



AGENDA
TENNESSEE HIGHER EDUCATION COMMISSION
Summer Quarterly Meeting
Tennessee Board of Regents, 1 Bridgestone Park, Nashville, TN
August 17, 2023, 9:00 a.m. CDT

Call to Order

Adoption of Agenda

Public Comment

Welcome from TBR Executive Vice Chancellor Dr. Russ Deaton

Approval of Minutes: May 11, 2023, Spring Quarterly Meeting

Approval of Minutes: June 21, 2023, Special Called Meeting

Approval of Minutes: July 11, 2023, Special Called Meeting

Chair's Report

Executive Director's Report

Regular Calendar

- I. Election of Officers (*Action Item*)
- II. Transmission of 2023-24 Proposed Operating Budgets (*Action Item*)
- III. New Academic Programs (*Action Items*)
 - A. University of Tennessee, Chattanooga – Management, Master of Science (MSM)
 - B. University of Tennessee, Knoxville – Business Cybersecurity, Master of Science (MS)
 - C. University of Tennessee, Health Science Center, and University of Tennessee, Southern – Joint Nursing, Bachelor of Science (BSN)
- IV. Financial Policies (*Action Items*)
 - A. F4.0 – Capital Projects
 - B. F4.1 – Master Plans
 - C. F4.2 – Lease Space Funding and License Agreements
- V. Off-Campus Location: Jackson State Community College – Gibson County Center (*Action Item*)
- VI. Other Business

CHAIR'S REPORT

Chairwoman Scarlett gave her report.

AGENDA ITEMS

Chairwoman Scarlett stated that there were two (2) items on the consent calendar and that without objection, the Commission would vote on the items as a set. Commissioner Stafford made a motion to approve both items on the consent calendar. The motion was seconded by Comptroller Mumpower. A roll call vote was taken, and the motion passed with 12 ayes.

I. 2023-24 Binding Tuition and Fees Ranges

Ms. Crystal Collins, Senior Director of Fiscal Policy, presented information on the Commission's statutory authority to set binding tuition and fees ranges for public higher education institutions. Ms. Collins provided information on the Commission's state appropriations request and the actual budget appropriations and identified three (3) binding tuition range options for the Commission to consider: to set binding tuition and tuition and fees ranges with maximum increases of five point five percent (5.5%); to set binding tuition and tuition and fees ranges with maximum increases of three percent (3%); or to set binding tuition and tuition and fees ranges with maximum increases between three and five point five percent (3-5.5%). Ms. Collins also stated the Commission had the authority to set the range to any value they saw fit.

Commission members asked questions and a discussion was held. Secretary Hargett made a motion to set binding tuition and tuition and fees ranges from zero to three percent (0-3%). The motion was seconded by Comptroller Mumpower. A roll call vote was taken, and the motion passed with 12 ayes.

Chairwoman Scarlett requested that staff provide the Commission with funding needs by institutions and the all-in costs for students by institutions.

II. Executive Director Search Discussion

Mr. Lou Hanemann, Chief of Staff, presented, on behalf of the Executive Director Search Committee, an update on the Executive Director search and information on the process of a request for proposal for an Executive Search Firm.

Commission members asked questions and a discussion was held. Commissioner Stafford made a motion to hire an Executive Search Firm to assist in the search for an Executive Director. The motion was seconded by Commissioner Pam Koban. A roll call vote was taken, the motion passed with 11 ayes and one (1) nay by Commissioner Jimmy Matlock.

Treasurer Lillard moved to appoint the Executive Search Committee to complete a study on Executive Director's salary package and make a recommendation for the full Commission to consider at a Special Called Meeting in June. The motion was seconded by Secretary Hargett. A roll call vote was taken, the motion passed with 11 ayes.

III. University of Tennessee, Knoxville Master Plan

Mr. Allen Bolton, Interim Senior Vice Chancellor for Finance Administration, introduced Ms. Jessica Leonard, Principal of Ayers Saint Gross, who presented information on the University of Tennessee, Knoxville's Master Plan. Ms. Leonard provided information on the analysis of space needs, enrollment,

site considerations, facility conditions and renewal plans, land acquisition, infrastructure, student life/services, and implementation and capital plan.

Commission members asked questions and a discussion was held. Commissioner Koban made a motion to approve the master plan. The motion was seconded by Commissioner Matlock. A roll call vote was taken, and the motion passed with eight (8) ayes.

Chairwoman Scarlett announced that without objection, the Commission would take up the Ford BlueOval City Presentation item before the University of Tennessee, Chattanooga Master Plan.

IV. Ford BlueOval City Presentation

Ms. Vanessa Presson, Director of Employee Relations at BlueOval City, and Mr. Andy Bianco, Manufacturing Learning and Development Manager at BlueOval City, presented information on Ford's investment in electric vehicles and the BlueOval City campus in Haywood County, which will create approximately 6,000 new jobs and reimagine how vehicles and batteries are manufactured. Ms. Presson and Mr. Bianco provided information on how Ford BlueOval City will impact Tennessee and how postsecondary education can help prepare upcoming workforce needs.

Commission members asked questions and a discussion was held.

V. University of Tennessee, Chattanooga Master Plan

Dr. Steven R. Angle, Chancellor, introduced Ms. Krisan Osterby, Campus Planning Leader and Principal of DLR Group. Ms. Osterby presented information on the analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, land acquisition, infrastructure, student life/services, and implementation and capital plan.

Commission members asked questions and a discussion was held. Commissioner A.C. Wharton made a motion to approve the master plan. The motion was seconded by Commissioner Jay Moser. A roll call vote was taken, and the motion passed with eight (8) ayes.

Chairwoman Scarlett announced that to save time, the Commission would receive notes following the meeting for the remaining three (3) agenda items.

EXECUTIVE DIRECTOR'S REPORT

Dr. Robert Smith, Interim Executive Director, gave a truncated report.

Vice Chairwoman Winton adjourned the meeting at 11:52 a.m.

NEXT THEC COMMISSION MEETING:

Thursday, July 20, 2023, in Nashville

THEC Chairwoman Tara Scarlett

THEC Secretary AC Wharton, Jr.

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Special Called Commission Meeting

WebEx: Virtual Meeting

June 21, 2023

Link to recording: [THEC Special Called Commission Meeting June 21, 2023](#)

Chairwoman Scarlett called the meeting to order at 9:36 a.m.

Member	PRESENT	ABSENT
Chairwoman Tara Scarlett	X	
Commissioner Whitney Allmon	X	
Commissioner Evan Cope	X	
Commissioner Andrew Kingsolver		X
Commissioner Pam Koban	X	
Commissioner Jimmy Matlock		X
Commissioner Jay Moser		X
Commissioner Vernon Stafford, Jr.		X
Commissioner AC Wharton	X	
Commissioner Dakasha Winton		X
Secretary Tre Hargett	X	
Treasurer David H. Lillard, Jr.	X	
Nathan James, Designee for Commissioner Sara Morrison	X	
Comptroller Jason Mumpower	X	

At the start of the meeting there were seven (7) voting members participating electronically, constituting a quorum. Commissioner A.C. Wharton entered the meeting at 9:58 a.m. At all times that voting occurred, there was a quorum present at the meeting.

STATEMENT OF NECESSITY

Board Secretary Shauna Jennings read the following statement of necessity:

All members are participating electronically today. As such, Tenn. Code Ann. § 8-44-108(b)(2) requires that the Commission make a determination that a necessity exists in order for a quorum of members to participate by electronic or other means of communication.

A “Necessity” means that the matters to be considered by a public body at a meeting require timely action by the body, that physical presence by a quorum of the members is not practical within the period of time requiring action, and that participation by a quorum of the members by electronic or other means of communication is necessary.

In this case, two facts support a determination of necessity:

- First, today’s agenda item requires timely action by this commission to consider the committee’s salary recommendation for the next Executive Director for purposes of the procurement process.

- Second, scheduling conflicts and other commitments prevented a quorum of members from being physically present today.

A motion to approve the statement of necessity was made by Commissioner Whitney Allmon. The motion was seconded by Comptroller Jason Mumpower. A roll call vote was taken, and the motion passed with seven (7) ayes.

ADOPTION OF AGENDA

Comptroller Mumpower made a motion to adopt the agenda. The motion was seconded by Commissioner Pam Koban. A roll call vote was taken, and the motion passed with seven (7) ayes.

AGENDA ITEMS

I. Consideration of Executive Director Salary Range Recommendation

Chairwoman Tara Scarlett stated that the Executive Director Search Committee did their due diligence researching possible additional compensations, incentives, and salaries for the new Executive Director. She then introduced Mr. Lou Hanemann, Chief of Staff, to provide more information on the Executive Director Search Committee's recommendations.

Mr. Hanemann provided information that alternative salary options and sign-on bonuses were not typical for state employment and that the Executive Search Committee recommended a salary range from \$265,000-\$280,000 annually for the new Executive Director. Mr. Hanemann provided information regarding conversations with the offices of Lieutenant Governor Randy McNally and Speaker of the House, Cameron Sexton, and their agreement that the salary range was appropriate.

Commission members asked questions and a discussion was held.

Commissioner Allmon made a motion to approve the recommended salary range of \$265,000-\$280,000 annually. Commissioner Koban seconded the motion. A roll call vote was taken, and the motion passed with seven (7) ayes and one (1) nay from Comptroller Mumpower.

II. Other Business

Chairwoman Scarlett discussed ways the Commission could navigate communication and any concerns the Governor or other state leaders have with leadership moving forward. Commission members held a discussion.

Chairwoman Scarlett adjourned the meeting at 10:13 a.m.

NEXT THEC COMMISSION MEETING:

Thursday, July 20, 2023, in Nashville

THEC Chairwoman Tara Scarlett

THEC Secretary AC Wharton, Jr.

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Special Called Commission Meeting

WebEx: Virtual Meeting

July 11, 2023

Link to recording: [THEC Special Called Commission Meeting July 11, 2023](#)

Chairwoman Scarlett called the meeting to order at 11:07 a.m.

Member	PRESENT	ABSENT
Chairwoman Tara Scarlett	X	
Commissioner Whitney Allmon		X
Commissioner Evan Cope		X
Commissioner Andrew Kingsolver	X	
Commissioner Pam Koban	X	
Commissioner Jimmy Matlock	X	
Commissioner Jay Moser	X	
Commissioner Vernon Stafford, Jr.	X	
Commissioner AC Wharton	X	
Commissioner Dakasha Winton	X	
Secretary Tre Hargett		X
Treasurer David H. Lillard, Jr.	X	
Nathan James, Designee for Commissioner Sara Morrison	X	
Comptroller Jason Mumpower	X	

At the start of the meeting there were ten (10) voting members participating electronically, constituting a quorum. Commissioner Jimmy Matlock left the meeting at 11:50 a.m. and Commissioner Vernon Stafford left the meeting at 12:03 p.m. At all times that voting occurred, there was a quorum present at the meeting.

STATEMENT OF NECESSITY

Board Secretary Shauna Jennings read the following statement of necessity:

All members are participating electronically today. As such, Tenn. Code Ann. § 8-44-108(b)(2) requires that the Commission make a determination that a necessity exists in order for a quorum of members to participate by electronic or other means of communication.

A “necessity” means that the matters to be considered by a public body at a meeting require timely action by the body, that physical presence by a quorum of the members is not practical within the period of time requiring action, and that participation by a quorum of the members by electronic or other means of communication is necessary.

In this case, two facts support a determination of necessity:

- First, today’s agenda item requires timely action by this commission to allow our institutions to deliver these new academic programs to their students this coming fall.
- Second, scheduling conflicts and other commitments prevented a quorum of members from being physically present today.

A motion to approve the statement of necessity was made by Comptroller Jason Mumpower. The motion was seconded by Commissioner Andrew Kingsolver. A roll call vote was taken, and the motion passed with ten (10) ayes.

ADOPTION OF AGENDA

Chairwoman Tara Scarlett stated that Agenda item I.D. would not be presented to the Commission today and recommended removing it from the agenda. Commissioner Kingsolver made a motion to adopt the revised agenda. The motion was seconded by Commissioner Jay Moser. A roll call vote was taken, and the motion passed with ten (10) ayes.

AGENDA ITEMS

I. New Academic Programs

Chairwoman Scarlett introduced Dr. Ryan Korstange, Director of Academic Affairs. Dr. Korstange introduced Dr. Flora Tydings, Chancellor of the Tennessee Board of Regents (TBR). Dr. Tydings presented information on the new program approval process and the programs before the Commission today. Dr. Tydings then introduced Dr. Jothany Reed, Vice Chancellor for Academic Affairs and Valerie Greenwood, Senior Financial Analyst, to present on Chattanooga State Community College and Northeast State Community College programs.

A. Chattanooga State Community College – Electric Vehicle Engineering Technology, Associate of Applied Science (AAS)

Dr. Reed presented information on the proposed Associate of Applied Science (AAS) degree in Electric Vehicle Engineering Technology at Chattanooga State Community College. This program will consist of 61-64 credit hours and will assist in the workforce demands of manufacturing, diagnostics, and service and repairs of electronic vehicles. Chattanooga State Community College, in partnership with Volkswagen, will offer this program through EVET apprenticeship academy with expansion to the main campus and future partnerships with the mechatronics programs at the local high schools. Commission members asked questions and a discussion was held.

Commissioner Vernon Stafford made a motion to approve the academic program. The motion was seconded by Commissioner Koban. A roll call vote was taken, and the motion passed with ten (10) ayes.

B. Northeast State Community College – Automotive Technology, Associate of Applied Science (AAS)

Dr. Reed presented information on the proposed Associate of Applied Science (AAS) degree in Automotive Technology at Northeast State Community College. This program will consist of 60 credit hours and restructures three (3) current programs: Automotive Services, Automotive Body/Collision Repair, and Motorsports with a concentration in Automotive Specialist. This will allow for ease of recognition in the industry nationally. Commission members asked questions and a discussion was held.

Commissioner Jimmy Matlock left the meeting during this time.

Comptroller Mumpower made a motion to approve the program. Commissioner Koban seconded the motion. A roll call vote was taken, and the motion passed with nine (9) ayes.

C. Tennessee Technological University – Higher Education, Doctor of Philosophy (PhD)

Chairwoman Scarlett recognized Dr. Korstange. Dr. Korstange introduced Dr. Lori Bruce, Provost and Vice President for Academic Affairs, to present on the Tennessee Technological University Higher Education Doctor of Philosophy Program.

Dr. Bruce presented information on the proposed Doctor of Philosophy in Higher Education with an emphasis on data science and instructional technology. This program consists of 67 credit hours and will be fully online. Commission members asked questions and a discussion was held.

Commissioner Stafford left the meeting during this time.

Commissioner Kingsolver made a motion to approve the program. Commissioner Koban seconded the motion. A roll call vote was taken, and the motion passed with eight (8) ayes.

D. University of Tennessee, Health Science Center, and University of Tennessee, Southern – Joint Nursing, Bachelor of Science (BSN) – *(Removed from Agenda)*

E. University of Tennessee, Martin – Music Education, Master of Music (MM)

Chairwoman Scarlett recognized Dr. Korstange. Dr. Korstange introduced Dr. Stephanie Kolitsch, Acting Provost and Senior Vice Chancellor, to present on the University of Tennessee, Martin Music Education Master of Music program.

Dr. Kolitsch presented information on the proposed Music Education Master of Music program with an emphasis on four (4) areas: general music, choral conducting, instrumental conducting, and leadership. This program will be fully online with a possibility of hybrid courses and will consist of 33 hours with a final research and teaching project. Commission members asked questions and a discussion was held.

Commissioner Kingsolver made a motion to approve the program. Treasurer David Lillard seconded the motion. A roll call vote was taken, and the motion passed with seven (7) ayes, and one (1) abstention from Chairwoman Scarlett.

II. Other Business

Chairwoman Scarlett discussed the timeline of the program approval process.

Chairwoman Scarlett adjourned the meeting at 12:17 p.m.

NEXT THEC COMMISSION MEETING:
Thursday, August 17, 2023, in Nashville

THEC Chairwoman Tara Scarlett

THEC Secretary AC Wharton, Jr.



