

A graphic of the Tennessee state seal, featuring three blue stars arranged in a triangle within a red circle, set against a background of red and blue vertical stripes.

Productivity, Performance and Return on Investment

A Baseline Analysis of
Tennessee Public Institutions
of Higher Education

2010

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT:

A Baseline Analysis of Tennessee Public Institutions of Higher Education

THE PRODUCTIVITY AGENDA

The Complete College Tennessee Act of 2010 established the basis for a system of higher education focused on increasing educational attainment levels in Tennessee. This increase, measured by the number of degrees and certificates produced, must be achieved within available resources with no decrease in instructional quality. In 2008, Tennessee's educational attainment ranked 44th in the nation. Thirty-one percent of working-aged adults held an associate's degree or higher, compared to the national average of 38 percent.¹ According to the Student Flow Model produced by the Tennessee Higher Education Commission, higher education institutions need to produce a cumulative additional 210,000 degrees by 2025 in order to reach national average degree attainment. Tennessee needs to continuously increase its degree productivity by four percent every year from now until 2025.²

In the midst of this need for increased degree production, the state's current economic realities indicate public institutions will receive little to no new state appropriated revenues for the foreseeable future. Moreover, institutions will continue to adhere to high standards of quality of instruction and student learning. The 2010-2015 Master Plan holds the overall increased degree attainment as a state goal, focusing on the progress of all state public institutions. The Master Plan Annual Progress Report measures state and system progress, an accountability tool designed to monitor student success, efficiency and quality. The present report supplements the Progress Report by profiling institutional productivity, performance and return on investment.

As the current fiscal environment requires that institutions provide services at a lower cost, campuses and systems must consider the relationship between funding and outcomes. This report analyzes that relationship through widely used indicators:

- 1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student;
- 2) the return on that investment, measured by annual awards produced per dollar invested;
- 3) and awards produced per 100 FTE.

Instead of using first-time freshman cohort graduation rates, which exclude part-time students, those who start in spring semester, and those who begin as transfers, this analysis looks at the number of all degrees, certificates and diplomas awarded relative to student enrollment, adjusted to account for full time attendance.³ Still, this measure of productivity does not differentiate between one-year certificates or doctoral degrees, nor does it take into consideration programmatic expense.

¹ National Center for Higher Education Management Systems (NCHEMS). (2009). *Educational Attainment by Degree-Level and Age-Group (American Community Survey)*. Retrieved from: www.higheredinfo.org

² Tennessee Higher Education Commission (THEC). (2009). *Meeting the Challenge*. Retrieved from: http://www.tn.gov/moa/what_goal.shtml

³ Kelly, P.J. (2009). *The dreaded "P" word: An examination of productivity in public post-secondary education*. Delta Cost Project; Washington DC.

HOW TO READ THIS REPORT

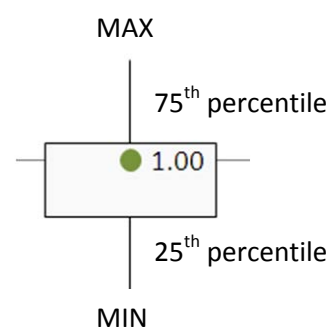
In order to provide a point of comparison, this study analyzes three metrics for Southern Regional Education Board (SREB)⁴ institutions of higher education. SREB collects and publishes comparative data on public higher education in the SREB State Data Exchange. Annually updated, the SREB dataset facilitates accurate statistical comparison across states by providing consistent definitions for data elements. Furthermore, as SREB provides institutional categories based on type and number of degrees awarded, this dataset provides a clear cohort for peer-group comparisons.

Using SREB institutional categories, Tennessee institutional data were grouped with peers to calculate not only institutional metrics, but category medians. By way of example, in 2003-2004 Austin Peay State University received \$8,300 in unrestricted state and local appropriations, tuition and fees per FTE, producing 19 awards per dollar invested. By comparison, the median investment for similar SREB institutions was \$9,400 while these institutions produced 20 degrees per dollar invested. In calculating an index by dividing the Tennessee institutional metric by the SREB median metric, a relationship between institutional and cohort performance is clarified. In this instance, APSU received approximately 88 percent of revenues per FTE when compared to the median investment of similar SREB institutions in 2003-2004. Comparing productivity over five years, APSU produced more awards per dollar invested as well as more awards per FTE despite a reduction in revenues relative to its peers.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	APSU	SREB Median	Index	APSU	SREB Median	Index
Revenues per FTE	\$8,300	\$9,400	0.88	\$9,600	\$11,800	0.81
Awards per Dollar Invested*	19	21	0.91	20	18	1.13
Awards per 100 FTE	16	19	0.87	19	20	0.96

* Calculated in millions of dollars

What is not immediately apparent from the above comparison is what these metrics indicate regarding institutional performance relative to peer group performance. Although APSU received 88 percent of revenues per FTE compared to its SREB peer group, does this differ significantly from the median revenue? Graphing the index score for each institution in this SREB category, it is possible to create a box and whiskers plot, showing the range, quartile values and median of each metric. This visual representation demonstrates a clear and visible relationship between each index score and the SREB cohort. Not only is it possible to determine how an institution is performing relative to the median, but how institutions are clustered, the variance of performance of the peer group and where the Tennessee institution scores within this larger picture. The box indicates the upper 75th percentile through the lower 25th percentile, in other words, the middle 50 percent. The median is always set to a value of 1.00. The lower and upper lines indicate the range between the minimum and maximum values.



⁴ The 16 member states of the Southern Regional Education Board are: Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

Finally, the scatter plot is an additional visual tool used to represent peer relationships, especially non-linear relationships among institutions between investment and return on investment. By marking the median value of both revenue per FTE as well as awards per 100 FTE, the values of each institution's metrics are immediately represented in relationship to other institutions' performance. Through the combination of three representations of data (numerical values, a peer-based index and an investment and return scatter plot), a full picture of institutional productivity emerges.

STATE SUMMARY

Over the past five years, Tennessee institutions of higher education have become more productive, not only relative to the SREB median but also in the count of awards produced. According to the 2003-2004 survey, Tennessee produced approximately 35,400 degrees and certificates while five years later the same institutions produced 39,500 degrees and awards, an increase of 12 percent.⁵ Furthermore, these awards were produced with no real increase in revenues per FTE. When adjusted for inflation to 2008 dollars, revenues available to institutions in 2003-2004 were exactly the same as in 2008-2009 (\$10,100 per FTE).

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	TN	SREB Median	Index	TN	SREB Median	Index
Revenues per FTE	\$8,600	\$8,000	1.07	\$10,100	\$9,700	1.04
Awards per Dollar Invested*	24	25	0.98	22	21	1.03
Awards per 100 FTE	21	20	1.05	22	21	1.07

* Calculated in millions of dollars

DATA SOURCE AND DEFINITIONS

Data for the three metrics evaluated were collected and published by the SREB State Data Exchange, Survey 2003-2004 and 2008-2009. The count of degrees and other awards from each survey is calculated from the prior academic year.

Revenue: Unrestricted education and general funds were limited to general purpose funds to public campuses, which included state general purpose funds, local funds as well as tuition and fees for operational purposes. From *Appropriation and tuition funding for higher education-related operations and funding per FTE, by state, type and institution*.

Awards: All degrees and certificates awarded, which included certificates less than two years, certificates more than two but less than four years, associate degrees, bachelor degrees, post-baccalaureate certificates, master degrees, education specialist degrees, post-master degrees, doctoral degrees, and first professional degrees. From *Degrees and other awards conferred, by state, type and institution*.

⁵ The count of degrees and other awards from each survey is calculated from the prior academic year.

Full-Time Equivalent (FTE) Enrollment: FTE is calculated differently for three standard types of credit or contact hours. All undergraduate semester credit hour (SCH) FTE is calculated by dividing the total SCH by 30. For those programs that record contact hours (CH), FTE is calculated by dividing the total CH by 900. Graduate FTE is calculated by dividing total graduate credit hours by 24. From *Full-time-equivalent enrollment, by state, type and institution*.

INSTITUTIONAL CATEGORIES

Due to the SREB methodology for institutional categorization, there is a slight variation in peer groups over time. According to the SREB Guide Book, “institutions are assigned to categories using data on program completions from the previous academic year — or, for two-year colleges and technical institutes or colleges, using data on estimated full-time-equivalent enrollment for the current academic year. To keep the statistical comparison groups relatively stable over time, institutions change categories when they meet the criteria for another category for the third consecutive time.”⁶

Institutional Category*	Definition	Population (N) 2003-2004	Population (N) 2008-2009
1	Four year institutions awarding at least 100 doctoral degrees distributed among at least 10 CIP categories	27	35
2	Four year institutions awarding at least 30 doctoral degrees distributed among at least 5 CIP categories	21	18
3	Four year institutions awarding at least 100 master, education specialist, post-master or doctoral degrees distributed among at least 10 CIP categories	54	56
4	Four year institutions awarding at least 30 master, education specialist, post-master or doctoral degrees distributed among at least 5 CIP categories	38	37
5	Four year institutions awarding at least 30 master, education specialist, post-master or doctoral degrees	32	31
7-10	Two year institutions awarding associate degrees, certificates, diplomas and offering college transfer courses	338	349
12-14	Technical institutions awarding vocational-technical certificates and diplomas	108	109

*As no Tennessee institution belongs to category 6, these institutions are excluded. Currently, no institutions are assigned to category 11.

⁶ Southern Regional Education Board. (2009). *2008-09 Survey Guide*. Retrieved from: http://www.sreb.org/page/1126/srebstate_data_exchange.html

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

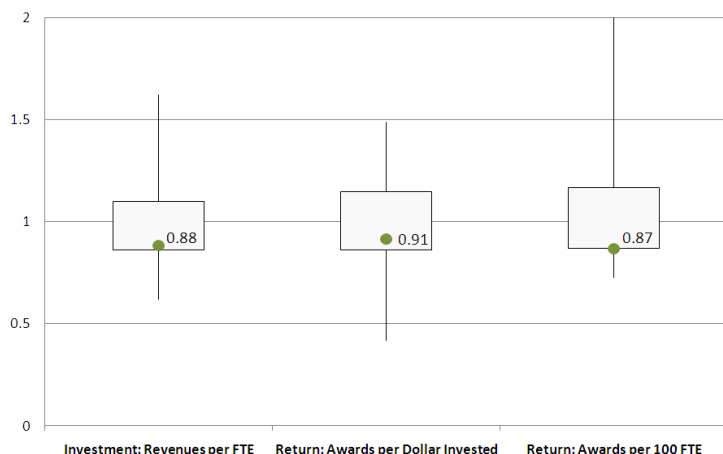
Austin Peay State University

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



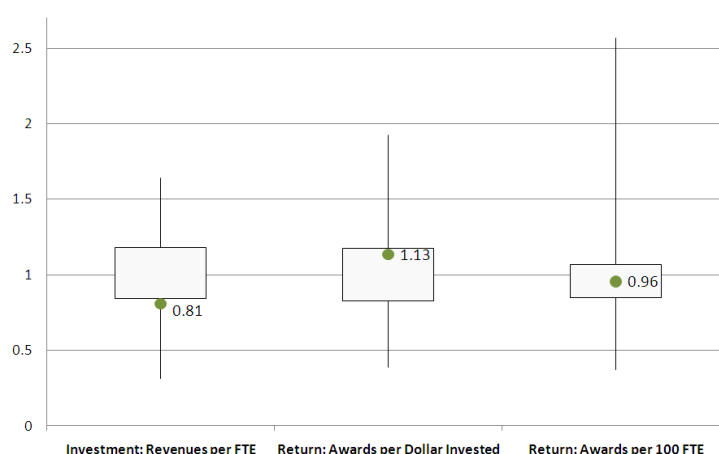
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Austin Peay State University (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Austin Peay State University (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

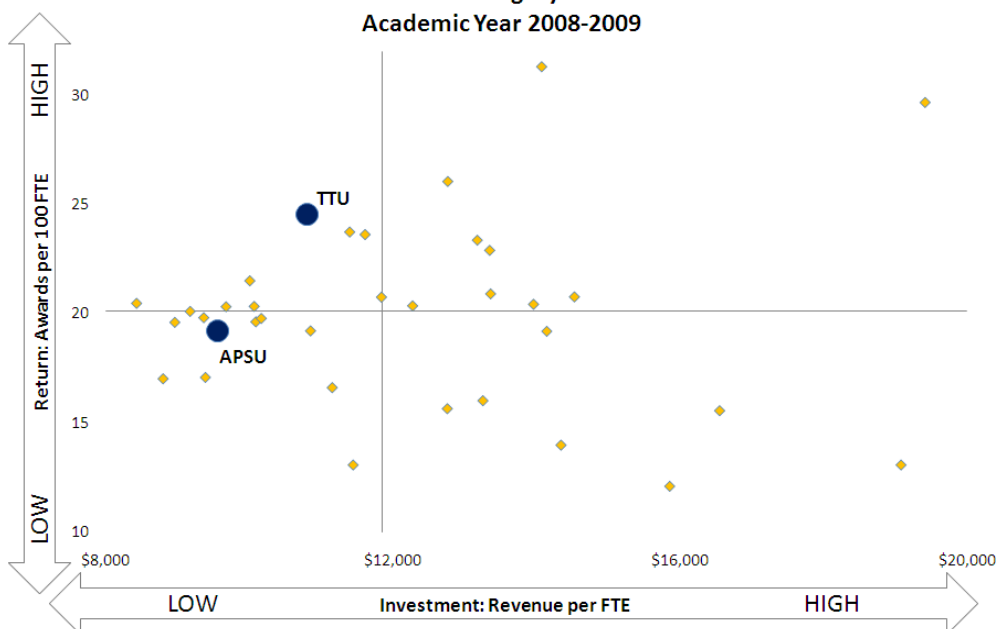
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment
SREB Four Year Category 4 Institutions
Academic Year 2008-2009



*SREB Four Year Category 4 Institutions award at least 30 masters degrees per year.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	APSU	SREB Median	Index	APSU	SREB Median	Index
Revenues	\$54,512,000	\$46,518,000	N/A	\$74,522,000	\$59,272,000	N/A
Appropriations % Revenues	56.1%	52.5%	N/A	44.2%	54.4%	N/A
Full Time Equivalent (FTE)	6,552	4,802	N/A	7,793	4,693	N/A
Degrees and other awards	1,062	933	N/A	1,499	958	N/A
Revenues per FTE	\$8,300	\$9,400	0.88	\$9,600	\$11,800	0.81
Awards per Dollar Invested*	19	21	0.91	20	18	1.13
Awards per 100 FTE	16	19	0.87	19	20	0.96

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Chattanooga State Community College

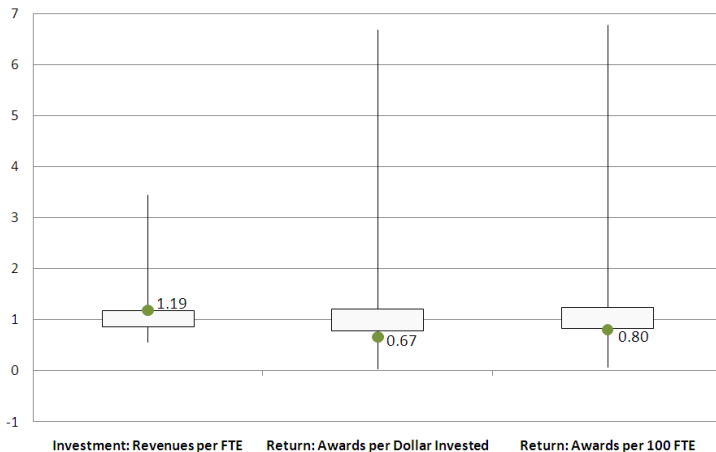


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

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RETURN ON INVESTMENT INDEX

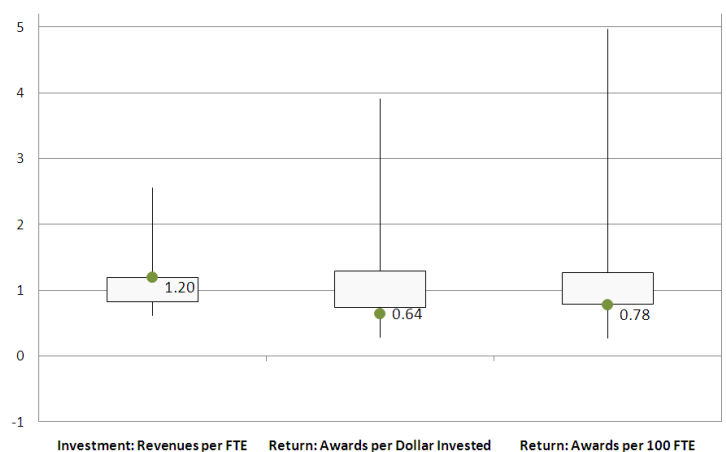
Chattanooga State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Chattanooga State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

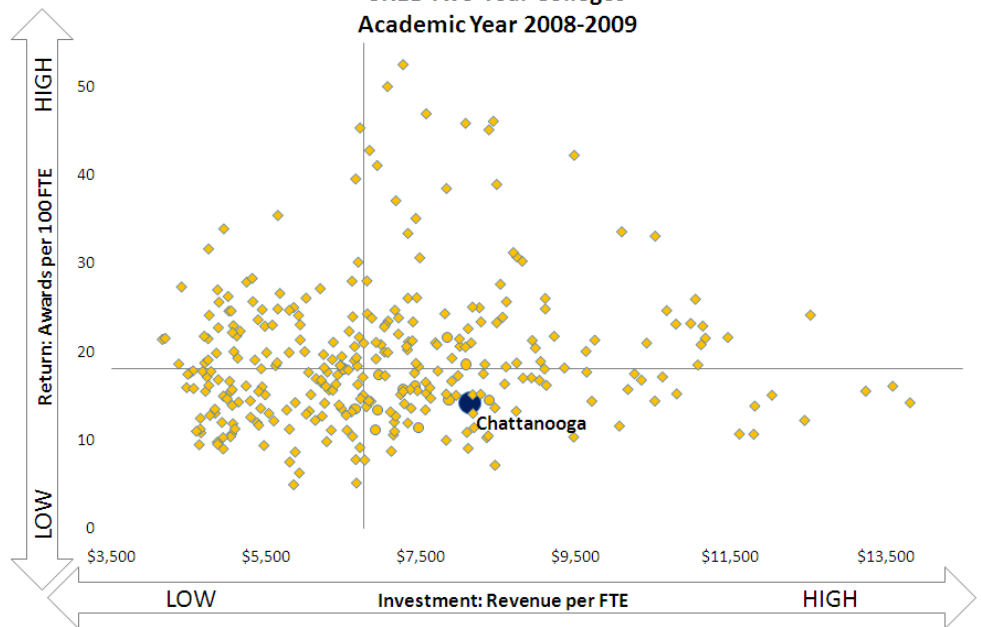
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures			Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Chattanooga	SREB Median	Index		Chattanooga	SREB Median	Index	
Revenues	\$34,478,000	\$15,217,000	N/A		\$43,462,000	\$19,746,000	N/A	
Appropriations % Revenues	60.8%	66.9%	N/A		54.5%	63.2%	N/A	
Full Time Equivalent (FTE)	5,396	2,781	N/A		5,350	2,851	N/A	
Degrees and other awards	689	449	N/A		758	528	N/A	
Revenues per FTE	\$6,400	\$5,400	1.19		\$8,100	\$6,800	1.20	
Awards per Dollar Invested*	20	30	0.67		17	27	0.64	
Awards per 100 FTE	13	16	0.80		14	18	0.78	

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Cleveland State Community College

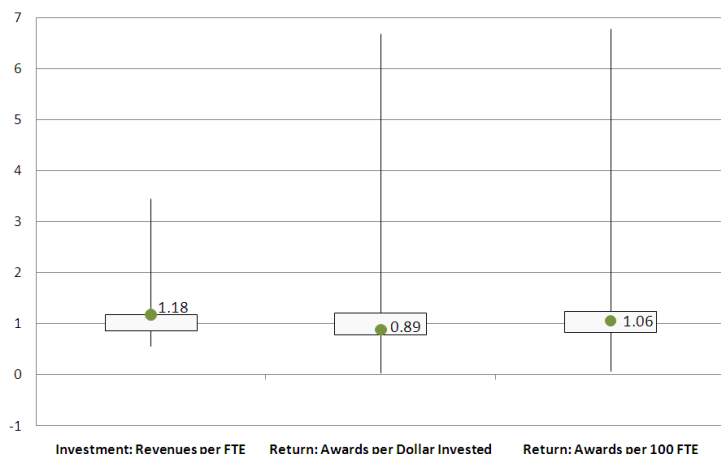


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

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RETURN ON INVESTMENT INDEX

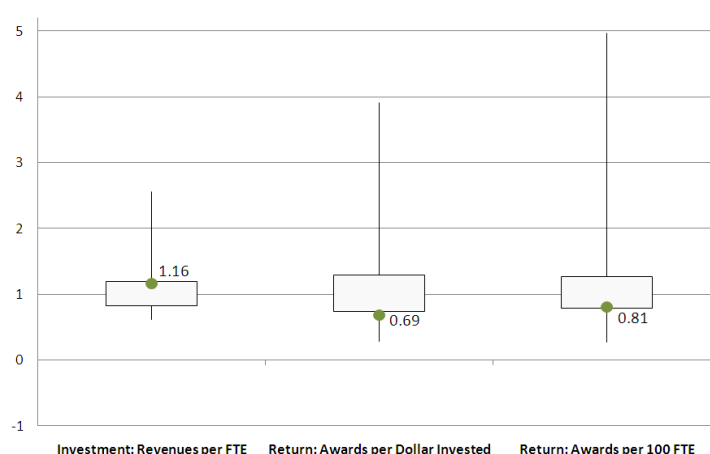
Cleveland State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Cleveland State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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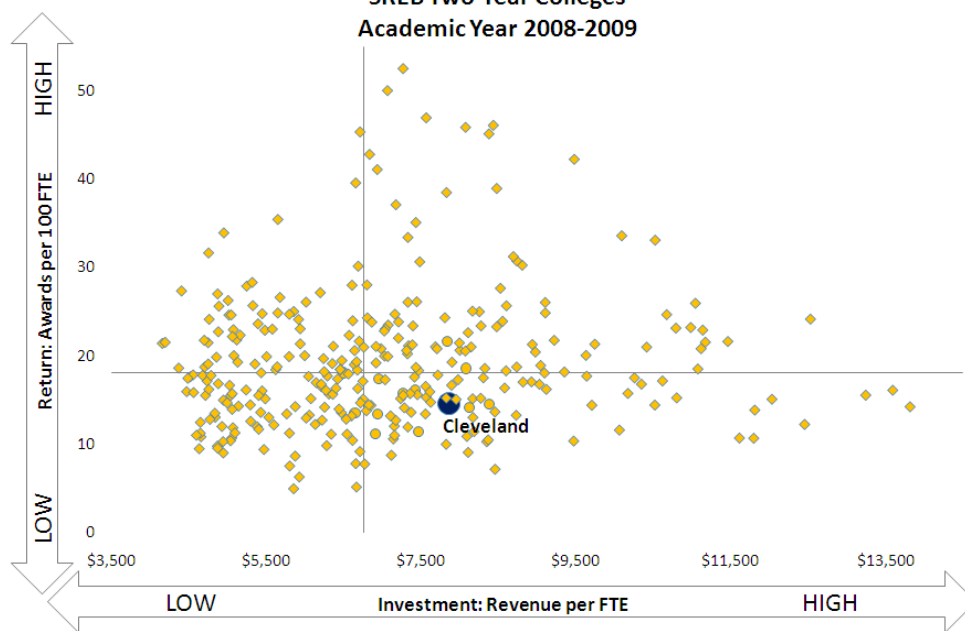
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Cleveland	SREB Median	Index	Cleveland	SREB Median	Index
Revenues	\$14,305,000	\$15,217,000	N/A	\$17,347,000	\$19,746,000	N/A
Appropriations % Revenues	64.1%	66.9%	N/A	59.2%	63.2%	N/A
Full Time Equivalent (FTE)	2,254	2,781	N/A	2,208	2,851	N/A
Degrees and other awards	378	449	N/A	322	528	N/A
Revenues per FTE	\$6,300	\$5,400	1.18	\$7,900	\$6,800	1.16
Awards per Dollar Invested*	26	30	0.89	19	27	0.69
Awards per 100 FTE	17	16	1.06	15	18	0.81

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Columbia State Community College

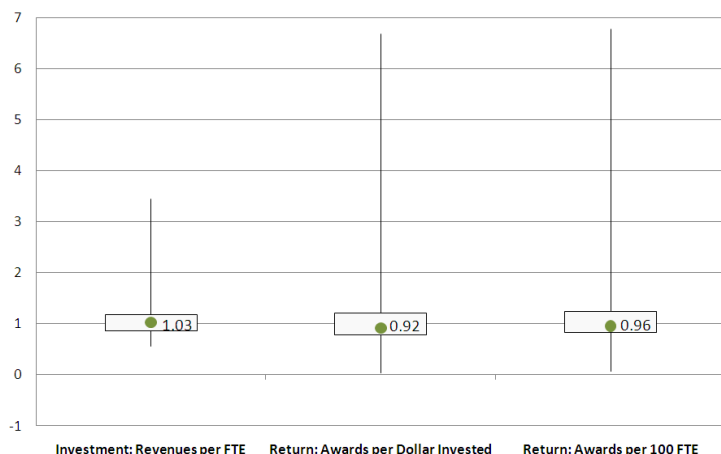


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

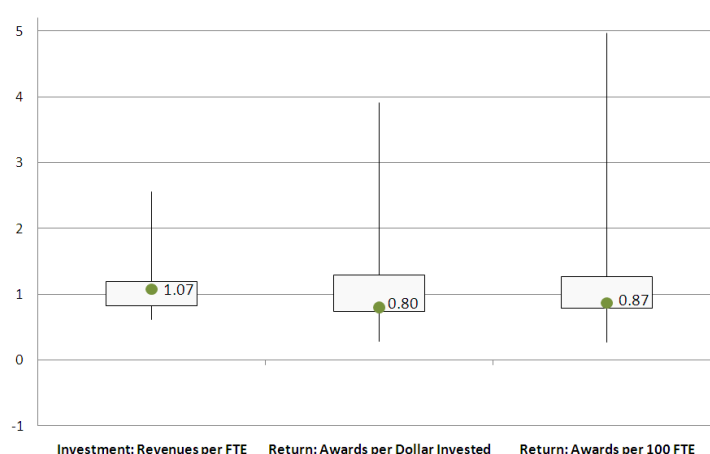
RETURN ON INVESTMENT INDEX

Columbia State Community College (2003-2004)



RETURN ON INVESTMENT INDEX

Columbia State Community College (2008-2009)



HOW TO READ THE INDEX

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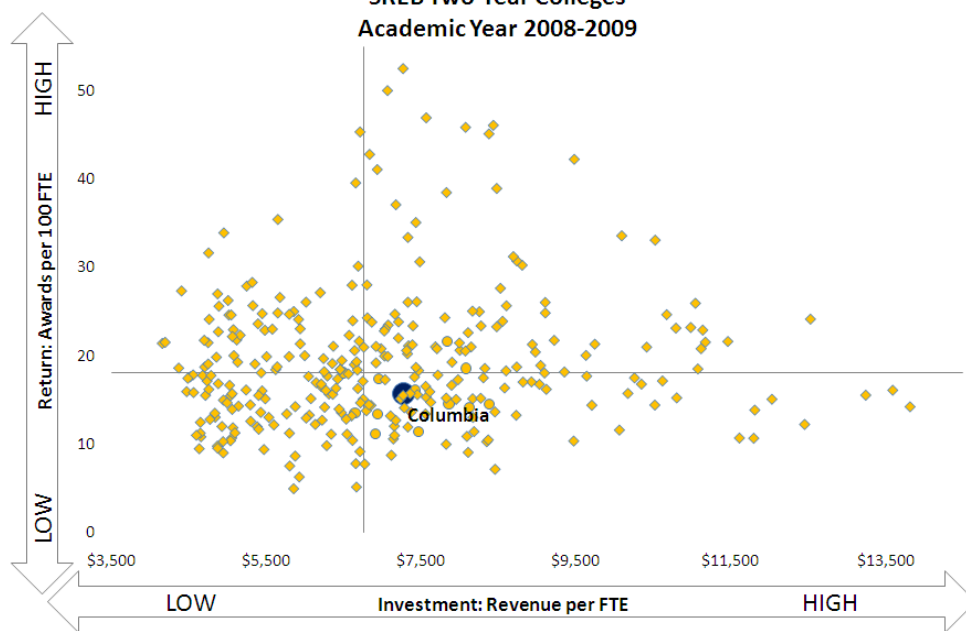
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Columbia	SREB Median	Index	Columbia	SREB Median	Index
Revenues	\$18,634,000	\$15,217,000	N/A	\$23,203,000	\$19,746,000	N/A
Appropriations % Revenues	60.9%	66.9%	N/A	57.1%	63.2%	N/A
Full Time Equivalent (FTE)	3,359	2,781	N/A	3,193	2,851	N/A
Degrees and other awards	511	449	N/A	503	528	N/A
Revenues per FTE	\$5,500	\$5,400	1.03	\$7,300	\$6,800	1.07
Awards per Dollar Invested*	27	30	0.92	22	27	0.80
Awards per 100 FTE	15	16	0.96	16	18	0.87

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

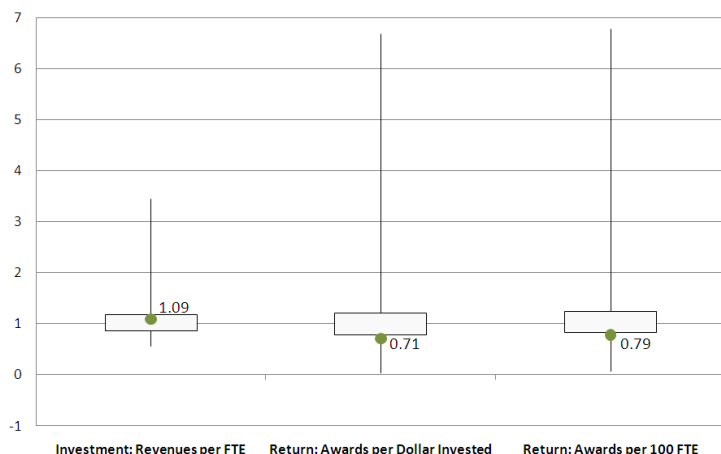
Dyersburg State Community College

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RETURN ON INVESTMENT INDEX
Dyersburg State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Dyersburg State Community College (2008-2009)



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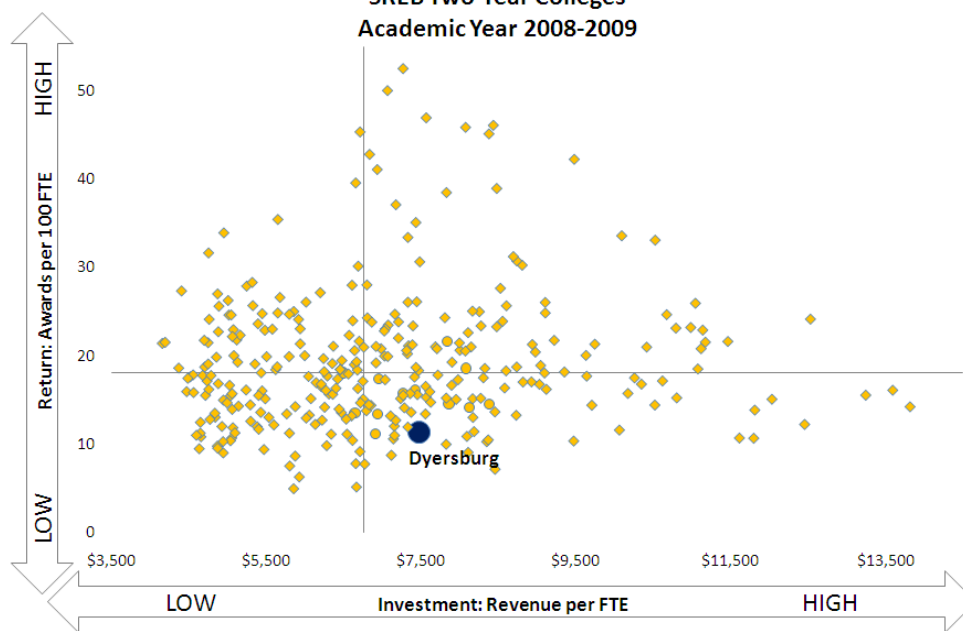
DATA DEFINITIONS - SREB Data Exchange

