



Tennessee
Association for
Institutional Research



Charting a Course For Tomorrow: Exploring the Future of Institutional Research

36TH ANNUAL TENNAIR CONFERENCE
AUGUST 2 - AUGUST 4, 2023

Memphis Hilton
Memphis, TN

Schedule at a Glance

Wednesday, August 2nd

- 01:00 PM - 03:00 PM Pre-Conference Workshops
(SACSCOC Section 8 Compliance & Data Governance)
- 03:30 PM - 05:30 PM Pre-Conference Workshop (Newcomers)

Thursday, August 3rd

- 09:00 AM - 09:15 AM President's Welcome
- 09:15 AM - 10:30 AM Opening Session
- 10:40 AM - 11:30 AM Concurrent Sessions
- 11:40 AM - 12:30 PM Concurrent Sessions
- 12:30 PM - 01:45 PM Lunch (On your own)
- 01:45 PM - 03:10 PM Sector Meetings
- 03:20 PM - 04:10 PM Concurrent Sessions
- 04:30 PM - 05:30 PM Keynote Address
- 05:30 PM - 06:30 PM Evening Reception

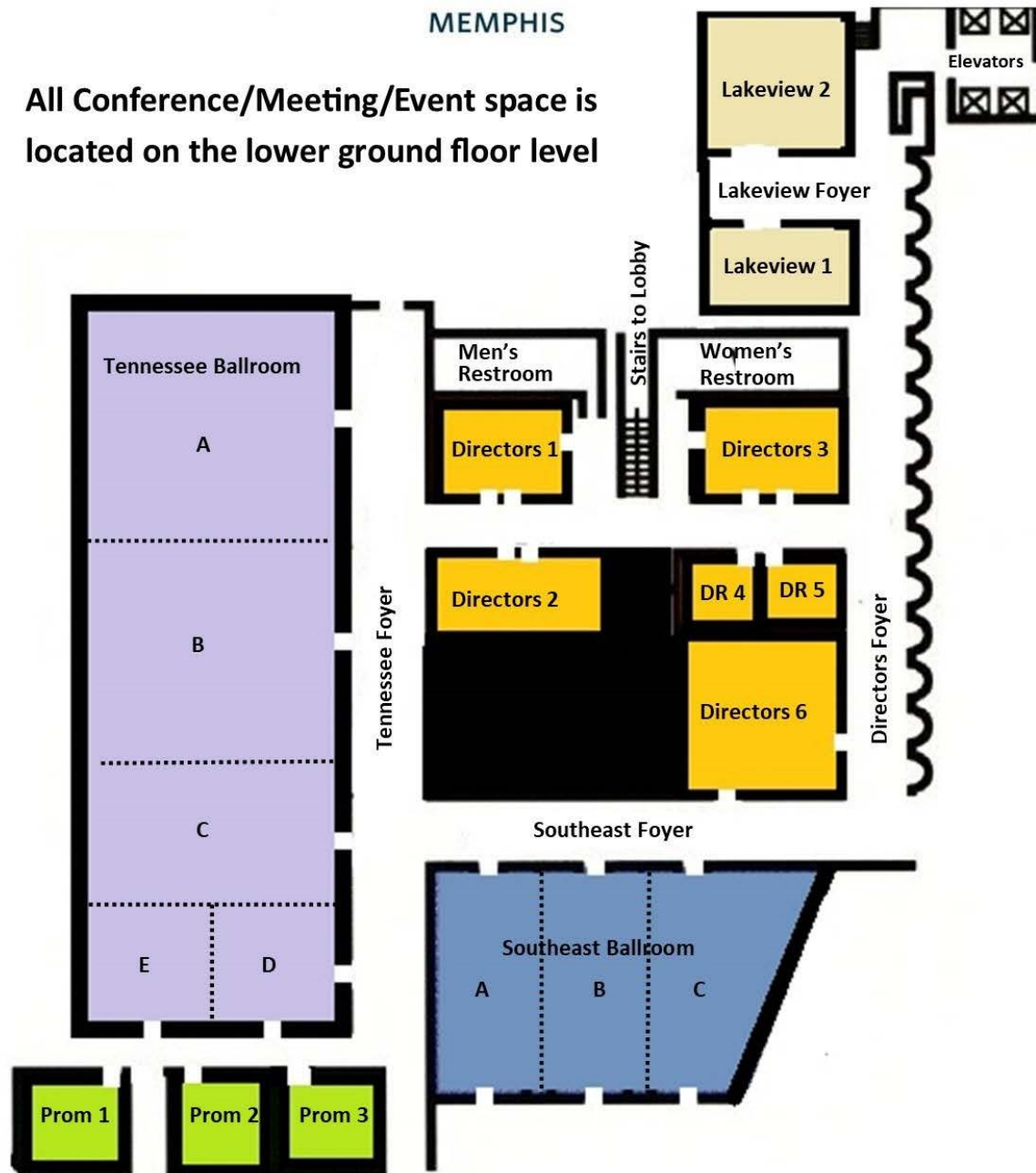
Friday, August 4th

- 08:30 AM - 09:20 AM Concurrent Sessions
- 09:30 AM - 10:45 AM Institutional Internship Panel
- 10:45 AM - 11:30 AM Coffee Break Sponsored by SAS
- 11:30 AM - 12:20 PM Concurrent Sessions
- 12:30 PM - 01:30 PM Business Meeting and Awards Luncheon
- 01:45 PM - 02:45 PM Executive Committee Meeting

Meeting Layout



All Conference/Meeting/Event space is located on the lower ground floor level



A Brief History of TENNAIR

The Tennessee Association for Institutional Research (TENNAIR) was founded in 1988 and was organized to serve professionals in post-secondary education institutions and agencies whose interests include management research, policy analysis, and planning.

The major purposes of TENNAIR are to:

- ♦ Foster cooperation among professionals in institutional research in Tennessee
- ♦ Disseminate information and ideas about methods, processes, and problems of common interest, and
- ♦ Support the professional development of individuals engaged in institutional research.

Each year, TENNAIR hosts a statewide conference to give an opportunity for current and aspiring institutional research professionals, scholars, and students to meet and collaborate on topics related to their work, and showcase innovative research and ideas pertaining to the field of institutional research or to Tennessee's current postsecondary context and landscape. Over the past several years, conference attendance has ranged from approximately 80 to 100 attendees representing various institutions and agencies from all regions of the state. Keynote speakers are often leaders in the field of research and bring their expertise to share with the membership.