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: I.

MEETING DATE: August 17, 2023
SUBJECT: Election of 2023-2024 Commission Officers
ITEM TYPE: Action
ACTION RECOMMENDATION: N/A

BACKGROUND

Pursuant to the Article V of the Rules of Procedure, the Commission will elect the officers annually at the regular summer meeting. Article V provides:

The Commission officers shall consist of a chair, two vice-chairs, and a secretary, each elected by the Commission members from among their own number. The office of secretary may be combined with that of vice-chair. Officers shall be elected at the summer Commission meeting, and the term of office of all officers shall be one year or until their successors are elected; and their duties shall be those ordinarily performed by such officers.

Each vice-chair shall reside in one of the grand divisions of the state in which the chair and the vice-chair do not reside.

The current Commission officers are:

Tara Scarlett – Chair (Middle Grand Division)
Vernon Stafford – Vice Chair (West Grand Division)
Dakasha Winton – Vice Chair (East Grand Division)
A C Wharton – Secretary



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: II.

MEETING DATE: August 17, 2023
SUBJECT: Transmission Of 2023-24 Proposed Operating Budgets
ITEM TYPE: Action
ACTION RECOMMENDATION: Approval

BACKGROUND INFORMATION

The General Appropriations Act requires that operating budgets of all higher education units be submitted to the Tennessee Higher Education Commission once approved by the respective governing boards. Upon the Commission's review and comment, budgets are to be transmitted to the Department of Finance and Administration. The FY2023-24 Proposed Operating Budgets have been reviewed and approved by each Locally Governed Institution's Board of Trustees, the University of Tennessee Board of Trustees, and the Tennessee Board of Regents. All higher education budget entities have submitted the required financial data to the Commission and are in compliance with all the budget guidelines and legislative directives.

SUMMARY

The FY2023-24 proposed operating budgets for higher education are balanced. Campuses propose to direct most of their resources to academic functions, and expenditures for auxiliary enterprises are not projected to exceed revenues plus unallocated auxiliary fund balances. Revenue generated from tuition and fees is expected to account for 45.9 percent of overall revenue, while state appropriations will account for 44.3 percent. Ten years ago, tuition and fees accounted for 53.3 percent of overall revenue, and state appropriations accounted for 36.5 percent. Approximately 9.8 percent of total FY2023-24 revenues will come from sales, services, and other sources, in alignment with previous years.

Tuition and fee revenue is expected to grow by 4.6 percent for universities, community colleges, and TCATs in FY2023-24. Revenues generated from auxiliary enterprises are expected to increase by 12.4 percent, while athletic fees revenues are projected to be flat compared to FY2022-23.

Institutions will continue to devote most of their expenditures to instructional activities. Institutions plan to devote 60.1 percent of overall expenditures in FY2023-24 to the teaching functions on campus—instruction, research, public service, and academic support, compared to 62.0 percent five years ago and 63.1 percent ten years ago. Spending on scholarships and fellowships has increased from 4.8 percent of all expenditures ten years ago to 7.2 percent today.

The budgets provided today will be revised in October and presented to the Commission for transmission to the Department of Finance and Administration in January. The October 31 budgets will better reflect the status of several financial uncertainties (e.g., enrollment's impact on tuition revenue).

RECOMMENDATION

The FY2023-24 July 1 Proposed Operating Budgets have been thoroughly analyzed by Commission staff and are presented with the recommendation that the Executive Director transmit the analysis of the budgets, along with the appropriate commentary, to the Commissioner of Finance and Administration.

**Table 1
HIGHER EDUCATION
STATE APPROPRIATIONS
2023-24**

	THEC FY 2023-24 Formula Calculation	2022-23 Final Recurring State Appr	2023-24 Preliminary Recurring State Appr ¹	2023-24 Preliminary NR State Appr ²	2023-24 Preliminary Total
Academic Formula Units					
Locally Governed Institutions					
Austin Peay	\$104,125,900	\$66,773,300	\$73,832,800	\$750,000	\$74,582,800
East Tennessee	133,019,900	89,413,300	97,592,700	-	97,592,700
Middle Tennessee	190,415,800	126,537,400	136,335,000	2,050,000	138,385,000
Tennessee State	72,554,500	47,671,200	52,447,600	-	52,447,600
Tennessee Tech	103,886,200	74,695,300	83,504,700	1,350,000	84,854,700
University of Memphis	231,461,200	151,179,000	165,642,600	5,488,000	171,130,600
Subtotal	\$835,463,500	\$556,269,500	\$609,355,400	\$9,638,000	\$618,993,400
Community Colleges ³					
Chattanooga	\$58,216,500	\$38,480,200			
Cleveland	22,798,000	14,638,800			
Columbia	32,973,200	22,011,600			
Dyersburg	19,974,500	12,900,400			
Jackson	26,908,000	17,835,300			
Motlow	37,931,400	25,764,300			
Nashville	40,513,200	26,991,000			
Northeast	38,871,900	26,952,800			
Pellissippi	62,837,200	43,071,500			
Roane	41,636,700	28,434,700			
Southwest	51,260,200	34,496,100			
Volunteer	51,968,300	34,821,200			
Walters	48,208,400	31,017,600			
Subtotal	\$534,097,500	\$357,415,500	\$380,567,100	\$0	\$380,567,100
UT Universities					
UT Chattanooga	\$108,660,300	\$71,977,100	\$77,865,500	\$0	\$77,865,500
UT Knoxville	454,835,200	303,375,800	332,464,200	-	332,464,200
UT Martin	62,843,000	41,369,400	45,411,300	-	45,411,300
Subtotal	\$626,338,500	\$416,722,300	\$455,741,000	\$0	\$455,741,000
Total Colleges and Universities	\$1,995,899,500	\$1,330,407,300	\$1,445,663,500	\$9,638,000	\$1,455,301,500
TN Colleges of Applied Technology	\$132,875,000	\$105,030,600	\$111,118,500	\$9,500,000	\$120,618,500
Total Academic Formula Units	\$2,128,774,500	\$1,435,437,900	\$1,556,782,000	\$19,138,000	\$1,575,920,000

1 - Recurring: includes \$63.8M to partially fund a 5% salary increase for July 2023 through June 2024; \$6.7M to fund an insurance premium increase; \$2.0M to TTU for the operation of a wind tunnel and supercomputer; \$1.0M to TTU to provide funding to support the Cybersecurity Education, Research and Outreach Center.
2 - Non-recurring: includes \$750K to APSU to fund year 3 of the Institute for National Security and Military Studies; \$2M to MTSU to fund student financial aid for a medical education program jointly administered by MTSU and Meharry Medical College; \$200,000 to TTU to provide non-recurring funding to support the Cybersecurity Education, Research and Outreach Center; \$150,000 to TTU to fund the Water Center, and \$1M to TTU to fund the Rural Reimagined program; \$5.5M to UofM for security upgrades; and \$9.5M to TBR for instructional equipment at the Blue Oval City ICAI.
3 - Beginning in 2013-14, appropriations to community colleges are allocated by the state in the aggregate only. Breakdown of appropriations presented in table above provided by the Tennessee Board of Regents.

**Table 1 (continued)
HIGHER EDUCATION
STATE APPROPRIATIONS
2023-24**

Specialized Units	THEC FY 2023-24 Formula Calculation	2022-23 Final Recurring State Appr	2023-24 Preliminary Recurring State Appr ¹	2023-24 Preliminary NR State Appr ²	2023-24 Preliminary Total
Medical Education					
ETSU College of Medicine	\$89,469,000	\$43,928,600	\$48,115,700	\$0	\$48,115,700
ETSU Family Practice	7,702,300	9,275,600	10,145,600	-	10,145,600
ETSU College of Pharmacy	-	-	2,500,000	-	2,500,000
UT College of Veterinary Medicine	30,381,000	29,130,000	32,098,700	-	32,098,700
UT Health Science Center ³	418,520,000	191,150,900	213,900,800	-	213,900,800
Subtotal	\$546,072,300	\$273,485,100	\$306,760,800	\$0	\$304,260,800
Research and Public Service					
UT Agricultural Experiment Station	\$97,780,000	\$33,945,100	\$35,675,900	\$0	\$35,675,900
UT Agricultural Extension Service	51,102,000	44,418,800	47,083,900	-	47,083,900
TSU McMinnville Center	361,800	1,506,700	1,547,200	-	1,547,200
TSU Institute of Agricultural and Environmental Research	5,603,600	4,982,200	5,000,700	-	5,000,700
TSU Cooperative Extension	3,380,100	6,070,200	6,151,200	-	6,151,200
TSU McIntire-Stennis Forestry Research	270,300	215,400	223,400	-	223,400
UT Space Institute	29,891,000	10,101,600	10,608,600	-	10,608,600
UT Institute for Public Service	15,834,000	7,429,900	7,818,800	-	7,818,800
Tennessee Language Center	1,088,000	878,100	980,100	-	980,100
Institute for Public Service, Other Agencies	14,746,000	6,551,800	6,838,700	-	6,838,700
UT County Technical Assistance Service	2,875,000	3,625,300	4,083,100	-	4,083,100
UT Municipal Technical Advisory Service	3,880,000	4,241,500	4,566,900	-	4,566,900
Subtotal	\$210,977,800	\$116,536,700	\$122,759,700	\$0	\$122,759,700
Other Specialized Units					
UT Southern	\$5,927,000	\$5,656,700	\$5,981,100	\$0	\$5,981,100
UT University-Wide Administration	6,195,000	5,829,000	6,094,000	-	6,094,000
TN Board of Regents Administration	7,607,000	29,534,300	31,168,300	4,763,000	35,931,300
TN Student Assistance Corporation	117,111,300	116,688,000	116,072,000	-	116,072,000
Tennessee Student Assistance Awards	113,262,500	113,262,500	113,262,500	-	113,262,500
Tennessee Students Assistance Corporation	2,657,800	2,657,800	2,657,800	-	2,657,800
Loan/Scholarships Program	1,191,000	767,700	151,700	-	151,700
Contract Education	4,042,500	2,577,000	2,577,000	-	2,577,000
TN Higher Education Commission	5,588,500	6,564,300	6,764,300	-	6,764,300
Subtotal	\$146,471,300	\$166,849,300	\$168,656,700	\$4,763,000	\$173,419,700
Total Specialized Units	\$903,521,400	\$556,871,100	\$598,177,200	\$4,763,000	\$600,440,200
Total Formula and Specialized Units	\$3,032,295,900	\$1,992,309,000	\$2,154,959,200	\$23,901,000	\$2,176,360,200
Program Initiatives					
Campus Centers of Excellence	\$47,399,700	\$19,728,600	\$20,517,100	\$0	\$20,517,100
Campus Centers of Emphasis	3,401,500	1,431,300	1,489,800	-	1,489,800
McWhorter Academic Scholars Program	1,211,800	1,211,800	1,211,800	-	1,211,800
UT Access and Diversity Initiative	6,181,900	5,806,700	5,806,700	-	5,806,700
TBR Access and Diversity Initiative	10,919,100	10,256,900	10,256,900	-	10,256,900
Research Initiatives - UT	10,000,000	5,852,900	5,852,900	-	5,852,900
THEC Grants	11,244,200	8,661,200	8,661,200	1,925,000	10,586,200
Subtotal	\$90,358,200	\$52,949,400	\$53,796,400	\$1,925,000	\$55,721,400
Total Operating	\$3,122,654,100	\$2,045,258,400	\$2,208,755,600	\$25,826,000	\$2,232,081,600

1 - Recurring: includes \$24.5M to partially fund a 5.0% salary increase for July 2023 through June 2024, \$1.9M to fund an insurance premium increase; \$200,000 to UT for the sole purpose of providing assessor/educator and technical assistance through the CTAS; \$350,000 to TBR to provide recurring funding for increased enrollment in the Correctional Education Investment Initiative.
2 - Nonrecurring: includes \$790,000 to TBR to provide non-recurring funding for increased enrollment in the Correctional Education Investment Initiative.
3 - Beginning in 2016-17 allocations to the UT College of Medicine, UT Family Practice, and UT Memphis Other Specialized Units are allocated in the aggregate only.

Table 2 Capital Projects Final Legislative Action - FY 2023-24

General Priorities

Institution	Project Name	Total Project Cost
APSU	APSU Health Profession Building - Inflation Increase	\$31,628,300
MTSU	MTSU Applied Engineering Building - Inflation Increase	\$18,308,000

Other Funded Projects

Institution	Project Name	Total Project Cost
TBR TCATS	TCAT Master Plan Funding	\$945,925,000

Capital Outlay - Total	\$995,861,300
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Table 2 (continued)
Capital Maintenance Projects
Final Legislative Action - FY 2023-24

LGI Capital Maintenance Projects		Total Project Cost
ETSU	Multiple Buildings HVAC Repairs	\$650,000
TSU	Electrical Upgrades Phase 4	4,230,000
TTU	Roaden University Center HVAC Upgrades	1,150,000
TTU	Multiple Buildings Elevator Upgrades Phase 1	870,000
TTU	Campus-Wide Building Controls Upgrades Phase 2	2,025,000
TSU	Multiple Building Roof Replacement Phase 1	1,600,000
APSU	Building Management System Upgrades	1,570,000
MTSU	Central Plant and Campus Utilities Updates Phase 1	3,000,000
UoM	Multiple Building Elevator and Fire Alarms	5,340,000
ETSU	Multiple Buildings Roof Replacements Phase II	3,150,000
TTU	Derryberry Hall Upgrades Phase 1	2,480,000
ETSU	Safety Lighting and Fire Alarm System Phase I	1,600,000
MTSU	Central Plant and Campus Utilities Updates Phase 2	2,000,000
Capital Maintenance Subtotal - LGIs (13 Projects)		\$29,665,000

TBR Capital Maintenance Projects		Total Project Cost
WSCC	Building System Upgrades	\$1,465,000
CoSCC	Accessibility and Security Upgrades Phase 2	1,370,000
PSCC	HVAC and Electrical Updates and Repairs Phase 3a	990,000
ChSCC	Central Plant Modernization Phase 1	1,075,000
STCC	Mechanical Systems and Infrastructure Updates Phase 1	1,500,000
NaSCC	HVAC and Cooling Tower Repairs Phase 2	1,000,000
VSCC	Domestic Water Improvements Phase 1	1,250,000
RSCC	Multiple Building HVAC Corrections Phase 2	1,200,000
JSCC	Multiple Building HVAC Updates	915,000
MSCC	Backup Power and Utility Upgrades Phase 1	1,050,000
NeSCC	Maintenance Building Exterior Updates	800,000
DSCC	Campus Paving and Resurfacing	1,125,000
CISCC	Library Modernization Phase 1	1,050,000
VSCC	CHEC Lab and System Updates	950,000
JSCC	Multiple Building Reroofing	895,000
TCAT Hartsville	Wilson County MEP Updates	860,000
TCAT Pulaski	East and West Shop and Breezeway Roof	832,000
TCAT Livingston	HVAC Replacement	425,000
TCAT Crump	Plumbing and Life/Safety Updates	800,000
TCAT Memphis	Building and Elevator Updates Phase 1	900,000
TCAT Dickson	Pump Station and Sewer Line Replacement	1,100,000
TCAT Jacksboro	Door and Window Replacements	450,000
TCAT Oneida	Parking Lot Expansion, Repaving & Lighting	525,000
TCAT Chattanooga	TCAT Buildings 1 and 2 Updates Phase 1	1,750,000
TCAT Livingston	Exterior and Interior Lighting Updates	325,000
TCAT Newbern	Maintenance Repairs	660,000
TCAT Ripley	Maintenance Repairs	775,000
TCAT Covington	Maintenance Repairs	800,000
TCAT Morristown	Building 102 Updates Phase 1	1,200,000
TCAT Murfreesboro	HVAC and Security System Updates	875,000
TCAT Chattanooga	TCAT Buildings 1 and 2 Updates Phase 2	2,625,000
TCAT Memphis	Building and Elevator Updates Phase 2	887,000
TCAT Hartsville	Maintenance Repairs	310,000
TCAT Pulaski	Lighting, HVAC, and Plumbing Updates	845,000
TCAT Livingston	Comprehensive Building Plumbing Corrections	835,000
TCAT Crump	Fire and Security Installation	345,000
TCAT Morristown	Building 102 Updates Phase 2	1,373,000
TCAT Livingston	Exterior Door and Window Replacements	425,000
TCAT Livingston	Parking Lot and Drainage Improvements	512,000
TCAT Pulaski	Exterior Door Replacements	125,000
TCAT Livingston	Storm Water Drainage Updates	325,000

