonstrated background with and understanding of and commitment to private fundraising.
 - An understanding of the needs and concerns of the public and private constituencies of the college, as well as the college community, including students, faculty and staff, alumni and other college supporters.
 - A demonstrated commitment to the principles of collaboration and innovation in order to address the local, regional, and state-wide education and workforce need.
 - An expressed commitment to collaboration with other state institutions to meet the state's workforce and post-secondary education needs with a focus on student success.

The Tennessee Board of Regents is committed to building and sustaining an inclusive and diverse educational environment and encourages applications from interested candidates who can contribute to, promote, and enhance this effort.

The State University and Community College System of Tennessee is an Equal Opportunity/Affirmative Action Employer. Under state law, applicants may request that their application and related materials be confidential and not open for public inspection until such time the candidate is selected as a finalist for the position. The Tennessee Open Meetings Act requires meetings of the Board of Regents to be open to the public.

Initial screening of applicants will begin _____ and it is anticipated that a President will be selected by _____.

Applications and letters of nomination should be submitted to:

Jan Greenwood or Betty Turner Asher, Partners
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550
Phone: 850-650-2277 / Fax: 850-650-2272
Email: jangreenwood@greenwoodsearch.com
Email: bettyasher@greenwoodsearch.com



TENNESSEE BOARD OF REGENTS

MEETING: June Quarterly Meeting

SUBJECT: Building Renaming for Middle Tennessee State University

DATE: June 24, 2016

PRESENTER: Acting Chancellor David Gregory

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

TBR Policy 4:02:05:01, Naming Buildings and Facilities & Building Plaques, vests the prerogative and privilege of naming of buildings for individuals or groups in the Board of Regents.

In October of 2015, President McPhee created a task force to study whether a name change was necessary for Forrest Hall, which is named for Confederate Lieutenant General Nathan Bedford Forrest. The task force, comprised of faculty, alumni, students and community members, conducted several public forums and then deliberated at length on the various issues concerning the name of the building. The task force recommended to President McPhee that the name of General Forrest be removed from the building and that the building be called "The ROTC Building". President McPhee has accepted the recommendation of the task force and submitted a request to the Board for approval of the renaming.

Earlier this year, the General Assembly enacted "The Tennessee Heritage Preservation Act of 2016" that prohibits the removal of a historic name, such as General Forrest's from a public building without the permission of the Tennessee Historical Commission. If the Board approves the request to remove the Forrest name, a petition for a waiver of the Act's prohibition must be submitted to the Commission.




TENNESSEE BOARD OF REGENTS

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

MEMORANDUM

TO: Chancellor David Gregory

FROM: Dale Sims 

SUBJECT: Building Renaming at Middle Tennessee State University

DATE: June 6, 2016

I have reviewed President Sidney McPhee's letter dated April 29, 2016, requesting that the structure housing the university's Army Reserves Officer Training Corps program at the Middle Tennessee State University Campus be renamed the "ROTC Building."

The building is designated for military science programs and is located at the main campus of Middle Tennessee State University, in Murfreesboro, Tennessee.

The Middle Tennessee State University naming committee met on April 21, 2016. They voted to approve this renaming and their request is in compliance with TBR Policy 4:02:05:01 - Naming Buildings and Facilities and Building Plaques. Based on the documentation submitted by Middle Tennessee State University, they have met the Tennessee Board of Regent policy requirements.

Attachments

Office of the President
Middle Tennessee State University
204 Cope Administration Building
Murfreesboro, Tennessee 37132
615-898-2622
FAX: 615-898-2507



April 29, 2016

Mr. David Gregory, Acting Chancellor
Tennessee Board of Regents
1415 Murfreesboro Road, Suite 350
Nashville, TN 37217

Dear Chancellor Gregory:

In October 2015, a task force was created to study the naming of Forrest Hall on the campus of Middle Tennessee State University (attached). This task force was led by Dr. Derek Frisby, a Global Studies instructor, and was comprised of faculty, alumni, students and community members. Forrest Hall houses the University's Army Reserve Officers Training Corps program and is named after Confederate Gen. Nathan Bedford Forrest.

On April 19, the task force announced its recommendation that the structure housing the university's Army Reserves Officer Training Corps program, Forrest Hall, be renamed. The task force held three public forums and two open deliberations in reaching a consensus for this recommendation. The public forums were held on December 1, February 24 and March 24, with the open deliberations on April 14 and April 19.

On April 28, I endorsed the task force's consensus recommendation and am requesting approval for the renaming of Forrest Hall. I believe the names we affix to campus buildings should at best add value, or at least be neutral, to our overriding responsibility to recruit and retain exceptional students and faculty.