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Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Dyersburg	SREB Median	Index	Dyersburg	SREB Median	Index
Revenues	\$10,350,000	\$15,217,000	N/A	\$12,835,000	\$19,746,000	N/A
Appropriations % Revenues	59.5%	66.9%	N/A	56.0%	63.2%	N/A
Full Time Equivalent (FTE)	1,757	2,781	N/A	1,718	2,851	N/A
Degrees and other awards	219	449	N/A	196	528	N/A
Revenues per FTE	\$5,900	\$5,400	1.09	\$7,500	\$6,800	1.10
Awards per Dollar Invested*	21	30	0.71	15	27	0.56
Awards per 100 FTE	12	16	0.79	11	18	0.63

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

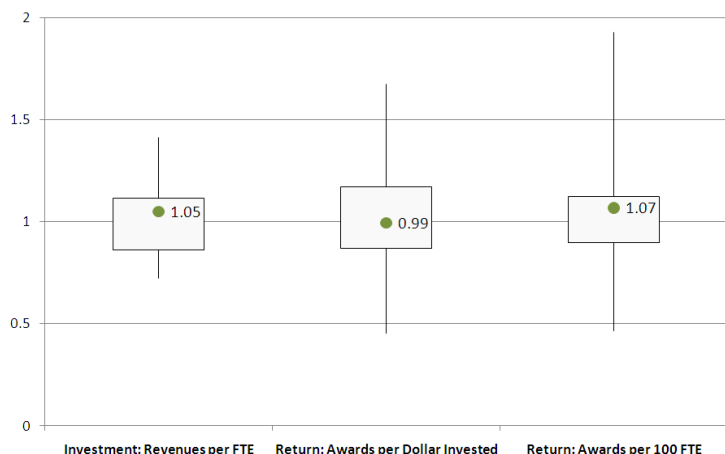
East Tennessee State University



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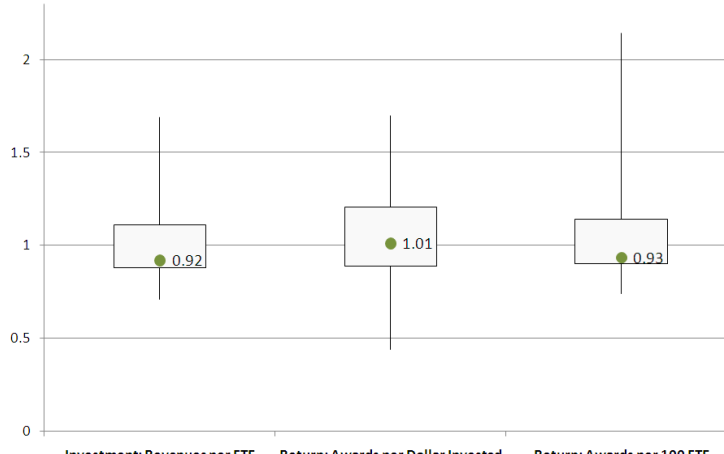
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RETURN ON INVESTMENT
East Tennessee State University (2003-2004)



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East Tennessee State University (2008-2009)

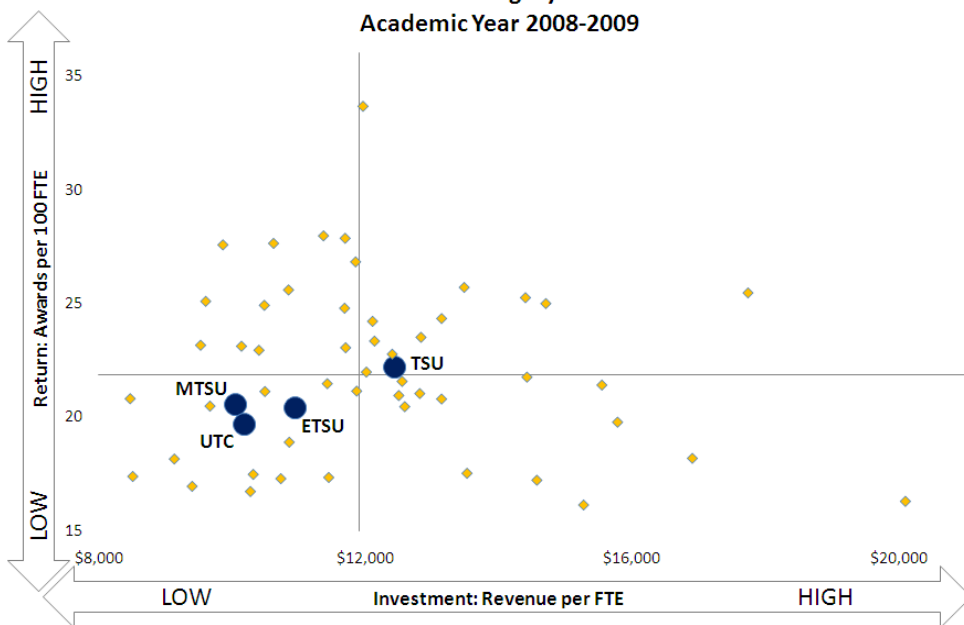


The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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Return on Investment
SREB Four Year Category 3 Institutions
Academic Year 2008-2009



*SREB Four Year Category 3 Institutions award at least 100 masters degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	ETSU	SREB Median	Index	ETSU	SREB Median	Index
Revenues	\$96,223,000	\$76,911,000	N/A	\$126,024,000	\$114,269,000	N/A
Appropriations % Revenues	54.8%	59.0%	N/A	45.9%	52.0%	N/A
Full Time Equivalent (FTE)	10,289	8,986	N/A	11,514	9,311	N/A
Degrees and other awards	2,135	1,919	N/A	2,349	2,140	N/A
Revenues per FTE	\$9,400	\$8,900	1.05	\$10,900	\$11,900	0.92
Awards per Dollar Invested*	22	22	0.99	19	18	1.01
Awards per 100 FTE	21	19	1.07	20	22	0.93

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Jackson State Community College

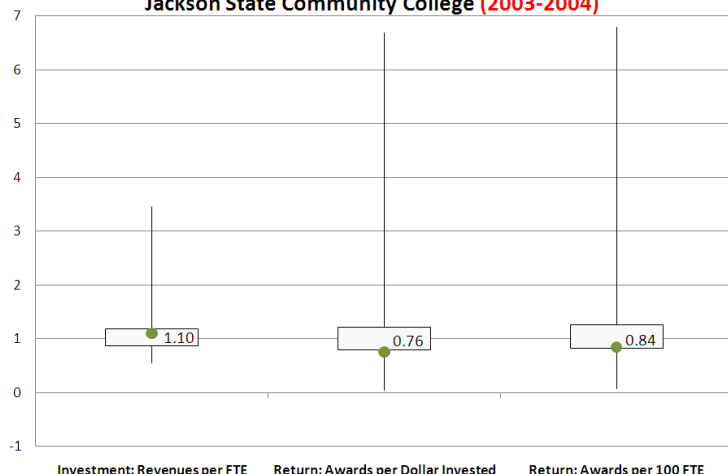


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

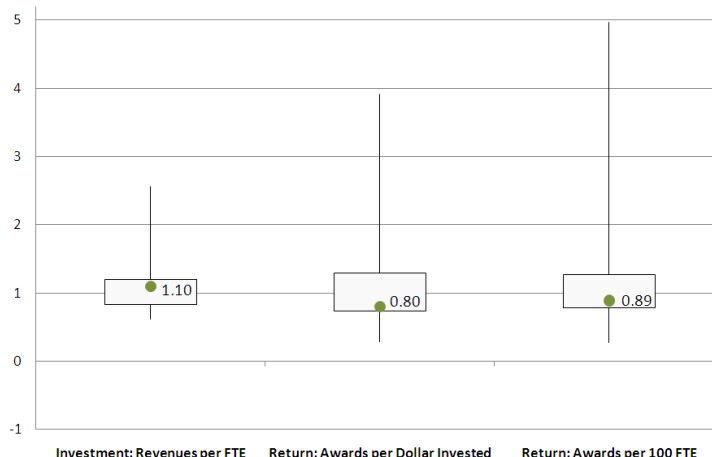
Jackson State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Jackson State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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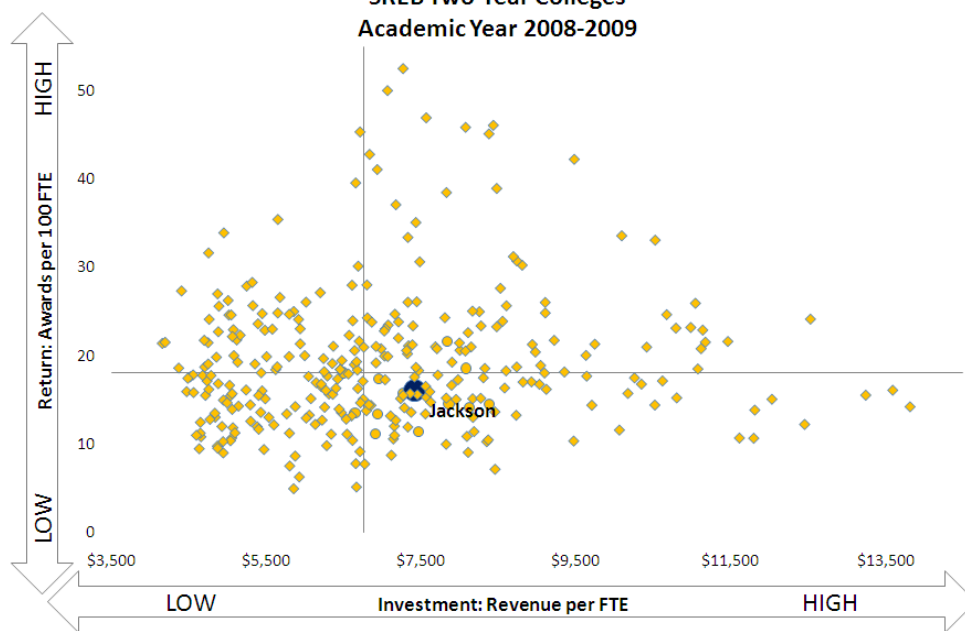
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures				Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Jackson	SREB Median	Index	Jackson	SREB Median	Index			
Revenues	\$17,284,000	\$15,217,000	N/A	\$22,828,000	\$19,746,000	N/A			
Appropriations % Revenues	62.2%	66.9%	N/A	54.3%	63.2%	N/A			
Full Time Equivalent (FTE)	2,923	2,781	N/A	3,076	2,851	N/A			
Degrees and other awards	391	449	N/A	495	528	N/A			
Revenues per FTE	\$5,900	\$5,400	1.10	\$7,400	\$6,800	1.10			
Awards per Dollar Invested*	23	30	0.76	22	27	0.80			
Awards per 100 FTE	13	16	0.84	16	18	0.89			

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

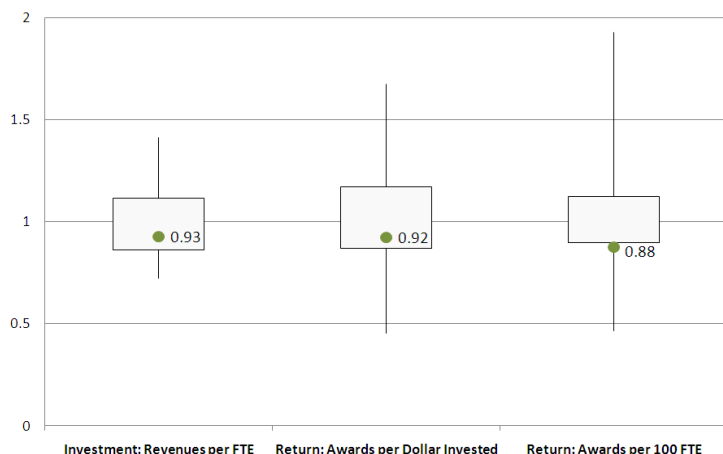
Middle Tennessee State University



The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

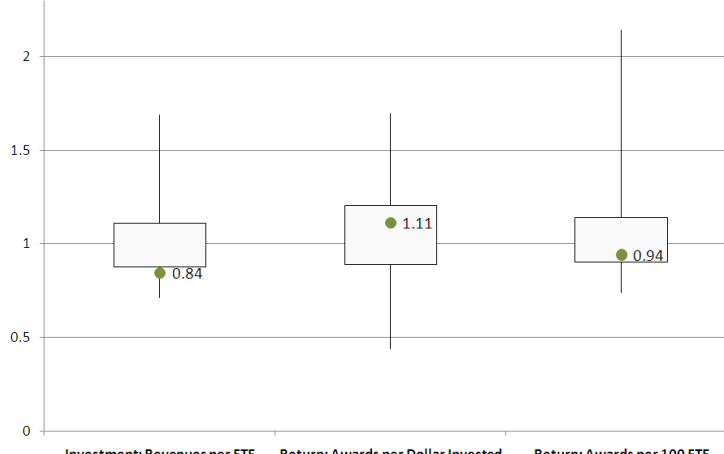
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Middle Tennessee State University (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Middle Tennessee State University (2008-2009)

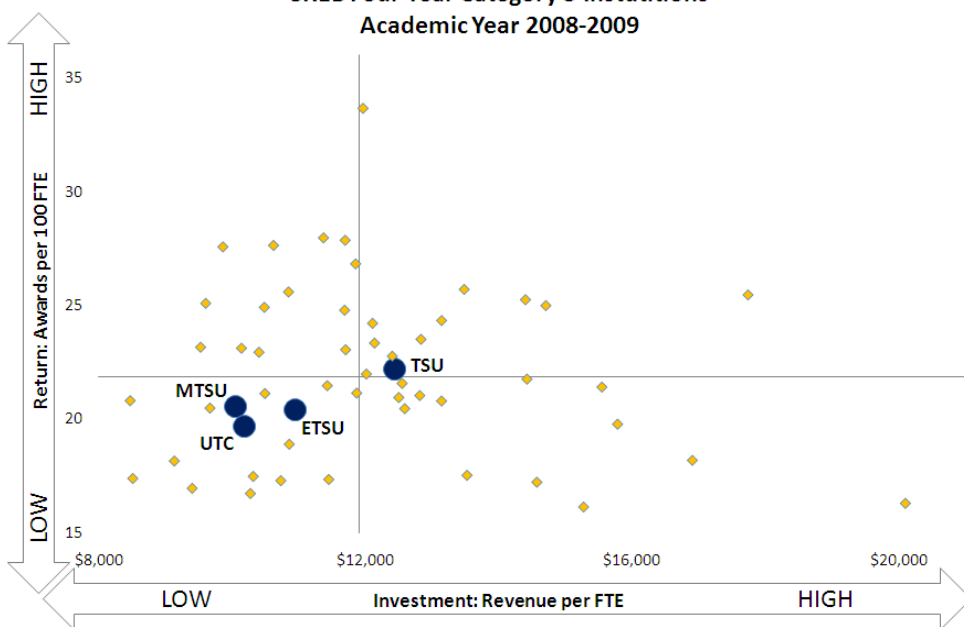


The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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Return on Investment
SREB Four Year Category 3 Institutions
Academic Year 2008-2009



*SREB Four Year Category 3 Institutions award at least 100 masters degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	MTSU	SREB Median	Index	MTSU	SREB Median	Index
Revenues	\$162,931,000	\$76,911,000	N/A	\$207,554,000	\$114,269,000	N/A
Appropriations % Revenues	50.7%	59.0%	N/A	44.3%	52.0%	N/A
Full Time Equivalent (FTE)	19,709	8,986	N/A	20,670	9,311	N/A
Degrees and other awards	3,355	1,919	N/A	4,252	2,140	N/A
Revenues per FTE	\$8,300	\$8,900	0.93	\$10,000	\$11,900	0.84
Awards per Dollar Invested*	21	22	0.92	20	18	1.11
Awards per 100 FTE	17	19	0.88	21	22	0.94

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

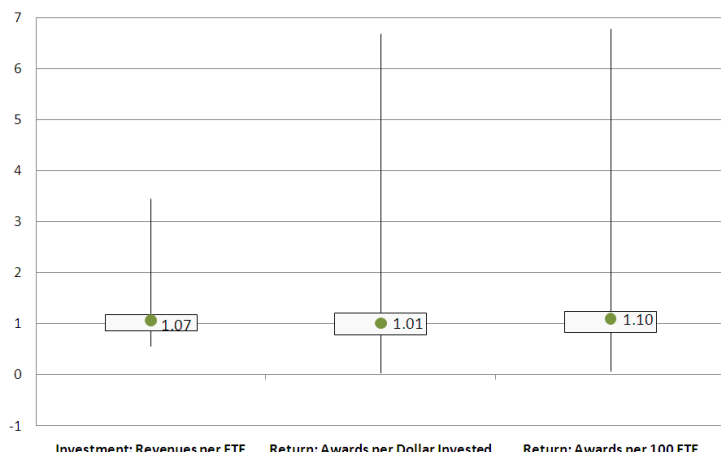
Motlow State Community College

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



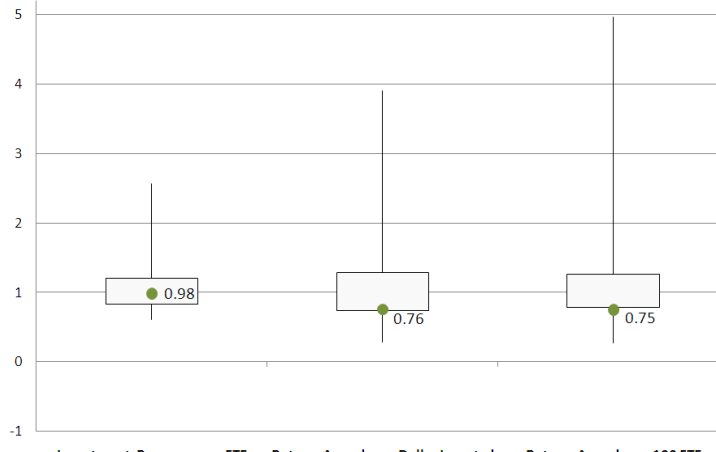
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Motlow State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Motlow State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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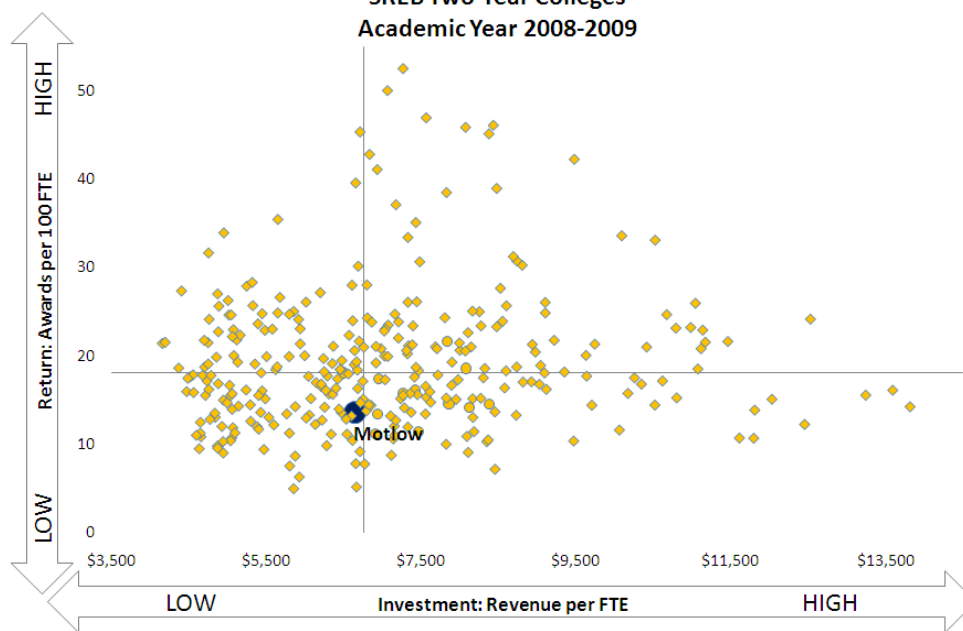
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Motlow	SREB Median	Index	Motlow	SREB Median	Index
Revenues	\$14,523,000	\$15,217,000	N/A	\$19,779,000	\$19,746,000	N/A
Appropriations % Revenues	61.2%	66.9%	N/A	52.1%	63.2%	N/A
Full Time Equivalent (FTE)	2,518	2,781	N/A	2,976	2,851	N/A
Degrees and other awards	439	449	N/A	404	528	N/A
Revenues per FTE	\$5,800	\$5,400	1.07	\$6,600	\$6,800	0.98
Awards per Dollar Invested*	30	30	1.01	20	27	0.76
Awards per 100 FTE	17	16	1.10	14	18	0.75

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Nashville State Community College

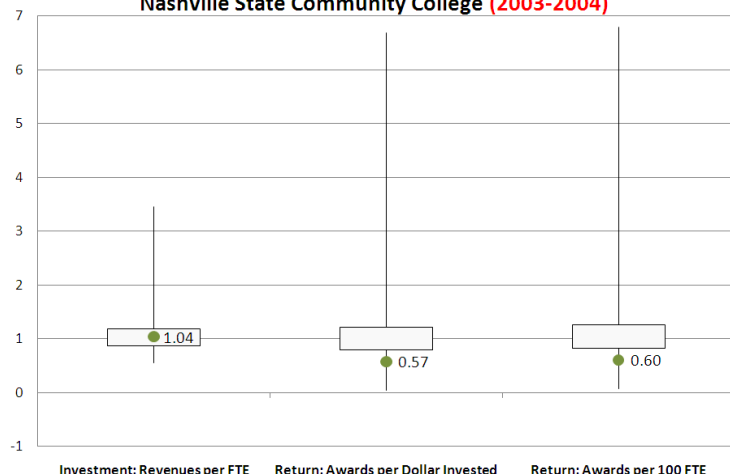
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

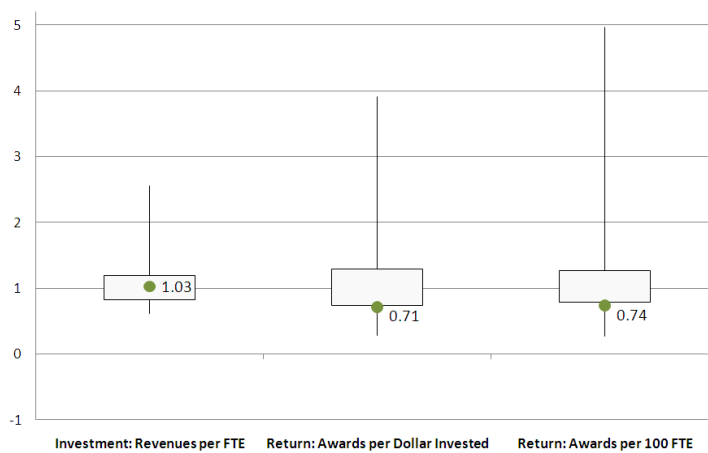
RETURN ON INVESTMENT INDEX

Nashville State Community College (2003-2004)



RETURN ON INVESTMENT INDEX

Nashville State Community College (2008-2009)



HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

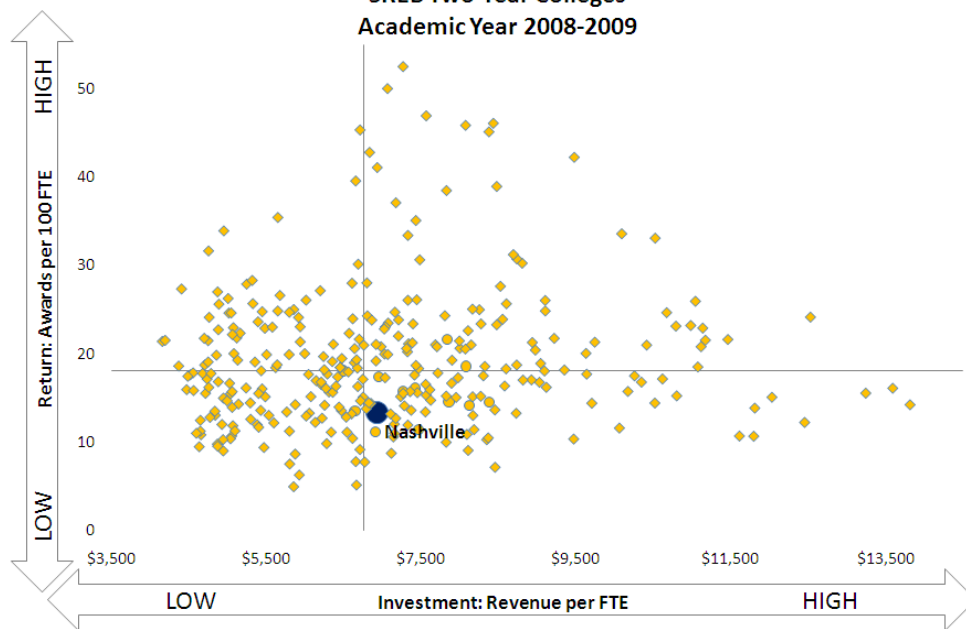
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Nashville	SREB Median	Index	Nashville	SREB Median	Index
Revenues	\$23,507,000	\$15,217,000	N/A	\$32,309,000	\$19,746,000	N/A
Appropriations % Revenues	55.4%	66.9%	N/A	47.6%	63.2%	N/A
Full Time Equivalent (FTE)	4,184	2,781	N/A	4,658	2,851	N/A
Degrees and other awards	400	449	N/A	624	528	N/A
Revenues per FTE	\$5,600	\$5,400	1.04	\$6,900	\$6,800	1.03
Awards per Dollar Invested*	17	30	0.57	19	27	0.71
Awards per 100 FTE	10	16	0.60	13	18	0.74

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Northeast State Community College

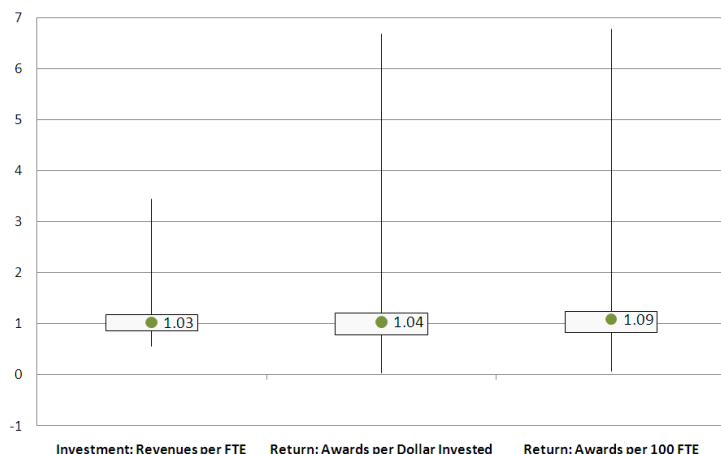
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

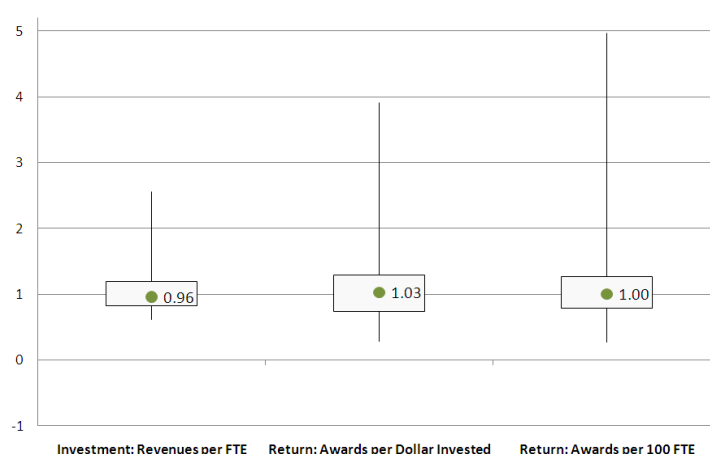
RETURN ON INVESTMENT INDEX

Northeast State Community College (2003-2004)



RETURN ON INVESTMENT INDEX

Northeast State Community College (2008-2009)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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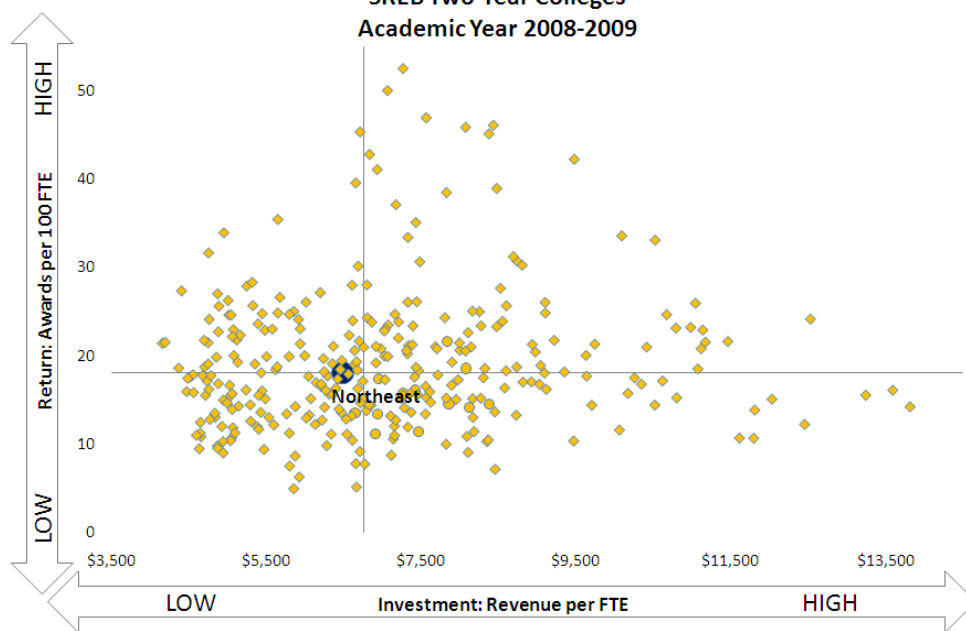
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Northeast	SREB Median	Index	Northeast	SREB Median	Index
Revenues	\$18,121,000	\$15,217,000	N/A	\$24,094,000	\$19,746,000	N/A
Appropriations % Revenues	58.0%	66.9%	N/A	51.6%	63.2%	N/A
Full Time Equivalent (FTE)	3,253	2,781	N/A	3,710	2,851	N/A
Degrees and other awards	562	449	N/A	672	528	N/A
Revenues per FTE	\$5,600	\$5,400	1.03	\$6,500	\$6,800	0.96
Awards per Dollar Invested*	31	30	1.04	28	27	1.03
Awards per 100 FTE	17	16	1.09	18	18	1.00