Table 2 (continued)
Capital Maintenance Projects
Final Legislative Action - FY 2023-24

TCAT Chattanooga	TCAT Buildings 1 and 2 Updates Phase 3	5,750,000
TCAT Chattanooga	Interior Updates	337,000
TCAT	Inflation Adjustments	7,000,000

Capital Maintenance Subtotal - TBR (44 Projects)	\$50,606,000
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UT Capital Maintenance Projects	Total Project Cost
UTC Building Envelope Repairs Phase 1	\$3,650,000
UTIA CVM Building Envelope Repairs	3,610,000
UTK Steam Plant Improvements	3,600,000
UTM Elam Center Exterior Wall Repairs	4,000,000
UTS Building Envelope Repair	2,000,000
UTK Second Creek Repair & Storm Sewer Replacement	2,880,000
UTC Building Envelope Repairs Phase 2	3,700,000
UTHSC GEB Systems Upgrades	7,480,000

Capital Maintenance Subtotal - UT (8 Projects)	\$30,920,000
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Capital Maintenance Total (65 Projects)	\$111,191,000
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Original THEC Recommendations		
Capital Outlay	9 projects	\$551,258,705
Capital Maintenance	144 projects	\$369,890,000

Table 3
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	APSU	ETSU	ETSU College of Medicine	ETSU Family Practice	ETSU College of Pharmacy	ETSU Subtotal	MTSU	TSU
Tuition & Fees								
Dollar	\$77,895,000	\$146,671,300	\$11,570,400	\$0	\$7,131,800	\$165,373,500	\$207,928,700	\$95,950,900
Percent	47.53%	54.53%	14.36%	0.00%	90.17%	43.83%	56.93%	61.08%
State Appropriation								
Dollar	\$74,582,800	\$97,592,700	\$48,115,700	\$10,145,600	\$0	\$155,854,000	\$135,845,500	\$51,421,300
Percent	45.51%	36.28%	59.71%	51.23%	0.00%	41.31%	37.19%	32.73%
Sales & Service								
Dollar	\$361,500	\$300,800	\$18,521,500	\$9,657,100	\$551,000	\$29,030,400	\$646,700	\$39,300
Percent	0.22%	0.11%	22.99%	48.77%	6.97%	7.69%	0.18%	0.03%
Other Sources								
Dollar	\$11,046,000	\$24,418,400	\$2,371,900	\$0	\$226,300	\$27,016,600	\$20,840,600	\$9,680,500
Percent	6.74%	9.08%	2.94%	0.00%	2.86%	7.16%	5.71%	6.16%
Total Educational & General								
Dollar	\$163,885,300	\$268,983,200	\$80,579,500	\$19,802,700	\$7,909,100	\$377,274,500	\$365,261,500	\$157,092,000
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	TSU McMinnville Center	TSU McIntire- Stennis Forestry Research	TSU Institute of Ag. & Env. Research	TSU Cooperative Education	TSU Subtotal	TTU	UM	TOTAL LGIS
Tuition & Fees								
Dollar	\$0	\$0	\$0	\$0	\$95,950,900	\$105,062,800	\$209,503,500	\$861,714,400
Percent	0.00%	0.00%	0.00%	0.00%	56.44%	52.44%	46.57%	49.91%
State Appropriation								
Dollar	\$1,547,200	\$223,400	\$5,000,700	\$6,151,200	\$64,343,800	\$82,153,800	\$171,065,600	\$683,845,500
Percent	100.00%	100.00%	100.00%	100.00%	37.85%	41.00%	38.03%	39.61%
Sales & Service								
Dollar	\$0	\$0	\$0	\$0	\$39,300	\$913,700	\$2,651,300	\$33,642,900
Percent	0.00%	0.00%	0.00%	0.00%	0.02%	0.46%	0.59%	1.95%
Other Sources								
Dollar	\$0	\$0	\$0	\$0	\$9,680,500	\$12,223,100	\$66,617,800	\$147,424,600
Percent	0.00%	0.00%	0.00%	0.00%	5.69%	6.10%	14.81%	8.54%
Total Educational & General								
Dollar	\$1,547,200	\$223,400	\$5,000,700	\$6,151,200	\$170,014,500	\$200,353,400	\$449,838,200	\$1,726,627,400
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	Chattanooga	Cleveland	Columbia	Dyersburg	Jackson	Motlow	Nashville	Northeast
Tuition & Fees								
Dollar	\$26,596,100	\$10,879,900	\$17,783,500	\$10,917,100	\$12,173,400	\$19,595,200	\$22,738,000	\$18,019,200
Percent	38.77%	39.18%	43.18%	42.88%	38.27%	40.85%	43.05%	37.93%
State Appropriation								
Dollar	\$41,303,000	\$16,149,100	\$23,234,300	\$14,165,500	\$18,994,100	\$27,025,800	\$28,806,000	\$28,226,900
Percent	60.20%	58.15%	56.42%	55.64%	59.71%	56.35%	54.54%	59.41%
Sales & Service								
Dollar	\$260,000	\$33,000	\$12,500	\$3,200	\$63,200	\$76,600	\$7,900	\$45,000
Percent	0.38%	0.12%	0.03%	0.01%	0.20%	0.16%	0.01%	0.09%
Other Sources								
Dollar	\$445,400	\$709,200	\$149,800	\$372,100	\$580,800	\$1,266,900	\$1,267,200	\$1,218,600
Percent	0.65%	2.55%	0.36%	1.46%	1.83%	2.64%	2.40%	2.56%
Total Educational & General								
Dollar	\$68,604,500	\$27,771,200	\$41,180,100	\$25,457,900	\$31,811,500	\$47,964,500	\$52,819,100	\$47,509,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	Pellissippi	Roane	Southwest	Volunteer	Walters	Comm. Colleges Subtotal	TN Colleges of Applied Technology	TBR Admin.
Tuition & Fees								
Dollar	\$31,353,400	\$17,771,300	\$22,868,700	\$23,919,800	\$20,003,700	\$254,619,300	\$48,684,100	\$0
Percent	38.86%	35.20%	36.33%	38.60%	36.18%	38.90%	32.16%	0.00%
State Appropriation								
Dollar	\$45,463,200	\$28,174,700	\$36,467,300	\$36,738,800	\$34,035,100	\$378,783,800	\$93,921,500	\$62,598,800
Percent	56.35%	55.81%	57.93%	59.29%	61.55%	57.87%	62.05%	72.96%
Sales & Service								
Dollar	\$45,000	\$33,600	\$62,800	\$30,500	\$60,500	\$733,800	\$1,041,800	\$19,844,200
Percent	0.06%	0.07%	0.10%	0.05%	0.11%	0.11%	0.69%	23.13%
Other Sources								
Dollar	\$3,822,700	\$4,499,900	\$3,556,300	\$1,275,000	\$1,195,200	\$20,359,100	\$7,723,200	\$3,355,600
Percent	4.74%	8.91%	5.65%	2.06%	2.16%	3.11%	5.10%	3.91%
Total Educational & General								
Dollar	\$80,684,300	\$50,479,500	\$62,955,100	\$61,964,100	\$55,294,500	\$654,496,000	\$151,370,600	\$85,798,600
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIs, TBR, & UT
JULY 1 BUDGET 2023-24

	TOTAL TBR SYSTEM	UTC	UTK	UTM	UTS	UT Univ. Subtotal	UT Space Institute	UT Health Science Center
Tuition & Fees								
Dollar	\$303,303,400	\$131,540,800	\$645,442,500	\$66,633,600	\$9,521,800	\$853,138,700	\$1,200,900	\$89,935,700
Percent	34.02%	60.03%	62.40%	56.20%	59.19%	61.46%	9.35%	25.21%
State Appropriation								
Dollar	\$535,304,100	\$78,697,200	\$335,304,500	\$46,131,500	\$5,981,100	\$466,114,300	\$10,696,900	\$214,318,900
Percent	60.03%	35.91%	32.41%	38.91%	37.18%	33.58%	83.27%	60.08%
Sales & Service								
Dollar	\$21,619,800	\$4,852,100	\$5,707,500	\$3,738,800	\$66,500	\$14,364,900	\$0	\$20,823,300
Percent	2.42%	2.21%	0.55%	3.15%	0.41%	1.03%	0.00%	5.84%
Other Sources								
Dollar	\$31,437,900	\$4,045,000	\$47,973,000	\$2,056,200	\$516,600	\$54,590,800	\$948,200	\$31,673,500
Percent	3.53%	1.85%	4.64%	1.73%	3.21%	3.93%	7.38%	8.88%
Total Educational & General								
Dollar	\$891,665,200	\$219,135,100	\$1,034,427,500	\$118,560,100	\$16,086,000	\$1,388,208,700	\$12,846,000	\$356,751,400
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	UT Agri. Exp. Station	UT Ext. Service	UT College of Vet. Medicine	Institute for Public Service: TN Language Ctr	Institute for Public Service: Other Agencies	Institute for Public Service Subtotal	MTAS	CTAS
Tuition & Fees								
Dollar	\$0	\$0	\$13,083,800	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.00%	18.05%	0.00%	0.00%	0.00%	0.00%	0.00%
State Appropriation								
Dollar	\$35,789,400	\$47,194,800	\$32,424,300	\$987,500	\$6,852,900	\$7,840,400	\$4,568,800	\$4,085,000
Percent	73.87%	66.70%	44.72%	25.62%	65.80%	54.95%	44.90%	52.56%
Sales & Service								
Dollar	\$2,507,000	\$9,225,100	\$24,598,000	\$0	\$0	\$0	\$0	\$0
Percent	5.17%	13.04%	33.93%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Sources								
Dollar	\$10,155,700	\$14,334,200	\$2,397,600	\$2,867,200	\$3,561,100	\$6,428,300	\$5,606,400	\$3,687,800
Percent	20.96%	20.26%	3.31%	74.38%	34.20%	45.05%	55.10%	47.44%
Total Educational & General								
Dollar	\$48,452,100	\$70,754,100	\$72,503,700	\$3,854,700	\$10,414,000	\$14,268,700	\$10,175,200	\$7,772,800
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL REVENUE BY SOURCE
FOR THE LGIS, TBR, & UT
JULY 1 BUDGET 2023-24

	UT Univ.-Wide Admin.	TOTAL UT SYSTEM	July 1 GRAND TOTAL
Tuition & Fees			
Dollar	\$0	\$957,359,100	\$2,122,376,900
Percent	0.00%	47.73%	45.90%
State Appropriation			
Dollar	\$6,171,800	\$829,204,600	\$2,048,354,200
Percent	25.82%	41.34%	44.30%
Sales & Service			
Dollar	\$0	\$71,518,300	\$126,781,000
Percent	0.00%	3.57%	2.74%
Other Sources			
Dollar	\$17,728,200	\$147,550,700	\$326,413,200
Percent	74.18%	7.36%	7.06%
Total Educational & General			
Dollar	\$23,900,000	\$2,005,632,700	\$4,623,925,300
Percent	100.00%	100.00%	100.00%