Therefore, your consideration and support of this request to approve the renaming of Forrest Hall to the ROTC Building, the name of the building from 1954 to 1958, at the June Quarterly Board Meeting would be most appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Sidney A. McPhee".

Sidney A. McPhee
President

Enclosures

Global Studies and Cultural Geography
Peck Hall, Room 217
MTSU P.O. Box 133
1301 East Main Street
Murfreesboro, Tennessee 37132
Office: (615) 494-7744 • Fax: (615) 494-8726
E-mail: mtglobal@mtsu.edu



MEMO

DATE: April 21, 2016

TO: Dr. Sidney A. McPhee
President, MTSU

FROM: Derek W. Frisby
Chair, Presidential Task Force to Reconsider the Naming of Forrest Hall

RE: Recommendation of the Presidential Task Force to Reconsider the Naming of MTSU's Forrest Hall

In October 2015, you appointed a task force composed of university stakeholders to determine if a name change was necessary for MTSU's Forrest Hall. The task force was asked to provide one of three recommendations to the President: 1) to keep the name; 2) to keep the name with added historical context; or 3) to change the name. The task force conducted several public forums and then deliberated on the various issues concerning the building's name honoring Confederate cavalrman, Lieutenant General Nathan Bedford Forrest.

The task force recommends to change the name of Forrest Hall. This recommendation was reached by a majority of the task force members; however, a significant minority expressed their opinions that the name should remain or remain with context.

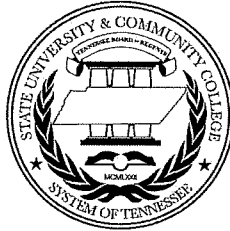
As we have discussed, if you accept the task force recommendation for a name change, then a waiver for such action must be requested pursuant to Tennessee Code Annotated, Title 4, Chapter 1, Part 4, "The Tennessee Heritage Preservation Act of 2016." The task force stands ready to assist in the preparation of a report to accompany this waiver request. Additionally, if you determine "to keep the name, but with added historical context," the task force is prepared to assist your office in determining the appropriate historical contextualization to be added.

It has been an honor and a privilege to serve as the chair of this distinguished panel. I believe each member has demonstrated an extraordinary dedication to this task. I relied extensively upon their constructive criticism, intellectual input, and collegiality during this process. The entire university staff accommodated our meetings and requests for information in a professional and efficient manner. Furthermore, I want to express my appreciation and admiration for the assistance of Jimmy Hart, director of MTSU News and Media Relations. He was an invaluable part of this team and often went above and beyond his assigned duties, and always in a manner consistent with our "True Blue" values.

I am available anytime to discuss the task force's recommendations if you need additional information or clarification.

Forrest Hall Task Force

- Tony Beard, an alumni representative and president of the MTSU Alumni Association
- Leonard Brown, a student representative and a political science junior; *resigned on March 25
- Tom Clark, a community representative
- Mark Doyle, a faculty representative and an associate professor of History
- Tricia Farwell, president of the MTSU Faculty Senate and faculty regent at the Tennessee Board of Regents
- Derek Frisby, chairman of the task force and faculty member in Global Studies and Cultural Geography
- State Sen. Bill Ketron
- Mike Liles, a community representative
- Grant Marshall, a student representative and a freshman majoring in Organizational Communication
- The Rev. James McCarroll, a community representative
- Erynn Murray, a student representative and vice president of the MTSU Graduate Student Association
- Brig. Gen. David Ogg Jr., U.S. Army (retired), a community representative
- David Otts, a faculty representative and professor in the University College
- Lindsay Pierce, a student representative and president of the MTSU Student Government Association
- Barbara Turnage, a faculty representative and professor of Social Work
- Carroll Van West, resource consultant (non-voting), MTSU professor and State Historian
- Brian Walsh, an alumni representative



TENNESSEE BOARD OF REGENTS

MEETING: Quarterly Meeting

SUBJECT: Building Naming Request from Walters State
Community College

DATE: June 24, 2016

PRESENTER: Chancellor David B. Gregory

ACTION REQUIRED: Voice Vote

STAFF'S RECOMMENDATION: Approve

BACKGROUND INFORMATION:

On May 4, 2016, Dr. Mark Hurst, Vice President for Advancement, of Walters State Community College, submitted a request to name the Student Services Building on the main campus the "Dr. Wade B. McCamey Student Services Building."