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

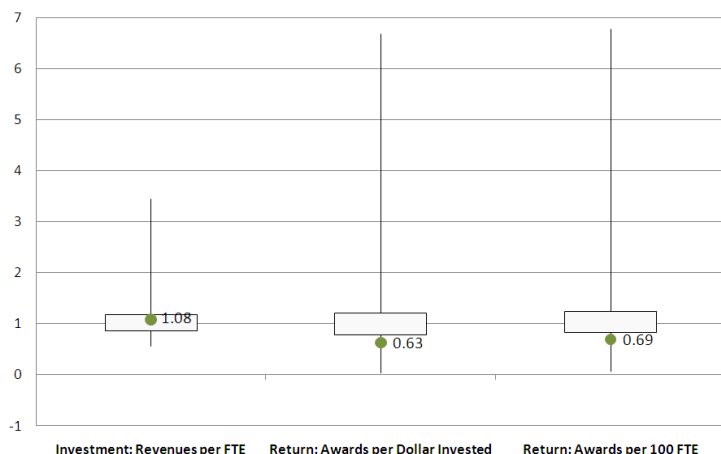
Pellissippi State Community College



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The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Pellissippi State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Pellissippi State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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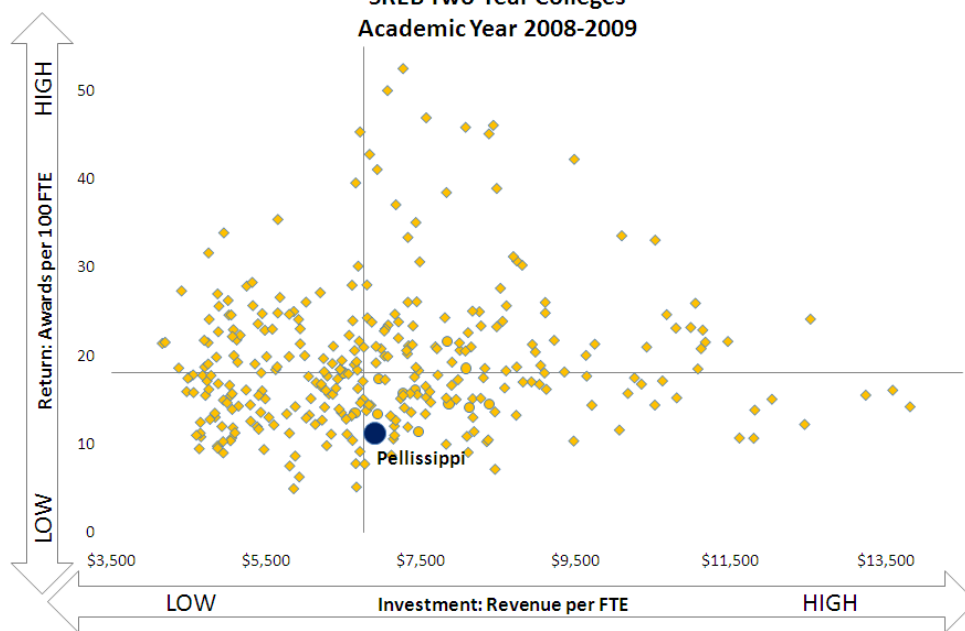
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures			Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Pellissippi	SREB Median	Index		Pellissippi	SREB Median	Index	
Revenues	\$32,333,000	\$15,217,000	N/A		\$42,041,000	\$19,746,000	N/A	
Appropriations % Revenues	55.9%	66.9%	N/A		49.3%	63.2%	N/A	
Full Time Equivalent (FTE)	5,534	2,781	N/A		6,089	2,851	N/A	
Degrees and other awards	607	449	N/A		682	528	N/A	
Revenues per FTE	\$5,800	\$5,400	1.08		\$6,900	\$6,800	1.02	
Awards per Dollar Invested*	19	30	0.63		16	27	0.60	
Awards per 100 FTE	11	16	0.69		11	18	0.62	

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

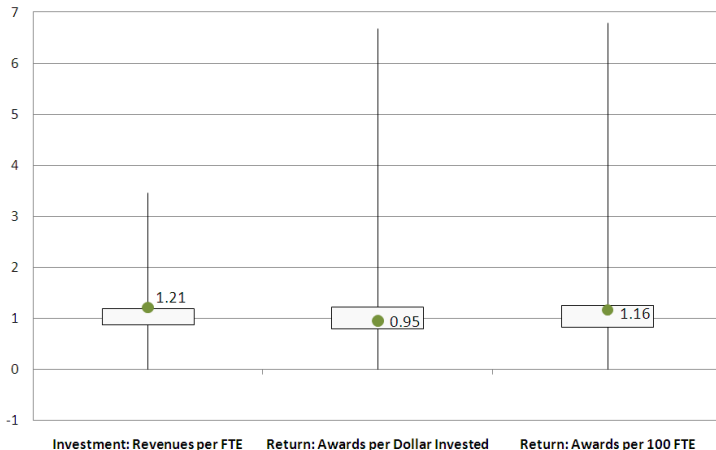
Roane State Community College

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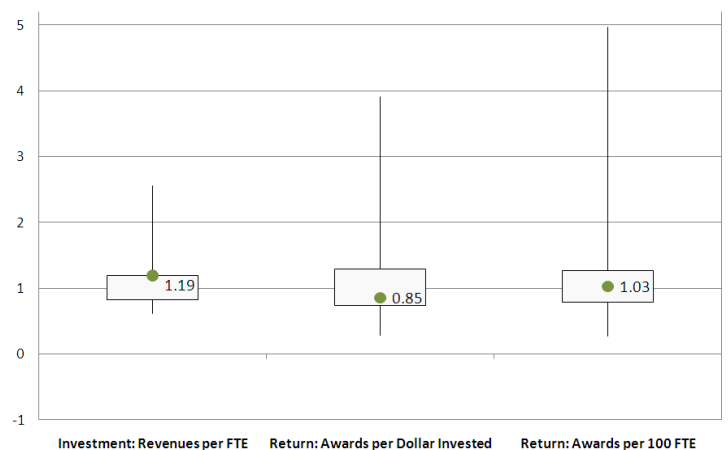
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Roane State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Roane State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

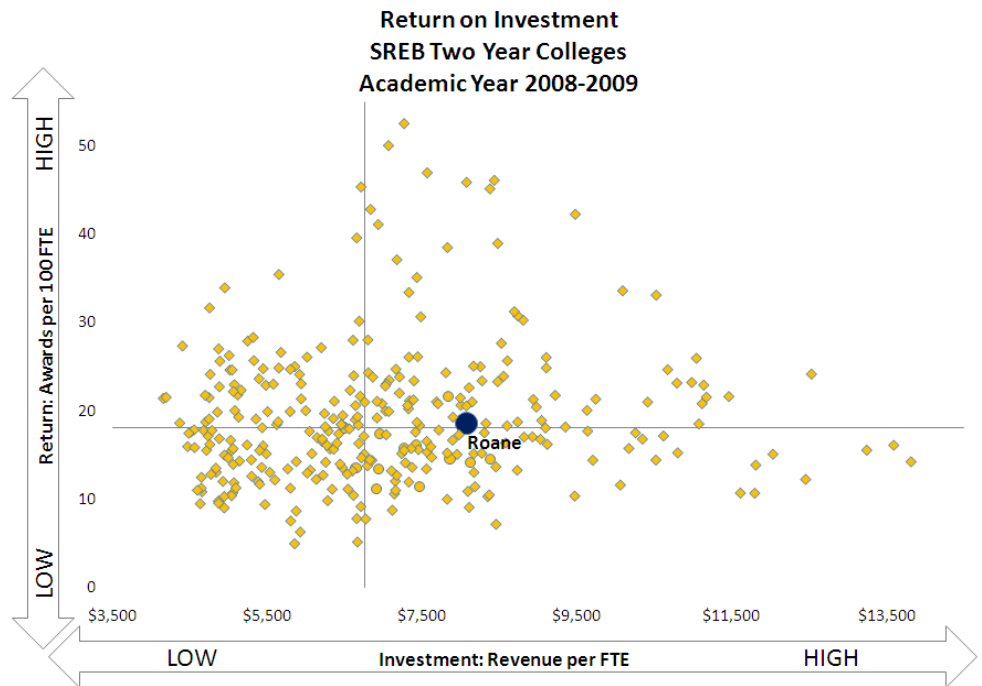
The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Academic Year 2003 - 2004				Academic Year 2008 - 2009		
Measures	Roane	SREB Median	Index	Roane	SREB Median	Index
Revenues	\$24,944,000	\$15,217,000	N/A	\$30,657,000	\$19,746,000	N/A
Appropriations % Revenues	63.2%	66.9%	N/A	58.9%	63.2%	N/A
Full Time Equivalent (FTE)	3,841	2,781	N/A	3,796	2,851	N/A
Degrees and other awards	705	449	N/A	706	528	N/A
Revenues per FTE	\$6,500	\$5,400	1.21	\$8,100	\$6,800	1.19
Awards per Dollar Invested*	28	30	0.95	23	27	0.85
Awards per 100 FTE	18	16	1.16	19	18	1.03

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Southwest Tennessee Community College

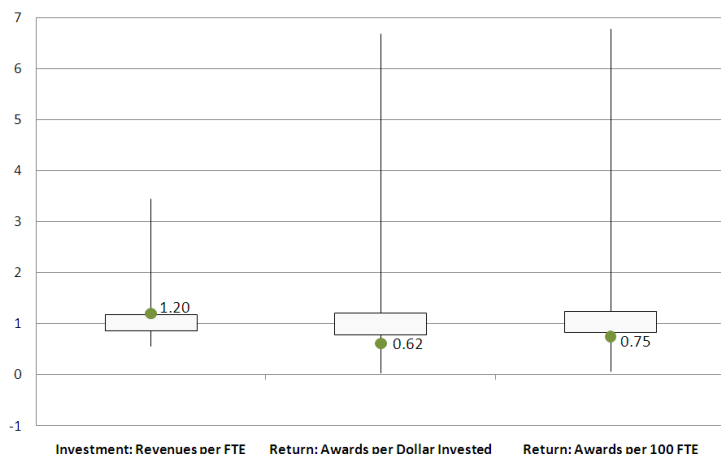


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RETURN ON INVESTMENT INDEX

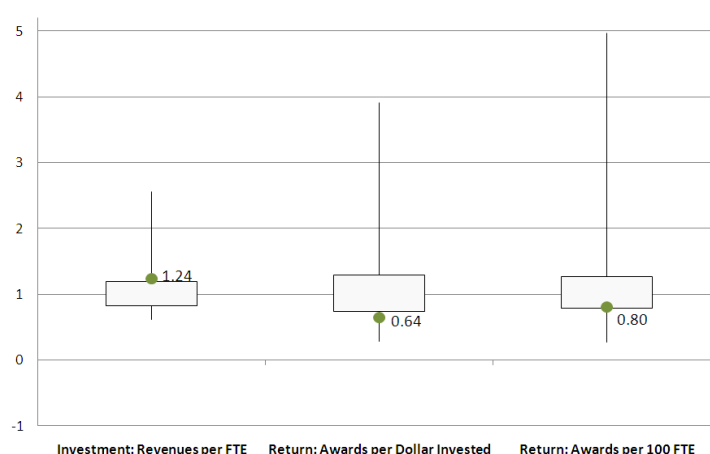
Southwest State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Southwest State Community College (2008-2009)



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HOW TO READ THE INDEX

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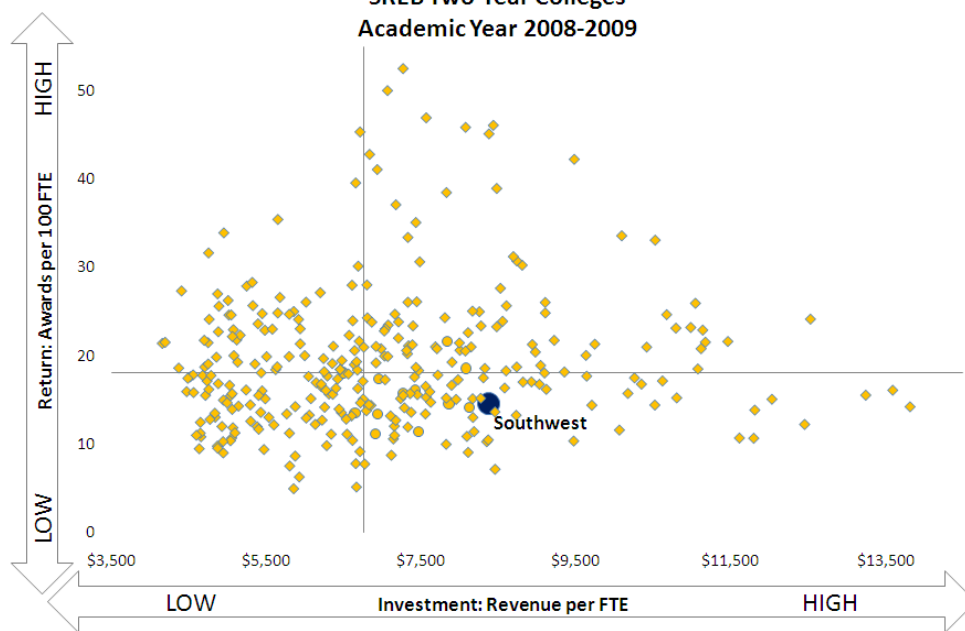
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures				Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Southwest	SREB Median	Index	Southwest	SREB Median	Index			
Revenues	\$55,790,000	\$15,217,000	N/A	\$65,484,000	\$19,746,000	N/A			
Appropriations % Revenues	61.9%	66.9%	N/A	57.8%	63.2%	N/A			
Full Time Equivalent (FTE)	8,634	2,781	N/A	7,815	2,851	N/A			
Degrees and other awards	1,030	449	N/A	1,139	528	N/A			
Revenues per FTE	\$6,500	\$5,400	1.20	\$8,400	\$6,800	1.24			
Awards per Dollar Invested*	18	30	0.62	17	27	0.64			
Awards per 100 FTE	12	16	0.75	15	18	0.80			

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

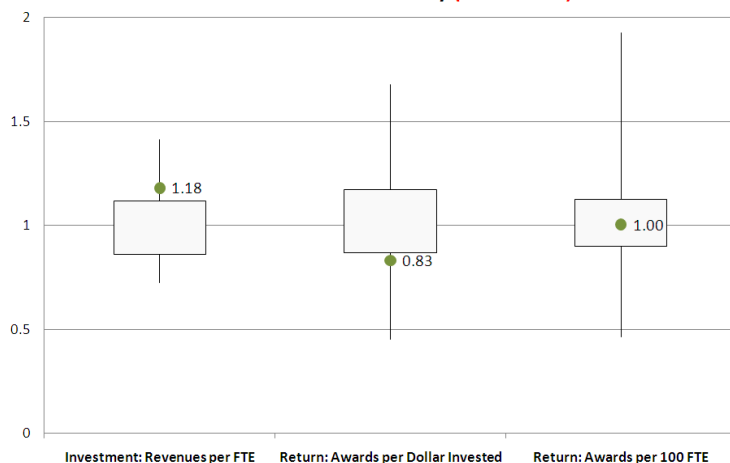
Tennessee State University

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

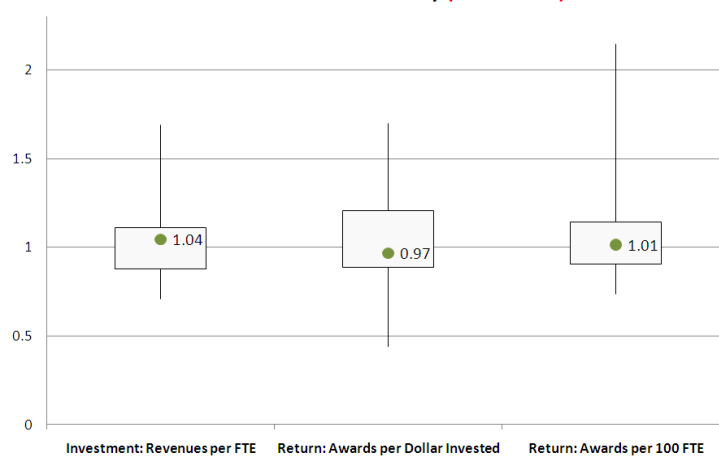


The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Tennessee State University (2003-2004)



RETURN ON INVESTMENT INDEX
Tennessee State University (2008-2009)



HOW TO READ THE INDEX

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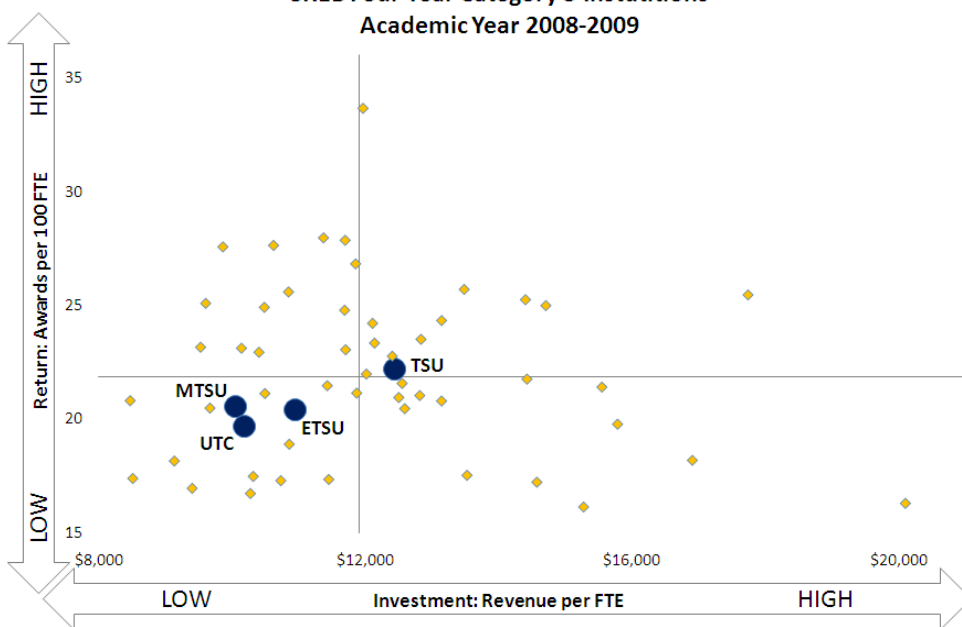
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment
SREB Four Year Category 3 Institutions
Academic Year 2008-2009



*SREB Four Year Category 3 Institutions award at least 100 masters degrees per year.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	TSU	SREB Median	Index	TSU	SREB Median	Index
Revenues	\$87,388,000	\$76,911,000	N/A	\$91,867,000	\$114,269,000	N/A
Appropriations % Revenues	43.0%	59.0%	N/A	41.9%	52.0%	N/A
Full Time Equivalent (FTE)	8,323	8,986	N/A	7,383	9,311	N/A
Degrees and other awards	1,623	1,919	N/A	1,638	2,140	N/A
Revenues per FTE	\$10,500	\$8,900	1.18	\$12,400	\$11,900	1.04
Awards per Dollar Invested*	19	22	0.83	18	18	0.97
Awards per 100 FTE	19	19	1.00	22	22	1.01

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technological University

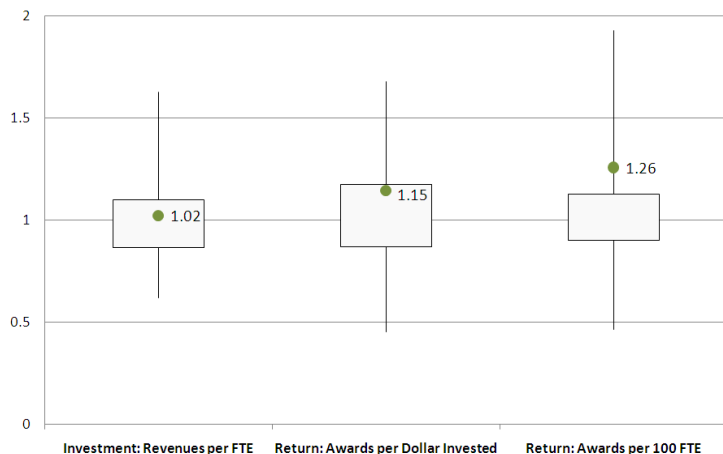
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



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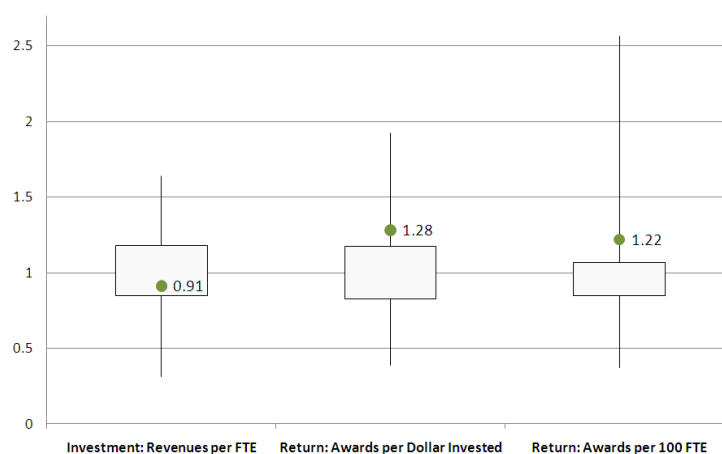
RETURN ON INVESTMENT INDEX

Tennessee Technological University (2003-2004)



RETURN ON INVESTMENT INDEX

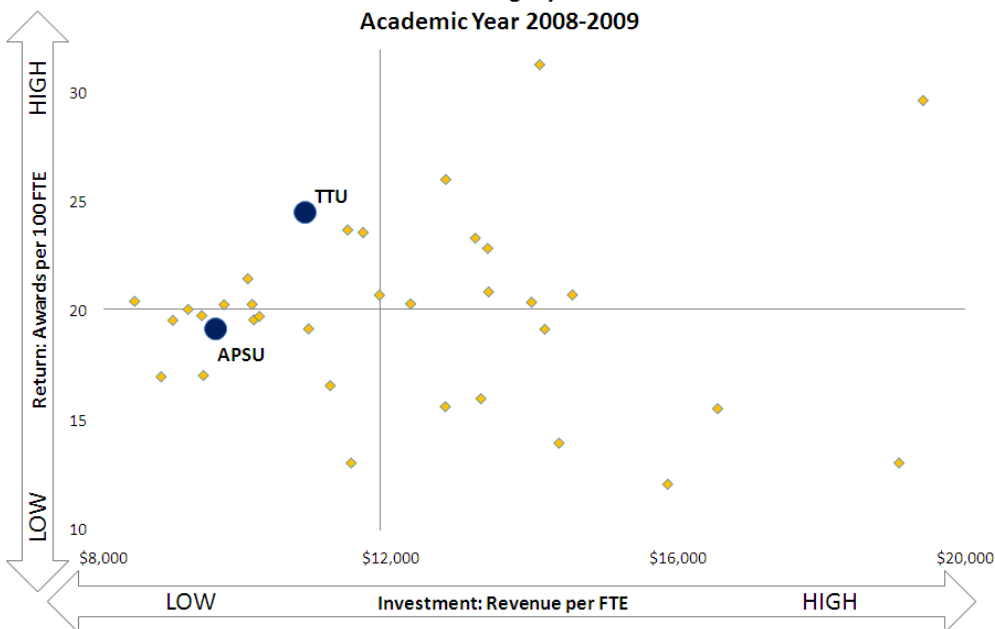
Tennessee Technological University (2008-2009)



HOW TO READ THE INDEX

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Return on Investment SREB Four Year Category 4 Institutions Academic Year 2008-2009



*SREB Four Year Category 4 Institutions award at least 30 masters degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	TTU	SREB Median	Index	TTU	SREB Median	Index
Revenues	\$75,991,000	\$46,518,000	N/A	\$94,766,000	\$59,272,000	N/A
Appropriations % Revenues	58.6%	52.5%	N/A	47.7%	54.4%	N/A
Full Time Equivalent (FTE)	7,907	4,802	N/A	8,768	4,693	N/A
Degrees and other awards	1,854	933	N/A	2,153	958	N/A
Revenues per FTE	\$9,600	\$9,400	1.02	\$10,800	\$11,800	0.91
Awards per Dollar Invested*	24	21	1.15	23	18	1.28
Awards per 100 FTE	23	19	1.26	25	20	1.22

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Athens

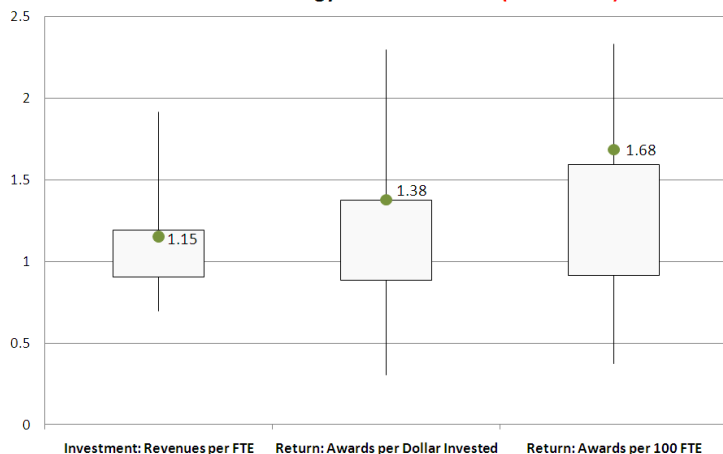
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

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RETURN ON INVESTMENT INDEX

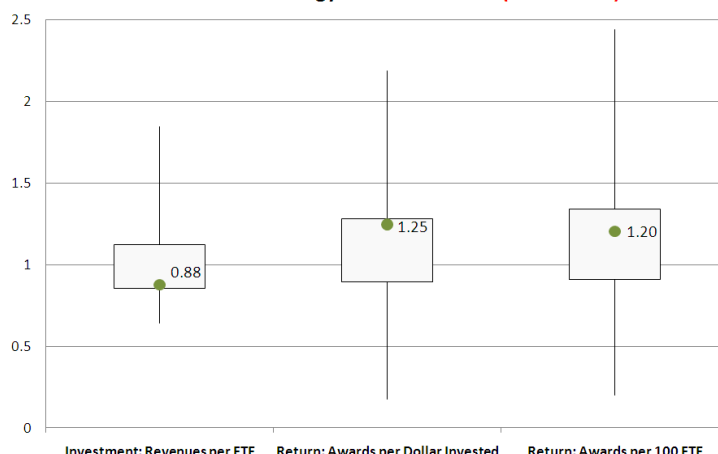
Tennessee Technology Center - Athens (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Athens (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

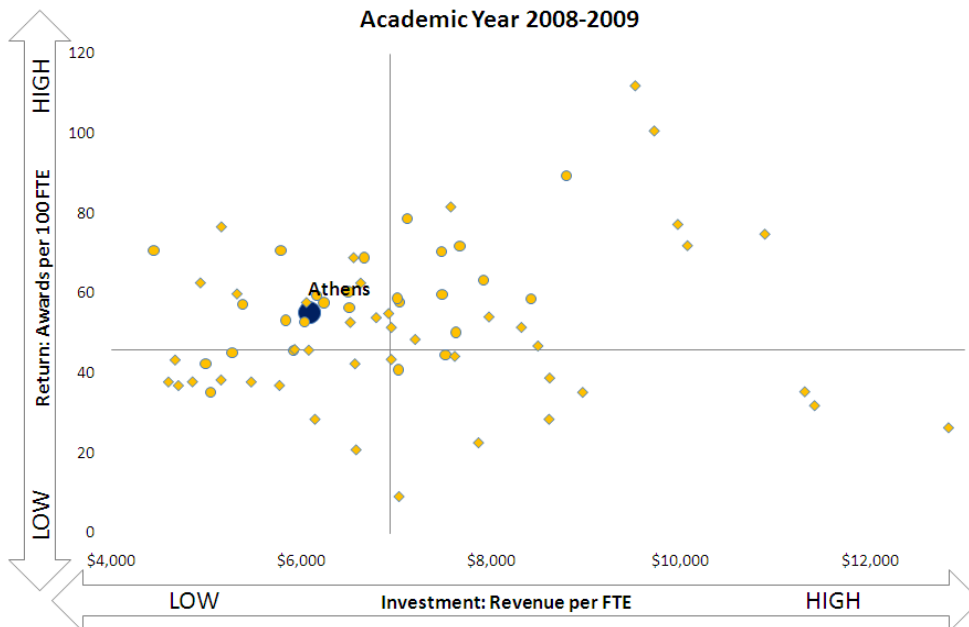
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Academic Year 2003 - 2004				Academic Year 2008 - 2009		
Measures	Athens	SREB Median	Index	Athens	SREB Median	Index
Revenues	\$1,312,000	\$9,175,000	N/A	\$1,721,000	\$12,389,000	N/A
Appropriations % Revenues	81.6%	78.0%	N/A	75.6%	71.9%	N/A
Full Time Equivalent (FTE)	231	1,742	N/A	283	1,790	N/A
Degrees and other awards	153	796	N/A	156	904	N/A
Revenues per FTE	\$5,700	\$4,900	1.15	\$6,100	\$6,900	0.88
Awards per Dollar Invested*	117	85	1.38	91	73	1.25
Awards per 100 FTE	66	39	1.68	55	46	1.20

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

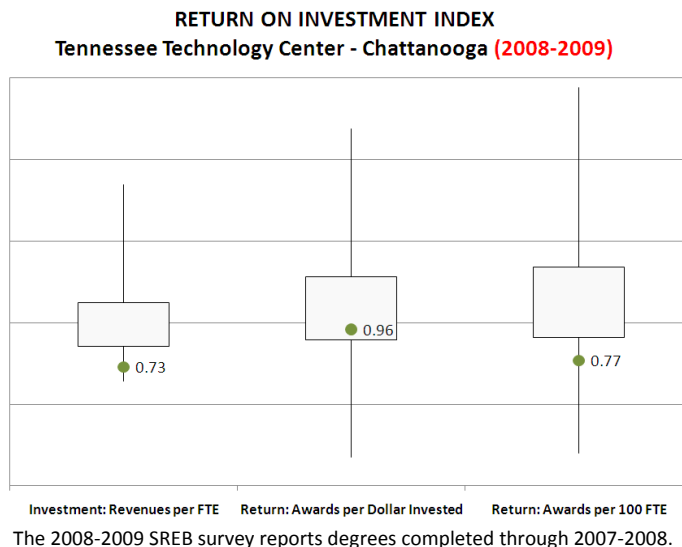
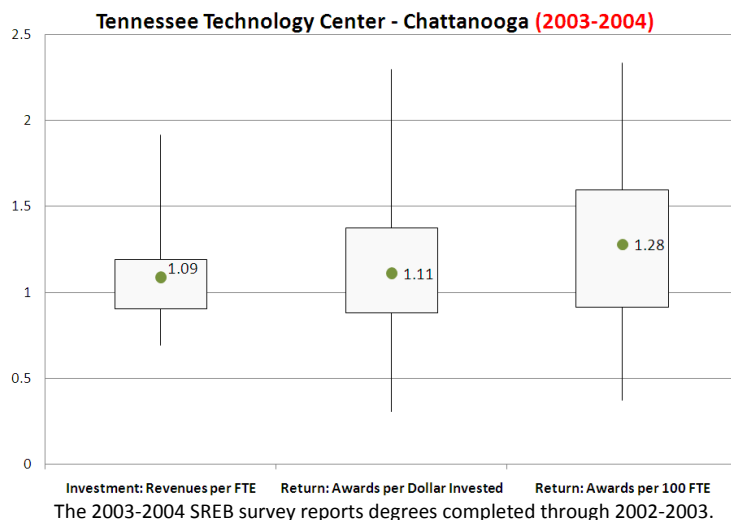
Tennessee Technology Center at Chattanooga



