Agenda Item: II.

DATE: May 20, 2021

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

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

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

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

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

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

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

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

Letter of Notification (LON) for Off-Campus Instruction

BlueSky Partnership ETSU/BCBSTN

Contents

March 10, 2021

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

Re: Off- Campus Instructional Site

Dear Betty:

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

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

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

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

Sincerely,

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

Letter of Notification (LON)
Policy A1. 4A Off-Campus Instruction – Community Colleges and Universities

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

Letter of Notification Checklist

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

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

Overview

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

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

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

This BlueSky academic/industry workforce development partnership will create a valuable new career pathway for Tennessee high school students while providing a pattern that other Tennessee institutions can emulate. The collaboration will produce technology talent that satisfies BlueCross BlueShield of Tennessee's critical business need, will contribute to the State's goal of increasing the number of technology graduates and helping drive economic development[1], and will provide students the opportunity to earn a university degree debt free with the guarantee of a job offer upon graduation.

Proposed Center Location

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

Distance From ETSU
218 miles

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

Academic Offerings and CIP Information

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

Community and Industry Support:

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

Description of Target Population:

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

Alignment with Tennessee Higher Education Completion Agenda:

To positively impact Tennessee's economy through sustainable research and workforce development initiatives, the Master Plan for Tennessee Postsecondary Education 2015-2025[2] aims to increase the number of Tennesseans who hold a post-secondary credential to 55% by 2025. The workforce landscape across the state illustrates a need for diversification. The Master Plan acknowledges that "the state must continue to prioritize and make strides toward access inclusion, and equity for all student subgroups."[3] Tennessee's completion agenda notes that economically distressed and at-risk communities require specific, targeted approaches to degree attainment. The proposed center will provide ETSU and BCBST an opportunity to partner together to reach underserved students who stand to benefit significantly from post-secondary credentials. Specifically, students who complete this accelerated degree program through the proposed center will graduate with transferable job skills, the potential for a job offer from BCBST, and significantly less student debt.

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

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[2] THEC Master Plan, https://www.tn.gov/thec/about-thec-tsac/master-plan/master-plan.html
[3] Ibid, page 6.

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

Alignment with ETSU's Institutional Master Plan:

The proposed center aligns with ETSU's Mission and Values[5] statement that affirms the contributions of "*diverse people, cultures, and thought to intellectual, social, and economic development.*" This off-campus center will offer a community-based educational experience through recruitment strategies targeted towards at-risk students across Hamilton County. The proposed site will include the necessary advising, mentoring, and health-related amenities to support and encourage students identified as at-risk and those who represent diverse backgrounds.[6] Also provided through this center are residential opportunities, participation in student clubs and organizations, and events and activities representing both recreational and artistic interests. These offerings support one of ETSU's core values to offer "*students a total university experience.*"[7]

ETSU's Strategic Plan cites six key areas[8] used to provide a framework for decision making and innovation at the university. The proposed center extends the reach of the university's main campus to support and propagate those critical areas in the following ways:

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

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

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

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

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[4] Drive to 55, https://driveto55.org/the-alliance/

[5] ETSU Mission and Values, https://www.etsu.edu/president/mission.php
[6] NASEM, https://www.nationalacademies.org/news/2019/10/mentoring-could-improve-diversity-and-inclusion-in-stemm-but-needs-more-attention-in-colleges-and-universities-says-new-report-which-identifies-effective-mentoring-practices
[7] ETSU Mission and Values
[8] ETSU Strategic Plan, https://www.etsu.edu/president/documents/univ_strategicplan.pdf

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

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

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

5-Year Headcount Projections:

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

Estimated Costs and Revenue Sources for New Center:

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

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

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

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

Facilities Plans and Timeline for Facilities Acquisition:

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

Staffing Plan

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

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

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

Accreditation Statement

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

Access and Enrollment

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

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

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

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

Existing Programs Offered at Public and Private Tennessee Intuitions

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

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

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

Please see **Appendix D** for a complete list of Computing-related degree programs offered at Tennessee public institutions.

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

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

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

APPENDIX A: Academic Offering

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

Computing Course Requirements (80 credits)
- CSCI 1210 – Essentials of Web Development (3 credits)
- CSCI 1250 – Introduction to Computer Science I (4 credits)
- CSCI 1260 – Introduction to Computer Science II (4 credits)
- CSCI 1400 – PC Set-up and Maintenance (1 credit)
- CSCI 1510 – Student in University (3 credits)
- CSCI 1900 – Math for Computer Science (3 credits)
- CSCI 2020 – Fundamentals of Database (3 credits)
- CSCI 2150 – Computer Organization (3 credits)
- CSCI 2910 – Server-Side Web Programming (4 credits)
- CSCI 3020 – Database Advanced Topics (3 credits)
- CSCI 3400 – Networking Fundamentals (3 credits)
- CSCI 3410 – Enterprise Information Security (3 credits)
- CSCI 3500 – Information Security and Assurance (3 credits)
- CSCI 3700 – Enabling Business with Information Systems (3 credits)
- CSCI 3850 – Health Information Systems (3 credits)
- CSCI 4047 – Data Analytics and Visualization (3 credits)
- CSCI 4250 – Software Engineering I (3 credits)
- CSCI 4350 – Software Engineering II (3 credits)
- CSCI 4537 – Ethical Hacking (3 credits)
- CSCI 4607 – Information Risk Management (3 credits)
- CSCI 4757 – Information Systems Implementation (3 credits)
- CSCI 4767 – Enterprise Programming (3 credits)
- CSCI 4770 – Career Readiness in Computing Information Systems (3 credits)
- CSCI 4905 – Internship (10 credits)

General Education Course Requirements (44 credits)
- COMM 2055 – Argumentation and Debate (3 credits)
- ECON 2070 – Quantitative Methods for Business I (3 credits)
- ECON 2210 – Principles of Macroeconomics (3 credits)
- ENGL 1010 – Critical Reading and Expository Writing (3 credits)
- ENGL 1020 – Critical Thinking and Argument (3 credits)
- MATH 1530 Probability and Statistics – Non-Calculus (3 credits)
- Fine Arts Course (3 credits)
- Humanities Course (3 credits)
- History Courses (6 credits)
- Literature Course (3 credits)
- Social/Behavioral Science Course (3 credits)
- Natural Science for Majors Courses (8 credits)

THEC

Operational Costs/Revenues Estimate for Off-Campus Center Location

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

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

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

Expenditures

One-time Expenditures

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

Recurring Expenditures

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

Funding Source for Facilities/Space:

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

Revenues

One-time Revenues

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

Recurring Revenues

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

		Year 1		Year 2		Year 3		Year 4		Year 5
TOTAL REVENUES	$	583,850	$	1,618,355	$	2,362,950	$	2,362,950	$	2,362,950

APPENDIX C: Existing Programs, Explained

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

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

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

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

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

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

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

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

APPENDIX E: Letters of Support

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

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

February 18, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

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

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

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

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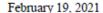
Sincerely,

Daniel D. Challener, Ph. D.
President

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

PEFCHATTANOOGA.ORG

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BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

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

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

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

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

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

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

Sincerely,

Christy Gillenwater
President & CEO

February 22, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

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

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

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

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

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

Sincerely,

Dr. Bryan Johnson
Superintendent

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

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February 16, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To whom it may concern,

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

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

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

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

Sincerely,

Sarah H Morgan

Sarah H. Morgan
President

February 22, 2021

BlueCross BlueShield of Tennessee
1 Cameron Circle
Chattanooga, Tennessee 37402

To Whom It May Concern:

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

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

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

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

Sincerely,

David Mansouri
President and CEO, SCORE