This request comes to honor one of Walters State's finest presidents; one who has served and supported this institution and the local community through his many years of devoted service to the Walters State Community College. In 2006, a year after Dr. McCamey was named president, the college opened the Walters State Student Success Center. The center combined several of the college's support services in one location. The concept of a one-stop shop for student affairs services was eventually expanded to an entire building with the opening of the Student Services Building in 2011. The bookstore, counseling and testing center, student organizations, tutoring and veteran affairs among others is housed in this student services building.

Additionally, the college developed innovative programs and services focusing on student success and engagement under Dr. McCamey's leadership. The college also became nationally recognized for its use of mobile learning and has been named an Apple Distinguished Program three times for its innovative use of technology to engage students and improve learning outcomes.

This is but a mere glimpse of what President McCamey has accomplished during his years at Walters State and what he has accomplished in his career as an educator. More information may be found in the supporting materials of this request.

The Walter State Community College naming committee met on April 22, 2016. They voted to approve this naming and their request is in compliance with TBR Policy 4:02:05:01 - Naming Buildings and Facilities and Building Plaques.



TENNESSEE BOARD OF REGENTS

Office of the Chancellor

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

June 3, 2016

Dr. Mark Hurst
Vice President for College Advancement
& Treasurer of the Walters State Foundation
Walters State Community College
500 South Davey Crockett Parkway
Morristown, Tennessee 37813-6899

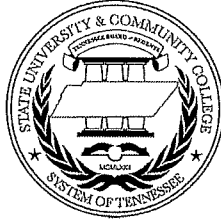
Dear Dr. Hurst:

This letter is to confirm receipt of your May 4, 2016, request that the Student Services Building on the Morristown Campus be known as the “Dr. Wade B. McCamey Student Services Building.” I will place this recommendation on the agenda for the June 24, 2016, Board Meeting under New Business.

Sincerely,

David B. Gregory

DBG/KF



TENNESSEE BOARD OF REGENTS

1415 Murfreesboro Road, Suite 340 | Nashville, TN 37217-2833 | Phone 615.366.4403 | Fax 615.366.3922 | www.tbr.edu

MEMORANDUM

TO: Chancellor Gregory

FROM: Dale Sims *DS*

SUBJECT: Building Naming at Walter State Community College

DATE: June 2, 2016

I have reviewed Vice President Mark Hurst's letter dated May 4, 2016, requesting that the Student Services Building at the Walters State Morristown Campus be named the "Dr. Wade B. McCamey Student Services Building."

This building has been designated to be used for student services such as the bookstore, counseling and testing center, student organizations, tutoring and veteran affairs among others. It is located at the Walters State main Campus, 500 South Davy Crockett Parkway, Morristown, Tennessee 37813-6899

The Walters State Community College naming committee met on April 22, 2016. They voted to approve this naming and their request is in compliance with TBR Policy 4:02:05:01 - Naming Buildings and Facilities and Building Plaques. Based on the documentation submitted by Walters State Community College, they have the Tennessee Board of Regent policy requirements finalized.

Attachments



OFFICE OF COLLEGE ADVANCEMENT

May 4, 2016

Mr. Dale Sims
Vice Chancellor for Business and Finance
Tennessee Board of Regents
1415 Murfreesboro Road
Nashville, TN 37217

Dear Vice Chancellor Sims:

I am writing on behalf of the ad hoc Facilities Naming Committee appointed by Dr. Wade B. McCamey in March 2016 to consider various naming possibilities at Walters State's main campus in Morristown. As the result of a memo from Dr. Foster Chason, Vice President for Student Affairs and Athletic Director, dated April 22, 2016, (copy attached) the Committee was called back together to consider the naming of the Student Services Building on the Morristown Campus.

The committee was composed of Dr. Lori Campbell, Vice President for Academic Affairs; Dr. Rosemary Jackson, Vice President for Business Affairs; Dr. Foster Chason, Vice President for Student Affairs and Athletic Director; Dr. Debra McCarter, Vice President for Planning, Research, and Assessment; Mr. James Pectol, Vice President for Communications and Marketing; Dr. Holly Sayne, Faculty Council President and Associate Professor and Department Head of Legal Studies; Ms. Sherry Watson, Support Staff Council President; and Ms. Mollie Owens, Student Government Association President; and myself, as Committee Chair.

Following a motion made by Dr. Chason and seconded by Dr. Jackson, the committee voted to recommend to you the name of Dr. Wade B. McCamey for your consideration in this regard. The committee recommends to you for transmittal through Chancellor Gregory to the Tennessee Board of Regents the name "Dr. Wade B. McCamey Student Services Building" in honor of the many years of service and support President McCamey has made to Walters State Community College, the local community, and higher education in the State of Tennessee.