The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

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RETURN ON INVESTMENT INDEX



HOW TO READ THE INDEX

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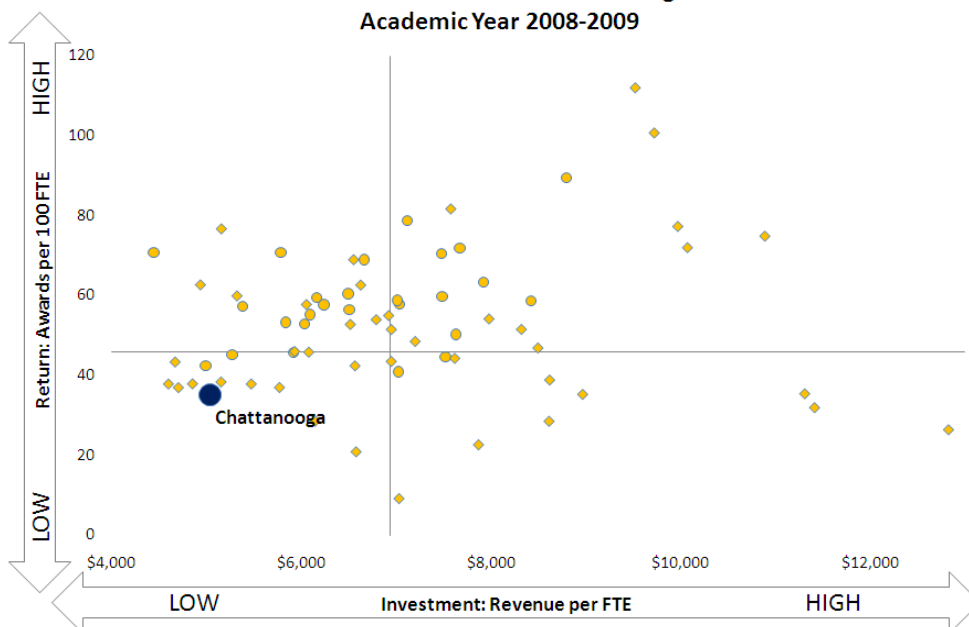
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Chattanooga	SREB Median	Index	Chattanooga	SREB Median	Index
Revenues	\$3,171,000	\$9,175,000	N/A	\$4,462,000	\$12,389,000	N/A
Appropriations % Revenues	77.6%	78.0%	N/A	67.1%	71.9%	N/A
Full Time Equivalent (FTE)	592	1,742	N/A	885	1,790	N/A
Degrees and other awards	298	796	N/A	311	904	N/A
Revenues per FTE	\$5,400	\$4,900	1.09	\$5,000	\$6,900	0.73
Awards per Dollar Invested*	94	85	1.11	70	73	0.96
Awards per 100 FTE	50	39	1.28	35	46	0.77

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Covington

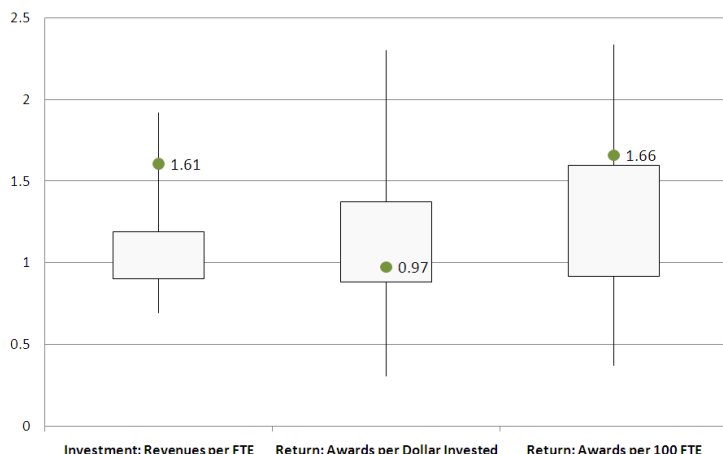


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RETURN ON INVESTMENT INDEX

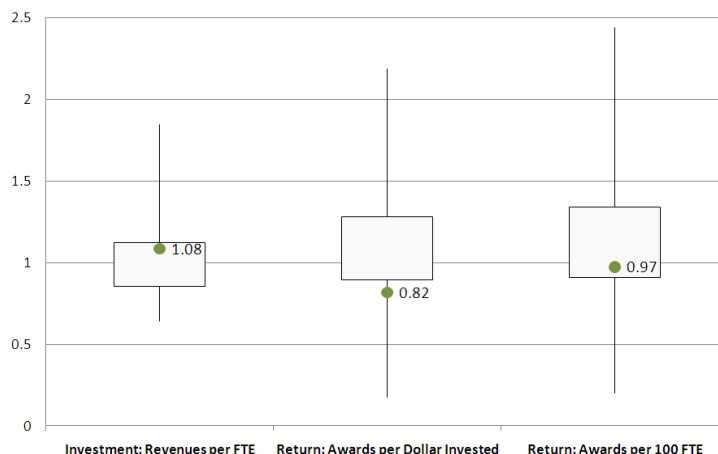
Tennessee Technology Center - Covington (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Covington (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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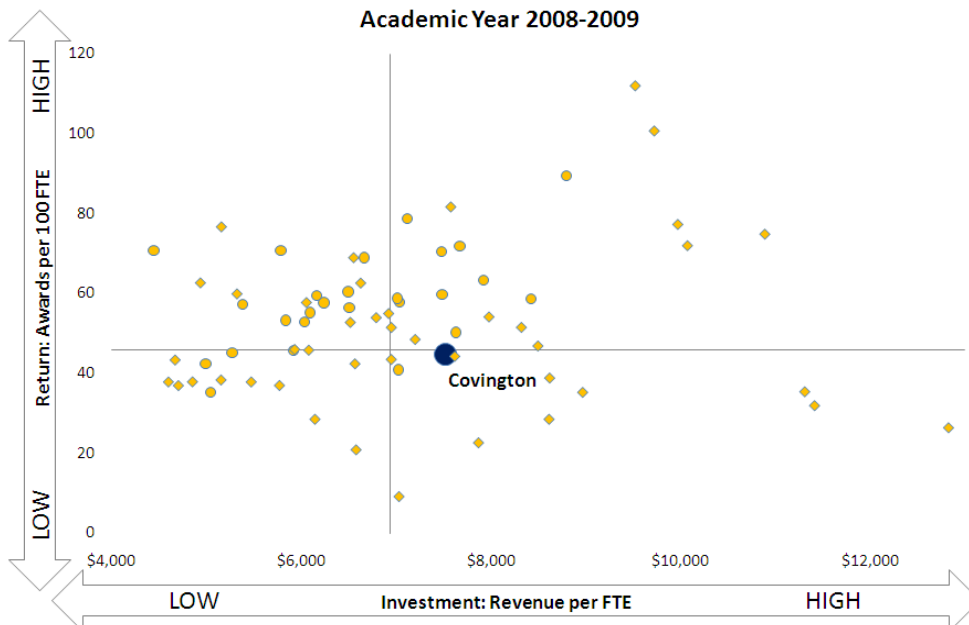
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Academic Year 2003 - 2004				Academic Year 2008 - 2009		
Measures	Covington	SREB Median	Index	Covington	SREB Median	Index
Revenues	\$1,092,000	\$9,175,000	N/A	\$1,348,000	\$12,389,000	N/A
Appropriations % Revenues	82.1%	78.0%	N/A	81.0%	71.9%	N/A
Full Time Equivalent (FTE)	138	1,742	N/A	179	1,790	N/A
Degrees and other awards	90	796	N/A	80	904	N/A
Revenues per FTE	\$7,900	\$4,900	1.61	\$7,500	\$6,900	1.08
Awards per Dollar Invested*	82	85	0.97	59	73	0.82
Awards per 100 FTE	65	39	1.66	45	46	0.97

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Crossville

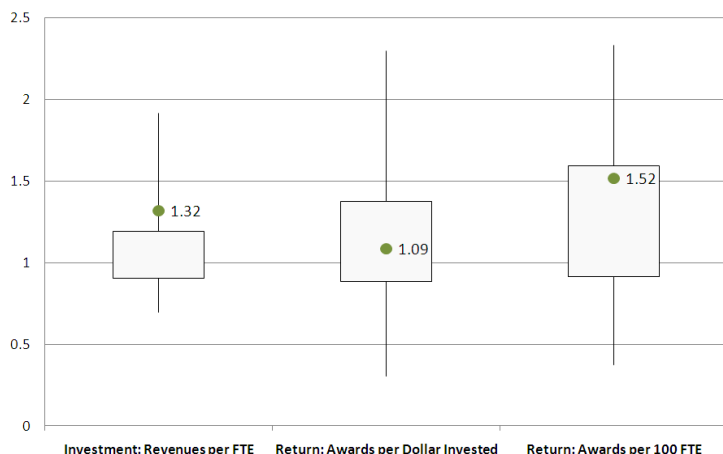
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RETURN ON INVESTMENT INDEX

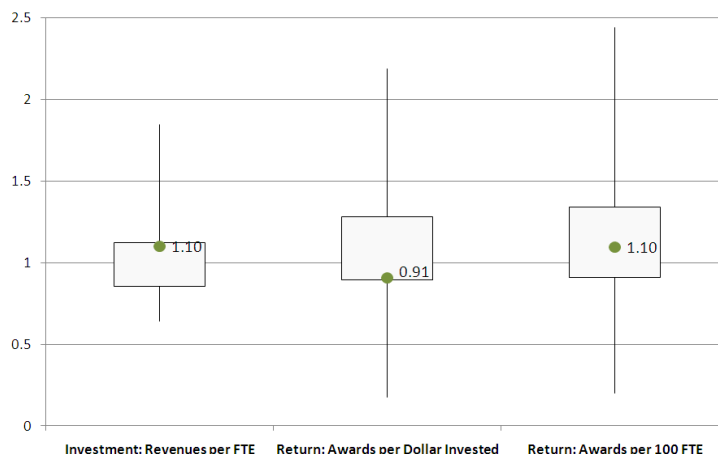
Tennessee Technology Center - Crossville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Crossville (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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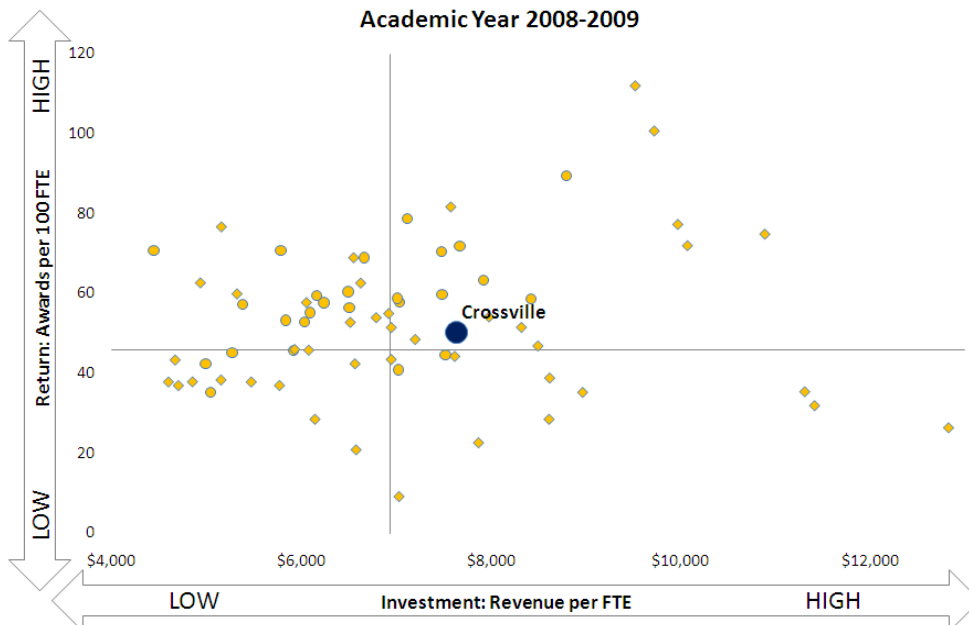
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Crossville	SREB Median	Index	Crossville	SREB Median	Index
Revenues	\$2,124,000	\$9,175,000	N/A	\$2,841,000	\$12,389,000	N/A
Appropriations % Revenues	84.5%	78.0%	N/A	76.9%	71.9%	N/A
Full Time Equivalent (FTE)	327	1,742	N/A	372	1,790	N/A
Degrees and other awards	195	796	N/A	187	904	N/A
Revenues per FTE	\$6,500	\$4,900	1.32	\$7,600	\$6,900	1.10
Awards per Dollar Invested*	92	85	1.09	66	73	0.91
Awards per 100 FTE	60	39	1.52	50	46	1.10

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Crump

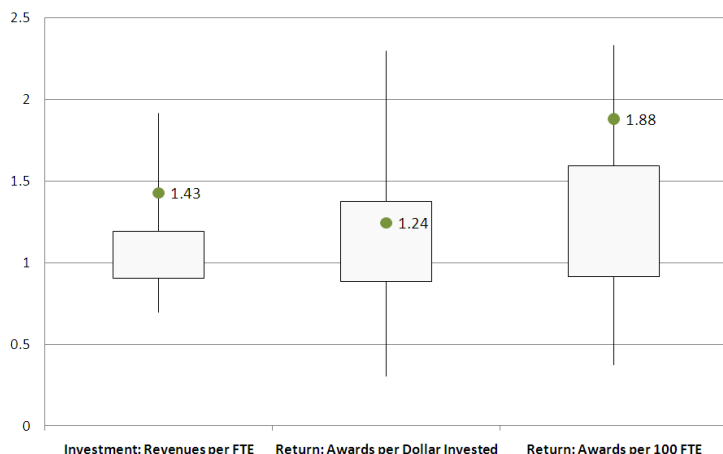
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RETURN ON INVESTMENT INDEX

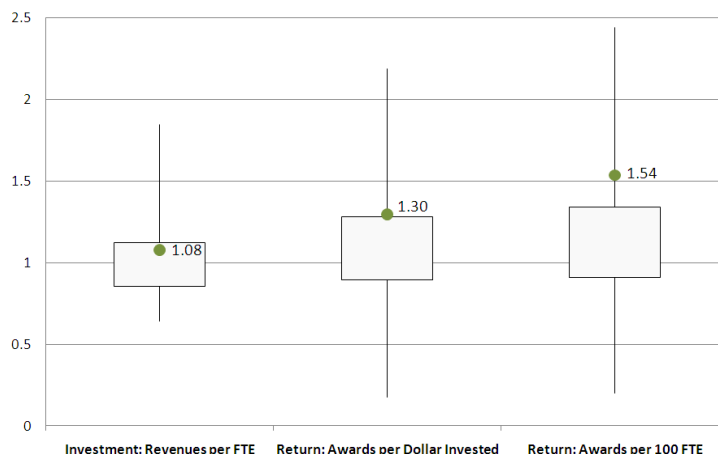
Tennessee Technology Center - Crump (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Crump (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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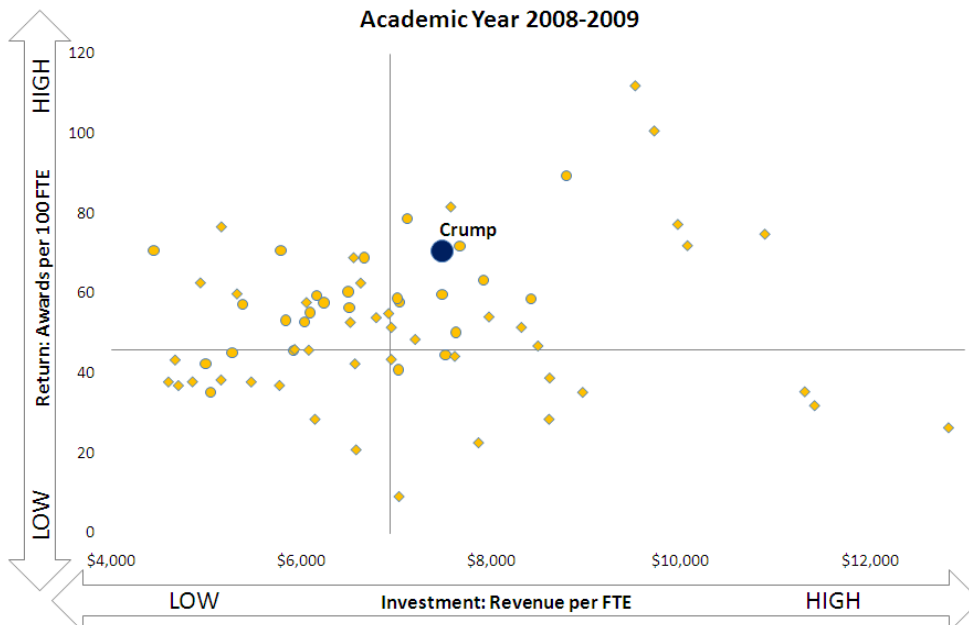
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Crump	SREB Median	Index	Crump	SREB Median	Index
Revenues	\$1,484,000	\$9,175,000	N/A	\$1,931,000	\$12,389,000	N/A
Appropriations % Revenues	83.3%	78.0%	N/A	77.8%	71.9%	N/A
Full Time Equivalent (FTE)	211	1,742	N/A	258	1,790	N/A
Degrees and other awards	156	796	N/A	182	904	N/A
Revenues per FTE	\$7,000	\$4,900	1.43	\$7,500	\$6,900	1.08
Awards per Dollar Invested*	105	85	1.24	94	73	1.30
Awards per 100 FTE	74	39	1.88	71	46	1.54

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Dickson

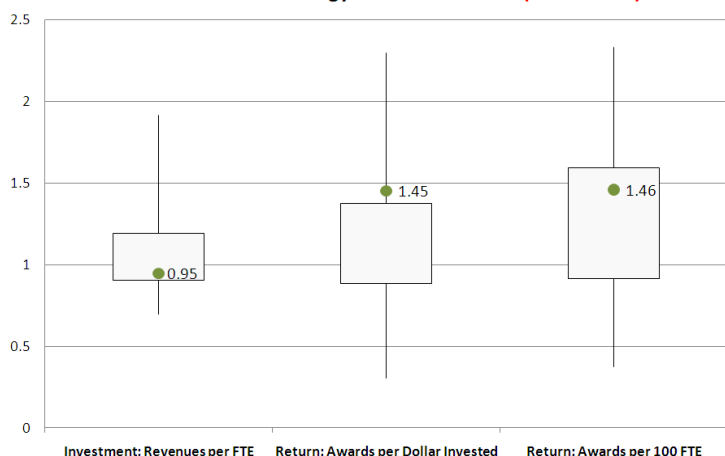


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RETURN ON INVESTMENT INDEX

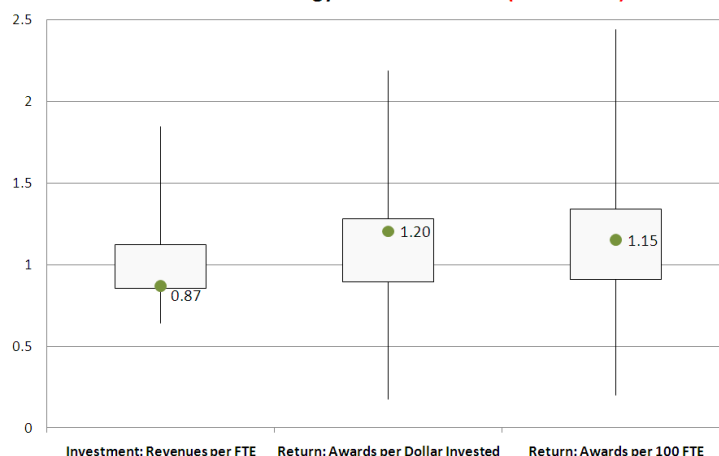
Tennessee Technology Center - Dickson (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Dickson (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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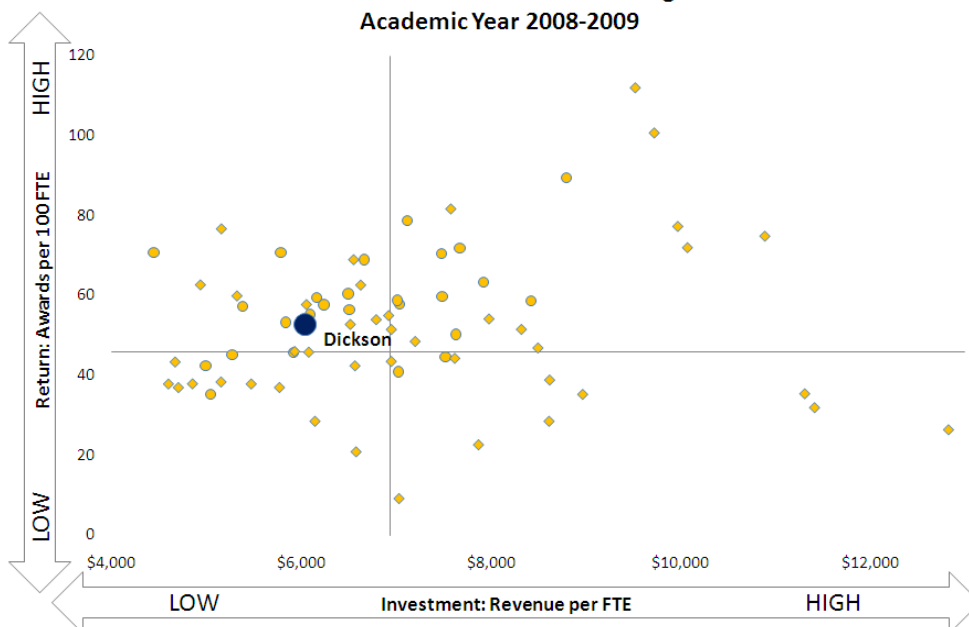
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Dickson	SREB Median	Index	Dickson	SREB Median	Index
Revenues	\$2,229,000	\$9,175,000	N/A	\$3,052,000	\$12,389,000	N/A
Appropriations % Revenues	82.1%	78.0%	N/A	72.9%	71.9%	N/A
Full Time Equivalent (FTE)	477	1,742	N/A	506	1,790	N/A
Degrees and other awards	274	796	N/A	267	904	N/A
Revenues per FTE	\$4,700	\$4,900	0.95	\$6,000	\$6,900	0.87
Awards per Dollar Invested*	123	85	1.45	87	73	1.20
Awards per 100 FTE	57	39	1.46	53	46	1.15

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Elizabethton

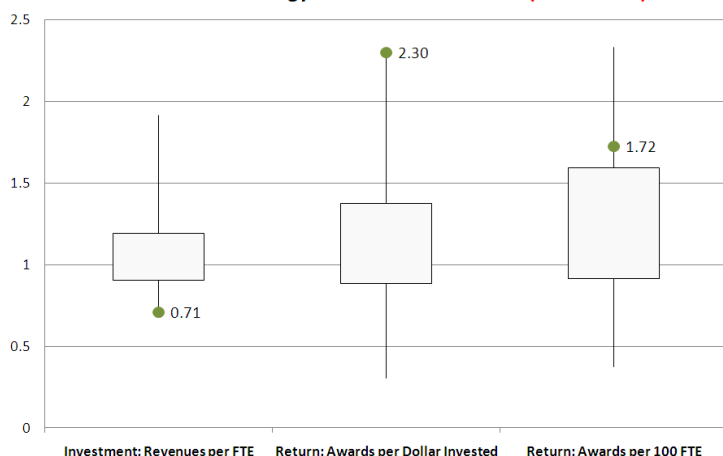


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

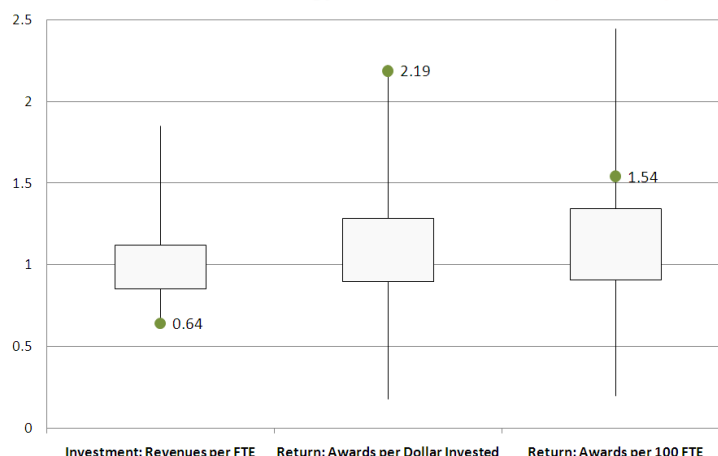
Tennessee Technology Center - Elizabethton (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Elizabethton (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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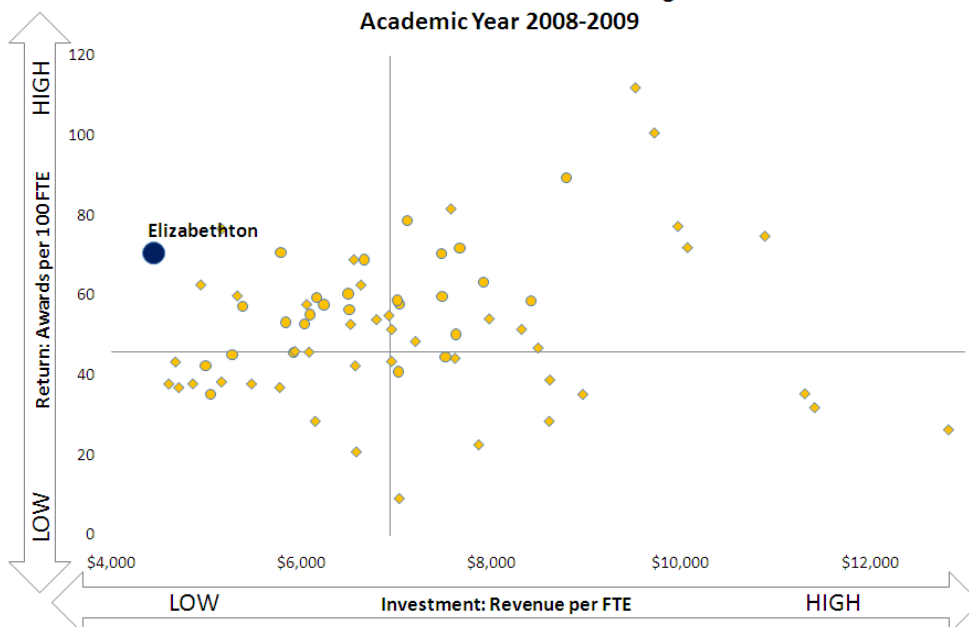
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Elizabethton	SREB Median	Index	Elizabethton	SREB Median	Index
Revenues	\$1,599,000	\$9,175,000	N/A	\$2,321,000	\$12,389,000	N/A
Appropriations % Revenues	74.0%	78.0%	N/A	62.0%	71.9%	N/A
Full Time Equivalent (FTE)	458	1,742	N/A	522	1,790	N/A
Degrees and other awards	311	796	N/A	369	904	N/A
Revenues per FTE	\$3,500	\$4,900	0.71	\$4,400	\$6,900	0.64
Awards per Dollar Invested*	195	85	2.30	159	73	2.19
Awards per 100 FTE	68	39	1.72	71	46	1.54

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Harriman

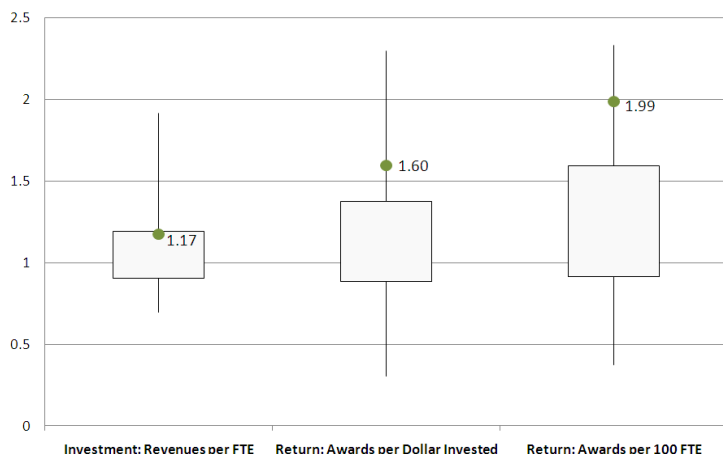


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RETURN ON INVESTMENT INDEX

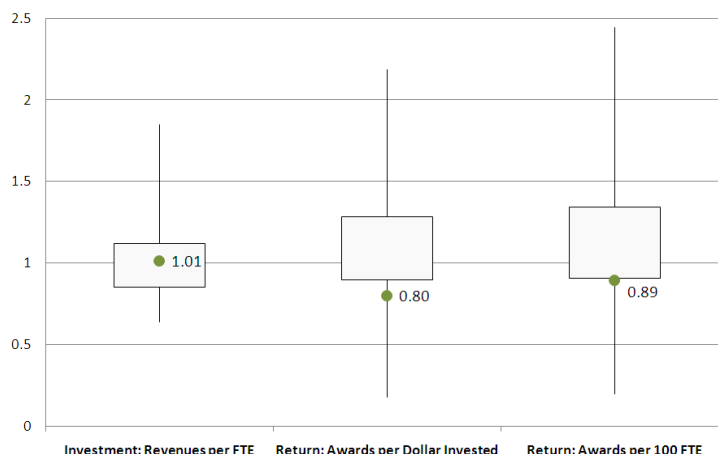
Tennessee Technology Center - Harriman (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Harriman (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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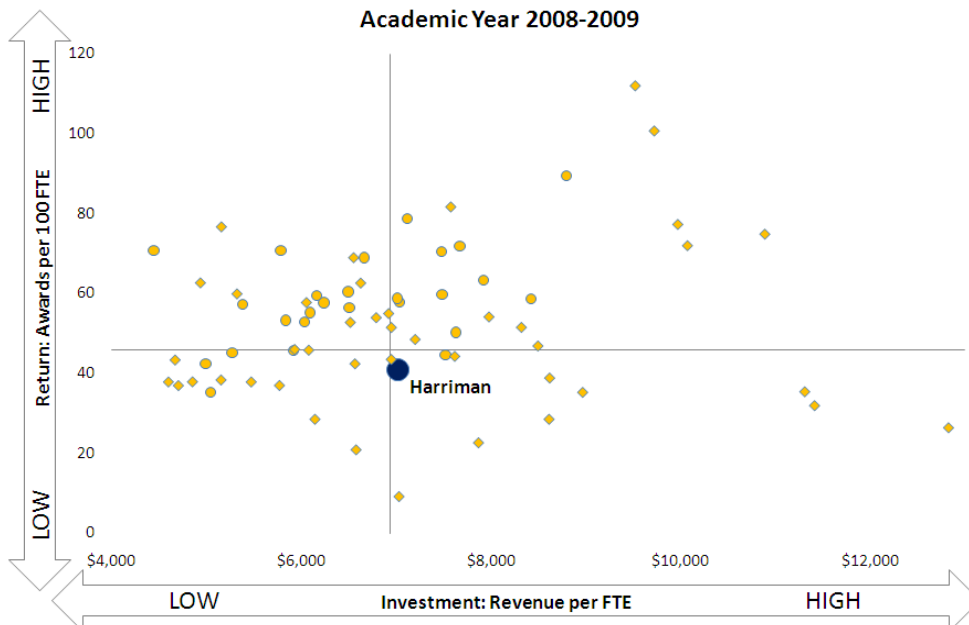
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Harriman	SREB Median	Index	Harriman	SREB Median	Index
Revenues	\$1,362,000	\$9,175,000	N/A	\$1,751,000	\$12,389,000	N/A
Appropriations % Revenues	81.1%	78.0%	N/A	76.8%	71.9%	N/A
Full Time Equivalent (FTE)	235	1,742	N/A	249	1,790	N/A
Degrees and other awards	184	796	N/A	102	904	N/A
Revenues per FTE	\$5,800	\$4,900	1.17	\$7,000	\$6,900	1.01
Awards per Dollar Invested*	135	85	1.60	58	73	0.80
Awards per 100 FTE	78	39	1.99	41	46	0.89