Table 4
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	APSU	ETSU	ETSU College of Medicine	ETSU Family Practice	ETSU College of Pharmacy	ETSU Subtotal	MTSU	TSU
Instruction								
Dollar	\$77,757,100	\$120,293,000	\$64,668,000	\$14,187,400	\$4,316,500	\$203,464,900	\$175,593,100	\$67,871,600
Percent	48.37%	46.31%	68.30%	68.90%	52.23%	53.08%	49.46%	41.03%
Research								
Dollar	\$696,900	\$6,154,900	\$4,908,300	\$312,100	\$57,000	\$11,432,300	\$6,840,400	\$2,716,200
Percent	0.43%	2.37%	5.18%	1.52%	0.69%	2.98%	1.93%	1.64%
Public Service								
Dollar	\$303,500	\$3,969,300	\$0	\$0	\$470,000	\$4,439,300	\$4,981,500	\$2,611,400
Percent	0.19%	1.53%	0.00%	0.00%	5.69%	1.16%	1.40%	1.58%
Academic Support								
Dollar	\$11,998,500	\$26,561,000	\$9,867,200	\$3,914,100	\$1,579,700	\$41,922,000	\$36,645,100	\$11,459,100
Percent	7.46%	10.23%	10.42%	19.01%	19.11%	10.94%	10.32%	6.93%
Subtotal								
Dollar	\$90,756,000	\$156,978,200	\$79,443,500	\$18,413,600	\$6,423,200	\$261,258,500	\$224,060,100	\$84,658,300
Percent	56.45%	60.43%	83.90%	89.42%	77.72%	68.16%	63.11%	51.17%
Student Services								
Dollar	\$25,856,700	\$30,407,900	\$3,618,600	\$0	\$887,400	\$34,913,900	\$40,264,200	\$24,209,600
Percent	16.08%	11.71%	3.82%	0.00%	10.74%	9.11%	11.34%	14.63%
Institutional Support								
Dollar	\$14,982,600	\$20,815,400	\$3,962,800	\$1,691,200	\$537,800	\$27,007,200	\$28,219,200	\$16,439,500
Percent	9.32%	8.01%	4.19%	8.21%	6.51%	7.05%	7.95%	9.94%
Operation & Maintenance								
Dollar	\$15,081,600	\$21,335,300	\$7,400,300	\$487,500	\$403,600	\$29,626,700	\$31,593,300	\$21,129,600
Percent	9.38%	8.21%	7.82%	2.37%	4.88%	7.73%	8.90%	12.77%
Scholarships & Fellowships								
Dollar	\$14,089,200	\$30,221,800	\$260,000	\$0	\$13,000	\$30,494,800	\$30,874,100	\$19,000,000
Percent	8.76%	11.63%	0.27%	0.00%	0.16%	7.96%	8.70%	11.48%
Total Educational & General Expenditures								
Dollar	\$160,766,100	\$259,758,600	\$94,685,200	\$20,592,300	\$8,265,000	\$383,301,100	\$355,010,900	\$165,437,000
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	TSU McMinville Center	TSU McIntire- Stennis Forestry Research	TSU Institute of Ag. and Env. Research	TSU Cooperative Education	TSU Subtotal	TTU	UM	TOTAL LGIS
Instruction								
Dollar	\$0	\$0	\$0	\$0	\$67,871,600	\$82,786,000	\$157,954,600	\$765,427,300
Percent	0.00%	0.00%	0.00%	0.00%	38.03%	44.05%	36.15%	44.96%
Research								
Dollar	\$1,542,700	\$223,100	\$4,987,500	\$0	\$9,469,500	\$3,162,900	\$52,371,700	\$83,973,700
Percent	100.00%	100.00%	100.00%	0.00%	5.31%	1.68%	11.99%	4.93%
Public Service								
Dollar	\$0	\$0	\$0	\$6,296,800	\$8,908,200	\$2,056,400	\$4,691,300	\$25,380,200
Percent	0.00%	0.00%	0.00%	100.00%	4.99%	1.09%	1.07%	1.49%
Academic Support								
Dollar	\$0	\$0	\$0	\$0	\$11,459,100	\$15,728,000	\$43,850,100	\$161,602,800
Percent	0.00%	0.00%	0.00%	0.00%	6.42%	8.37%	10.04%	9.49%
Subtotal								
Dollar	\$1,542,700	\$223,100	\$4,987,500	\$6,296,800	\$97,708,400	\$103,733,300	\$258,867,700	\$1,036,384,000
Percent	100.00%	100.00%	100.00%	100.00%	54.74%	55.20%	59.25%	60.88%
Student Services								
Dollar	\$0	\$0	\$0	\$0	\$24,209,600	\$24,140,900	\$58,663,800	\$208,049,100
Percent	0.00%	0.00%	0.00%	0.00%	13.56%	12.85%	13.43%	12.22%
Institutional Support								
Dollar	\$0	\$0	\$0	\$0	\$16,439,500	\$20,367,400	\$35,580,500	\$142,596,400
Percent	0.00%	0.00%	0.00%	0.00%	9.21%	10.84%	8.14%	8.38%
Operation & Maintenance								
Dollar	\$0	\$0	\$0	\$0	\$21,129,600	\$19,049,300	\$48,969,900	\$165,450,400
Percent	0.00%	0.00%	0.00%	0.00%	11.84%	10.14%	11.21%	9.72%
Scholarships & Fellowships								
Dollar	\$0	\$0	\$0	\$0	\$19,000,000	\$20,628,000	\$34,845,900	\$149,932,000
Percent	0.00%	0.00%	0.00%	0.00%	10.65%	10.98%	7.98%	8.81%
Total Educational & General Expenditures								
Dollar	\$1,542,700	\$223,100	\$4,987,500	\$6,296,800	\$178,487,100	\$187,918,900	\$436,927,800	\$1,702,411,900
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	Chattanooga	Cleveland	Columbia	Dyersburg	Jackson	Motlow	Nashville	Northeast
Instruction								
Dollar	\$36,069,900	\$13,119,200	\$19,087,800	\$12,326,800	\$13,252,900	\$22,286,300	\$23,361,300	\$22,503,300
Percent	52.61%	47.51%	48.01%	48.43%	43.26%	46.08%	44.35%	48.47%
Research								
Dollar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Public Service								
Dollar	\$85,000	\$97,700	\$154,900	\$26,200	\$57,000	\$851,300	\$0	\$19,000
Percent	0.12%	0.35%	0.39%	0.10%	0.19%	1.76%	0.00%	0.04%
Academic Support								
Dollar	\$6,572,900	\$1,493,000	\$2,519,800	\$822,500	\$3,556,600	\$4,761,300	\$6,608,600	\$5,011,700
Percent	9.59%	5.41%	6.34%	3.23%	11.61%	9.84%	12.55%	10.79%
Subtotal								
Dollar	\$42,727,800	\$14,709,900	\$21,762,500	\$13,175,500	\$16,866,500	\$27,898,900	\$29,969,900	\$27,534,000
Percent	62.32%	53.27%	54.74%	51.76%	55.06%	57.68%	56.90%	59.30%
Student Services								
Dollar	\$7,224,900	\$3,915,500	\$5,356,600	\$4,369,200	\$2,651,500	\$5,559,500	\$7,318,600	\$5,880,700
Percent	10.54%	14.18%	13.47%	17.16%	8.65%	11.49%	13.89%	12.67%
Institutional Support								
Dollar	\$9,168,000	\$5,091,900	\$6,435,600	\$4,146,200	\$7,060,800	\$7,652,600	\$7,467,400	\$6,185,700
Percent	13.37%	18.44%	16.19%	16.29%	23.05%	15.82%	14.18%	13.32%
Operation & Maintenance								
Dollar	\$7,535,600	\$3,419,200	\$5,175,800	\$3,023,700	\$3,533,300	\$5,952,800	\$7,260,600	\$6,677,500
Percent	10.99%	12.38%	13.02%	11.88%	11.53%	12.31%	13.78%	14.38%
Scholarships & Fellowships								
Dollar	\$1,908,200	\$475,700	\$1,026,600	\$740,100	\$523,600	\$1,303,500	\$658,600	\$150,000
Percent	2.78%	1.72%	2.58%	2.91%	1.71%	2.70%	1.25%	0.32%
Total Educational & General Expenditures								
Dollar	\$68,564,500	\$27,612,200	\$39,757,100	\$25,454,700	\$30,635,700	\$48,367,300	\$52,675,100	\$46,427,900
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	Pellissippi	Roane	Southwest	Volunteer	Walters	Community Colleges Subtotal	TN Colleges of Applied Technology	TBR Administration
Instruction								
Dollar	\$45,913,300	\$25,697,100	\$26,132,800	\$32,488,700	\$26,945,500	\$319,184,900	\$82,461,700	\$0
Percent	52.55%	50.76%	40.77%	51.60%	49.82%	48.46%	56.08%	0.00%
Research								
Dollar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Public Service								
Dollar	\$537,300	\$933,900	\$356,300	\$845,800	\$538,200	\$4,502,600	\$30,300	\$0
Percent	0.61%	1.84%	0.56%	1.34%	1.00%	0.68%	0.02%	0.00%
Academic Support								
Dollar	\$7,507,100	\$2,833,800	\$7,097,000	\$3,782,000	\$2,454,300	\$55,020,600	\$1,606,900	\$0
Percent	8.59%	5.60%	11.07%	6.01%	4.54%	8.35%	1.09%	0.00%
Subtotal								
Dollar	\$53,957,700	\$29,464,800	\$33,586,100	\$37,116,500	\$29,938,000	\$378,708,100	\$84,098,900	\$0
Percent	61.75%	58.21%	52.40%	58.95%	55.35%	57.50%	57.19%	0.00%
Student Services								
Dollar	\$11,819,900	\$7,384,100	\$7,620,200	\$5,602,200	\$9,276,200	\$83,979,100	\$15,559,300	\$0
Percent	13.53%	14.59%	11.89%	8.90%	17.15%	12.75%	10.58%	0.00%
Institutional Support								
Dollar	\$10,441,700	\$6,523,500	\$11,290,400	\$10,502,400	\$5,953,500	\$97,919,700	\$27,036,100	\$85,966,700
Percent	11.95%	12.89%	17.61%	16.68%	11.01%	14.87%	18.39%	99.99%
Operation & Maintenance								
Dollar	\$9,123,500	\$6,226,000	\$9,382,400	\$8,179,300	\$7,667,200	\$83,156,900	\$18,335,500	\$0
Percent	10.44%	12.30%	14.64%	12.99%	14.17%	12.63%	12.47%	0.00%
Scholarships & Fellowships								
Dollar	\$2,034,000	\$1,023,200	\$2,218,000	\$1,566,400	\$1,255,300	\$14,883,200	\$2,021,200	\$5,000
Percent	2.33%	2.02%	3.46%	2.49%	2.32%	2.26%	1.37%	0.01%
Total Educational & General Expenditures								
Dollar	\$87,376,800	\$50,621,600	\$64,097,100	\$62,966,800	\$54,090,200	\$658,647,000	\$147,051,000	\$85,971,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	TOTAL TBR SYSTEM	UTC	UTK	UTM	UTS	UT Subtotal	UT Space Institute	UT Health Science Center
Instruction								
Dollar	\$401,646,600	\$96,830,900	\$348,461,300	\$49,424,800	\$4,485,600	\$499,202,600	\$3,681,400	\$148,436,300
Percent	45.04%	43.25%	34.52%	42.33%	22.72%	36.45%	28.49%	42.45%
Research								
Dollar	\$0	\$7,111,900	\$86,834,800	\$86,300	\$0	\$94,033,000	\$3,277,200	\$13,950,100
Percent	0.00%	3.18%	8.60%	0.07%	0.00%	6.87%	25.36%	3.99%
Public Service								
Dollar	\$4,532,900	\$2,781,700	\$10,802,900	\$864,500	\$85,400	\$14,534,500	\$0	\$624,200
Percent	0.51%	1.24%	1.07%	0.74%	0.43%	1.06%	0.00%	0.18%
Academic Support								
Dollar	\$56,627,500	\$21,776,100	\$164,546,300	\$11,327,200	\$2,279,200	\$199,928,800	\$356,800	\$64,971,100
Percent	6.35%	9.73%	16.30%	9.70%	11.54%	14.60%	2.76%	18.58%
Subtotal								
Dollar	\$462,807,000	\$128,500,600	\$610,645,300	\$61,702,800	\$6,850,200	\$807,698,900	\$7,315,400	\$227,981,700
Percent	51.90%	57.39%	60.50%	52.85%	34.69%	58.97%	56.62%	65.19%
Student Services								
Dollar	\$99,538,400	\$31,849,500	\$72,637,900	\$15,137,200	\$4,936,000	\$124,560,600	\$151,500	\$7,775,100
Percent	11.16%	14.23%	7.20%	12.97%	25.00%	9.09%	1.17%	2.22%
Institutional Support								
Dollar	\$210,922,500	\$21,386,100	\$101,223,400	\$12,436,000	\$2,708,400	\$137,753,900	\$2,457,300	\$53,703,700
Percent	23.65%	9.55%	10.03%	10.65%	13.72%	10.06%	19.02%	15.36%
Operation & Maintenance								
Dollar	\$101,492,400	\$22,641,800	\$107,516,800	\$12,715,400	\$2,218,600	\$145,092,600	\$2,814,800	\$53,070,400
Percent	11.38%	10.11%	10.65%	10.89%	11.24%	10.59%	21.79%	15.18%
Scholarships & Fellowships								
Dollar	\$16,909,400	\$19,512,200	\$117,289,500	\$14,761,000	\$3,033,000	\$154,595,700	\$181,300	\$7,164,800
Percent	1.90%	8.72%	11.62%	12.64%	15.36%	11.29%	1.40%	2.05%
Total Educational & General Expenditures								
Dollar	\$891,669,700	\$223,890,200	\$1,009,312,900	\$116,752,400	\$19,746,200	\$1,369,701,700	\$12,920,300	\$349,695,700
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	UT Ag. Experiment Station	UT Extension Service	UT College of Veterinary Medicine	Institute for Public Service:		Institute for Public Service:		Institute for Public Service Subtotal	MTAS	CTAS
				TN Language Ctr	Other Agencies	Other Agencies	Subtotal			
Instruction										
Dollar	\$0	\$26,100	\$54,591,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.04%	75.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Research										
Dollar	\$43,374,400	\$0	\$3,987,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	89.52%	0.00%	5.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Public Service										
Dollar	\$0	\$66,644,200	\$64,400	\$3,629,500	\$8,785,600	\$12,415,100	\$9,149,300	\$7,585,600	\$7,585,600	\$7,585,600
Percent	0.00%	94.49%	0.09%	98.43%	90.14%	92.42%	95.11%	98.52%	98.52%	98.52%
Academic Support										
Dollar	\$1,966,700	\$1,149,200	\$7,918,500	\$0	\$0	\$0	\$336,000	\$0	\$0	\$0
Percent	4.06%	1.63%	10.93%	0.00%	0.00%	0.00%	3.49%	0.00%	0.00%	0.00%
Subtotal										
Dollar	\$45,341,100	\$67,819,500	\$66,561,600	\$3,629,500	\$8,785,600	\$12,415,100	\$9,485,300	\$7,585,600	\$7,585,600	\$7,585,600
Percent	93.58%	96.16%	91.86%	98.43%	90.14%	92.42%	98.61%	98.52%	98.52%	98.52%
Student Services										
Dollar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Institutional Support										
Dollar	\$2,692,500	\$2,709,600	\$2,038,200	\$57,800	\$960,600	\$1,018,400	\$133,900	\$114,000	\$114,000	\$114,000
Percent	5.56%	3.84%	2.81%	1.57%	9.86%	7.58%	1.39%	1.48%	1.48%	1.48%
Operation & Maintenance										
Dollar	\$418,400	\$0	\$3,678,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.86%	0.00%	5.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Scholarships & Fellowships										
Dollar	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent	0.00%	0.00%	0.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Educational & General Expenditures										
Dollar	\$48,452,000	\$70,529,100	\$72,458,000	\$3,687,300	\$9,746,200	\$13,433,500	\$9,619,200	\$7,699,600	\$7,699,600	\$7,699,600
Percent	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 4 (continued)
SUMMARY OF UNRESTRICTED EDUCATIONAL & GENERAL EXPENDITURES
BY FUNCTIONAL AREA BY INSTITUTION FOR THE LGIS, TBR, & UT
July 1 BUDGET 2023-24

	UT	July 1	
	Univ.-Wide	TOTAL	GRAND
	Admin.	UT System	TOTAL
Instruction			
Dollar	\$0	\$705,937,400	\$1,873,011,300
Percent	0.00%	35.58%	40.91%
Research			
Dollar	\$0	\$158,622,400	\$242,596,100
Percent	0.00%	8.00%	5.30%
Public Service			
Dollar	\$0	\$111,017,300	\$140,930,400
Percent	0.00%	5.60%	3.08%
Academic Support			
Dollar	\$0	\$276,627,100	\$494,857,400
Percent	0.00%	13.94%	10.81%
Subtotal			
Dollar	\$0	\$1,252,204,200	\$2,751,395,200
Percent	0.00%	63.12%	60.10%
Student Services			
Dollar	\$0	\$132,487,200	\$440,074,700
Percent	0.00%	6.68%	9.61%
Institutional Support			
Dollar	\$27,911,700	\$230,533,200	\$584,052,100
Percent	94.77%	11.62%	12.76%
Operation & Maintenance			
Dollar	\$1,540,000	\$206,614,400	\$473,557,200
Percent	5.23%	10.41%	10.34%
Scholarships & Fellowships			
Dollar	\$0	\$162,121,800	\$328,963,200
Percent	0.00%	8.17%	7.19%
Total Educational & General Expenditures			
Dollar	\$29,451,700	\$1,983,960,800	\$4,578,042,400
Percent	100.00%	100.00%	100.00%

Table 5

**MANDATORY STUDENT FEE CHARGES
2022-23 & 2023-24**

	2022-23				2023-24				Percent Increase					
	Total		Undergraduate		Total		Undergraduate		Total		Undergraduate		Total	
	Mandatory Fees	Resident	Maintenance Fees	Fees	Mandatory Fees	Resident	Maintenance Fees	Fees	Mandatory Fees	Resident	Maintenance Fees	Fees	Undergraduate	Resident
Austin Peay	\$1,615	\$8,761	\$7,146	\$8,761	\$1,667	\$7,356	\$9,023	\$9,023	3.2%	2.9%	2.9%	3.0%	3.0%	
East Tennessee	1,952	9,674	7,722	9,674	2,000	7,950	9,950	9,950	2.5%	3.0%	3.0%	2.9%	2.9%	
Middle Tennessee	1,888	9,592	7,704	9,592	1,970	7,908	9,878	9,878	4.3%	2.6%	2.6%	3.0%	3.0%	
Tennessee State	1,207	8,335	7,128	8,335	1,247	7,324	8,571	8,571	3.3%	2.8%	2.8%	2.8%	2.8%	
Tennessee Tech (Admitted prior to Fall 2020)	1,282	9,478	8,196	9,478	1,310	8,436	9,746	9,746	2.2%	2.9%	2.9%	2.8%	2.8%	
Tennessee Tech (Flat Rate Model) ¹	1,282	10,522	9,240	10,522	1,310	9,510	10,820	10,820	2.2%	2.9%	2.9%	2.8%	2.8%	
University of Memphis	1,704	10,056	8,352	10,056	1,824	8,520	10,344	10,344	7.0%	2.0%	2.0%	2.9%	2.9%	
UT Chattanooga	1,856	9,848	7,992	9,848	1,912	8,232	10,144	10,144	3.0%	3.0%	3.0%	3.0%	3.0%	
UT Knoxville	1,912	13,244	11,332	13,244	2,152	11,332	13,484	13,484	12.6%	0.0%	0.0%	1.8%	1.8%	
UT Martin	1,534	9,912	8,378	9,912	1,662	8,546	10,208	10,208	8.3%	2.0%	2.0%	3.0%	3.0%	
UT Southern	1,200	10,200	9,000	10,200	1,236	9,270	10,506	10,506	3.0%	3.0%	3.0%	3.0%	3.0%	
Chattanooga	\$326	\$4,652	4,326	\$4,652	\$326	\$4,452	\$4,778	\$4,778	0.0%	2.9%	2.9%	2.7%	2.7%	
Cleveland	306	4,632	4,326	4,632	306	4,452	4,758	4,758	0.0%	2.9%	2.9%	2.7%	2.7%	
Columbia	340	4,666	4,326	4,666	340	4,452	4,792	4,792	0.0%	2.9%	2.9%	2.7%	2.7%	
Dyersburg	306	4,632	4,326	4,632	316	4,452	4,768	4,768	3.3%	2.9%	2.9%	2.9%	2.9%	
Jackson	292	4,618	4,326	4,618	292	4,452	4,744	4,744	0.0%	2.9%	2.9%	2.7%	2.7%	
Motlow	312	4,638	4,326	4,638	312	4,452	4,764	4,764	0.0%	2.9%	2.9%	2.7%	2.7%	
Nashville	268	4,594	4,326	4,594	274	4,452	4,726	4,726	2.2%	2.9%	2.9%	2.9%	2.9%	
Northeast	318	4,644	4,326	4,644	318	4,452	4,770	4,770	0.0%	2.9%	2.9%	2.7%	2.7%	
Pellissippi	352	4,678	4,326	4,678	352	4,452	4,804	4,804	0.0%	2.9%	2.9%	2.7%	2.7%	
Roane	310	4,636	4,326	4,636	310	4,452	4,762	4,762	0.0%	2.9%	2.9%	2.7%	2.7%	
Southwest	326	4,652	4,326	4,652	326	4,452	4,778	4,778	0.0%	2.9%	2.9%	2.7%	2.7%	
Volunteer	300	4,626	4,326	4,626	300	4,452	4,752	4,752	0.0%	2.9%	2.9%	2.7%	2.7%	
Walters	295	4,621	4,326	4,621	295	4,452	4,747	4,747	0.0%	2.9%	2.9%	2.7%	2.7%	
TN Colleges of Applied Technology	\$249	\$4,008	\$3,759	\$4,008	\$249	\$3,870	\$4,119	\$4,119	0.0%	3.0%	3.0%	2.8%	2.8%	