TENNAIR is affiliated with the Association for Institutional Research (AIR) on the national level.

TENNAIR 2023 Program Committee

Chair - Joseph Chappell

Finance and Registration - Judith Nyabando

Newcomers - Matt Rehbein

Sector Meeting Leaders - Amy Heckman, Melissa Hunter, Brian Hester, and Joseph Chappell

Advisors - Brian Joy, Sherry Marlow-Ormsby, and Jacob Kamer

Concurrent Sessions - Cheryl Fogler

Sponsors and Vendors - Andrew Luna and Denise Gardner

Program Brochure - Shima Azizzadeh-Roodpish

Welcome from the President of TENNAIR

Dear colleagues,

As President of TENNAIR and on behalf of the Program Committee, it is my privilege and pleasure to welcome you to West Tennessee and the 36th gathering of Tennessee's Institutional Research annual conference.

This year's meeting is being held in iconic Memphis, Tennessee, A city known for barbeque, blues, and Beale Street. Memphis is enjoying the national spotlight as a tourist destination and was named one of the "23 Best Places to Go in 2023" by *Condé Nast Traveler*. While you are visiting, I hope you will take time to visit some of the many cultural attractions Memphis has to offer including the national Civil Rights museum, the Memphis Brooks Museum of Art, or Graceland.

Joseph Chappell (Program Chair) and his team of dedicated volunteers have worked tirelessly to assemble an exciting conference experience focused on "Charting a Course for Tomorrow: Exploring the Future of Institutional Research." In addition to a fascinating array of concurrent sessions and pre-conference workshops, Chappell has arranged a keynote address by Patrick Rossol-Allison, one of higher education's most innovative thinkers and the current Associate Vice President of Strategic Initiatives at Arizona State University, as well as a moderated discussion on the future of Institutional Research with a distinguished panel of college and university presidents from across the state of Tennessee.