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Hartsville

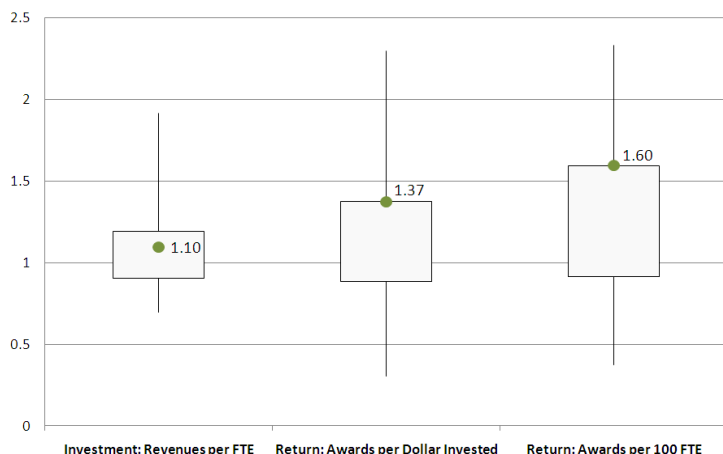


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RETURN ON INVESTMENT INDEX

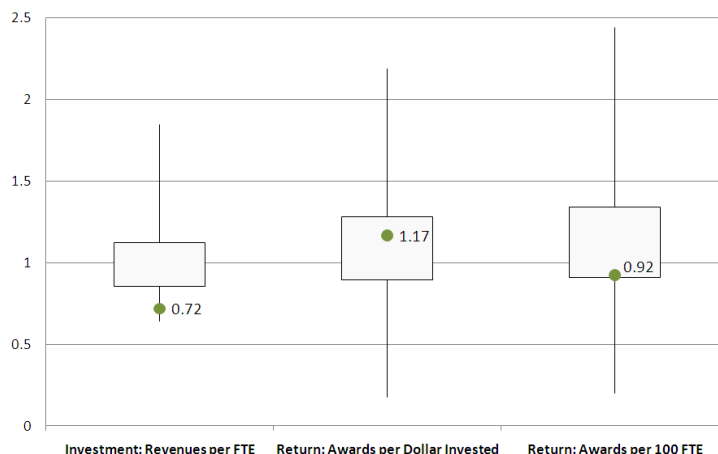
Tennessee Technology Center - Hartsville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Hartsville (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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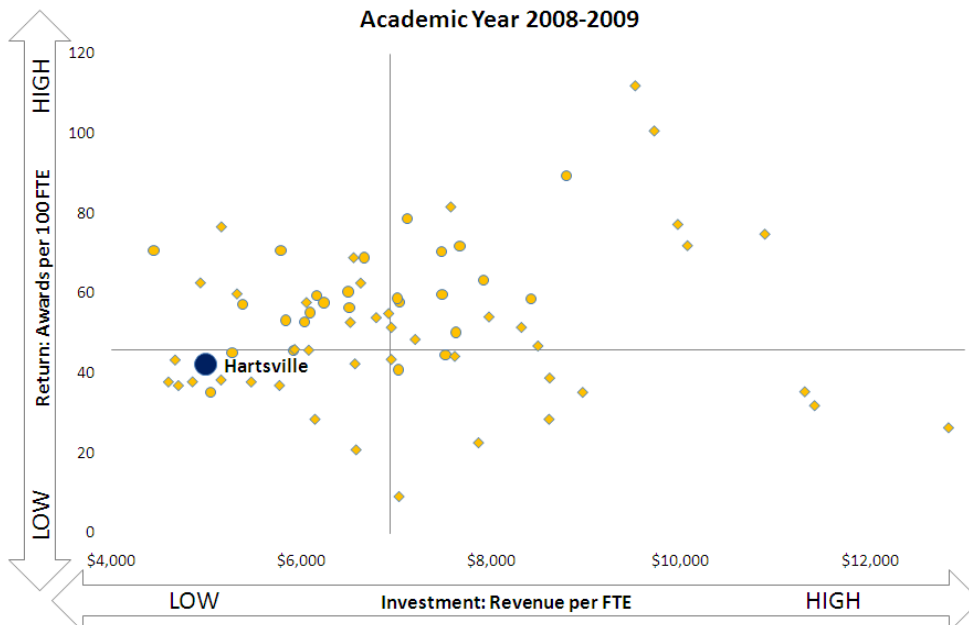
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Hartsville	SREB Median	Index	Hartsville	SREB Median	Index
Revenues	\$1,135,000	\$9,175,000	N/A	\$1,486,000	\$12,389,000	N/A
Appropriations % Revenues	77.4%	78.0%	N/A	71.9%	71.9%	N/A
Full Time Equivalent (FTE)	210	1,742	N/A	298	1,790	N/A
Degrees and other awards	132	796	N/A	126	904	N/A
Revenues per FTE	\$5,400	\$4,900	1.10	\$5,000	\$6,900	0.72
Awards per Dollar Invested*	116	85	1.37	85	73	1.17
Awards per 100 FTE	63	39	1.60	42	46	0.92

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Hohenwald

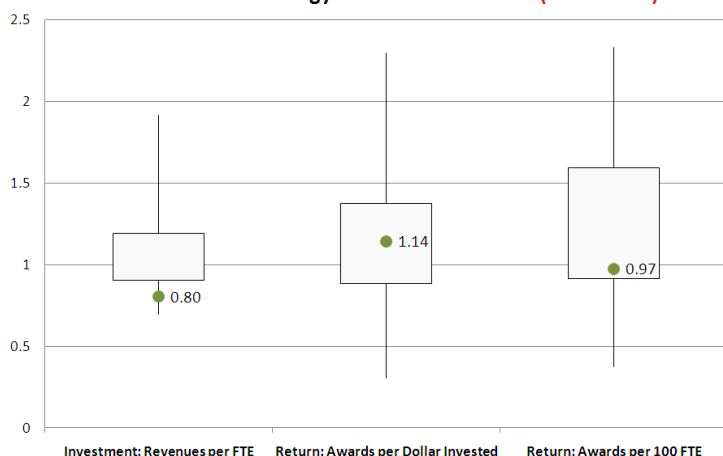


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RETURN ON INVESTMENT INDEX

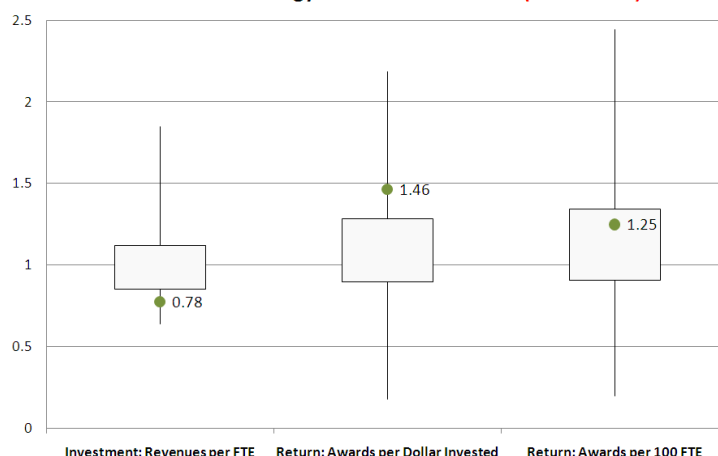
Tennessee Technology Center - Hohenwald (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Hohenwald (2008-2009)



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HOW TO READ THE INDEX

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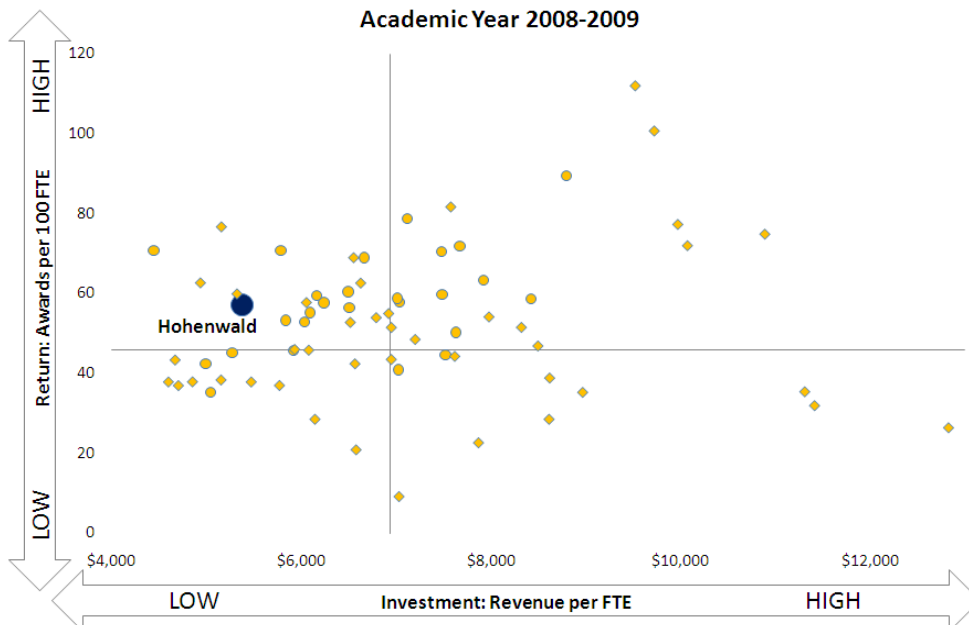
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Hohenwald	SREB Median	Index	Hohenwald	SREB Median	Index
Revenues	\$1,562,000	\$9,175,000	N/A	\$2,266,000	\$12,389,000	N/A
Appropriations % Revenues	76.9%	78.0%	N/A	64.5%	71.9%	N/A
Full Time Equivalent (FTE)	394	1,742	N/A	421	1,790	N/A
Degrees and other awards	151	796	N/A	241	904	N/A
Revenues per FTE	\$4,000	\$4,900	0.80	\$5,400	\$6,900	0.78
Awards per Dollar Invested*	97	85	1.14	106	73	1.46
Awards per 100 FTE	38	39	0.97	57	46	1.25

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Jacksboro

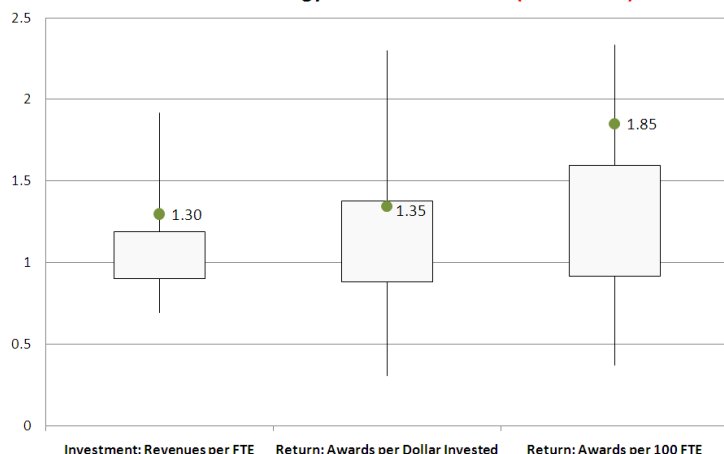


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RETURN ON INVESTMENT INDEX

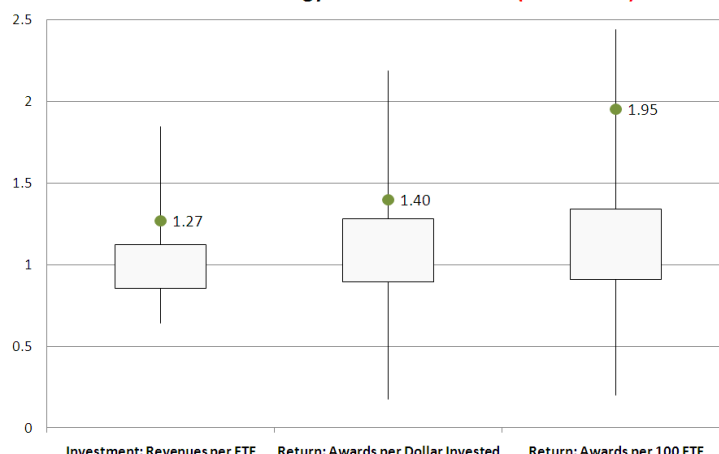
Tennessee Technology Center - Jacksboro (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Jacksboro (2008-2009)



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HOW TO READ THE INDEX

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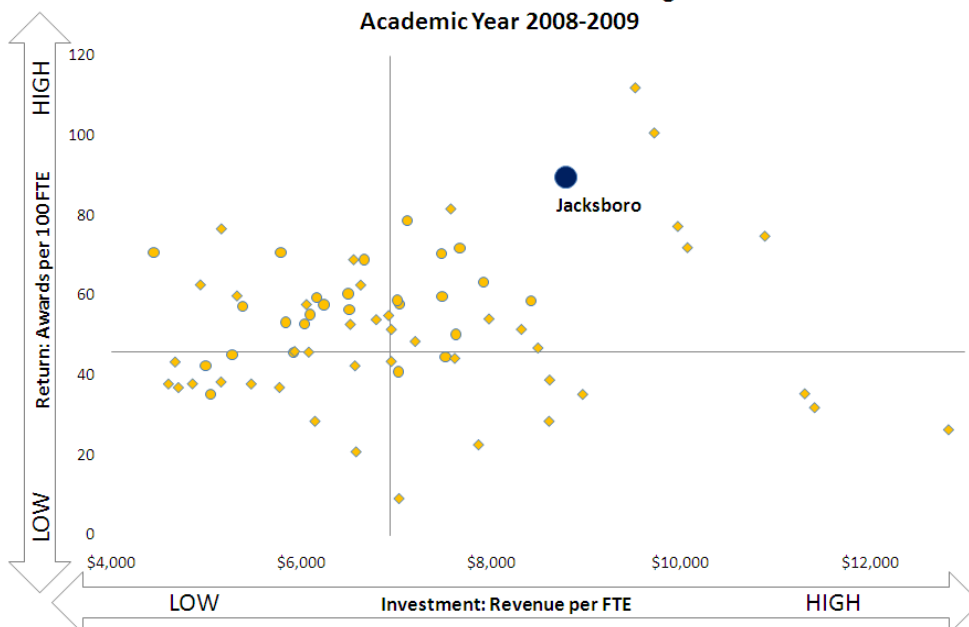
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Jacksboro	SREB Median	Index	Jacksboro	SREB Median	Index
Revenues	\$1,282,000	\$9,175,000	N/A	\$1,543,000	\$12,389,000	N/A
Appropriations % Revenues	80.4%	78.0%	N/A	81.2%	71.9%	N/A
Full Time Equivalent (FTE)	200	1,742	N/A	175	1,790	N/A
Degrees and other awards	146	796	N/A	157	904	N/A
Revenues per FTE	\$6,400	\$4,900	1.30	\$8,800	\$6,900	1.27
Awards per Dollar Invested*	114	85	1.35	102	73	1.40
Awards per 100 FTE	73	39	1.85	89	46	1.95

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

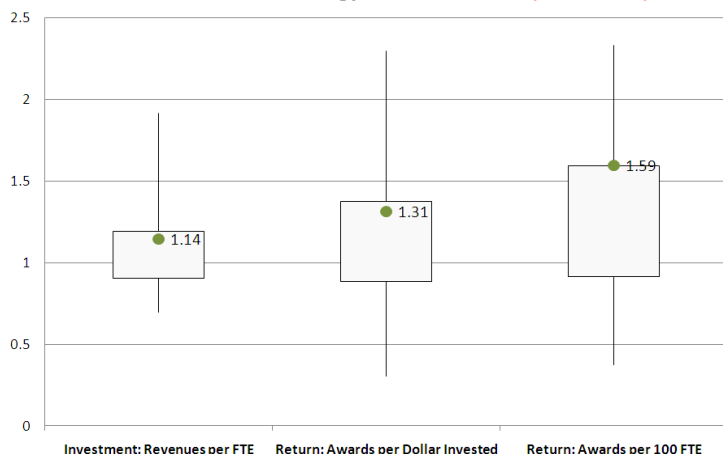
Tennessee Technology Center at Jackson



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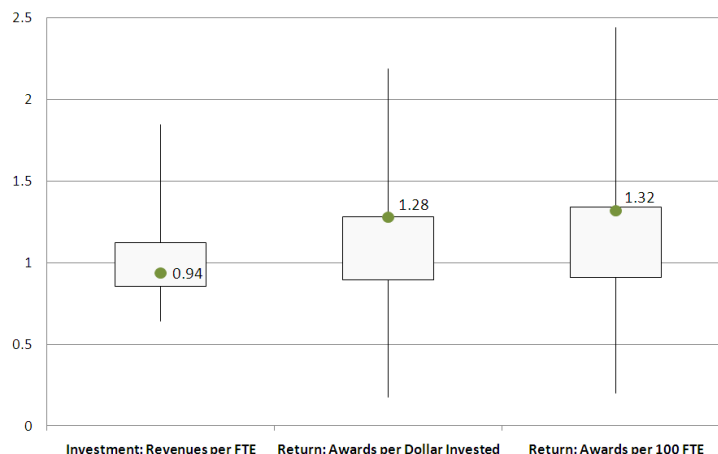
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RETURN ON INVESTMENT INDEX
Tennessee Technology Center - Jackson (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Tennessee Technology Center - Jackson (2008-2009)



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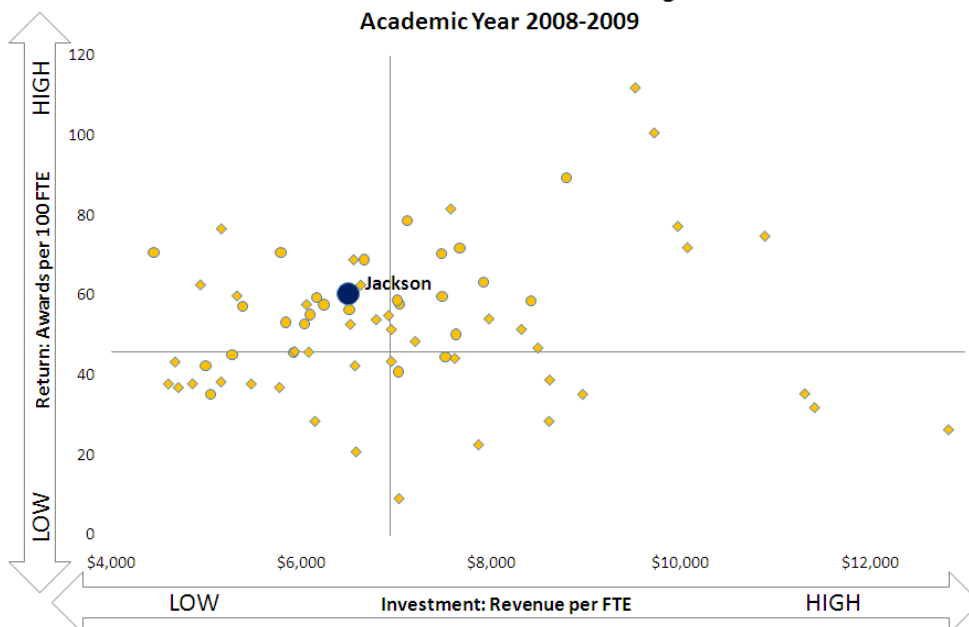
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Jackson	SREB Median	Index	Jackson	SREB Median	Index
Revenues	\$2,995,000	\$9,175,000	N/A	\$3,839,000	\$12,389,000	N/A
Appropriations % Revenues	79.3%	78.0%	N/A	75.3%	71.9%	N/A
Full Time Equivalent (FTE)	530	1,742	N/A	591	1,790	N/A
Degrees and other awards	333	796	N/A	357	904	N/A
Revenues per FTE	\$5,600	\$4,900	1.14	\$6,500	\$6,900	0.94
Awards per Dollar Invested*	111	85	1.31	93	73	1.28
Awards per 100 FTE	63	39	1.59	60	46	1.32

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Knoxville

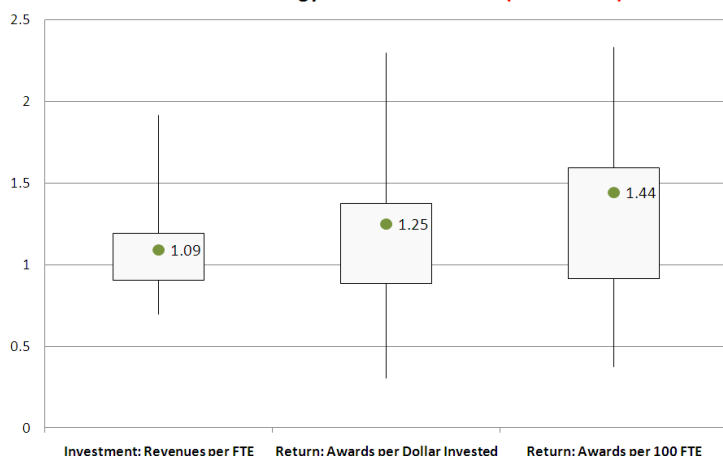
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RETURN ON INVESTMENT INDEX

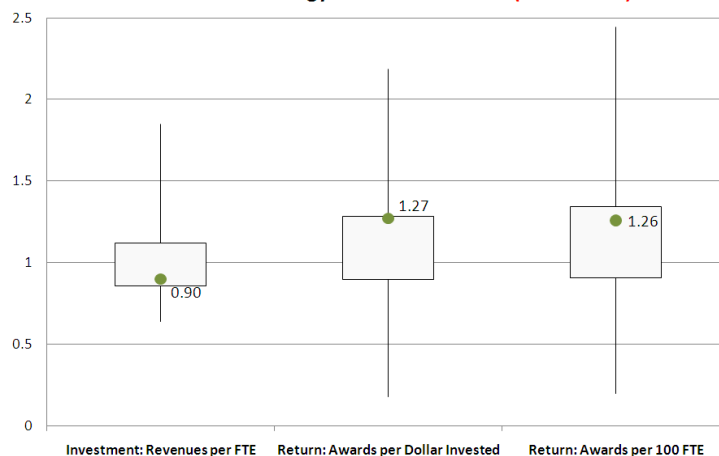
Tennessee Technology Center - Knoxville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Knoxville (2008-2009)



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HOW TO READ THE INDEX

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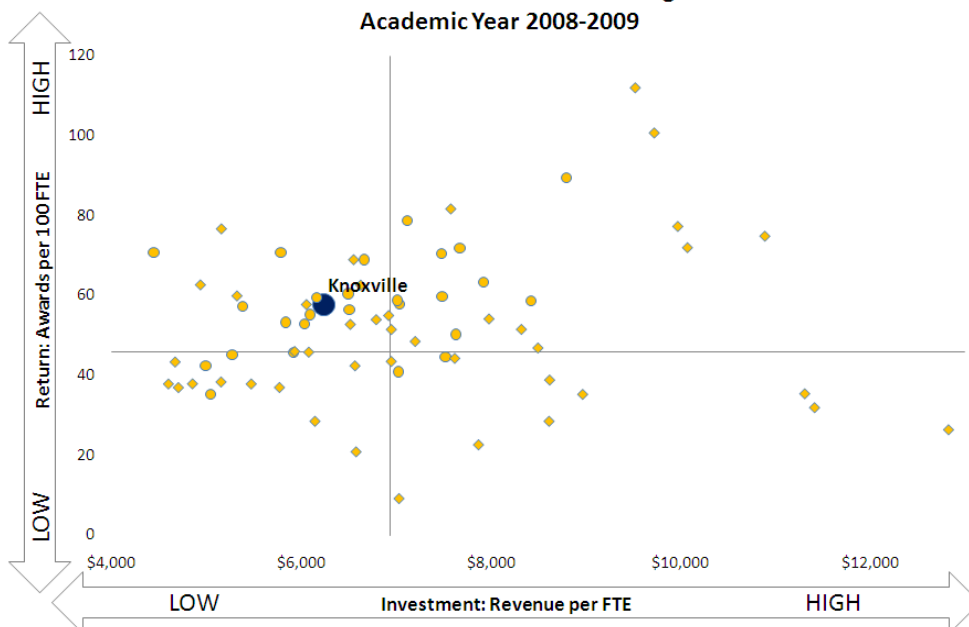
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Knoxville	SREB Median	Index	Knoxville	SREB Median	Index
Revenues	\$3,302,000	\$9,175,000	N/A	\$4,144,000	\$12,389,000	N/A
Appropriations % Revenues	75.3%	78.0%	N/A	73.0%	71.9%	N/A
Full Time Equivalent (FTE)	615	1,742	N/A	664	1,790	N/A
Degrees and other awards	349	796	N/A	383	904	N/A
Revenues per FTE	\$5,400	\$4,900	1.09	\$6,200	\$6,900	0.90
Awards per Dollar Invested*	106	85	1.25	92	73	1.27
Awards per 100 FTE	57	39	1.44	58	46	1.26

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Livingston

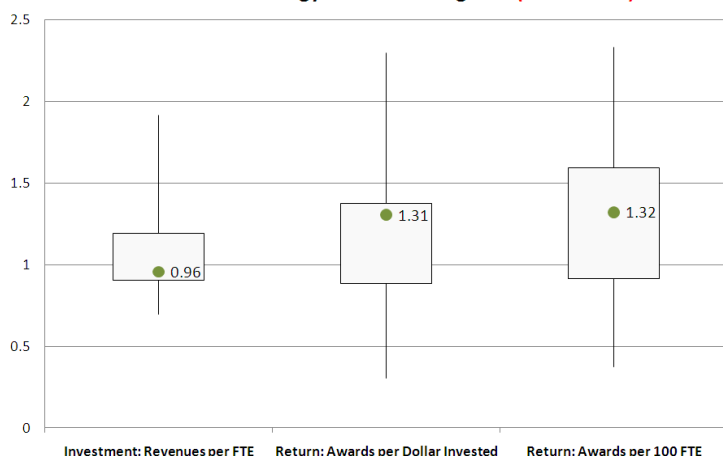


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RETURN ON INVESTMENT INDEX

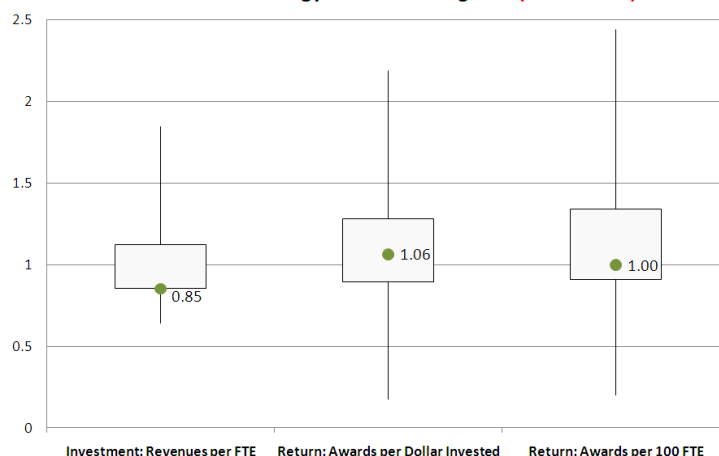
Tennessee Technology Center - Livingston (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Livingston (2008-2009)



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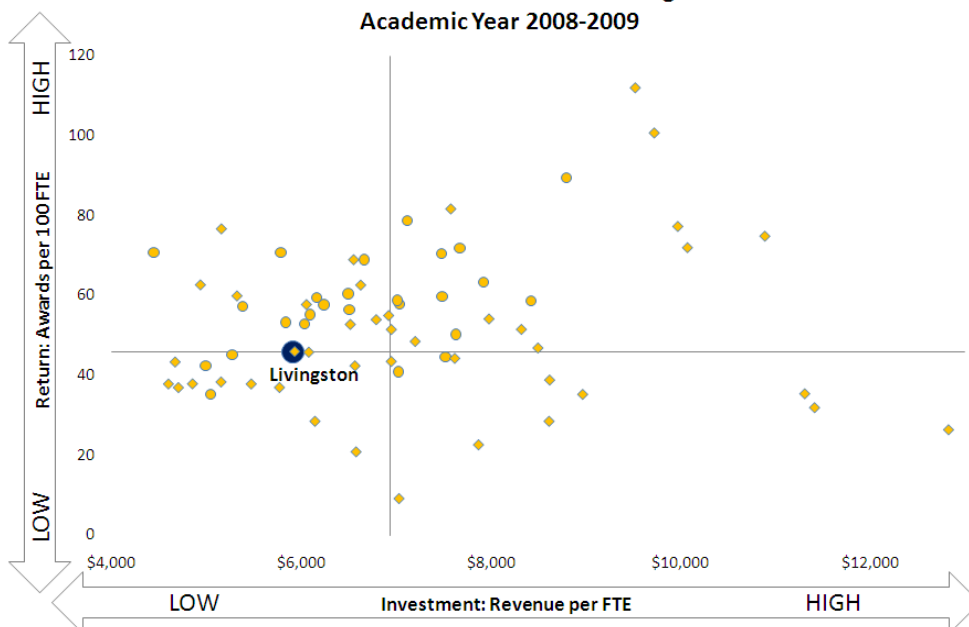
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Livingston	SREB Median	Index	Livingston	SREB Median	Index
Revenues	\$2,019,000	\$9,175,000	N/A	\$2,793,000	\$12,389,000	N/A
Appropriations % Revenues	81.9%	78.0%	N/A	72.1%	71.9%	N/A
Full Time Equivalent (FTE)	429	1,742	N/A	472	1,790	N/A
Degrees and other awards	223	796	N/A	216	904	N/A
Revenues per FTE	\$4,700	\$4,900	0.96	\$5,900	\$6,900	0.85
Awards per Dollar Invested*	110	85	1.31	77	73	1.06
Awards per 100 FTE	52	39	1.32	46	46	1.00