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

Table 6

COMPARISON OF AUXILIARY ENTERPRISE REVENUES, EXPENDITURES, AND TRANSFERS FOR LGIs, TBR, & UT

	Proposed 2022-23			Proposed 2023-24		
	Revenue	Expenditures/ Transfers	Difference	Revenue	Expenditures/ Transfers	Difference
Austin Peay	\$13,250,100	\$13,250,100	\$0	\$14,127,400	\$14,127,400	\$0
East Tennessee	25,957,000	25,926,100	30,900	30,109,000	30,034,700	74,300
Middle Tennessee	33,313,800	33,291,200	22,600	33,810,400	33,810,400	-
Tennessee State	35,302,000	35,302,000	-	44,429,700	44,429,700	-
Tennessee Tech	18,577,600	18,570,400	7,200	20,140,300	20,126,300	14,000
University of Memphis	33,063,100	33,063,100	-	37,002,600	37,002,600	-
Subtotal	\$159,463,600	\$159,402,900	\$60,700	\$179,619,400	\$179,531,100	\$88,300
Chattanooga	\$700,000	\$700,000	\$0 *	\$925,000	\$898,900	\$26,100
Cleveland	130,000	40,500	89,500	113,500	22,800	90,700
Columbia	113,000	113,000	-	88,300	88,300	-
Dyersburg	40,000	40,000	-	40,000	40,000	-
Jackson	118,800	118,800	-	70,000	0	70,000
Motlow	150,000	15,200	134,800	150,000	15,240	134,760
Nashville	204,200	17,000	187,200	194,900	16,600	178,300
Northeast	106,000	10,400	95,600	106,000	10,375	95,625
Pellissippi	400,000	400,000	- *	400,000	400,000	- *
Roane	192,000	189,900	2,100	192,000	189,900	2,100
Southwest	350,000	350,000	- *	220,000	220,000	- *
Volunteer	200,000	150,000	50,000	200,000	150,000	50,000
Walters	104,000	18,600	85,400	82,500	31,500	51,000
Subtotal	\$2,808,000	\$2,163,400	\$644,600	\$2,782,200	\$2,083,615	\$698,585
UT Chattanooga	\$23,152,200	\$23,152,200	\$0	\$25,004,200	\$25,004,200	\$0
UT Knoxville	273,956,300	273,956,300	-	306,919,100	306,919,100	-
UT Martin	10,567,900	10,567,900	-	10,480,400	10,480,400	-
UT Southern	3,046,100	3,046,100	- *	2,797,000	2,778,700	18,300
Subtotal	\$307,676,400	\$307,676,400	\$0	\$342,403,700	\$342,403,700	\$0
UT Space Institute	\$215,000	\$215,000	\$0	\$4,109,800	\$4,109,800	\$0
UT Health Science Center	4,003,300	4,003,300	-	4,109,800	4,109,800	-
TN Colleges of Applied Tech	4,212,900	3,657,000	555,900	4,440,200	3,873,900	566,300
Subtotal	\$8,431,200	\$7,875,300	\$555,900	\$12,659,800	\$12,093,500	\$566,300
TOTAL	\$478,379,200	\$477,118,000	\$1,261,200	\$537,465,100	\$536,111,915	\$1,353,185

*Revenues include transfers from Fund Balance in order to balance Auxiliary Enterprises.

**Table 7
Athletics Data
2022-23 & 2023-24**

	2022-23 General Fund Support	Athletics General Fund as Percent of E&G¹	2022-23 Student Athletics Fee	2022-23 Athletics Fee Revenue	2022-23 Athletics Budget
APSU	\$6,981,800	4.3%	\$472	\$3,500,000	\$14,160,800
ETSU	5,178,110	2.1%	450	5,902,800	14,650,400
MTSU	9,587,400	2.8%	480	9,091,600	27,568,250
TSU	5,483,941	4.0%	458	2,672,200	12,681,141
TTU	7,498,983	4.1%	496	5,302,700	14,899,442
UM	1,409,600	0.3%	439	6,992,000	41,648,800
UTC	9,145,240	4.3%	514	5,334,700	19,294,926
UTM	7,038,419	6.5%	408	2,060,000	11,759,105
UTS	4,544,574	25.9%	-	-	3,839,336
UTK ²	-	0.0%	-	1,000,000	165,029,892
Subtotal	\$56,868,067			\$41,856,000	\$325,532,092
Chattanooga	\$1,007,400	1.5%	\$0	\$0	\$1,429,000
Cleveland	654,372	2.4%	-	-	1,193,400
Columbia	698,840	1.9%	-	-	1,221,900
Dyersburg	930,600	4.0%	-	-	1,436,400
Jackson	552,501	1.9%	-	-	692,200
Motlow	782,640	1.7%	-	-	1,133,800
Roane	1,089,970	2.2%	-	-	1,374,600
Southwest	897,657	1.4%	-	-	1,161,200
Volunteer	610,457	1.1%	-	-	627,000
Walters	864,946	1.7%	-	-	1,457,400
Subtotal	\$8,089,383			\$0	\$11,726,900
Total	\$64,957,450			\$41,856,000	\$337,258,992

	2023-24 General Fund Support	Athletics General Fund as Percent of E&G¹	2023-24 Student Athletics Fee	2023-24 Athletics Fee Revenue	2023-24 Athletics Budget
APSU	\$8,671,000	5.4%	\$503	\$3,500,000	\$15,546,200
ETSU	6,321,420	2.4%	490	5,902,800	16,154,810
MTSU	10,233,700	2.9%	556	9,091,600	28,525,504
TSU	9,961,687	6.0%	458	2,672,200	16,138,487
TTU	8,228,754	4.4%	496	5,302,700	15,723,992
UM	1,544,000	0.4%	426	6,992,000	42,258,200
UTC	9,569,234	4.3%	514	5,334,700	19,718,920
UTM	7,403,326	6.3%	408	2,060,000	12,485,746
UTS	4,025,503	20.4%	-	-	4,273,261
UTK ²	-	0.0%	-	1,000,000	185,340,049
Subtotal	\$65,958,624			\$41,856,000	\$356,165,168
Chattanooga	\$1,037,900	1.5%	\$0	\$0	\$1,465,500
Cleveland	792,246	2.9%	-	-	1,223,000
Columbia	745,060	1.9%	-	-	1,270,800
Dyersburg	1,055,700	4.1%	-	-	1,605,600
Jackson	607,234	2.0%	-	-	746,900
Motlow	800,990	1.7%	-	-	1,157,200
Pellissippi	-	0.0%	-	-	963,800
Roane	1,161,140	2.3%	-	-	1,512,000
Southwest	1,010,919	1.6%	-	-	1,273,400
Volunteer	681,733	1.1%	-	-	863,700
Walters	963,631	1.8%	-	-	1,529,592
Subtotal	\$7,892,922			\$0	\$12,081,900
Total	\$73,851,546			\$41,856,000	\$368,247,068

1 - Total E&G expenditure base excludes specialized units at UT, TBR, and the LGIs.

2 - Athletics at UTK are self-supporting.

Table 8
2023-24 Formula Needs Analysis

Institution	Preliminary FY 2023-24						Formula Estimated Total Need	Difference (Short)	Percent Funded
	Legislative Appropriation ¹	Maintenance Fees	Technology Access Fee	Out-of-State Tuition	Total Revenue				
Locally Governed Institutions									
Austin Peay	\$73,832,800	\$60,261,800	\$1,887,700	\$2,304,600	\$138,286,900	\$192,588,300	\$ (54,301,400)	71.8%	
East Tennessee	97,592,700	100,926,710	3,882,680	11,879,680	214,281,770	260,986,500	(46,704,730)	82.1%	
Middle Tennessee	136,335,000	158,396,773	4,143,100	18,279,600	317,154,473	353,581,300	(36,426,827)	89.7%	
Tennessee State	52,447,600	55,072,800	1,471,400	33,487,719	142,479,519	147,993,400	(5,513,881)	96.3%	
Tennessee Tech	83,504,700	84,929,319	2,753,462	4,238,250	175,425,731	195,390,300	(19,964,569)	89.8%	
University of Memphis	165,642,600	166,280,000	3,187,100	13,666,000	348,775,700	442,727,700	(93,952,000)	78.8%	
Subtotal	\$609,355,400	\$625,867,402	\$17,325,442	\$83,855,849	\$1,336,404,093	\$1,593,267,500	\$ (256,863,407)	83.9%	
Community Colleges	\$380,567,100	\$221,319,900	\$11,926,000	\$8,111,200	\$621,924,200	\$805,589,800	\$ (183,665,600)	77.2%	
UT Universities									
UT Chattanooga	\$77,865,500	\$93,608,808	\$2,923,200	\$6,916,476	\$181,313,984	\$202,878,900	\$ (21,564,916)	89.4%	
UT Knoxville	332,464,200	380,907,000	8,090,992	138,093,000	859,555,192	858,197,300	1,357,892	100.2%	
UT Martin	45,411,300	53,537,481	1,244,158	2,234,154	102,427,093	118,324,100	(15,897,007)	86.6%	
Subtotal	\$455,741,000	\$528,053,289	\$12,258,350	\$147,243,630	\$1,143,296,269	\$1,179,400,300	\$ (36,104,031)	96.9%	
TN Colleges of Applied Technology	\$111,118,500	\$45,267,592	\$2,119,562	\$0	\$158,505,654	\$163,374,000	\$ (4,868,346)	97.0%	
Total Academic Formula Units	\$1,556,782,000	\$1,420,508,183	\$43,629,354	\$239,210,679	\$3,260,130,216	\$3,741,631,600	\$ (481,501,384)	87.1%	

1 - Recurring funds only.



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: III.A.

MEETING DATE: August 17, 2023

SUBJECT: New Academic Program
University of Tennessee, Chattanooga
Management, Master of Science (MSM)
CIP Code: 52.0213 (Organizational Leadership)

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Chattanooga (UTC) proposes a Master of Science in Management (MSM). The proposed program will prepare students to manage effectively in the workplace and develop appropriate soft skills. The fully online, 30 credit hour program is designed to be flexible, does not require a background in business, and can be completed in a single academic year.

The managerial and leadership skills at the center of the proposed program translate to all industries and are highly valued in managerial positions. Overall, management degrees are gaining traction at business schools across the nation, in part due to the emphasis on both soft skills alongside technical skills and knowledge. Furthermore, the combination of technical expertise and people-related skills in managers has been shown to increase worker performance in management research. National surveys of hiring managers and employers consistently indicate that hiring university graduates with the soft skills required for success is "very or somewhat difficult."

The proposed program will train students to manage effectively through instruction in teaching theory as well as application. Curriculum foci include leadership, decision-making, business ethics, project management, human resource management, diversity management, personal management coaching, and basic business knowledge. Individualized career coaching is built directly into the program's curriculum, a distinctive feature of the program that will increase probability for long-term student success.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Management, MSM program was approved by the University of Tennessee System Board of Trustees on June 29-30, 2023.

PROPOSED IMPLEMENTATION DATE

Spring 2024

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Management, Master of Science aligns with the state master plan for higher education in three ways. First, the proposed program promotes student success and increases graduate skills by preparing students to become skilled managers through amplification of existing managerial skills and prior learning. Second, the proposed program aligns with the goal for family prosperity by providing managerial

skills necessary to enhance the career trajectories, earning potential, and stability of graduates. Finally, the proposed program responds to workforce need by training viable and productive managers well-versed in the soft skills required for managerial success in the current and future economy.

The MSM also aligns with UTC’s mission “to enrich and sustain our community, embrace diversity and inclusion, and inspire positive change.” The proposed program aligns with this mission by providing new college graduates and those with limited managerial experience the competencies, knowledge, and skills needed to contribute to their organizations and the Tennessee economy. Also, the proposed program also aligns with UTC’s mission and strategic goals to “embrace diversity and inclusion as a path to excellence and societal change.” The MSM program intends to offer a nuanced understanding of principles that will help graduates be managers who understand inclusion and can manage diversity with wisdom. Graduates of the program can create positive change in their place of work and communities through responsible leadership.

CURRICULUM

The proposed MSM requires 30 credit hours of asynchronous, online courses. Twenty-seven credits are considered core courses, plus one three-credit elective. Full-time students will be able to complete the program in one year. Part-time students will be able to complete the program in two academic years. The program does not require any pre-requisites, and with the exception of the career coaching courses (Career Coaching I: Designing Your Career, and Career Coaching II: Managing Your Career), courses do not have to be taken in sequence.

Students completing the proposed program will be able to:

- Demonstrate the ability to explain and develop leadership skills from a robust understanding of extant organizational behavior and leadership theories.
- Demonstrate the ability to create a robust personal career strategy that will guide them towards future positions in leadership.
- Demonstrate the ability to effectively work in and lead teams.
- Demonstrate and understanding of the ethical and social dynamics that influence the success and failure of organizational and personal leadership.

The proposed program is comprised of seven new core courses and three existing core courses. All five elective courses already exist.

PROGRAM PRODUCTIVITY

Projections for the Management, MSM estimate that 15 students will enroll in the program in its first year, with total enrollment growing to 75 in year five. Enrollment and graduation projections were based on enrollment trends in the existing Master of Business Administration and Master of Science in Data Analytics programs at UTC, as well as the average for similar programs at other Tennessee institutions. The figures listed below account for full-time and part-time enrollment. The program anticipates its first graduates in year one.

	2024-25	2024-5	2025-26	2026-27	2027-28
Enrollment	15	31	45	60	75
Graduates	4	15	33	47	61

PROGRAM DUPLICATION

Currently, four public institutions and five private institutions offer similar programs, including Master of Science programs in Management at Austin Peay State University, Middle Tennessee State University; a Human Resource Management, MBA at the University of Tennessee, Martin; a Management and Human Resources , MS at the University of Tennessee, Knoxville; Organizational Leadership, MA degrees at Lipscomb University, and Trevecca Nazarene University; a Management Leadership, MS at Strayer University; and a Leadership, MBA at South College.

UTC contends that the proposed Management, MSM will be distinctive from other management offerings in the state due to its curricular focus on leadership skills. All but one course in the proposed program focuses on organizational leadership skills. Further, the program is designed to accommodate students without a business background or training.