One of my favorite aspects of TENNAIR is the opportunity to get to know colleagues from across the state more closely and learn from each other. As we look toward the future of the profession, I remain convinced that relationships matter now more than ever and can provide necessary support and stability during challenging seasons. Take advantage of this time together to renew friendships and develop new ones – I am certain your experience will be better for it!

Again, welcome to TENNAIR! I appreciate your participation and hope you enjoy the conference.

Brian Joy
President, TENNAIR



Wednesday, August 2nd

8:00 a.m.—4:30 p.m. CONFERENCE REGISTRATION

1:00 p.m.—3:00 p.m. PRE-CONFERENCE WORKSHOP

SACSCOC SECTION 8 COMPLIANCE

Cheri Clavier, East Tennessee State University

Cindy Williamson, University of Tennessee at Chattanooga

Location: Tenn D

Student achievement serves as a core component of the mission of every institution of higher education and is a pillar of SACSCOC's principles of accreditation. With elevated importance, however, comes additional scrutiny. In fact, Section 8 contains some of the most frequently cited accreditation standards, and leading an institution through these standards can be a daunting task. Led by two current SACSCOC liaisons, this workshop aims to equip participants with the tools, tips, and tricks necessary to successfully navigate the nuances and challenges of Section 8. Through interactive discussions, presenters will share best practices, firsthand experiences, and strategies for not only achieving minimal compliance but generating confidence around your student achievement documentation.

DATA GOVERNANCE

Patricia White, Belmont University

Joseph Chappell, East Tennessee State University

Location: Tenn E

In this workshop, attendees will explore the importance of data governance in higher education and gain a clear understanding of its role in ensuring data quality, privacy, security, and compliance. Through interactive exercises, discussions, and practical examples, participants will learn key components of an effective data governance framework with an emphasis on the creation of a data governance charter for your institution. This workshop is designed for higher education professionals who are interested in establishing or re-establishing data governance practices within their organizations and will provide attendees with the necessary knowledge and tools to kickstart their data governance initiatives.



Tennessee
Association for
Institutional Research

Wednesday, August 2nd

3:30 p.m.—5:30 p.m. PRE-CONFERENCE WORKSHOP

NEWCOMER WORKSHOP

Matt Rehbein, Lipscomb University

Location: Tenn D

This workshop is intended for those who are new to the field of institutional research. Participants will develop a basic understanding of the functions, roles, responsibilities (including ethics), and practices of IR and learn about IR and institutional effectiveness. The session will provide opportunities for discussion and networking, and participants will discover resources that can enhance their professional skills and development in IR.



Thursday, August 3rd

8:00 a.m.—4:30 p.m. CONFERENCE REGISTRATION

9:00 a.m.—9:15 a.m.....PRESIDENT’S WELCOME (SOUTHEAST C)

9:15 a.m.—10:30 a.m.....OPENING SESSION

**THE STATE OF HIGHER EDUCATION IN TENNESSEE:
WHERE INSTITUTIONAL RESEARCH MAY INTERSECT WITH OR CONTRIBUTE TO
CURRENT AND FUTURE EFFORTS TO GROW AND IMPROVE POST-SECONDARY EDUCATION.**

Bob Smith, Tennessee Higher Education Commission

Russ Deaton, Tennessee Board of Regents

Moderator: Joseph Chappell, East Tennessee State University

Location: Southeast C

10:40 a.m.—11:30 a.m.....CUNCURRENT SESSIONS

**ENROLLMENT FORECASTING:
MODELING APPLICATION DYNAMICS
FOR EARLY AND INCREASINGLY ACCURATE PROJECTIONS**

Ryan King, Austin Peay State University

Location: Southeast A

Timely and accurate enrollment projections can be instrumental in administrative planning and decision making. To this end, the current approach uses historical data to model the typical rate at which applications accumulate over time. This methodology enables estimates of application volume very early in the application cycle. By incrementally updating this estimate as applications come in, the model makes the best use of the information available at any given time and the projection becomes increasingly accurate. Additional ways of improving the projection such as estimating seasonality, retention rate, and application-yield likelihood are also discussed.