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at McKenzie

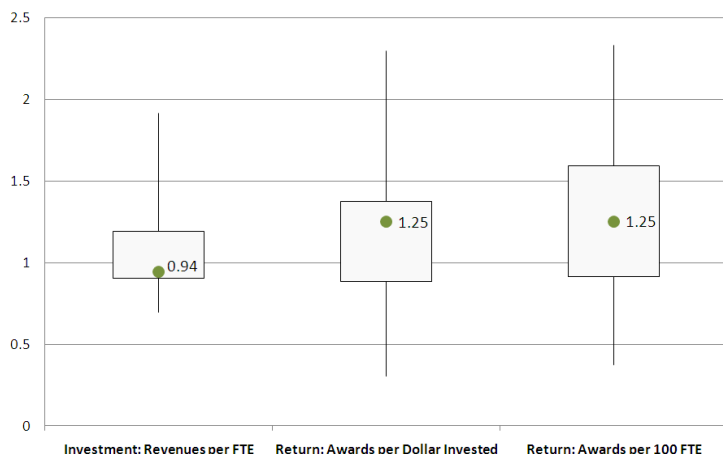


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

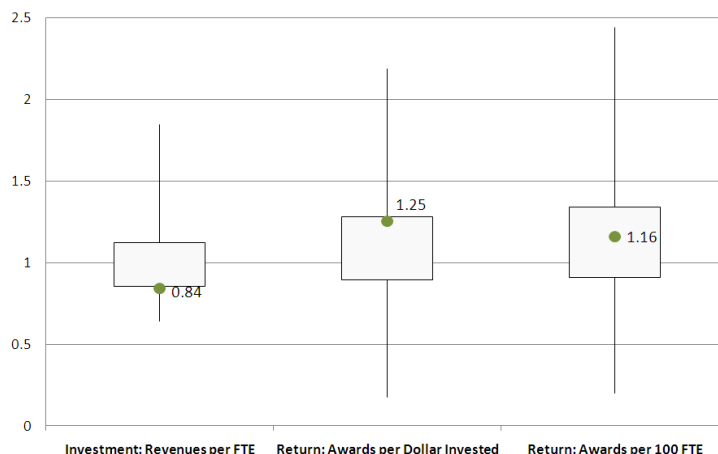
Tennessee Technology Center - McKenzie (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - McKenzie (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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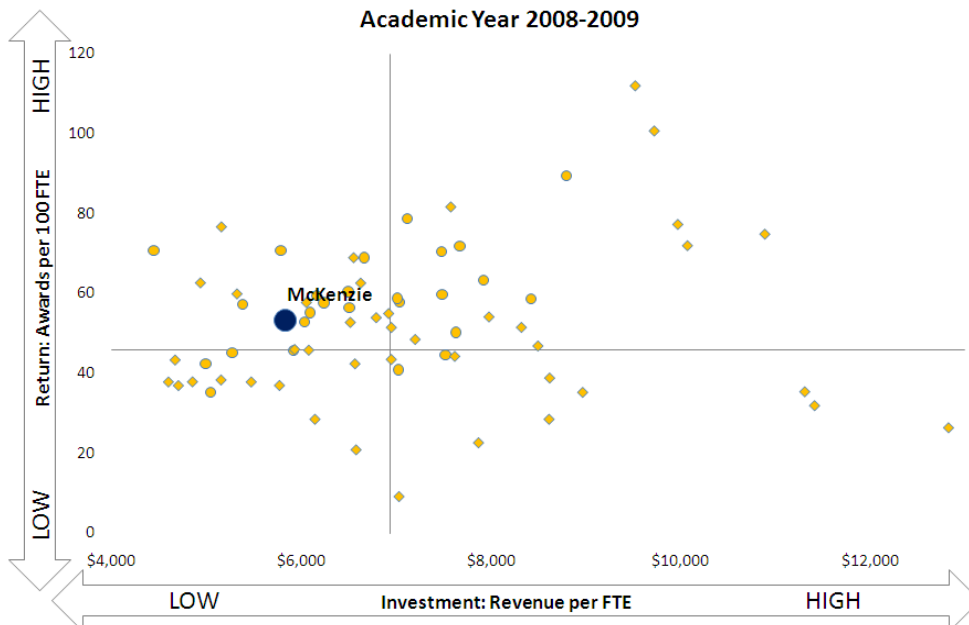
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	McKenzie	SREB Median	Index	McKenzie	SREB Median	Index
Revenues	\$1,228,000	\$9,175,000	N/A	\$1,656,000	\$12,389,000	N/A
Appropriations % Revenues	80.7%	78.0%	N/A	72.8%	71.9%	N/A
Full Time Equivalent (FTE)	264	1,742	N/A	284	1,790	N/A
Degrees and other awards	130	796	N/A	151	904	N/A
Revenues per FTE	\$4,700	\$4,900	0.94	\$5,800	\$6,900	0.84
Awards per Dollar Invested*	106	85	1.25	91	73	1.25
Awards per 100 FTE	49	39	1.25	53	46	1.16

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at McMinnville

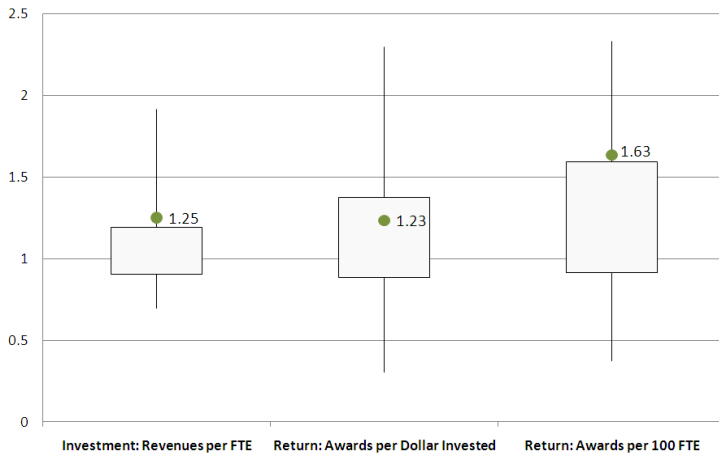


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RETURN ON INVESTMENT INDEX

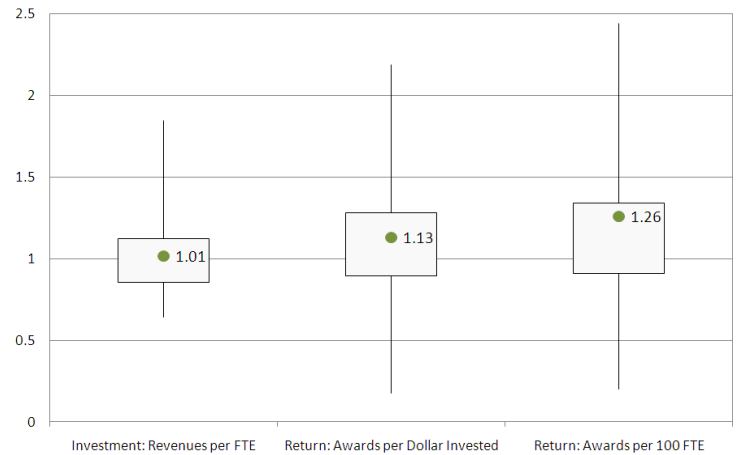
Tennessee Technology Center - McMinnville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - McMinnville (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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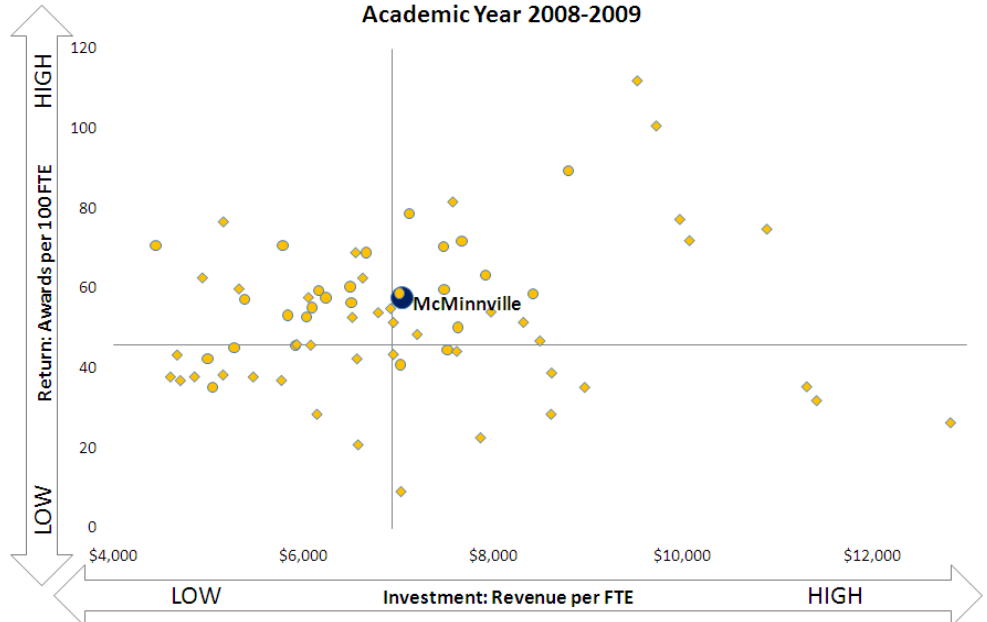
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	McMinnville	SREB Median	Index	McMinnville	SREB Median	Index
Revenues	\$1,371,000	\$9,175,000	N/A	\$1,815,000	\$12,389,000	N/A
Appropriations % Revenues	79.2%	78.0%	N/A	72.8%	71.9%	N/A
Full Time Equivalent (FTE)	222	1,742	N/A	258	1,790	N/A
Degrees and other awards	143	796	N/A	149	904	N/A
Revenues per FTE	\$6,200	\$4,900	1.25	\$7,000	\$6,900	1.01
Awards per Dollar Invested*	104	85	1.23	82	73	1.13
Awards per 100 FTE	64	39	1.63	58	46	1.26

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Memphis

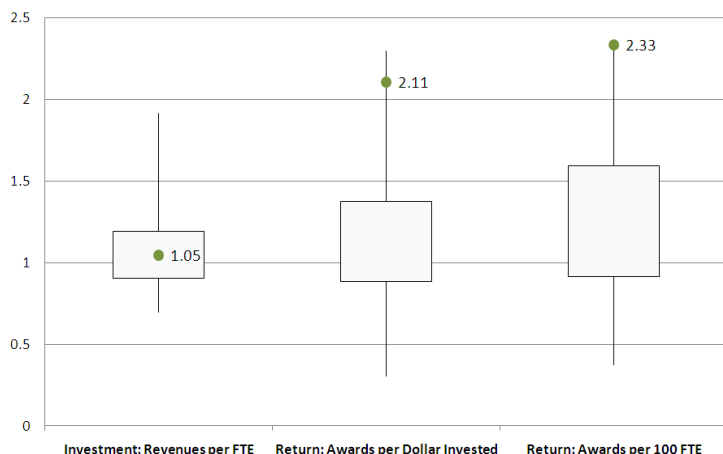
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



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RETURN ON INVESTMENT INDEX

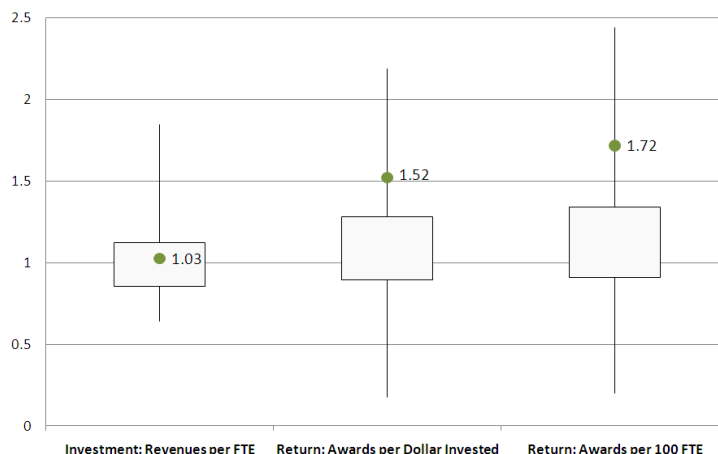
Tennessee Technology Center - Memphis (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Memphis (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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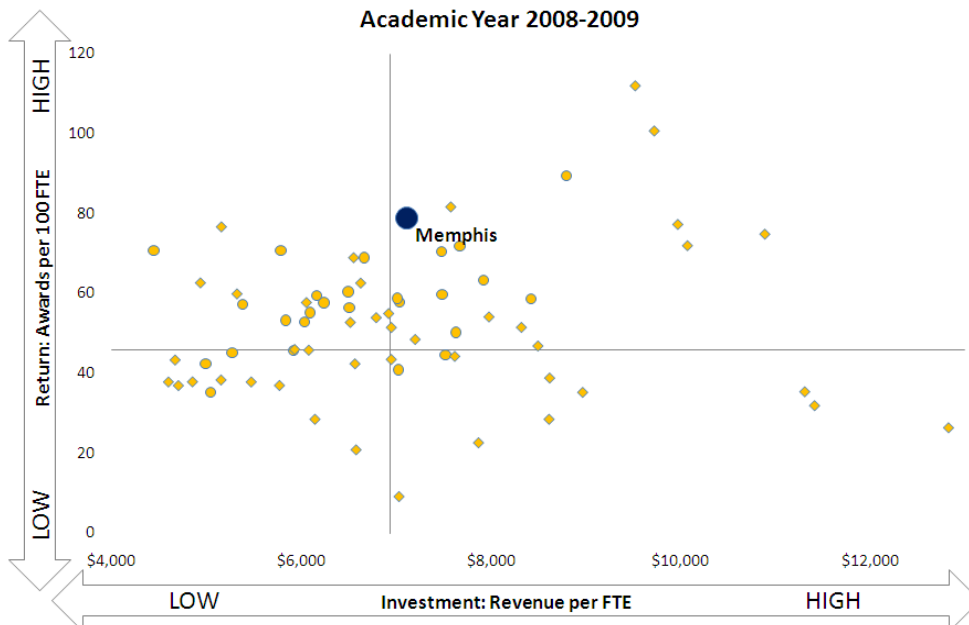
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Memphis	SREB Median	Index	Memphis	SREB Median	Index
Revenues	\$4,482,000	\$9,175,000	N/A	\$5,759,000	\$12,389,000	N/A
Appropriations % Revenues	73.4%	78.0%	N/A	69.5%	71.9%	N/A
Full Time Equivalent (FTE)	869	1,742	N/A	809	1,790	N/A
Degrees and other awards	799	796	N/A	637	904	N/A
Revenues per FTE	\$5,200	\$4,900	1.05	\$7,100	\$6,900	1.03
Awards per Dollar Invested*	178	85	2.11	111	73	1.52
Awards per 100 FTE	92	39	2.33	79	46	1.72

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Morristown

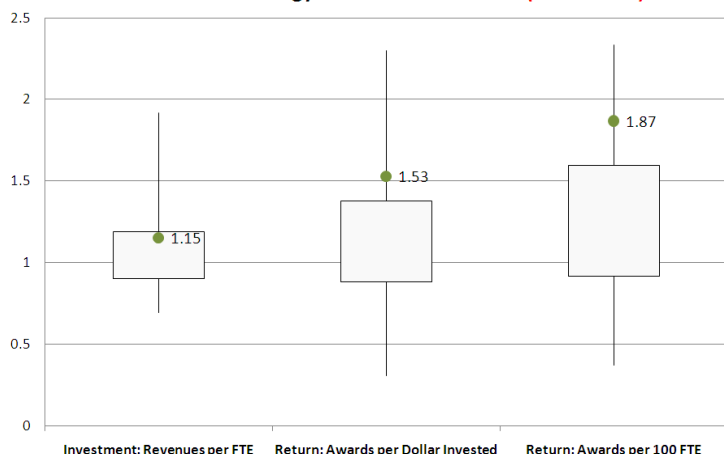


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RETURN ON INVESTMENT INDEX

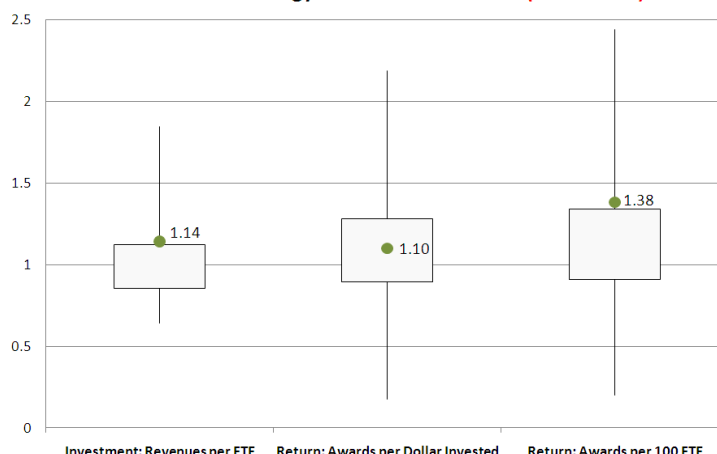
Tennessee Technology Center - Morristown (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

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Tennessee Technology Center - Morristown (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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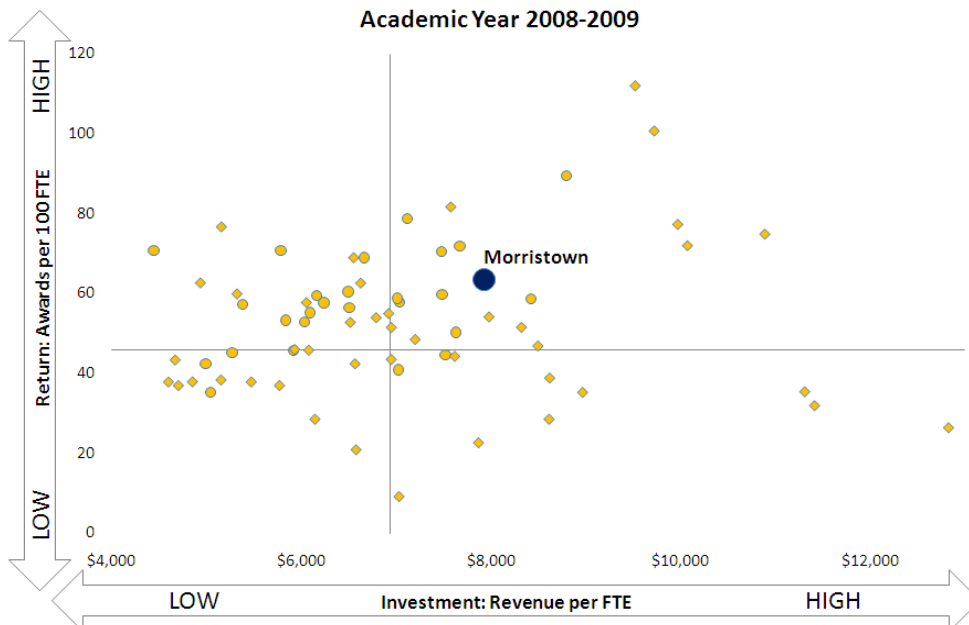
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Morristown	SREB Median	Index	Morristown	SREB Median	Index
Revenues	\$4,036,000	\$9,175,000	N/A	\$4,863,000	\$12,389,000	N/A
Appropriations % Revenues	75.2%	78.0%	N/A	76.0%	71.9%	N/A
Full Time Equivalent (FTE)	710	1,742	N/A	614	1,790	N/A
Degrees and other awards	522	796	N/A	389	904	N/A
Revenues per FTE	\$5,700	\$4,900	1.15	\$7,900	\$6,900	1.14
Awards per Dollar Invested*	129	85	1.53	80	73	1.10
Awards per 100 FTE	74	39	1.87	63	46	1.38

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Murfreesboro

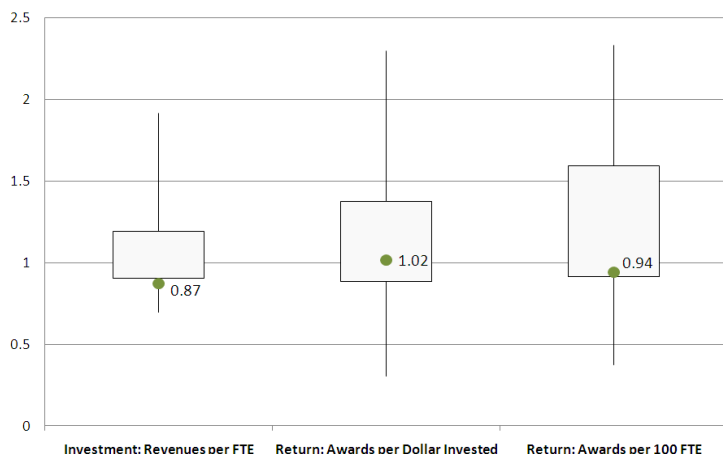


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RETURN ON INVESTMENT INDEX

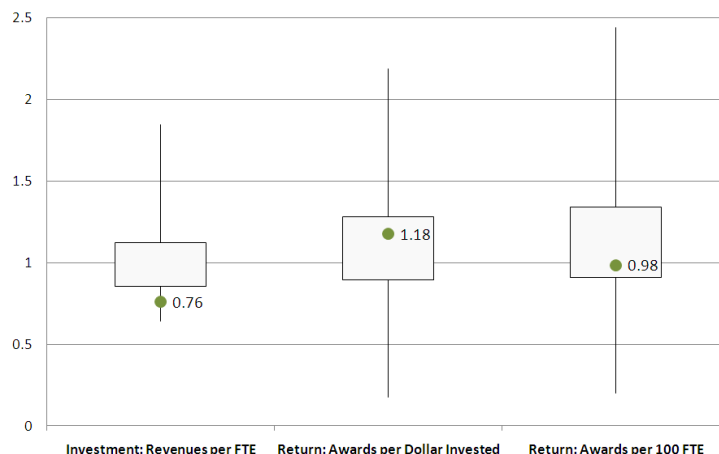
Tennessee Technology Center - Murfreesboro (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Murfreesboro (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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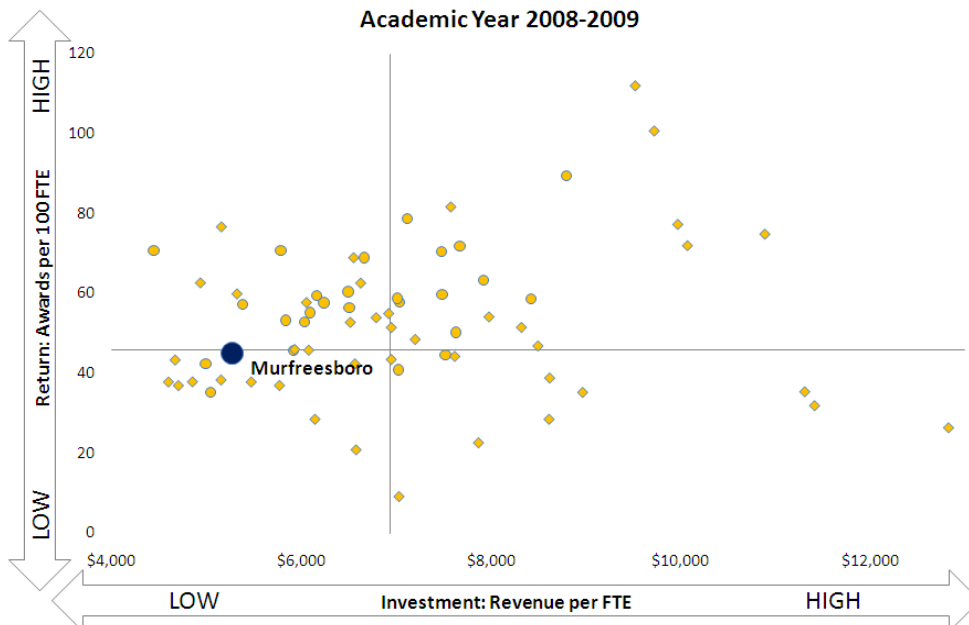
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Murfreesboro	SREB Median	Index	Murfreesboro	SREB Median	Index
Revenues	\$1,708,000	\$9,175,000	N/A	\$2,349,000	\$12,389,000	N/A
Appropriations % Revenues	78.7%	78.0%	N/A	69.6%	71.9%	N/A
Full Time Equivalent (FTE)	396	1,742	N/A	445	1,790	N/A
Degrees and other awards	147	796	N/A	201	904	N/A
Revenues per FTE	\$4,300	\$4,900	0.87	\$5,300	\$6,900	0.76
Awards per Dollar Invested*	86	85	1.02	86	73	1.18
Awards per 100 FTE	37	39	0.94	45	46	0.98

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Nashville

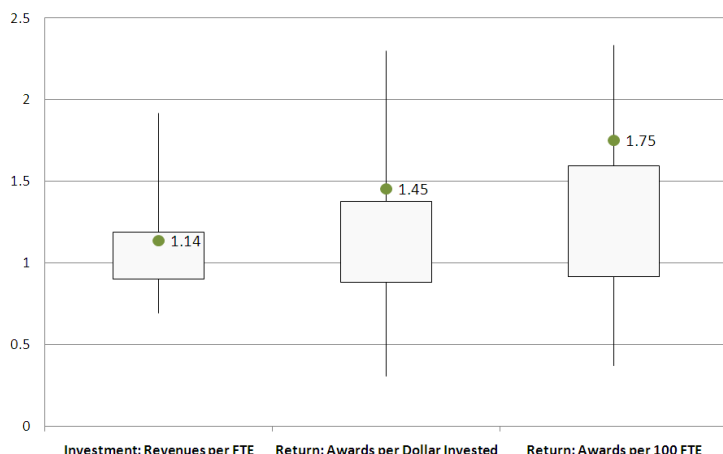
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RETURN ON INVESTMENT INDEX

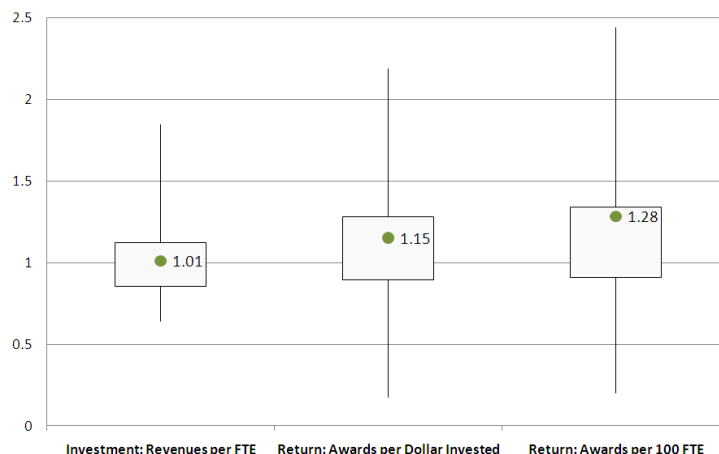
Tennessee Technology Center - Nashville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Nashville (2008-2009)



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HOW TO READ THE INDEX

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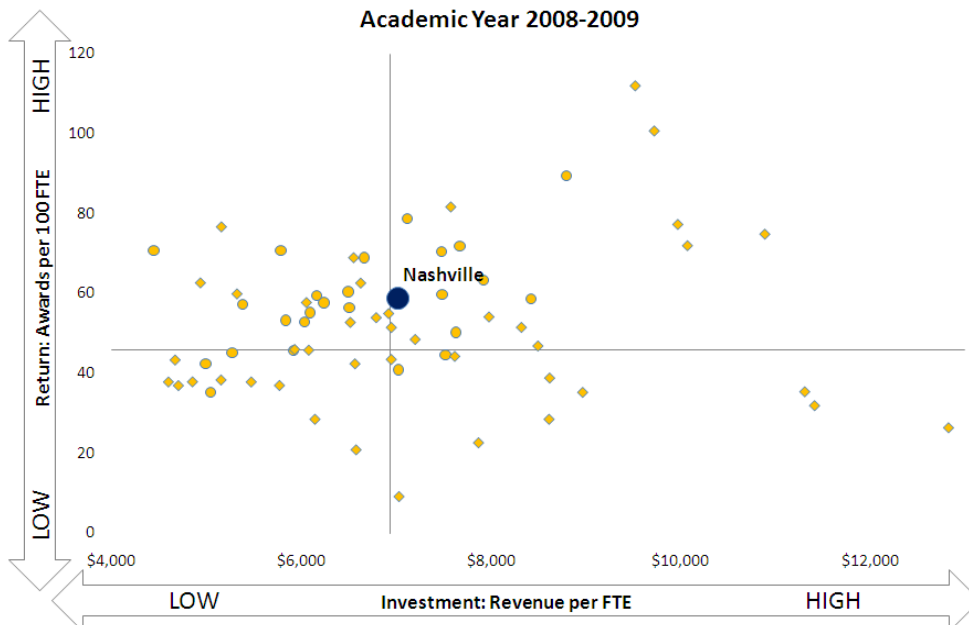
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Nashville	SREB Median	Index	Nashville	SREB Median	Index
Revenues	\$3,986,000	\$9,175,000	N/A	\$5,003,000	\$12,389,000	N/A
Appropriations % Revenues	71.4%	78.0%	N/A	69.2%	71.9%	N/A
Full Time Equivalent (FTE)	711	1,742	N/A	713	1,790	N/A
Degrees and other awards	490	796	N/A	419	904	N/A
Revenues per FTE	\$5,600	\$4,900	1.14	\$7,000	\$6,900	1.01
Awards per Dollar Invested*	123	85	1.45	84	73	1.15
Awards per 100 FTE	69	39	1.75	59	46	1.28

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Newbern

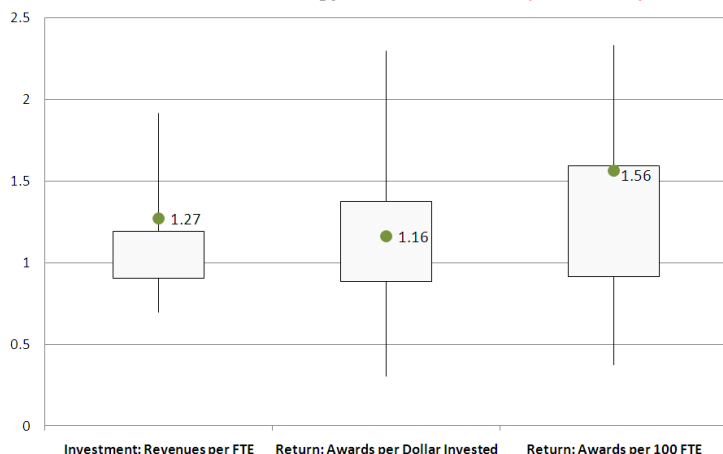


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RETURN ON INVESTMENT INDEX

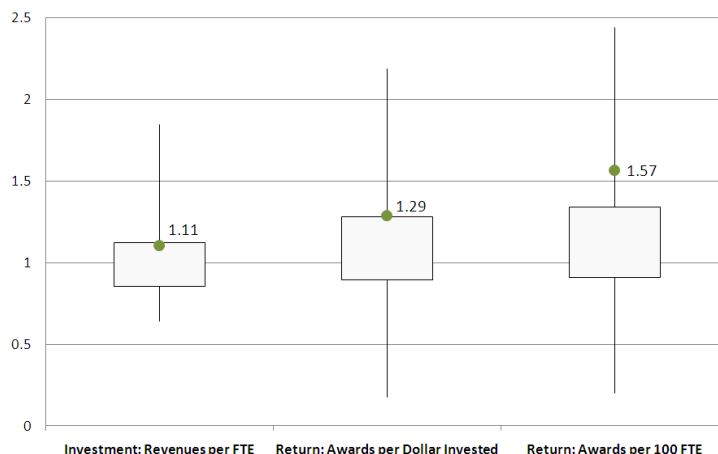
Tennessee Technology Center - Newbern (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Newbern (2008-2009)



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HOW TO READ THE INDEX

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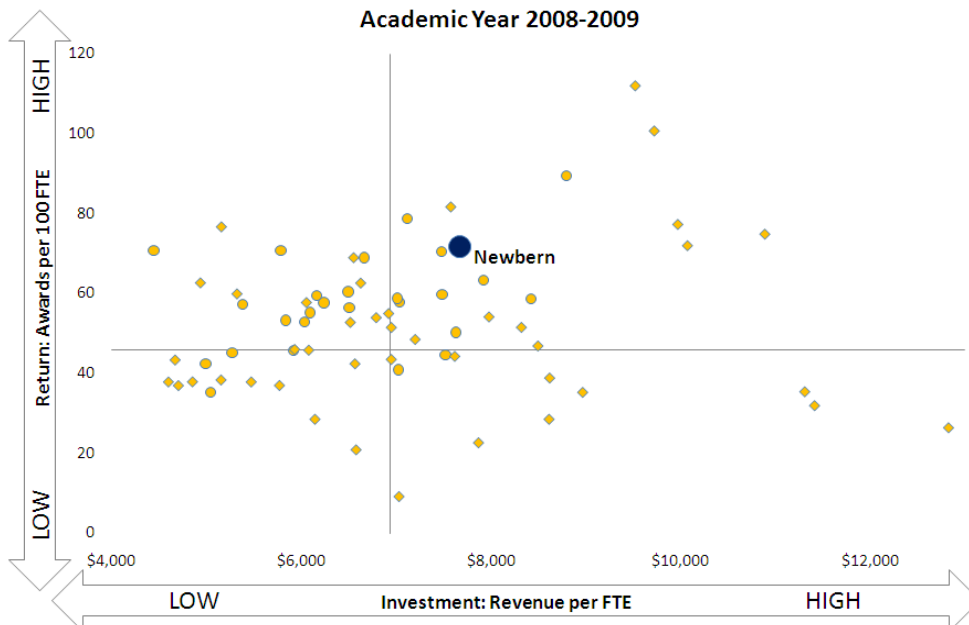
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Newbern	SREB Median	Index	Newbern	SREB Median	Index
Revenues	\$1,353,000	\$9,175,000	N/A	\$1,720,000	\$12,389,000	N/A
Appropriations % Revenues	79.7%	78.0%	N/A	76.3%	71.9%	N/A
Full Time Equivalent (FTE)	216	1,742	N/A	224	1,790	N/A
Degrees and other awards	133	796	N/A	161	904	N/A
Revenues per FTE	\$6,300	\$4,900	1.27	\$7,700	\$6,900	1.11
Awards per Dollar Invested*	98	85	1.16	94	73	1.29
Awards per 100 FTE	62	39	1.56	72	46	1.57