EXTERNAL JUDGMENT

A virtual external review of the proposed program was conducted on May 26, 2023, by Dr. Brian Flynn, Associate Professor of Management and MSM Graduate Program Director in the Coggin College of Business at the University of North Florida. The site visit included meetings with campus administrators and faculty at UTC, as well as community partners and current and potential students. Dr. Flynn recommended approval of the proposed program, which he described a “thoughtfully designed” and “align[ed] with the values and objectives of the college and the university.” Dr. Flynn noted that specialized management degrees such as the proposed program “are popular right now because many younger students are looking for specialized credentials,” and that the “market...will be satisfied by the distinctiveness of the MSM offering.” He noted that the UTC Rollins College of Business faculty and staff’s experience with online education and graduate online education, specifically, will be advantageous for implementing a new online program. Flynn concluded that the curriculum, which is divided into skills, mindset, and exploration areas, will provide students with “a solid balance of knowledge and applied skills to enable successful employment.”

STUDENT DEMAND

To assess demand in the Chattanooga area, UTC surveyed current students and recent graduates from all four academic colleges in October 2022. Sixty-five people responded to the survey, 70 percent of whom (n=50) were current students, and most were ages 18-24 (69 percent). Seventy-four percent felt that pursuing a master’s degree in an area of business would benefit their careers, while many responded agreed (62 percent) or strongly agreed (31 percent) that a graduate degree in management focused on people skills would greatly appeal to them. Most respondents stated than a Master of Science in Management degree appeals to them more than a traditional MBA degree (57 percent) and believe that managerial skills and leadership would be critical for the next step in their careers and to the company they work for.

The institution plans to market the program to near or recent graduates, as well as people already in the workplace. Recruiting materials will be distributed to near graduates through student organizations and social media, and to professionals through the Rollins College of Business Advisory Board and the Executive Education Program.

OPPORTUNITIES FOR PROGRAM GRADUATES

The proposed program will prepare graduates for a variety of positions, including 17 distinct job titles with steady percent growth from 2020 to 2022 (job titles in alignment with the proposed program include: chief executives, general and operations managers, marketing managers, sales managers, public relations managers, administrative services managers, fundraising managers, facilities managers, financial managers, purchasing managers, transportation/storage/distribution managers, training and development managers, managers (all other), management analysts, financial and investment analysts, and financial specialists

(other). Hamilton County specifically has a 19 percent positive change in job growth for the job titles listed above. According to Bureau of Labor Statistics data, the majority of these job categories are expected to exhibit single or double-digit growth in both local and regional markets over the next 10 years. An analysis of Tennessee job postings in these areas between January 2020 and July 2022 demonstrates that skills such as communication, management, leadership, and operations are highly sought after. These skills align with the focus of the proposed Master of Management degree.

Letters of support were provided by CHI Memorial Hospital System; Elliott Davis, LLC; Smartbank; Tuftco Corporation; and Mauldin and Jenkins. These letters and discussions during the virtual site visit indicate strong support for the proposed program and an interest in hiring program graduates.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

Based on current infrastructure and programming, UTC is confident they have the institutional capacity to deliver the proposed Management, MSM program. The Rollins College of Business has been a leader in online education at UTC, and the management faculty have extensive experience in online instruction. The Department of Management at UTC currently includes nine tenured and one tenure-track faculty members and one staff member who serves as the director of the MBA and proposed MSM programs. All current faculty are qualified to teach in the proposed program and meet institutional standards. Two new additional faculty members will be hired, one in the second year and one in the third year.


Students enrolled in the program will have supports in the Walker Center for Teaching and Learning and the Joseph F. Decosimo Success Center in the RCOB. Career counseling for all students is built into the curriculum of the program.

UTC does not anticipate that implementing the proposed program would impact enrollment significantly in the existing Master of Science in Data Analytics (MSDA) or Master of Business Administration (MBA). Nationally, schools offering both a Master of Science in Management and MBA do not experience serious competition for enrollments since the two programs tend to attract different student market segments and have different foci.

ASSESSMENT AND POST-APPROVAL MONITORING

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

FINANCIAL PROJECTIONS

 THEC Financial Projections Form						
Institution	University of Tennessee at Chattanooga					
Program Name	Master of Science in Management (MSM)					
Projected One-Time Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Faculty & Instructional Staff						
Non-Instructional Staff						
Graduate Assistants						
Accreditation						
Consultants	\$2,500					
Equipment						
Information Technology			\$2,000	\$2,000		
Library resources						
Marketing						
Facilities						
Travel						
Other						
<i>Total One-Time Expenditures</i>	<i>\$2,500</i>	<i>\$0</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$0</i>	<i>\$0</i>
Projected Recurring Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Faculty & Instructional Staff		\$6,000	\$189,300	\$383,316	\$390,862	\$398,560
Non-Instructional Staff						
Graduate Assistants						
Accreditation						
Consultants						
Equipment						
Information Technology						
Library						
Marketing		\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Facilities						
Travel						
Other						
<i>Total Recurring Expenditures</i>	<i>\$0</i>	<i>\$21,000</i>	<i>\$204,750</i>	<i>\$399,230</i>	<i>\$407,253</i>	<i>\$415,442</i>
Grand Total (One-Time and Recurring)	\$2,500	\$21,000	\$206,750	\$401,230	\$407,253	\$415,442

Projected Revenue						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition		\$193,800	\$378,216	\$595,165	\$835,936	\$1,090,618
Grants						
Other						
Total Revenues	\$0	\$193,800	\$378,216	\$595,165	\$835,936	\$1,090,618



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: III.B.

MEETING DATE: August 17, 2023

SUBJECT: Expedited New Academic Program
University of Tennessee, Knoxville
Business Cybersecurity, Master of Science (MSBC)
CIP Code: 11.1003 (Computer and Information Systems
Security/Auditing/Information Assurance)

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Knoxville (UTK) proposes a 30-credit hour, online Master of Science in Business Cybersecurity (MSBC) which will provide well-rounded training in both the business context and technical aspects of the cybersecurity environment. A full-time student can complete the program in 10-12 months, and the program is also built to accommodate working students who can pursue the degree at their own pace.

Students who complete the program will be prepared for employment in a wide range of non-entry level jobs in the growing cybersecurity field. The training is designed at the intersection of business management and cybersecurity systems and meets an industry identified need for professionals who can utilize technology and business knowledge to effectively evaluate, communicate, and provide direction to businesses regarding cybersecurity policies, procedures, and operations. The proposed program will leverage industry partnerships to provide guest lectures by business professionals, real-world case studies, and sample industry generated data in order to ensure that students are job ready at graduation. The program exists in partnership with Noodle, an Online Program Management (OPM) provider, which will provide marketing, instructional design, and student support.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Business Cybersecurity, MSBC program was approved by the University of Tennessee System Board of Trustees on June 29-30, 2023.

PROPOSED IMPLEMENTATION DATE

Spring 2024

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Business Cybersecurity, MSBC aligns with the focus of the Tennessee Higher Education Master Plan by responding to calls to align higher education program offerings with the need of industry, and to prepare professionals suited to meet the states workforce needs over the next decade. The proposed program will meet a distinct need for qualified employees in a growing, high-demand industry with a current distinct lack of supply. Online delivery increases access to the program, specifically to working

professionals looking to advance their careers. The program also meets the priority areas identified in the Tennessee Higher Education Master Plan Supplement. Student Success is prioritized by using an intentionally flexible structure and incorporating robust advising and student success coaching. Family prosperity and affordability is assured by keeping tuition affordable in comparison to other Tennessee institutions that offer programs of comparable quality and through offering ample scholarships to students. Finally, the program addresses the Future of Work by providing targeted training with a demonstrated workforce need.

The proposed program also aligns with each of the five goals associated with the University of Tennessee, Knoxville's strategic mission by:

1. *Cultivating the Volunteer Experience:* The proposed program will provide educational opportunities for both traditional students and working professional to obtain a high-quality degree that is accessible to communities across Tennessee.
2. *Conducting Research that Makes Life and Lives Better:* The proposed program will contribute real-life, relevant cybersecurity research and present opportunities for synergies with industry partners to develop new data management and analytic skills.
3. *Ensuring a Culture Where Vol is a Verb:* The proposed program will target a diverse group of students with the intent to make the program accessible and inclusive while ensuring a curriculum and delivery mechanism that will promote community and connection between students, industry partners, and faculty.
4. *Making Ourselves Nimble and Adaptive:* The proposed program will concentrate on emerging topics and technologies as they develop and will evolve with the needs of industry.
5. *Embodying the Modern R1, Land-Grant University:* The proposed program will embody the spirit of the land-grant university by providing an innovative, accessible, high-quality degree program.

CURRICULUM

The proposed online Business Cybersecurity, MSBC program will require students to complete ten courses, resulting in 30 credit hours of instruction. The online design and implementation of the program will be facilitated by a contract with Noodle, an Online Program Management (OPM) provider, that UTK has an established relationship with. Noodle will provide instructional design services, program marketing, and student support.

Upon completion of the program, students will be able to demonstrate knowledge across four areas that encompass the foundational knowledge of cybersecurity impact and implications for business:

- Cybersecurity foundational knowledge:
 - Demonstrate an understanding of the impacts of cybersecurity on the business environment.
 - Demonstrate awareness and implications of regulations and external factors associated with organizational cybersecurity.
- Cybersecurity management and operations:
 - Demonstrate understanding of policy, operations, and management of organizational cybersecurity business process.
- Cybersecurity technologies and methods:
 - Demonstrate an understanding of how key technologies are leveraged for the design, implementation, and protection of organizational assets.
 - Demonstrate an understanding of how key cybersecurity technologies and methods will impact an organizations business processes and strategy.
- Cybersecurity knowledge and skills application:

- Demonstrate the ability to apply cybersecurity skills and knowledge to real-world business scenarios.
- Demonstrate the ability to formulate, update, and communicate organizational cybersecurity strategies and policies to various audiences.

All the courses required for this program will be new courses. The first five courses will be completed by Fall 2023 and the remaining five courses will be completed by Summer 2024.

PROGRAM PRODUCTIVITY

The proposed Business Cybersecurity, MSBC projects an initial enrollment of eighteen students increasing to 84 students by year five and projects graduates beginning in year three and increasing to 61 graduates in year five. The majority of the students who enroll in the proposed program are expected to be enrolled part-time.

	2024	2025	2026	2027	2028
Enrollment	18	46	60	75	84
Graduates	--	--	25	48	61

PROGRAM DUPLICATION

Currently, no Tennessee public institution offers a freestanding master’s degree in Business Cybersecurity. Though, graduate training in cybersecurity is offered at several public institutions in the form of a concentration in another master’s degree or graduate certificate. For example, East Tennessee State University and Middle Tennessee State University both offer a cybersecurity concentration in Information Systems, MS. Austin Peay State University, Tennessee State University, the University of Tennessee, Chattanooga, and the University of Tennessee, Knoxville all has a cybersecurity concentration within their Computer Science, MS. Furthermore, Austin Peay State University offers a graduate certificate in Information Assurance and the University of Memphis offers graduate certificates in both Business Information Assurance and Cybersecurity and Information Assurance.

EXTERNAL JUDGMENT

An external review of the proposed program was conducted during a virtual site visit on March 21, 2023, by Dr. Gregory D. Moody, Lee Professor of Information Systems and Director of the MS Cybersecurity Program at the University of Nevada, Las Vegas. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Moody made a recommendation for approval of the proposed program, noting both that the field is very high need, and that “there are no real comparable programs, of this caliber, currently being offered at this level within the state”. With reference to the program being proposed, Dr. Moody observed that “this is a well thought out proposal for a very in-demand degree with faculty who are able and willing to provide the content.” He also suggested that the partnership with Noodle can assist in delivering a “well designed and prepared online delivery of the program.”

STUDENT DEMAND

In the fall of 2021, a student interest survey was distributed to current UTK undergraduate students enrolled in 14 sections of the Information Management course. In total, 517 students responded to the survey (62 percent of enrolled students). Sixty-five percent of respondents (336 students) indicated at least some interest in the proposed program, 96 students indicated that they were “likely or certain” to enroll, and an

additional 192 students indicated that they “could enroll” in the program. Approximately 80 percent of the respondents indicated they would work while enrolled in the degree program.

OPPORTUNITIES FOR PROGRAM GRADUATES

Program graduates will be prepared for a variety of jobs that require both business and technical backgrounds, including information cybersecurity analysts, risk managers, security awareness and training professionals, cybersecurity auditors, and cybersecurity auditors. These positions fall within the high-demand, expanding cybersecurity field. In March 2022, over 597,000 positions were open and being advertised on cyberseek.org. The US Bureau of Labor Statistics projects that cybersecurity jobs will grow 31 percent through 2029, which is well above the average job growth over the same period. A 2022 report by the International Information System Security Certificate Consortium projects that the cybersecurity workforce needs to grow 65 percent to meet current demand and identifies a worldwide cybersecurity workforce gap of 3.4 million people. Finally, THEC classified the larger career cluster, Computer and Information Systems Security/Auditing/Information Assurance, as a high-demand field in the 2022 Academic Supply for Occupational Demand Report.

Letters of support were provided from several corporations including: BDO Alliance, EY Consulting Services, FORVIS, InferSight, KPMG, KraftCPAs, Pugh CPAs, PwC, PYA, RSM, Strategic Security Solutions Consultation, SecZetta, and Unbanked. These letters point to interest in hiring program graduates, participating in an advisory capacity for the program, providing guest-speakers, and sponsoring real-world case studies.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed program will be supported by eight existing Department of Accounting and Information Management faculty. One additional non-tenure track faculty member may be hired depending on program enrollment. The program will be supported by the Haslem College of Business’ Graduate and Executive Education Department, who will assist with recruitment, admissions, partner relationship development, student services, and career management. A full-time program director and a part-time program support staff position will be hired to work directly with Noodle, the online program management company who will provide instructional design, technological consulting, student support services, and program marketing.

ASSESSMENT AND POST-APPROVAL MONITORING

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

PROGRAM COSTS

The proposed one-time and recurring expenditures for the Business Cybersecurity, MSBC program are listed in Table 1. The majority of the program costs are associated with the program’s partnership with Noodle, an Online Program Management provider, which will provide program recruitment, instructional design, media production, technical support and ongoing student support. Fees paid to Noodle include costs associated with the development of program setup, the development of the ten required courses, the initial marketing efforts, and per course credit hour fees. UTK will hire two non-instructional staff positions, a part-time program support staff position and a full-time program manager position. These costs are reflected as program support costs.

Table 1: Estimated Costs to Deliver the Proposed Program

One-Time Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Accreditation						
Consultants						
Equipment	\$55,000					
Information Tech						
Library						
Marketing						
Facilities						
Travel						
Other: OPM - Noodle	\$867,693					
Total One-Time Expenditures	\$922,693					
Recurring Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Accreditation						
Consultants						
Equipment	\$4,500	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130
Information Tech		\$27,909	\$83,727	\$130,388	\$167,891	\$200,161
Library						
Marketing						
Facilities						
Travel						
Other: Program Support	\$97,500	\$308,425	\$317,208	\$327,208	\$337,024	\$347,135
Other: OPM - Noodle		\$1,213,011	\$992,645	\$1,274,784	\$1,417,768	\$1,397,512
Other: Printing/Postage/ Miscellaneous	\$4,000	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004
Total Recurring Expenditures	\$106,000	\$1,566,345	\$1,411,090	\$1,750,415	\$1,941,260	\$1,963,942
Grand Total (One-Time and Recurring)	\$1,028,693	\$1,566,345	\$1,411,090	\$1,750,415	\$1,941,260	\$1,953,942



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: III.C.

MEETING DATE: August 17, 2023

SUBJECT: New Academic Program
University of Tennessee, Health Science Center, and University of Tennessee,
Southern (Joint Program)
Nursing, Bachelor of Science (BSN)
CIP Code: 51.3801 (Registered Nursing/Registered Nurse)

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Health Science Center (UTHSC) and the University of Tennessee, Southern (UTS) propose a joint Bachelor of Science in Nursing (BSN) to assist in expanding the traditional BSN program at both institutions. The proposed joint program will leverage faculty and student support resources from UTHSC to expand the resources available to UTS nursing students and increase the preparation of skilled nurses in rural, south-middle Tennessee.