Thursday, August 3rd

10:40 a.m.—11:30 a.m..... **CONCURRENT SESSIONS (CONTINUED)**

THEC ANNUAL REPORTS: THE BIG PICTURE

Amanda Klafehn, Jacob Kamer, Paige Elliott, Joseph Barton, Nolan Combs

Tennessee Higher Education Commission

LOCATION: SOUTHEAST B

The Tennessee Higher Education Commission (THEC) produces several statutorily mandated reports each year. While each of these reports serves its own unique function, THEC's reporting collectively outlines where Tennessee stands on several key metrics in higher education. In this session, THEC staff will provide an overview of our current reports: what data they contain, when they are released, and what function they serve. After this overview, THEC staff will engage in conversation with audience members to understand how these reports are used in the IR/IE office and areas where there is room for improvement.

**DEVELOPING & EMPLOYING A MULTIYEAR STOPOUT PREDICTION MODEL
FOR ENTERING FRESHMEN**

Rion McDonald, University of Tennessee at Martin

LOCATION: SOUTHEAST C

The presenter will discuss one approach for developing a model predicting yearly student stop outs over the course of a six-year period. The model only uses information available at the beginning of a student's academic career. This allows it to be deployed very early, which hopefully will lead to effective outreach and support initiatives aimed at those at risk of dropping out. The presenter will not only cover the basics of model construction and evaluation, but he will also demonstrate how the results of the model can be displayed in an interactive dashboard, fostering the creation of targeted retention strategies

OVERHAUL YOUR SURVEY REPERTOIRE!

Brian Joy, Katherine Hill, Belmont University

LOCATION: TENN DE

After nearly a decade of longitudinal use, Belmont University's student surveys were in need of significant revitalization. Survey response rates began to decline, as did interest in the results. In light of this, the Office of Assessment and Institutional Research undertook a multi-year project to overhaul their student survey repertoire and, through the process, forged new partnerships, leveraged new technology, and ultimately elevated the use of data in campus decision-making. This session will outline the major steps in the project, identify potential pitfalls, and conclude with reflections and lessons learned from the first year of implementation.

Thursday, August 3rd

11:40 a.m.—12:30 p.m. CONCURRENT SESSIONS

HISTORICAL APPLICATION TRACKING WITHOUT SNAPSHOTS

Derrick Dupuis, Nashville State Community College

LOCATION: SOUTHEAST A

Our application tracking dashboard provides daily insights on the current completed applications, acceptances, and enrollments as compared to the same points in the prior two years. Leveraging the intelligence of Power BI, these are calculated without relying on prior year snapshots. The platform utilizes student attribute and demographic filters allowing admissions specialists to target populations where any of the three steps in the application funnel are lagging behind prior years. This presentation will cover both the user interface and the underlying algorithm.

METHODS FOR CALCULATING DISPROPORTIONATE IMPACT

Matthew Trengove, Tennessee Technological University

LOCATION: SOUTHEAST B

This session will cover two methods for calculating Disproportionate or Adverse Impact, that offer a simple, standardized approach for evaluating student outcomes. A fairly common to application would be with the evaluation of student success in online Vs face to face courses. We will cover the development of the 80% Rule and the Proportionality Index, in Federal standards, their adoption by California College Systems, walk through examples and discuss the real-world application of these methods in common reports and/or Institutional KPI's.

EXPLORING THE POSSIBILITIES OF VETS CAMPUS DATA

Gregg Crawford, Tennessee Higher Education Commission

Jacob Kamer, Tennessee Higher Education Commission

LOCATION: SOUTHEAST C

Since 2014, the Tennessee Higher Education Commission has worked with designated Veteran Education Transition Support (VETS) Campuses to track veteran enrollment, program of study, and number of degrees achieved by student veterans. Over the years, campuses have improved the data collection on student veterans and have included military dependents along the way. This session will cover the changes Tennessee has experience in data reporting, the current state of VETS Campus data, and a framework of what VETS Campus data could be.