On behalf of the committee, please accept our appreciation for being allowed to participate in this important process and to be a part of such a well-deserved gesture of honor and recognition.

Sincerely,

Mark A. Hurst
Vice President

:bls


c: Committee Members

Attachment

MEMORANDUM

Vice President for Student Affairs and Director of Athletics

TO: Dr. Mark Hurst, Vice President for Advancement

FROM: Dr. Foster Chason, Vice President for Student Affairs and Athletic Director 

DATE: April 22, 2016

PURPOSE: Naming of the Walters State Student Services Building

It is an honor and privilege for me to submit to the Walters State Naming Committee President Wade B. McCamey's name for the Naming Committee's consideration for the naming of the Walters State Community College's Student Services Building located on the Morristown campus.

Dr. McCamey's career in education includes significant experience at several levels, from teacher to principal to superintendent in the secondary school system and from a professor to an administrator to president in higher education.

Under Dr. McCamey's leadership as president at Walters State, the college developed innovative programs and services focused on student success and engagement; experienced tremendous growth in facilities, programs and enrollment, and received national recognition for several initiatives.

A year after McCamey was named president, the college opened the Walters State Student Success Center in 2006. The center combined several of the college's support services in one location. The concept for a one-stop shop for student affairs services was eventually expanded to an entire building with the opening of the Student Services Building in 2011.

In addition to improving student success through enhanced support services, the college became nationally recognized for its use of mobile learning under Dr. McCamey's tenure. Walters State has been named an Apple Distinguished Program three times for its innovative use of technology to engage students and improve learning outcomes.

For the past ten years, the college has also consistently ranked near the top among the nation's most tech-savvy community colleges. Walters State is currently ranked second in the nation among mid-sized community colleges by e.Republic's Center for Digital Education for its use of technology and digital services to improve academic services.

Under Dr. McCamey's leadership, the college has also experienced growth in facilities at each of its campus sites. Dr. McCamey oversaw the construction of two new buildings at the Sevier County Campus; the college renovated and moved its Claiborne County

Campus into the Claiborne County High School building; the Walters State East Tennessee Regional Public Safety Center underwent a \$6 million renovation; the Great Smoky Mountains Expo Center was expanded with the development of the Ray and Barbara Bible Equestrian Center; a new 104,000 square-foot building is currently under construction at the Greeneville/Greene County Campus; and a workforce training facility was opened in Greeneville.

Among the academic programs expanded or added during Dr. McCamey's tenure include nursing, which was expanded to the college's Greeneville and Sevierville campuses, and surgical technology assistant, a new program offered at the Sevierville campus.

In 2007, the college received reaffirmation of accreditation from the Southern Association of Colleges and Schools Commission on Colleges. Walters State also reached record enrollment under McCamey, with 6,967 students enrolled in 2010. Also in 2010, the college was named to the "Chronicle for Higher Education's" annual list of "Great Colleges to Work For."

A native of Greeneville, McCamey taught geography and biology in the Greene County School system prior to becoming one of East Tennessee's youngest high school principals at the age of 26 when he was hired to lead Chuckey-Doak High School. Two years later, in 1974, he served as assistant director of the Upper East Tennessee Educational Cooperative before returning to Chuckey-Doak as principal.

In 1979, he began his long-time career with Walters State when he was hired to direct the college's evening and off-campus instruction. He was named assistant dean and associate dean of evening and off-campus instruction before leaving the college temporarily when he was elected superintendent of Greene County Schools in 1988.

McCamey returned to Walters State in 1992 as chairperson of the behavioral/social sciences division and associate professor of education. He achieved the rank of full professor in 1995. While serving as chairperson of the behavioral/social sciences division, he also chaired the college's humanities division for a year before being named vice president for academic affairs in 1997. McCamey served in this position until 2001, when he was named president of Roane State Community College.

During his four-year tenure at Roane State, the college became the only public institution of higher education in Tennessee to achieve a perfect score for three consecutive years on the Tennessee Higher Education Commission's performance funding standards. Also under his leadership, Roane State developed a new, permanent off-campus center in Campbell County.

Dr. McCamey earned three degrees from East Tennessee State University, where has been named a distinguished alumnus. He holds bachelor's degrees in geography and biology, a master's degree in education administration and a doctorate in education administration from ETSU. He also has an associate's degree in business administration from Hiwassee College.

The Naming Committee's approval and recommendation to Tennessee Board of Regents
Chancellor David Gregory of this proposal is appreciated.