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Oneida

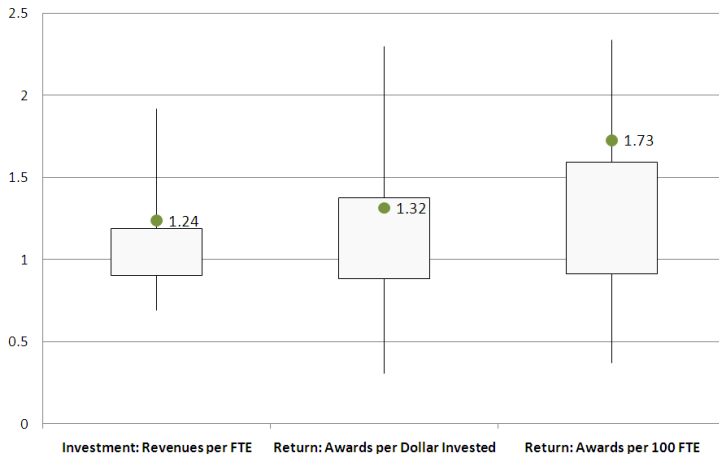


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RETURN ON INVESTMENT INDEX

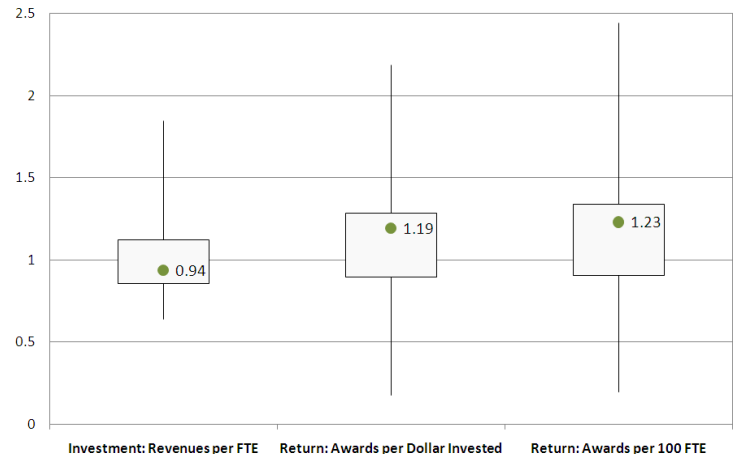
Tennessee Technology Center - Oneida/Huntsville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Oneida/Huntsville (2008-2009)



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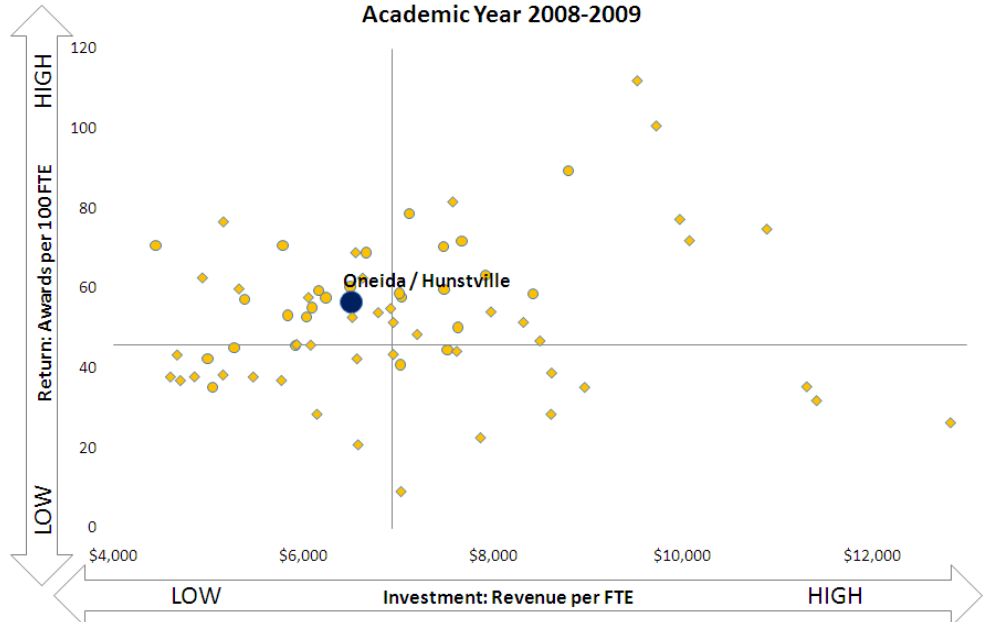
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Oneida/Huntsville	SREB Median	Index	Oneida/Huntsville	SREB Median	Index
Revenues	\$1,185,000	\$9,175,000	N/A	\$1,730,000	\$12,389,000	N/A
Appropriations % Revenues	86.9%	78.0%	N/A	72.5%	71.9%	N/A
Full Time Equivalent (FTE)	194	1,742	N/A	266	1,790	N/A
Degrees and other awards	132	796	N/A	150	904	N/A
Revenues per FTE	\$6,100	\$4,900	1.24	\$6,500	\$6,900	0.94
Awards per Dollar Invested*	111	85	1.32	87	73	1.19
Awards per 100 FTE	68	39	1.73	56	46	1.23

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Paris

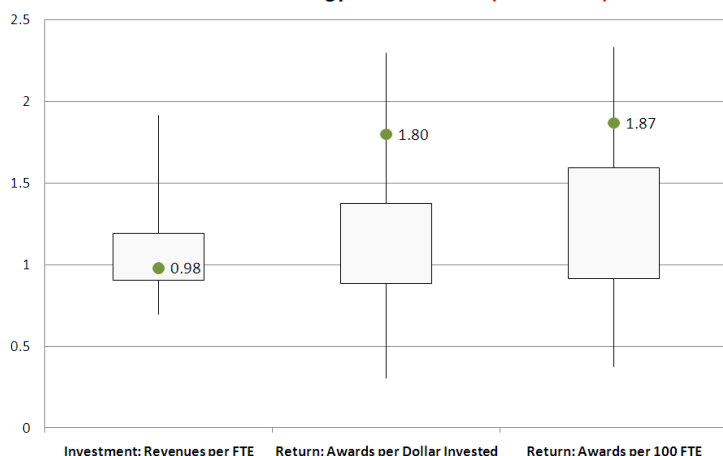
The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

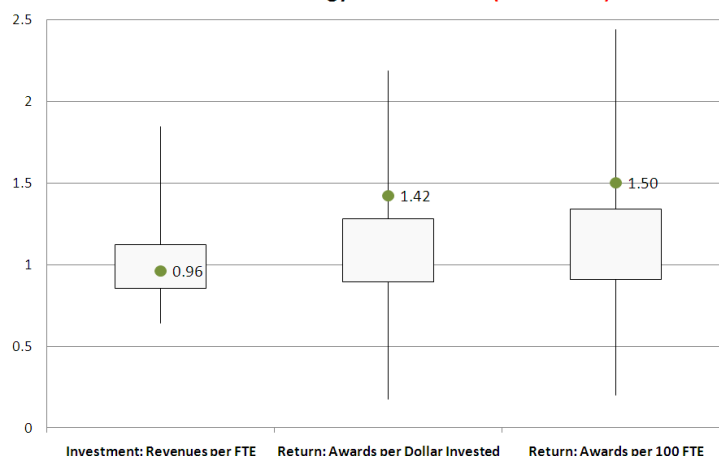
Tennessee Technology Center - Paris (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Paris (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

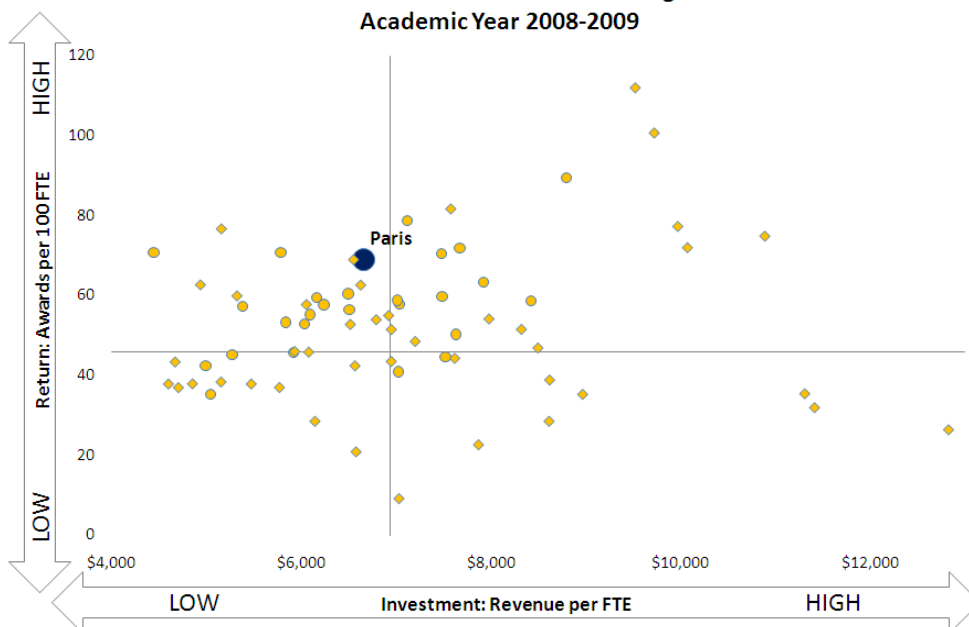
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Paris	SREB Median	Index	Paris	SREB Median	Index
Revenues	\$1,727,000	\$9,175,000	N/A	\$2,456,000	\$12,389,000	N/A
Appropriations % Revenues	79.9%	78.0%	N/A	68.4%	71.9%	N/A
Full Time Equivalent (FTE)	358	1,742	N/A	369	1,790	N/A
Degrees and other awards	263	796	N/A	254	904	N/A
Revenues per FTE	\$4,800	\$4,900	0.98	\$6,700	\$6,900	0.96
Awards per Dollar Invested*	152	85	1.80	103	73	1.42
Awards per 100 FTE	74	39	1.87	69	46	1.50

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Pulaski

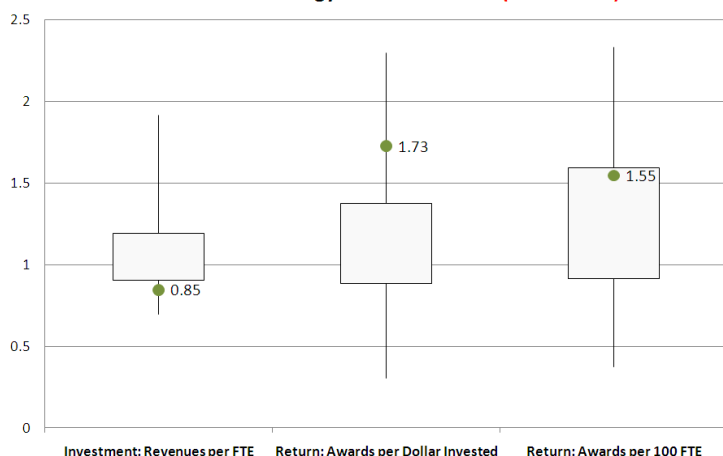


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

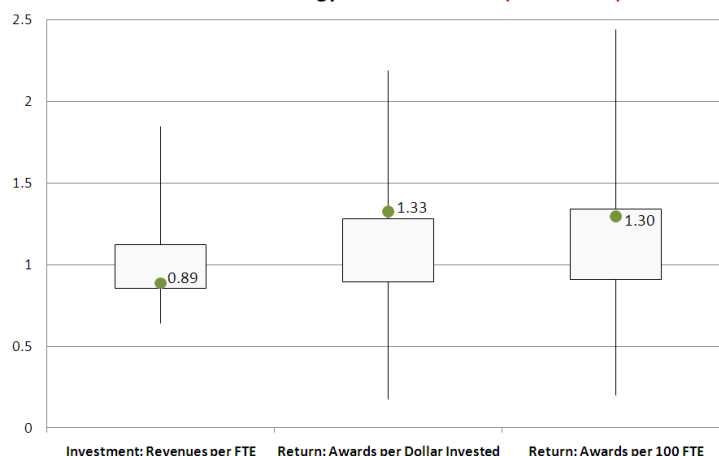
Tennessee Technology Center - Pulaski (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Pulaski (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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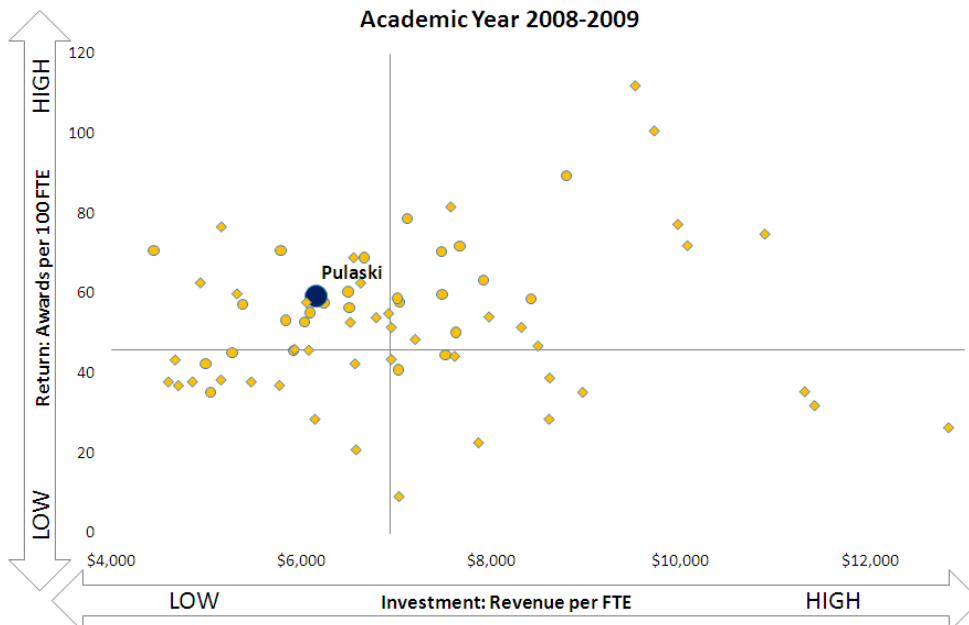
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Pulaski	SREB Median	Index	Pulaski	SREB Median	Index
Revenues	\$1,417,000	\$9,175,000	N/A	\$1,847,000	\$12,389,000	N/A
Appropriations % Revenues	77.3%	78.0%	N/A	72.1%	71.9%	N/A
Full Time Equivalent (FTE)	340	1,742	N/A	300	1,790	N/A
Degrees and other awards	207	796	N/A	178	904	N/A
Revenues per FTE	\$4,200	\$4,900	0.85	\$6,200	\$6,900	0.89
Awards per Dollar Invested*	146	85	1.73	96	73	1.33
Awards per 100 FTE	61	39	1.55	59	46	1.30

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Ripley

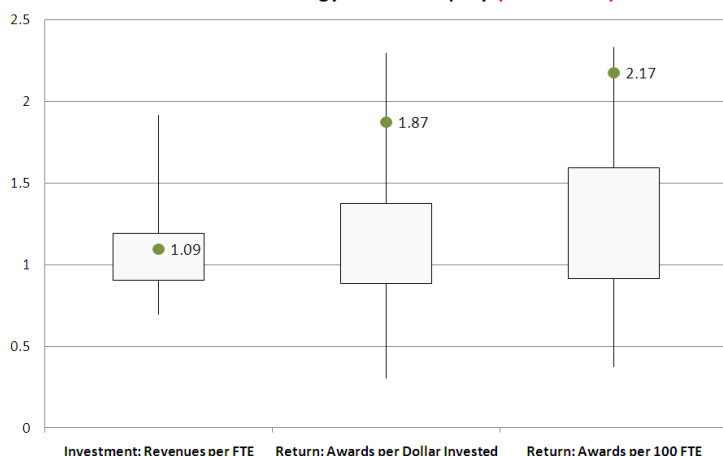


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

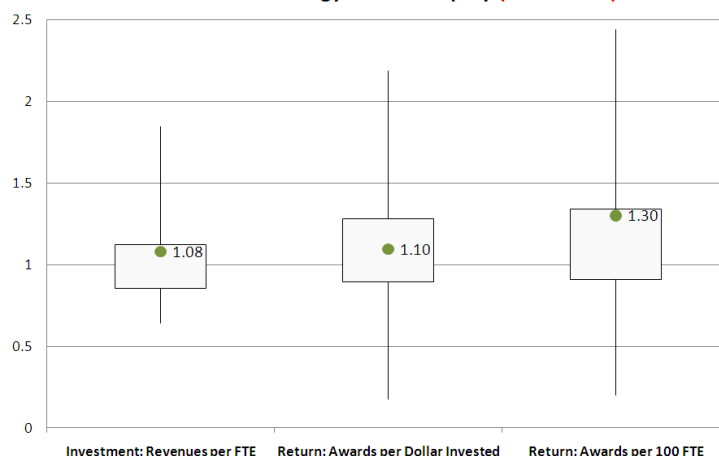
Tennessee Technology Center - Ripley (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Ripley (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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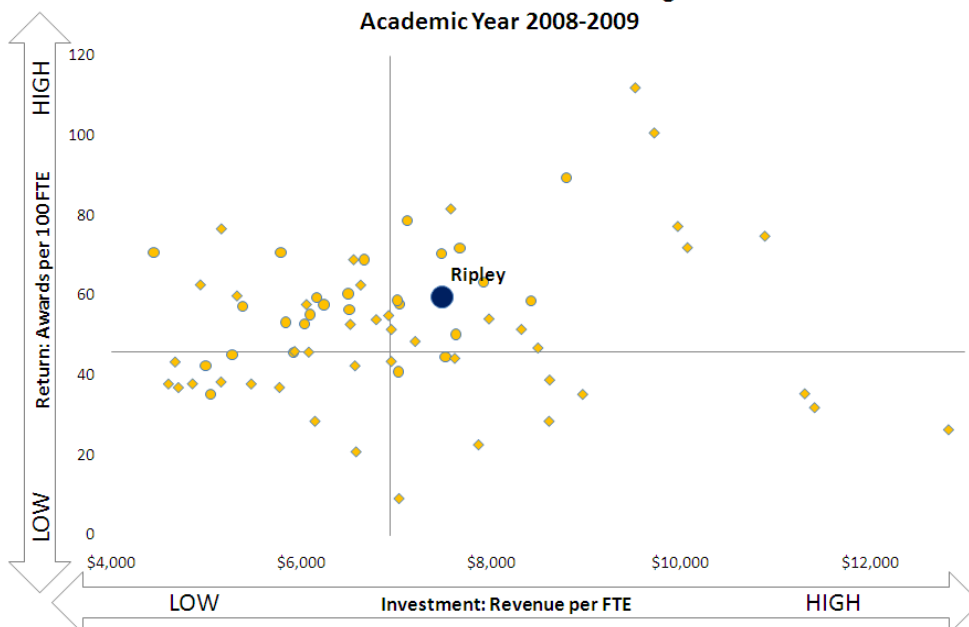
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Ripley	SREB Median	Index	Ripley	SREB Median	Index
Revenues	\$1,034,000	\$9,175,000	N/A	\$1,330,000	\$12,389,000	N/A
Appropriations % Revenues	84.9%	78.0%	N/A	80.3%	71.9%	N/A
Full Time Equivalent (FTE)	192	1,742	N/A	178	1,790	N/A
Degrees and other awards	164	796	N/A	106	904	N/A
Revenues per FTE	\$5,400	\$4,900	1.09	\$7,500	\$6,900	1.08
Awards per Dollar Invested*	159	85	1.87	80	73	1.10
Awards per 100 FTE	86	39	2.17	60	46	1.30

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Shelbyville

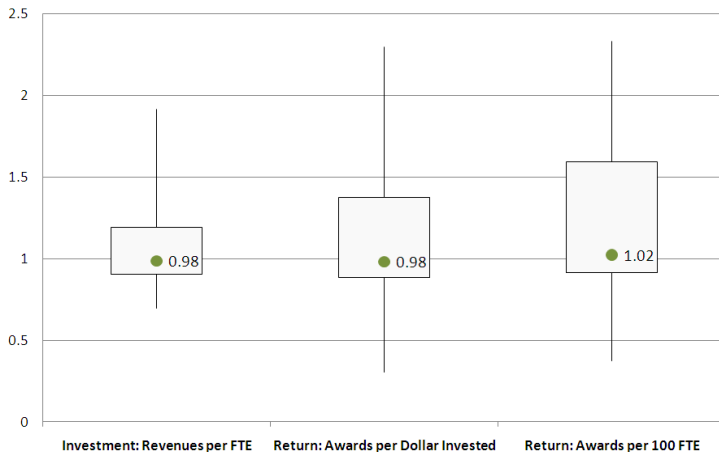


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

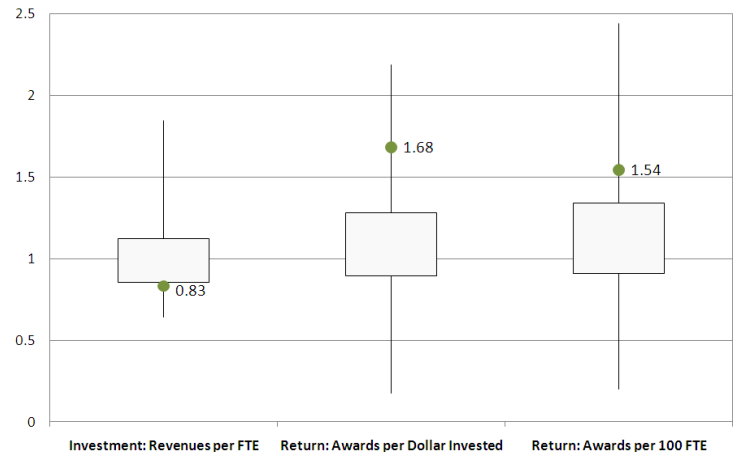
Tennessee Technology Center - Shelbyville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Shelbyville (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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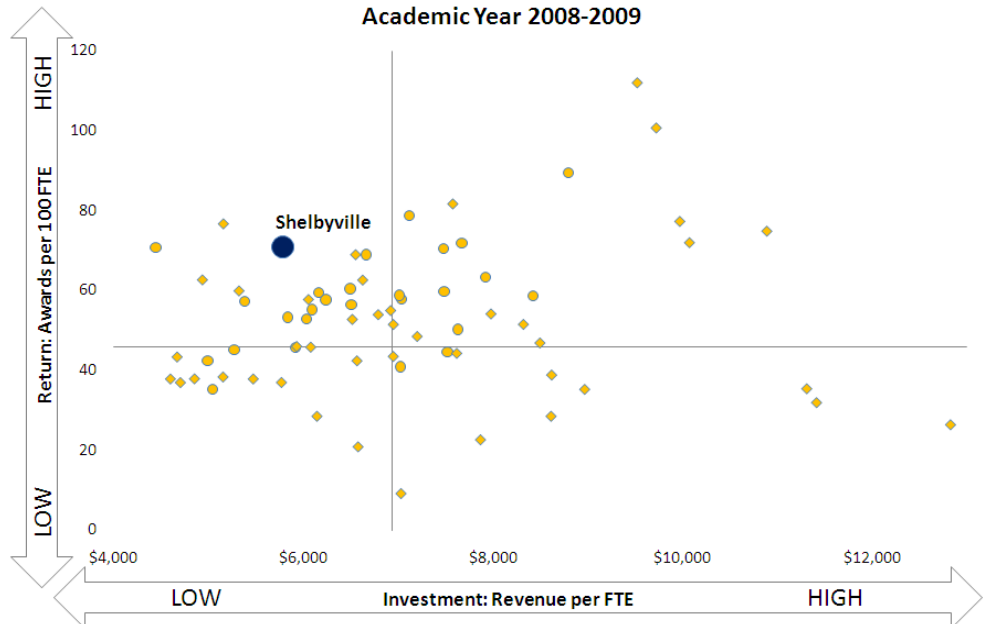
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Shelbyville	SREB Median	Index	Shelbyville	SREB Median	Index
Revenues	\$2,110,000	\$9,175,000	N/A	\$2,991,000	\$12,389,000	N/A
Appropriations % Revenues	73.2%	78.0%	N/A	62.9%	71.9%	N/A
Full Time Equivalent (FTE)	434	1,742	N/A	517	1,790	N/A
Degrees and other awards	175	796	N/A	366	904	N/A
Revenues per FTE	\$4,900	\$4,900	0.98	\$5,800	\$6,900	0.83
Awards per Dollar Invested*	83	85	0.98	122	73	1.68
Awards per 100 FTE	40	39	1.02	71	46	1.54

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Tennessee Technology Center at Whiteville

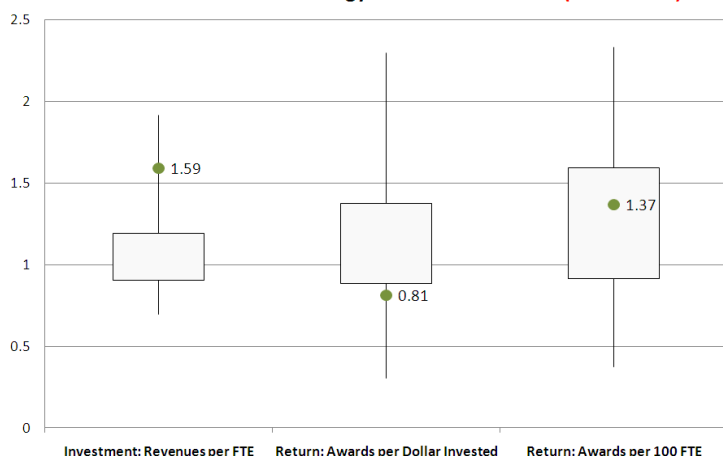


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

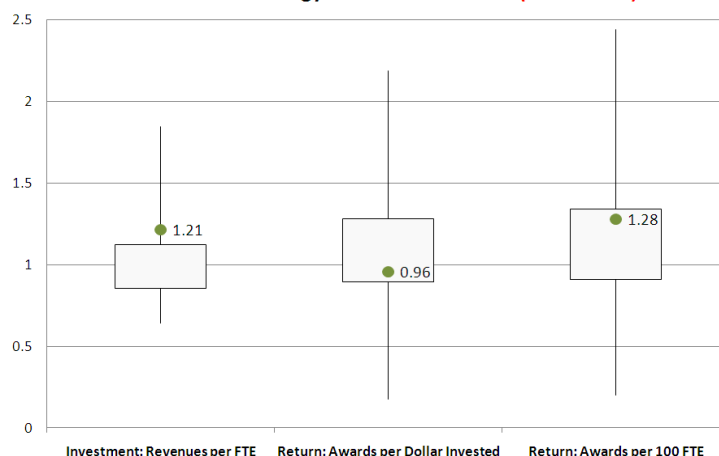
Tennessee Technology Center - Whiteville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

Tennessee Technology Center - Whiteville (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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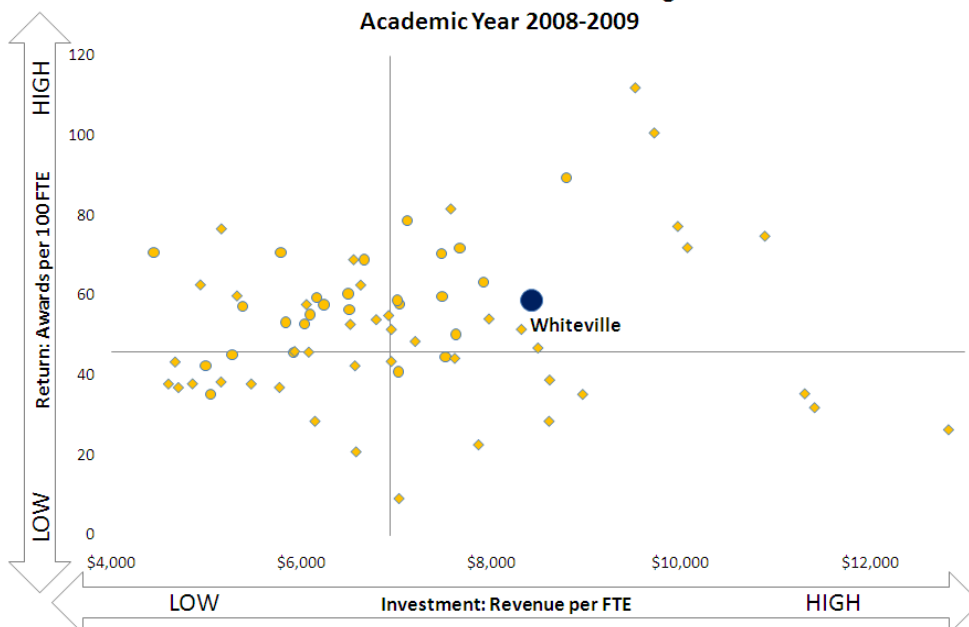
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Technical Institutes or Colleges Academic Year 2008-2009



*SREB Technical Institutes or Colleges award vocational-technical certificates and diplomas.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Whiteville	SREB Median	Index	Whiteville	SREB Median	Index
Revenues	\$1,151,000	\$9,175,000	N/A	\$1,566,000	\$12,389,000	N/A
Appropriations % Revenues	87.7%	78.0%	N/A	78.4%	71.9%	N/A
Full Time Equivalent (FTE)	147	1,742	N/A	186	1,790	N/A
Degrees and other awards	79	796	N/A	109	904	N/A
Revenues per FTE	\$7,800	\$4,900	1.59	\$8,400	\$6,900	1.21
Awards per Dollar Invested*	69	85	0.81	70	73	0.96
Awards per 100 FTE	54	39	1.37	59	46	1.28

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

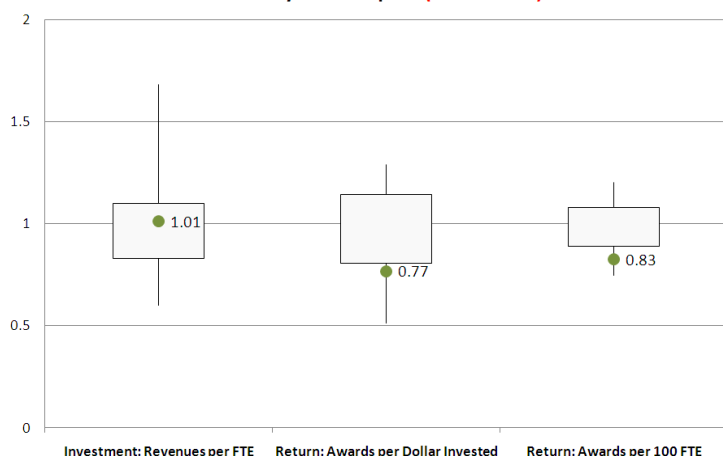
University of Memphis

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

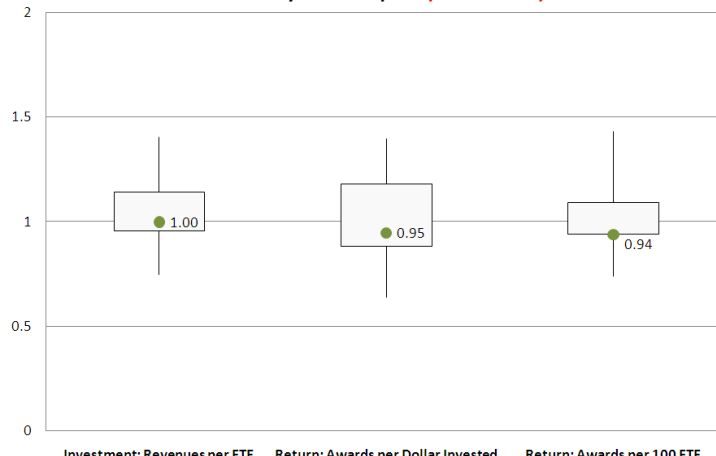


The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
University of Memphis (2003-2004)



RETURN ON INVESTMENT INDEX
University of Memphis (2008-2009)



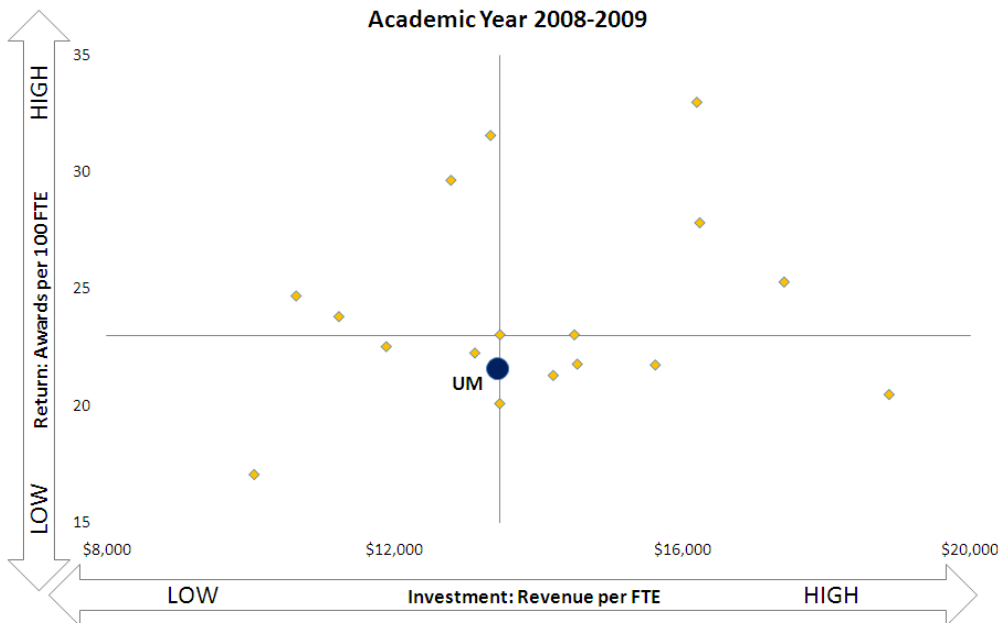
The 2003-2004 SREB survey reports degrees completed through 2002-2003.