Thursday, August 3rd

11:40 a.m.—12:30 p.m. **CONCURRENT SESSIONS (CONTINUED)**

MAINTAINING COMPLIANCE MAGIC AFTER THE ON-SITE VISIT

Cheri Clavier, East Tennessee State University

LOCATION: TENN DE

In this session, presenters will describe their efforts to maintain the compliance magic in the years following the reaffirmation process, including how they are prioritizing standards and timelines for review, engaging committed and enthusiastic campus stakeholders, and scaling back reporting requirements to balance a manageable workload with a continuous focus on reaffirmation success.

12:30 p.m.—1:45 p.m. **LUNCH (ON YOUR OWN)**

1:45 p.m.—3:10 p.m. **SECTOR MEETING**

UNIVERSITY OF TENNESSEE INSTITUTIONS

Brian Hester, University of Tennessee System

LOCATION: SOUTHEAST A

LOCALLY GOVERNED INSTITUTIONS

Joseph Chappell, East Tennessee State University

LOCATION: SOUTHEAST B

TENNESSEE BOARD OF REGENTS INSTITUTIONS

Melissa Hunter, Tennessee Board of Regents

LOCATION: SOUTHEAST C

INDEPENDENT COLLEGES AND UNIVERSITIES

Amy Heckman, Tennessee Independent Colleges and Universities Association

LOCATION: TENN DE

Thursday, August 3rd

3:20 p.m.—4:10 p.m. CONCURRENT SESSIONS

USING ESRI RESEARCH TO ENHANCE CAMPUS MARKETING EFFORTS

Andrew Luna, Austin Peay State University

LOCATION: SOUTHEAST A

In an attempt to utilize Geographic Information Center technology as part of the institution’s overall enrollment management endeavors, Decision Support and Institutional Research reached out to the GIS Center to determine how the ESRI technology could be used to pinpoint concentrated markets, trends in market growth and decline, identification of new markets, and how the two offices could provide unique marketing data for the institution. This presentation outlines the results, conclusions, and recommendations of the project.

TENNESSEE REVERSE TRANSFER SYSTEM

Tracy Comer, Russell VanZomeran, Tennessee Higher Education Commission

LOCATION: SOUTHEAST B

The Tennessee Reverse Transfer program is a state initiative that allows community college transfer students who are currently attending a four-year institution to combine credits from both institutions to receive an associate degree. This session will highlight the program including the semi-automated system, share data from previous cycles, as well as showcase the impact on institutions in the funding formula.

THE INTERSECTION OF DATA QUALITY, DATA STEWARDSHIP AND DATA GOVERNANCE

Mary Anne Hopper, SAS

LOCATION: SOUTHEAST C

Data Quality is a top-of-mind issue for most higher education institutions. As data assets and usage needs grow, so do the realities of needing to better utilize that data as a trusted and reusable asset. A solid data governance organization provides the discipline and methodology to do just that. This session will explore common data quality challenges and their associated misconceptions and give participants a clear definition of the different types of data quality. After discussing how data governance and the role of data stewardship support data quality efforts, participants will be left with a plan to execute or extend data governance to solve for their unique situations. Attendees will learn: common misconceptions about data quality, organizational reasons for poor data quality, the types and scope of data quality, the role of data stewards, and how to organize a data governance program to support improvement and measurement of data quality.

Thursday, August 3rd

3:20 p.m.—4:10 p.m. CONCURRENT SESSIONS (CONTINUED)

USING IE GRID REPORTS FOR TRAINING AND FEEDBACK

Kevin Harris, Tennessee Technological University

LOCATION: TENN DE

Institutional Effectiveness reports provide an opportunity for units to display their picture of success and improvement, however, disconnects in those puzzle pieces often lead to an unclear image. Grid reports provide a strong structure for programs to not only present progress towards outcomes but a great tool for review, feedback, and training. This session will discuss the implementation of a grid report template, initiated as part of a general overhaul of our IE process, and how the template assists in identifying potential disconnects, aids in supplying feedback to programs, and has become an integral part of our IE training process.