The proposed program will allow students to complete their general education requirements at UTS and apply to a jointly offered nursing program with the nursing curriculum managed by UTHSC. The curriculum will consist of six online courses taught by UTHSC faculty and eleven traditional courses, delivered face-to-face at UTS. The proposed joint program will provide additional resources for BSN students on the UTS campus, ensure faculty expertise and qualifications, while maintaining educational quality and National Council Licensure Examination – RN (NCLEX-RN) first-time pass rates for graduating students.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Nursing, BSN program was approved by the University of Tennessee System on June 29-30, 2023.

PROPOSED IMPLEMENTATION DATE

Fall 2024

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed BSN aligns with the Tennessee State Master Plan for Higher Education by increasing education attainment levels in a field aligned directly to a significant workforce demand for nursing. The proposed program also leverages institutional collaboration to provide expanded nursing training that offers graduates immediate entry into employment.

The proposed program aligns with the UTHSC's mission of "transforming lives through collaborative and inclusive education, research/scholarship, clinical care, and public service," and UTS's mission to "provide undergraduate, graduate, and professional programs grounded in the liberal arts and sciences that are

designed to prepare students for careers and lives of continued learning; promote a diverse and globally conscious learning community that nurtures intellectual, social, and personal growth and to serve the region through educational, social, and cultural programs and through community outreach and development.” The proposed joint BSN aligns with the missions of both institutions and Schools of Nursing by preparing exceptional nurse leaders through rigorous academic preparation, hands-on experience, and guided practice.

CURRICULUM

The proposed 120 credit hour BSN program is structured to include 60 credit hours of general education and program prerequisites completed at UTS, plus an additional 60 credit hours of nursing courses, which will be a combination of in-person courses offered at UTS as synchronous and asynchronous online courses that are managed from UTHSC.

At the completion of the program, graduates will be able to:

- Engage in clinical reasoning to make decisions regarding patient care.
- Deliver safe, evidence-based, compassionate, holistic patient and family-centered care across health and illness continuum.
- Advocate for individuals, families, groups, communities, and populations.
- Implement population-focused, wellness promotion, and illness prevention strategies that consider determinants of health and available resources.
- Use effective communication and collaborative skills for professional practice.
- Demonstrate accountability for personal and professional standards of moral, ethical, and legal conduct.
- Evaluate quality improvement processes to optimize safe health care outcomes for individuals, families, groups, communities, and populations.
- Employ leadership principles to improve patient outcomes across healthcare systems.
- Exhibit a commitment to continuous self-evaluation and lifelong learning.

No new courses will be developed because all the courses required to deliver the proposed program currently exist.

PROGRAM PRODUCTIVITY

Projections for the Joint Nursing, BSN program estimate that 17 students will enroll in the first year, with total enrollment remaining steady at 32 students for the remaining four (4) years. These projections reflect a need to maintain a low faculty to student ratio for hospital and medical facility placements for current clinical sites. The program will graduate its first students in year two.

	2024-25	2025-26	2027-28	2028-29	2029-30
Enrollment	17	32	32	32	32
Graduates	--	15	15	15	15

PROGRAM DUPLICATION

Currently, all 11 public universities and 18 private institutions in Tennessee offer an undergraduate nursing program, including UTHSC and UTS. However, UTS is the only institution that offers a Nursing, BS in the south-central region of Tennessee.

EXTERNAL JUDGMENT

An external review of the proposed program was conducted during a site visit on February 6, 2023, by Dr. Linda Lewandowski, Dean and Professor in the College of Nursing at the University of Toledo. The site visit included meetings with campus administrators and faculty from UTHSC and UTS, as well as current UTS Nursing students and industry partners. The visit also included a tour of classroom and simulation lab facilities. Dr. Lewandowski recommended approval of the proposed program, noting that the curriculum “is strong and consistent with prevailing educational standards in our field,” and that the program has the potential to build “on the strengths of each program,” thereby strengthening both. Lewandowski noted that the significant shortage of nurses in the south-central region of Tennessee (and in the state more broadly) as well as shifts in nursing education toward “competency-based assessment” make the program timely. In fact, Lewandowski concluded, “[t]his program should be highlighted as a national model for supporting smaller programs with resources from larger programs—while recognizing and highlighting the unique perspectives and expertise each program brings to the partnership.”

STUDENT DEMAND

Student interest was demonstrated based on the continuing trends of UTS students who have declared their intent to apply to the Nursing program during their sophomore year. A three-year average of 91 UTS students have indicated an interest in the existing Nursing, BS program. Further, UTS expects its total enrollment to grow due to the transition to public ownership; this enrollment growth may lead to an increase in students declaring their intent to apply to the joint BSN. The Nursing faculty currently at UTS will continue to market the program in the area using established marketing and recruitment tactics.

OPPORTUNITIES FOR PROGRAM GRADUATES

The proposed program prepares graduates to enter one of the most in-demand fields in the state, as health sciences graduates have some of the highest employment rates of any career cluster according to THEC’s 2022 Academic Supply for Occupational Demand Report. The Tennessee Department of Labor and Workforce Development (TDLWD) predicted that employment rates for registered nurses will increase by more than 16 percent from 2014-2024, much faster than the average for all occupations. This study was completed prior to the COVID-19 pandemic, and demand for nurses may increase more than the predicted 16 percent due to nurses leaving the workforce. The TDLWD notes that registered nurses are in high demand with a stable outlook for the southern middle TN region.

Letters of support were provided by the Tennessee Department of Health, HH Health System – Lincoln, Inc.; Southern TN Regional Health System – Pulaski; AHC Meadowbrook; Giles County School System; Maury Regional Medical Center; NHC Pulaski; and NHC South Central Region. These letters reflect a willingness to serve as clinical sites and express interest in employing program graduates.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

Both UTHSC and UTS have the institutional capacity to deliver the proposed joint BSN program. UTS currently has five (5) faculty members, including a director, three (3) tenured or tenure-track faculty members, and an instructor, all of whom will become UTHSC faculty following the completion of the teach out plan for the existing UTS program. UTHSC currently has 21 faculty members, fourteen of whom are tenured or on the tenure-track and seven (7) instructors. In addition, existing UTS clinical sites will continue to provide opportunities for students.

No new faculty or staff will be needed for the proposed program, and the program will leverage existing courses. Existing nursing facilities in Martin Hall at UTS are adequate for program delivery. Students enrolled in the proposed program will continue to be supported by existing non-instructional staff at UTS

and will also have access to tutoring and wellness services offered through UTHSC's Office of Student Academic Support Services and Inclusion.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first five (5) years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

FINANCIAL PROJECTIONS

Tennessee Higher Education Commission
 Appendix A: THEC Financial Projections Form
 University of Tennessee Health Science Center - University of Tennessee Southern
 Joint BSN Program

*Seven-year projections are required for doctoral programs.
 Five-year projections are required for baccalaureate and Master's degree programs
 Three-year projections are required for associate degrees and undergraduate certificates.
 Projections should include cost of living increases per year.
 Planning year projections are not required but should be included when appropriate.*

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures						
A. One-time Expenditures						
New/Renovated Space ¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Sub-Total One-time	\$ 3,500	\$ 10,000	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707	\$ 96,707
Benefits	\$ -	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341	\$ 19,341
Sub-Total Administration	\$ -	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048	\$ 116,048
Faculty						
Salary	\$ -	\$ 128,279	\$ 256,557	\$ 256,557	\$ 256,557	\$ 256,557
Benefits	\$ -	\$ 25,656	\$ 51,311	\$ 51,311	\$ 51,311	\$ 51,311
Sub-Total Faculty	\$ -	\$ 153,934	\$ 307,868	\$ 307,868	\$ 307,868	\$ 307,868
Support Staff						
Salary	\$ -	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779	\$ 33,779
Benefits	\$ -	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756	\$ 6,756
Sub-Total Support Staff	\$ -	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535	\$ 40,535
Graduate Assistants						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating						
Travel	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Printing	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Sub-Total Operating	\$ -	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
Total Recurring	\$ -	\$ 321,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452
TOTAL EXPENDITURES (A + B)	\$ 3,500	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

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

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

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue						
Tuition and Fees ²	\$ -	\$ 157,590	\$ 315,180	\$ 315,180	\$ 315,180	\$ 315,180
Institutional Reallocations ³	\$ 3,500	\$ (26,073)	\$ (9,728)	\$ (9,728)	\$ (9,728)	\$ (9,728)
Federal Grants ⁴	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts ⁵	\$ -	\$ 200,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Other ⁶	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BALANCED BUDGET LINE	\$ 3,500	\$ 331,517	\$ 475,452	\$ 475,452	\$ 475,452	\$ 475,452

Notes:

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

UTS would attempt to raise \$30 million for a new Health Sciences Building through sources like the Travis Foundation and NHC (National Healthcare Corporation).

(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.

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

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

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).
Philanthropic outreach and existing unrestricted gifts

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



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: IV.A.

MEETING DATE: August 17, 2023
SUBJECT: Financial Policies
F4.0 – Capital Projects
ITEM TYPE: Action
ACTION RECOMMENDATION: Approval

BACKGROUND

THEC Financial Policies F4.0 - Capital Projects addresses the Commissions engagement and consideration of capital outlay, capital maintenance, and disclosure projects as part of its comprehensive strategic financial plan for higher education.

The proposed revisions were completed in order to comply with T.C.A § 4-15-102, approved in the 2023 legislative session. The revisions authorize the Executive Director to receive, compile, and report a list of disclosed capital projects funded from School Bonds and other sources as part of the annual capital budget reporting process. In coordination with the legislation, THEC disclosures in the annual budget will include all projects funded by sources other than state funds that are over \$10,000,000 in value, and all projects of any value utilizing TSSBA funding source. The revisions also remove the requirements for quarterly disclosures. The legislation authorizes the institutions to disclose, report, and post projects of \$10,000,000 and under, directly to the State Building Commission.

Attachment A provides a redlined version of the policy and Attachment B provides a clean version of the proposed changes.

ATTACHMENT A: REDLINED VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Capital Projects

Policy Number: F4.0

4.0.10 **Scope and Purpose.** As the coordinating body for higher education in Tennessee, the Commission engages with institutions and governing boards on capital investment and real estate transactions through its role to develop and approve recommendations for capital outlay and maintenance funding.

4.0.20 **Authority.** The Commission is empowered to identify, prioritize, and make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of institutional master plans, and oversight of the state’s comprehensive strategic financial plan for higher education.

4.0.30A **Procedures.** The Commission shall identify capital investment needs and determine priorities for those investments for consideration by the Governor and the General Assembly as part of the annual appropriations act.

4.0.30B The Commission shall consider capital and infrastructure issues, as well as higher education efficiency, performance, and return on investment, as part of its comprehensive strategic financial plan for higher education.

4.0.30C The Commission reserves the right to not rank or approve projects for capital outlay or maintenance funding that are not identified in an institution’s current and approved facility master plan.

4.0.30D The Commission authorizes the Executive Director to make adjustments to the capital outlay and capital maintenance recommendations as necessary on behalf of the Commission.

4.0.40A **Capital Outlay.** In accordance with funding request guidelines annually disseminated by Commission staff, the Commission shall receive a prioritized list of capital outlay projects from each governing board.

4.0.40B Commission staff shall make a recommendation to the Commission consisting of one prioritized list of projects. When reviewing projects, Commission staff may employ the assistance of external reviewers and may consider, but shall not be limited to:

- 1) State goals;
- 2) Campus master and strategic plans;
- 3) THEC Space Guidelines and facility assessments;
- 4) Program and business plans; and
- 5) External funding.

Commission staff may consider these factors differently by sector, project scope, or institutional type and mission.

4.0.40C The Commission shall review and approve a recommendation for the funding of capital outlay projects. The Commission's actions and a prioritized list of capital projects shall be transmitted to the Department of Finance and Administration for review and consideration in the annual appropriation request.

4.0.40D The Commission reserves the right to rank, not rank, alter a recommended ranking, or take any other action(s) it deems fit to advance state goals.

4.0.50A **Capital Maintenance.** In accordance with funding request guidelines annually disseminated by Commission staff, the Commission shall receive a prioritized list of capital maintenance projects from each governing board.

4.0.50B Commission staff shall make project recommendations to the Commission in accordance with a capital maintenance formula. The formula may include, but not be limited to, the age, gross Education & General (E&G) square footage, usage, and conditions of institutions' facilities.

4.0.50C The Commission shall review and approve a recommendation for the funding of capital maintenance projects. The Commission's actions shall be transmitted to the Department of Finance and Administration for review and consideration in the annual appropriation request.

4.0.60A **Disclosed Projects.** Institutions may choose to construct, demolish, maintain, renovate, or otherwise engage with capital projects funded in

part by the Tennessee State School Bond Authority (TSSBA) or sources other than state appropriations.

4.0.60B The Commission authorizes the Executive Director to receive, compile, and report a list of disclosed capital projects from School Bonds and other Sources that are listed in the Capital Outlay and Facilities Program in the Appropriations Act, and these. These projects shall not include projects be disclosed in accordance with T.C.A § 4-15-102(e). to the Department of Finance and Administration, the Office of Legislative Budget Analysis, the State Building Commission, the Tennessee State School Bond Authority, and any other relevant party with the Executive Director's recommendation appended.

~~4.0.60C — The reporting of disclosed capital projects by the Executive Director should be performed at least quarterly and shall include all projects to be initiated in the following quarter with total expenditures on capital improvements exceeding \$100,000 and capital maintenance exceeding \$500,000. The report shall include all projects that concern the use of TSSBA funds. 4.0.60D — The Executive Director shall maintain a list of all disclosed projects on the Commission's website. Projects shall remain listed for two years thereafter, a period in which the projects will be eligible to receive approval from the State Building Commission. Projects not initiated within two years will be purged from the disclosed list by Commission staff and must be disclosed again in order to be initiated.~~

~~4.0.60E — If an event occurs which requires a campus or unit to immediately engage in a capital project exceeding the aforementioned thresholds to avoid immediate danger to persons or property or when absolutely essential and indispensable to campus operations, the Executive Director shall report that project in the following quarterly report to the Department of Finance and Administration, the Office of Legislative Budget Analysis, the State Building Commission, the Tennessee State School Bond Authority, and any other relevant parties with any applicable notations.~~

Approved: April 22, 1988

Revised: January 27, 1989

July 26, 1996

July 25, 1997

Amended: April 18, 2002 (~~Projects Disclosure List~~)

Revised: April 17, 2003

Amended: November 17, 2005

November 20, 2008

Revised: May 11, 2017

August 17, 2023

Applicable Statute

T.C.A. § 4-15-102, state building commission

T.C.A. § 4-15-107, state building commission

T.C.A. § 49-7-132, state building commission

T.C.A. § 49-7-202, capital investment needs

T.C.A. § 49-7-1002, higher education funding requests

T.C.A. § 49-8-203, capital and real estate transactions

ATTACHMENT B: CLEAN VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Capital Projects

Policy Number: F4.0

4.0.10 **Scope and Purpose.** As the coordinating body for higher education in Tennessee, the Commission engages with institutions and governing boards on capital investment and real estate transactions through its role to develop and approve recommendations for capital outlay and maintenance funding.

4.0.20 **Authority.** The Commission is empowered to identify, prioritize, and make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of institutional master plans, and oversight of the state's comprehensive strategic financial plan for higher education.

4.0.30A **Procedures.** The Commission shall identify capital investment needs and determine priorities for those investments for consideration by the Governor and the General Assembly as part of the annual appropriations act.

4.0.30B The Commission shall consider capital and infrastructure issues, as well as higher education efficiency, performance, and return on investment, as part of its comprehensive strategic financial plan for higher education.

4.0.30C The Commission reserves the right to not rank or approve projects for capital outlay or maintenance funding that are not identified in an institution's current and approved facility master plan.

4.0.30D The Commission authorizes the Executive Director to make adjustments to the capital outlay and capital maintenance recommendations as necessary on behalf of the Commission.

4.0.40A **Capital Outlay.** In accordance with funding request guidelines annually disseminated by Commission staff, the Commission shall receive a prioritized list of capital outlay projects from each governing board.