The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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Return on Investment SREB Four Year Category 2 Institutions Academic Year 2008-2009



*SREB Four Year Category 2 Institutions award at least 30 doctoral degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	UM	SREB Median	Index	UM	SREB Median	Index
Revenues	\$187,097,000	\$154,708,000	N/A	\$222,418,000	\$186,081,000	N/A
Appropriations % Revenues	56.4%	56.4%	N/A	50.8%	56.8%	N/A
Full Time Equivalent (FTE)	17,070	14,641	N/A	16,555	14,582	N/A
Degrees and other awards	3,197	3,474	N/A	3,573	3,359	N/A
Revenues per FTE	\$11,000	\$10,800	1.01	\$13,400	\$13,500	1.00
Awards per Dollar Invested*	17	22	0.77	16	17	0.95
Awards per 100 FTE	19	23	0.83	22	24	0.94

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

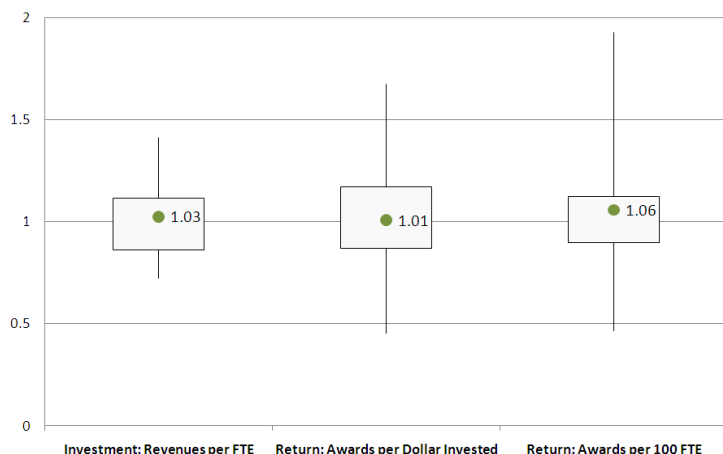
University of Tennessee at Chattanooga

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.



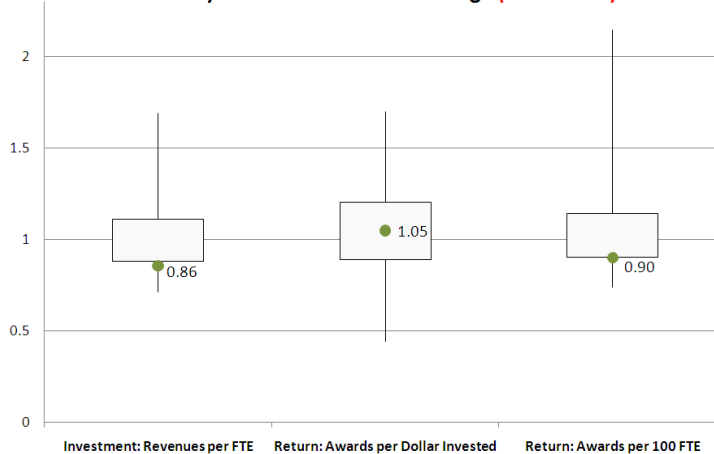
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
University of Tennessee - Chattanooga (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
University of Tennessee - Chattanooga (2008-2009)

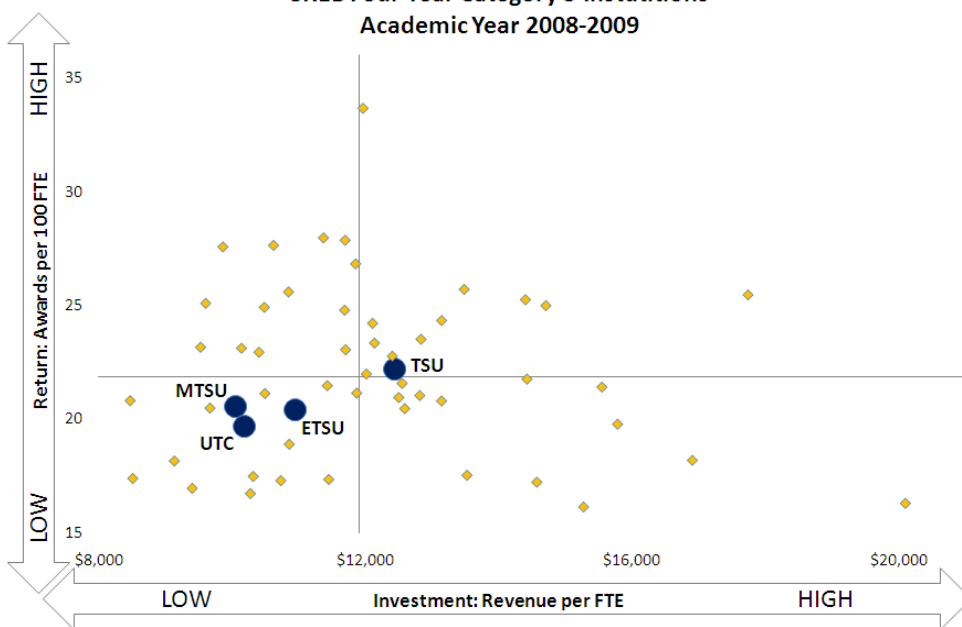


The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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Return on Investment
SREB Four Year Category 3 Institutions
Academic Year 2008-2009



*SREB Four Year Category 3 Institutions award at least 100 masters degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	UTC	SREB Median	Index	UTC	SREB Median	Index
Revenues	\$70,097,000	\$76,911,000	N/A	\$87,919,000	\$114,269,000	N/A
Appropriations % Revenues	56.6%	59.0%	N/A	47.9%	52.0%	N/A
Full Time Equivalent (FTE)	7,686	8,986	N/A	8,630	9,311	N/A
Degrees and other awards	1,578	1,919	N/A	1,699	2,140	N/A
Revenues per FTE	\$9,100	\$8,900	1.03	\$10,200	\$11,900	0.86
Awards per Dollar Invested*	23	22	1.01	19	18	1.05
Awards per 100 FTE	21	19	1.06	20	22	0.90

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

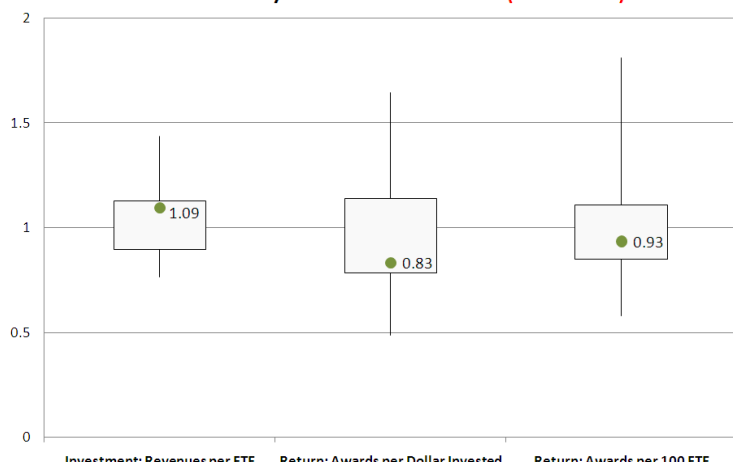
University of Tennessee at Martin

The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

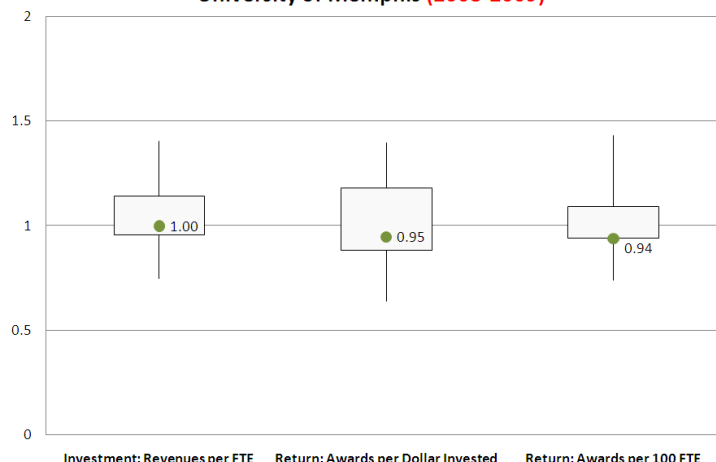


The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
University of Tennessee - Martin (2003-2004)



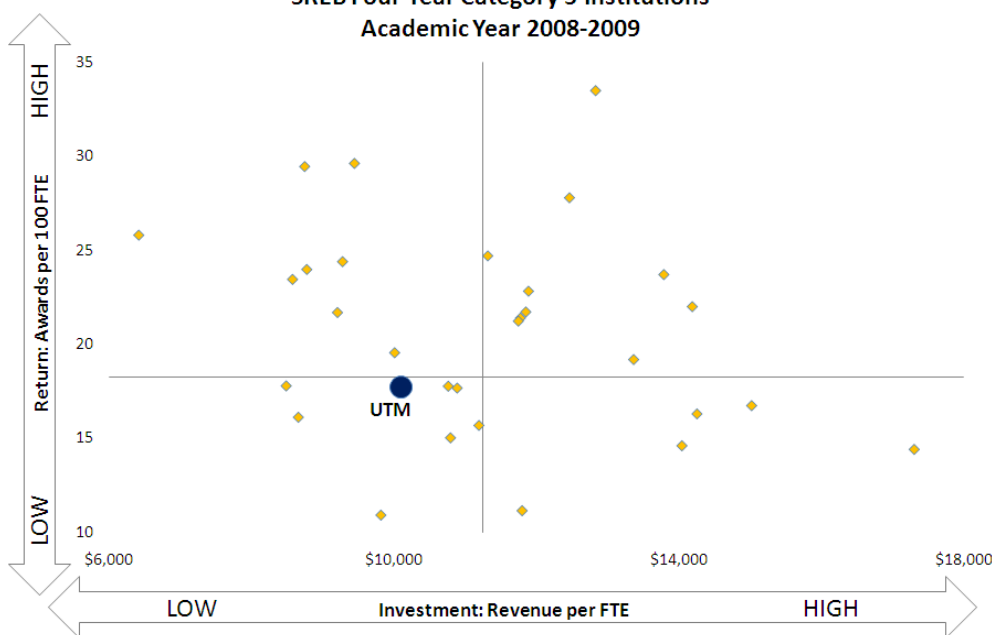
RETURN ON INVESTMENT INDEX
University of Memphis (2008-2009)



HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

Return on Investment
SREB Four Year Category 5 Institutions
Academic Year 2008-2009



DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

*SREB Four Year Category 5 Institutions award at least 30 masters degrees per year.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	UTM	SREB Median	Index	UTM	SREB Median	Index
Revenues	\$49,015,000	\$26,571,000	N/A	\$64,745,000	\$35,890,000	N/A
Appropriations % Revenues	56.7%	61.2%	N/A	46.9%	53.2%	N/A
Full Time Equivalent (FTE)	5,571	3,350	N/A	6,417	3,212	N/A
Degrees and other awards	1,001	558	N/A	1,138	705	N/A
Revenues per FTE	\$8,800	\$8,000	1.09	\$10,100	\$11,300	0.90
Awards per Dollar Invested*	20	25	0.83	18	18	0.96
Awards per 100 FTE	18	19	0.93	18	21	0.83

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

University of Tennessee, Knoxville

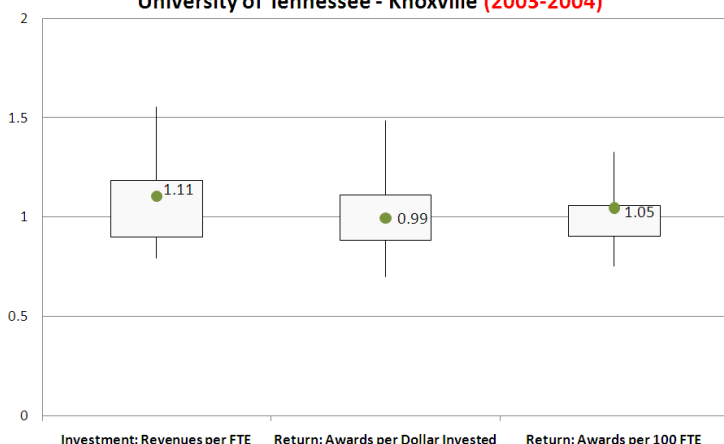


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX

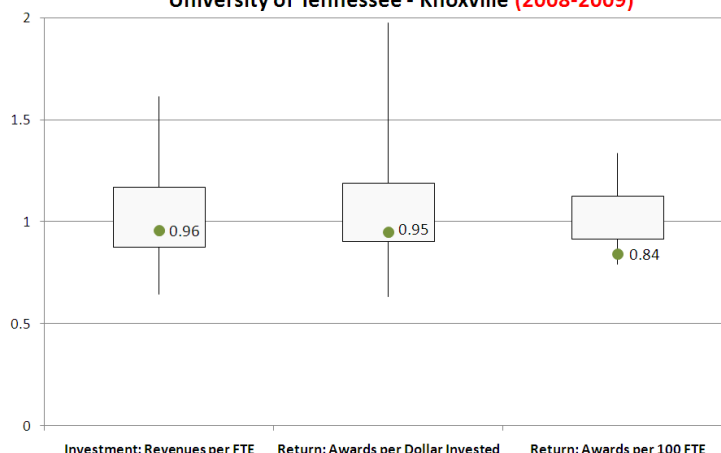
University of Tennessee - Knoxville (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX

University of Tennessee - Knoxville (2008-2009)

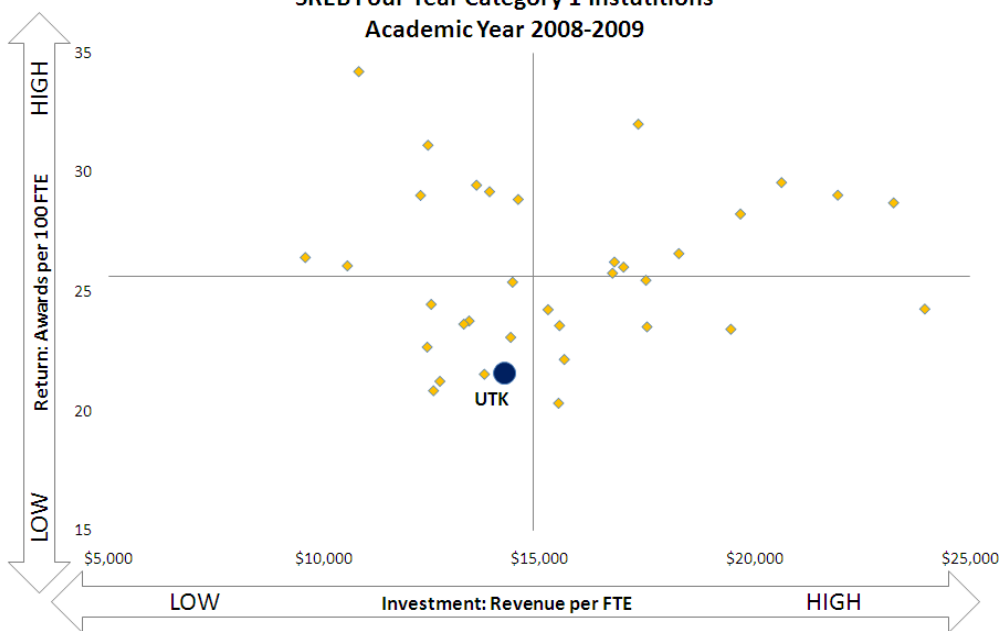


The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

The index base (1) is set at the SREB cohort median value for each measure. The value point indicates an institution's performance relative to its SREB cohort. The box indicates the lower 25th percentile and the upper 75th percentile. The tails indicate the index range.

Return on Investment SREB Four Year Category 1 Institutions Academic Year 2008-2009



*SREB Four Year Category 1 Institutions award at least 100 doctoral degrees per year.

DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	UTK	SREB Median	Index	UTK	SREB Median	Index
Revenues	\$296,975,000	\$295,285,000	N/A	\$366,378,000	\$392,948,000	N/A
Appropriations % Revenues	55.5%	55.2%	N/A	48.8%	48.4%	N/A
Full Time Equivalent (FTE)	23,706	25,338	N/A	25,801	24,601	N/A
Degrees and other awards	6,075	5,690	N/A	5,569	6,152	N/A
Revenues per FTE	\$12,500	\$11,300	1.11	\$14,200	\$14,900	0.96
Awards per Dollar Invested*	20	21	0.99	15	16	0.95
Awards per 100 FTE	26	25	1.05	22	26	0.84

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

Volunteer State Community College

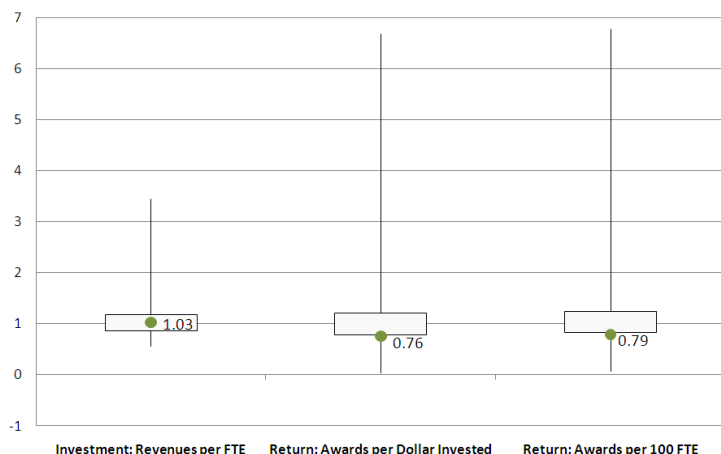


The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

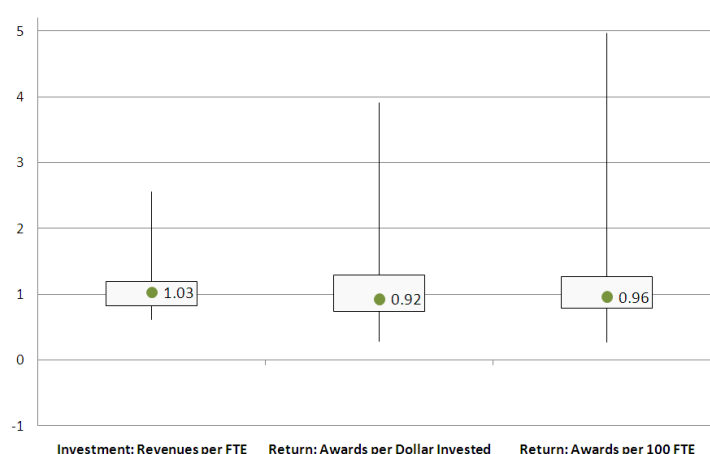
RETURN ON INVESTMENT INDEX

Volunteer State Community College (2003-2004)



RETURN ON INVESTMENT INDEX

Volunteer State Community College (2008-2009)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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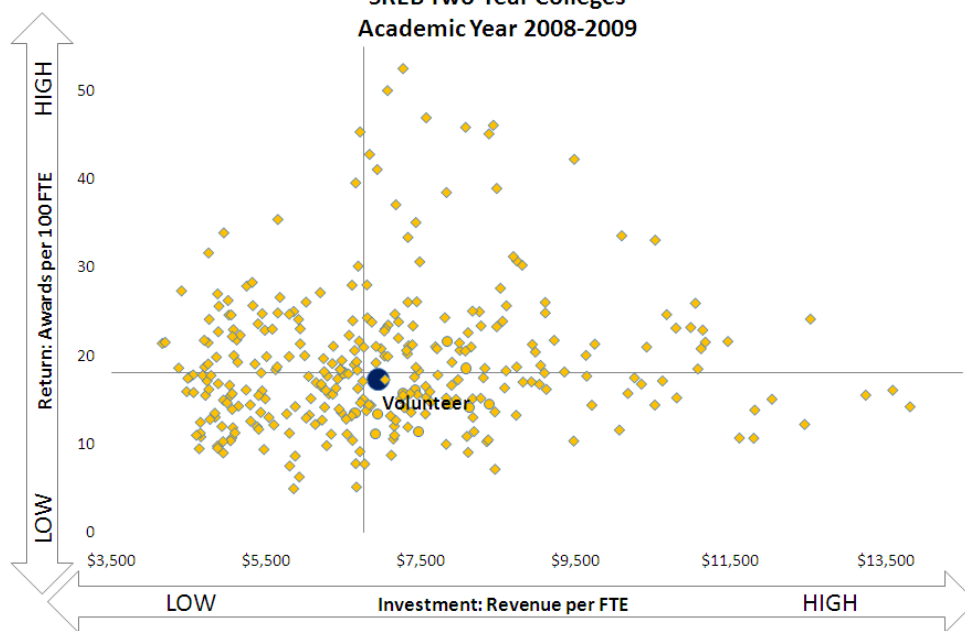
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Volunteer	SREB Median	Index	Volunteer	SREB Median	Index
Revenues	\$27,101,000	\$15,217,000	N/A	\$33,251,000	\$19,746,000	N/A
Appropriations % Revenues	57.5%	66.9%	N/A	54.5%	63.2%	N/A
Full Time Equivalent (FTE)	4,864	2,781	N/A	4,783	2,851	N/A
Degrees and other awards	612	449	N/A	831	528	N/A
Revenues per FTE	\$5,600	\$5,400	1.03	\$7,000	\$6,800	1.03
Awards per Dollar Invested*	23	30	0.76	25	27	0.92
Awards per 100 FTE	13	16	0.79	17	18	0.96

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange

PRODUCTIVITY, PERFORMANCE AND RETURN ON INVESTMENT

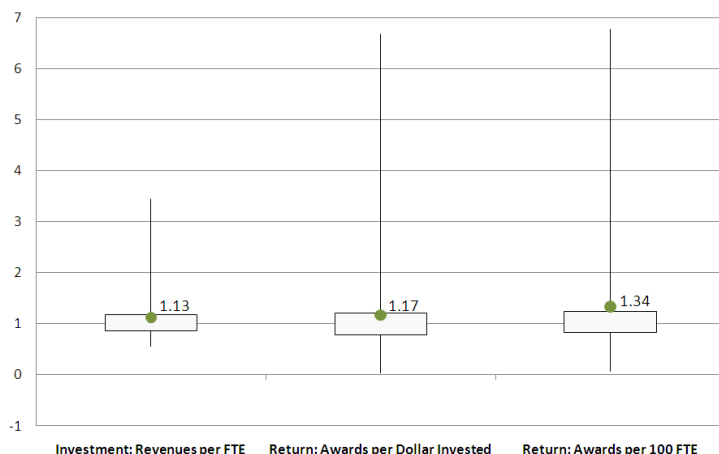
Walters State Community College



The 2010-2015 Tennessee Higher Education Master Plan calls for increasing productivity - defined as an increase in the number of degrees and certificates produced by Tennessee's postsecondary institutions, within available resources and with no decrease in instructional quality.

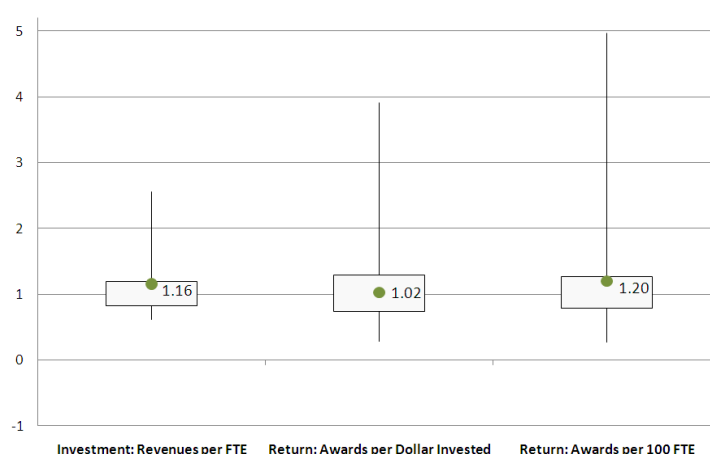
The following charts profile productivity gains for every public institution in Tennessee including the level of investment, the return on investment (ROI), and the change in ROI over time. The basic measures are (1) the level of investment, measured by unrestricted state appropriations and tuition and fees per full-time equivalent (FTE) student, and (2) the return on that investment, measured by annual degrees and certificates produced per dollar invested as well as awards produced per student. A five year peer-based comparison allows a college to see how it compares to similar Southern Regional Education Board (SREB) institutions. An index value above 1 indicates more productive performance.

RETURN ON INVESTMENT INDEX
Walters State Community College (2003-2004)



The 2003-2004 SREB survey reports degrees completed through 2002-2003.

RETURN ON INVESTMENT INDEX
Walters State Community College (2008-2009)



The 2008-2009 SREB survey reports degrees completed through 2007-2008.

HOW TO READ THE INDEX

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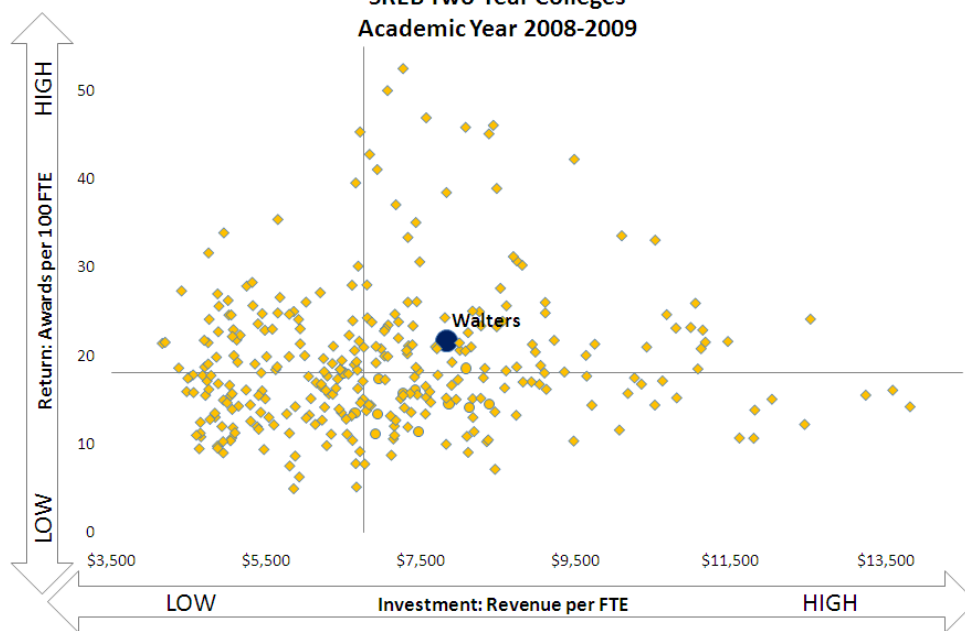
DATA DEFINITIONS - SREB Data Exchange

Revenues: Unrestricted state and local appropriations and tuition and fee revenues.

Awards: Awards less than two years, Associate, Bachelor, Master, Doctorate and first professional degrees.

Full Time Equivalent (FTE) Enrollment: Undergraduate credit hours divided by 30; Graduate credit hours divided by 24.

Return on Investment SREB Two Year Colleges Academic Year 2008-2009



*SREB Two Year Colleges award associate degrees, certificates, diplomas and offer college transfer courses.

Return on Investment Measures	Academic Year 2003 - 2004			Academic Year 2008 - 2009		
	Walters	SREB Median	Index	Walters	SREB Median	Index
Revenues	\$25,464,000	\$15,217,000	N/A	\$32,582,000	\$19,746,000	N/A
Appropriations % Revenues	62.1%	66.9%	N/A	56.3%	63.2%	N/A
Full Time Equivalent (FTE)	4,185	2,781	N/A	4,160	2,851	N/A
Degrees and other awards	888	449	N/A	902	528	N/A
Revenues per FTE	\$6,100	\$5,400	1.13	\$7,800	\$6,800	1.16
Awards per Dollar Invested*	35	30	1.17	28	27	1.02
Awards per 100 FTE	21	16	1.34	22	18	1.20

* Calculated in millions of dollars

Source: Southern Regional Education Board (SREB) Data Exchange