4.0.40B Commission staff shall make a recommendation to the Commission consisting of one prioritized list of projects. When reviewing projects, Commission staff may employ the assistance of external reviewers and may consider, but shall not be limited to:

- 1) State goals;
- 2) Campus master and strategic plans;
- 3) THEC Space Guidelines and facility assessments;
- 4) Program and business plans; and
- 5) External funding.

Commission staff may consider these factors differently by sector, project scope, or institutional type and mission.

4.0.40C The Commission shall review and approve a recommendation for the funding of capital outlay projects. The Commission's actions and a prioritized list of capital projects shall be transmitted to the Department of Finance and Administration for review and consideration in the annual appropriation request.

4.0.40D The Commission reserves the right to rank, not rank, alter a recommended ranking, or take any other action(s) it deems fit to advance state goals.

4.0.50A **Capital Maintenance.** In accordance with funding request guidelines annually disseminated by Commission staff, the Commission shall receive a prioritized list of capital maintenance projects from each governing board.

4.0.50B Commission staff shall make project recommendations to the Commission in accordance with a capital maintenance formula. The formula may include, but not be limited to, the age, gross Education & General (E&G) square footage, usage, and conditions of institutions' facilities.

4.0.50C The Commission shall review and approve a recommendation for the funding of capital maintenance projects. The Commission's actions shall be transmitted to the Department of Finance and Administration for review and consideration in the annual appropriation request.

4.0.60A **Disclosed Projects.** Institutions may choose to construct, demolish, maintain, renovate, or otherwise engage with capital projects funded in

part by the Tennessee State School Bond Authority (TSSBA) or sources other than state appropriations.

4.0.60B The Commission authorizes the Executive Director to receive, compile, and report a list of disclosed capital projects from School Bonds and other Sources that are listed in the Capital Outlay and Facilities Program in the Appropriations Act. These projects shall be disclosed in accordance with T.C.A § 4-15-102(e).

Approved: April 22, 1988
Revised: January 27, 1989
July 26, 1996
July 25, 1997
April 18, 2002
April 17, 2003
November 17, 2005
November 20, 2008
May 11, 2017
August 17, 2023

Applicable Statute

T.C.A. § 4-15-102, state building commission
T.C.A. § 4-15-107, state building commission
T.C.A. § 49-7-132, state building commission
T.C.A. § 49-7-202, capital investment needs
T.C.A. § 49-7-1002, higher education funding requests
T.C.A. § 49-8-203, capital and real estate transactions



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: IV.B.

MEETING DATE: August 17, 2023
SUBJECT: Financial Policies
F4.1 – Master Plans
ITEM TYPE: Action
ACTION RECOMMENDATION: Approval

BACKGROUND

THEC Financial Policies F4.1 – Master Plans addresses the authority of the Commission to make recommendations and decisions about capital investments and oversight of the state’s comprehensive strategic financial plan for higher education. Master Plans provide long range guidance for future development of the campus needed to provide quality instruction and services.

The proposed revisions clarify the types of master plan approvals. The processes for full master plan approvals and amendment approvals are retained. The master plan “update” category is removed from the definitions as they are essentially the same as a full master plan. The evaluation and approval considerations are expanded to include an emphasis on link to the institution’s strategic plan, building conditions, and infrastructure issues.

Attachment A provides a redlined version of the policy and Attachment B provides a clean version of the proposed changes.

ATTACHMENT A: REDLINED VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Master Plans

Policy Number: F4.1

4.1.10 **Scope and Purpose.** The purpose of a campus master plan is to articulate the multi-year facility needs of an institution or group of institutions to accomplish the vision, goals, objectives, and direction established within an approved academic or strategic plan and mission statement for the institution(s). The campus master plan provides guidance for future development of the physical campus necessary to provide quality instructional and service facilities.

4.1.20 **Authority.** The Commission is empowered to make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of campus master plans, and oversight of the state’s comprehensive strategic financial plan for higher education.

4.1.30A **Procedures.** A campus master plan, once approved in compliance with the policies and procedures of a respective governing board, must be submitted to the Commission for review and approval prior to submission to the State Building Commission. A new campus master plan confirms and updates, as appropriate, all aspects of the prior master plan and includes additional information as may be warranted by the higher education institution’s strategic plan. A new campus master plan ~~or a master plan update~~ must be completed for each institution at least once every ten (10) years.

4.1.30B Once approved in compliance with the policies and procedures of a governing board, all subsequent ~~updates or~~ amendments to existing campus master plans must be submitted to the Commission for review and approval.

The Commission authorizes the Executive Director to review and approve ~~updates and~~ amendments to campus master plans previously approved by the Commission.

~~A Master Plan Update includes substantive changes to various sections of the campus master plan or revisions in scope that are consistent with the~~

~~objectives and concept of the current master plan and may require the re-issuance of the complete master plan book. The approval of an Update by the Executive Director shall be reported to the Commission and may be presented for information, at the discretion of the Commission, at a following quarterly meeting.~~

A Master Plan Amendment is consistent with the objectives of the original master plan and involves revisions of limited scope, which may include, but shall not be limited to:

- 1) Property acquisitions ~~or disposals~~;
- 2) Plans for traffic, parking, or vehicular or pedestrian circulation;
- 3) Refinement of a building program or site;
- ~~3)4) Space needs studies;~~
- 4)5) Studies of regional demographics or workforce development;
or
- ~~5)6) Operation of auxiliary enterprises, including, but not limited to, athletics, recreation, housing, and food services.~~

4.1.30C Commission staff may solicit information from each institution to assess whether or not—in the judgment of the Executive Director—substantive changes have occurred to the campus environment, that warrant ~~updates or~~ updates revisions to a campus master plan before the next regularly scheduled master plan review ~~or update~~.

4.1.30D All capital project requests and transactions shall be reviewed by Commission staff for conformity with the campus master plan. The Commission reserves the right to not rank or approve capital projects for facilities that are not identified in an institution's current and approved master plan.

4.1.40A **Master Plans.** When evaluating and approving new and ~~updated or~~ amended campus master plans, the Commission and Executive Director may consider, but are not limited to, the following:

- 1) Academic mission;
- ~~1)2) Strategic plan~~
- ~~2)3) Enrollment;~~
- ~~3)4) Student services;~~
- ~~4)5) Capital projects;~~
- ~~5)6) Parking;~~
- 7) Space needs, as defined by the Commission's Space

Allocation Guidelines, and space utilization;

~~6)8)~~ Building conditions

~~7)9)~~ Land acquisition and disposal; and

~~8)10)~~ Site, environmental, and infrastructure utility issues.

4.1.40B The development, execution, timeliness, and scope of campus master plans shall be performed in accordance with Master Plan Guidelines. The Guidelines shall be developed, maintained, and updated by Commission staff.

Approved: January 26, 1990

Revised: November 14, 2002

May 11, 2017

January 26, 2018

August 17, 2023

Applicable Statute

T.C.A. § 49-7-202, capital investment needs

T.C.A. § 49-7-1002, higher education funding requests

T.C.A. § 49-8-203, capital and real estate transactions

Current Applicable Policies

THEC Space Allocation Guidelines

THEC Master Plan Guidelines

ATTACHMENT B: CLEAN VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Master Plans

Policy Number: F4.1

4.1.10 **Scope and Purpose.** The purpose of a campus master plan is to articulate the multi-year facility needs of an institution or group of institutions to accomplish the vision, goals, objectives, and direction established within an approved academic or strategic plan and mission statement for the institution(s). The campus master plan provides guidance for future development of the physical campus necessary to provide quality instructional and service facilities.

4.1.20 **Authority.** The Commission is empowered to make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of campus master plans, and oversight of the state’s comprehensive strategic financial plan for higher education.

4.1.30A **Procedures.** A campus master plan, once approved in compliance with the policies and procedures of a respective governing board, must be submitted to the Commission for review and approval prior to submission to the State Building Commission. A new campus master plan confirms and updates, as appropriate, all aspects of the prior master plan and includes additional information as may be warranted by the higher education institution’s strategic plan. A new campus master plan must be completed for each institution at least once every ten (10) years.

4.1.30B Once approved in compliance with the policies and procedures of a governing board, all subsequent amendments to existing campus master plans must be submitted to the Commission for review and approval.

The Commission authorizes the Executive Director to review and approve amendments to campus master plans previously approved by the Commission.

A **Master Plan Amendment** is consistent with the objectives of the original master plan and involves revisions of limited scope, which may include, but shall not be limited to:

- 1) Property acquisitions;

- 2) Plans for traffic, parking, or vehicular or pedestrian circulation;
- 3) Refinement of a building program or site;
- 4) Space needs studies;
- 5) Studies of regional demographics or workforce development; or
- 6) Operation of auxiliary enterprises, including, but not limited to, athletics, recreation, housing, and food services.

4.1.30C Commission staff may solicit information from each institution to assess whether or not—in the judgment of the Executive Director—substantive changes have occurred to the campus environment, that warrant revisions to a campus master plan before the next regularly scheduled master plan review.

4.1.30D All capital project requests and transactions shall be reviewed by Commission staff for conformity with the campus master plan. The Commission reserves the right to not rank or approve capital projects for facilities that are not identified in an institution’s current and approved master plan.

4.1.40A **Master Plans.** When evaluating and approving new and amended campus master plans, the Commission and Executive Director may consider, but are not limited to, the following:

- 1) Academic mission;
- 2) Strategic plan
- 3) Enrollment;
- 4) Student services;
- 5) Capital projects;
- 6) Parking;
- 7) Space needs, as defined by the Commission’s Space Allocation Guidelines, and space utilization;
- 8) Building conditions
- 9) Land acquisition and disposal; and
- 10) Site, environmental, and infrastructure issues.

4.1.40B The development, execution, timeliness, and scope of campus master plans shall be performed in accordance with Master Plan Guidelines. The Guidelines shall be developed, maintained, and updated by Commission staff.

Approved: January 26, 1990
Revised: November 14, 2002
 May 11, 2017

January 26, 2018
August 17, 2023

Applicable Statute

T.C.A. § 49-7-202, capital investment needs
T.C.A. § 49-7-1002, higher education funding requests
T.C.A. § 49-8-203, capital and real estate transactions

Current Applicable Policies

THEC Space Allocation Guidelines
THEC Master Plan Guidelines



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: IV.C.

MEETING DATE: August 17, 2023

SUBJECT: Financial Policies
F4.2 – Lease Space Funding and License Agreements

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

BACKGROUND

THEC Financial Policies F4.2 – Lease Space Funding and License Agreements addresses the authority of the Commission related to capital investment and real estate transactions, including the lease or licensing of space for academic and service programs.

The proposed revisions were completed in coordination with recent practice in the reporting quarterly of leases and licenses executed by and for all institutions of higher education. Following the implementation of the Focusing on Campus and University Success Act, all such leases and licenses are reported directly by the institutions to the Office of the State Architect.

Attachment A provides a redlined version of the policy and Attachment B provides a clean version of the proposed changes.

ATTACHMENT A: REDLINED VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Lease Space Funding and License Agreements

Policy Number: F4.2

4.2.10 **Scope and Purpose.** As the coordinating body for higher education in Tennessee, the Commission engages with institutions and governing boards on capital investment and real estate transactions, including the lease or licensing of space for academic and service programs.

4.2.20 **Authority.** The Commission is empowered to make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of institutional master plans, and oversight of the state’s comprehensive strategic financial plan for higher education.

4.2.30A **Procedures.** The Commission may review, analyze, and recommend action on all leases, rent, and licenses for all public, state institutions of higher education in accordance with current State Building Commission (SBC) policy and applicable statutes. The Commission authorizes the Executive Director to take such actions as deemed appropriate.

~~4.2.30B In cooperation with the Office of the State Architect and State Building Commission, the Commission may compile and report quarterly the leases and licenses executed by and for all institutions of higher education.~~

Approved: April 22, 1988

Revised: May 11, 2017

August 17, 2023

Applicable Statute

T.C.A. § 4-15-102, state building commission powers

T.C.A. § 12-2-112, surplus state lands

T.C.A. § 12-2-114, leases by state agencies and institutions of higher education

T.C.A. § 12-2-115, leases involving states approval

T.C.A. § 49-7-132, state building commission approval of expenditures

T.C.A. § 49-7-202, capital investment needs

T.C.A. § 49-7-1002, higher education funding requests

T.C.A. § 49-8-203, capital and real estate transactions

Current Applicable Policies

State Building CommissionBC Policy, Item 7, Procurement of Leases Where the State is the Lessee

State Building CommissionBC Policy, Item 8, General Acquisition and Disposal of Real Property

ATTACHMENT B: CLEAN VERSION OF PROPOSED CHANGES

Section Title: Financial Policies

Policy Title: Lease Space Funding and License Agreements

Policy Number: F4.2

4.2.10 **Scope and Purpose.** As the coordinating body for higher education in Tennessee, the Commission engages with institutions and governing boards on capital investment and real estate transactions, including the lease or licensing of space for academic and service programs.

4.2.20 **Authority.** The Commission is empowered to make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in its execution of the Master Plan, approval of institutional master plans, and oversight of the state’s comprehensive strategic financial plan for higher education.

4.2.30A **Procedures.** The Commission may review, analyze, and recommend action on all leases, rent, and licenses for all public, state institutions of higher education in accordance with current State Building Commission (SBC) policy and applicable statutes. The Commission authorizes the Executive Director to take such actions as deemed appropriate.

Approved: April 22, 1988

Revised: May 11, 2017

August 17, 2023

Applicable Statute

T.C.A. § 4-15-102, state building commission powers

T.C.A. § 12-2-112, surplus state lands

T.C.A. § 12-2-114, leases by state agencies and institutions of higher education

T.C.A. § 12-2-115, leases involving states approval

T.C.A. § 49-7-132, state building commission approval of expenditures

T.C.A. § 49-7-202, capital investment needs

T.C.A. § 49-7-1002, higher education funding requests

T.C.A. § 49-8-203, capital and real estate transactions

Current Applicable Policies

State Building Commission Policy, Item 7, Procurement of Leases Where the State is the Lessee

State Building Commission Policy, Item 8, General Acquisition and Disposal of Real Property



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: V.

MEETING DATE: August 17, 2023

SUBJECT: Off-Campus Location
Jackson State Community College - Gibson County Center

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

BACKGROUND

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.

Per THEC Policy A1.4A Off-Campus Instruction for Community Colleges and Universities, an off-campus center is defined as a location that is geographically apart from the main campus where students can enroll and complete academic programs. Additionally, there must be a continuing administrative presence, evidenced by at least one full-time or part-time administrator housed on-site.

Jackson State Community College is requesting a center code for the Gibson County Center at 2071 Hwy 45 N. Bypass, Trenton, TN 38382. In September 2022, the Tennessee Board of Regents approved a service area change that shifted part of Dyersburg State Community College's service area to Jackson State Community College. As a result, the Gibson County Center must transfer from Dyersburg State Community College's service area to Jackson State Community College's service area.

The Dyersburg State Community College - Gibson County Center was originally approved by the Commission on January 28, 1994, and has been in operation since that time. In fall 2022, the Dyersburg State Community College - Gibson County Center had an enrollment of ninety-five Full Time Equivalent (FTE) students. Jackson State Community College anticipates it will be able to increase enrollment by adding two new certificate programs to the current course offerings. Students who are accepted and enrolled at Jackson State Community College - Gibson County Center will have the opportunity to take coursework for the completion of an AA/AS in General Studies, the Emergency Medical Technician certificate program, the Patient Care Technology certificate program, and the Healthcare Technician certificate program.

The current facility is approximately 15,000 square feet, with both office and academic space. The facility contains five individual offices, one computer lab, one learning resource center/multimedia library, two healthcare labs, four classrooms, and a large commons area. Renovations will take place in year one to add additional equipment for anticipated enrollment growth, technology needs, and interior and exterior building modifications.

The off-campus location will offer college/dual enrollment courses and will be staffed by existing full-time staff members and faculty. Additionally, Jackson State Community College intends to hire a Learning Center Specialist and Resource Clerk to provide additional support services for the off-campus location.