4:30 p.m.—5:30 p.m. KEYNOTE ADDRESS

WHAT IT TAKES TO SHAPE THE FUTURE OF EDUCATION

Patrick Rossol-Allison, Arizona State University

LOCATION: SOUTHEAST C

5:30 p.m.—6:30 p.m. EVENING RECEPTION

Friday, August 4th

8:30 a.m.—9:20 a.m. CONCURRENT SESSIONS

EVOLUTION OF PEER COMPARISONS AT THE UNIVERSITY OF TENNESSEE SYSTEM

- Griffin Judy, University of Tennessee System*
- Nick Humensky, University of Tennessee System*
- Brian Hester, University of Tennessee System*
- Jake Hagenow, University of Tennessee System*
- Michael Richards, University of Tennessee System*

LOCATION: SOUTHEAST A

IPEDS Data is a cornerstone of many, if not all, Institutional Research departments. Unfortunately, due to it being an older data system, one of the most available ways to access the data, the IPEDS Data Center, can be burdensome for larger and more complex projects and is limited in crucial ways that hamstringing the quality of certain data points due to granularity. Using Python, Excel, VBA, and PowerBI, you will learn how the University of Tennessee System Institutional Effectiveness team overcame these Data Center limitations and created their own IPEDS Data Server to more effectively present peer comparisons.

FEASIBILITY STUDIES FOR ACADEMIC PROGRAM DEVELOPMENT:
CONNECTING NEEDS TO OUTCOMES

- Sherry Marlow-Ormsby, University of Tennessee at Chattanooga*
- Kelli Baker, University of Tennessee at Chattanooga*

LOCATION: SOUTHEAST B

Creating innovative academic programs requires forging a path from a student's initial interest to their placement in the workforce. This session will cover the tools and methods that the University of Tennessee at Chattanooga use to assist faculty with the development, proposal, and approval of new academic programs. Attendees will get a look at data collection and analysis regarding potential student interest, curriculum investigation, workforce alignment, and more. The process and methods shared in this session are directly related to the Tennessee Higher Education Commission's policy for new academic program proposals.

Friday, August 4th

8:30 a.m.—9:20 a.m. CONCURRENT SESSIONS (CONTINUED)

GENERATIVE AI AND ITS IMPLICATIONS
ON DATA ANALYTICS/INSTITUTIONAL RESEARCH FUNCTIONS

Judith Nyabando, University of Tennessee Health Sciences

LOCATION: SOUTHEAST C

Generative artificial intelligence (AI) has exploded on the world stage and has the potential to drastically change how we work. By now we have all heard of systems such as Chat GPT or Bard. What is generative AI? How is this technology impacting or going to impact data analytics/IR functions? This presentation will:

- Discuss the definition of generative AI technology and give examples of some of the systems available today.
- Explore the impact of the technology on IR functions so far.
- Discuss information security and privacy considerations especially related to FERPA and HIPAA.
- Provide examples of how the technology can be used in completing IR functions/tasks.

9:30 a.m.—10:45 a.m. GENERAL SESSION

THE FUTURE OF INSTITUTIONAL RESEARCH: A PRESIDENT’S PERSPECTIVE

Brian Noland, President, East Tennessee State University

Michael Torrence, President, Motlow State Community College

Bryan Coker, President, Maryville College

Moderator: Joseph Chappell, East Tennessee State University

LOCATION: SOUTHEAST C

10:45 a.m.—11:30 a.m..... COFFEE BREAK SPONSORED BY SAS

Friday, August 4th

11:30 a.m.—12:20 p.m. CONCURRENT SESSIONS

DEMONSTRATION OF POWER AUTOMATE

Derrick Dupuis, Nashville State Community College

LOCATION: SOUTHEAST A

This session explores Power Automate, a versatile workflow automation tool, and how to harness its robust features for efficient data management. We have leveraged the power of this product to enhance our data quality efforts and provide greater access to data. By integrating with our student information system, Banner, Power Automate enables our Institutional Research office to automate data auditing processes, ensuring data accuracy and consistency. Additionally, it empowers us to create workflows for self-service data creation, reducing reliance on IT resources and enhancing productivity.

IE TECHNOLOGY INNOVATION: PARTNERSHIPS, PLANNING, AND PLATFORMS

Ashley Browning, University of Tennessee Knoxville

Carey Smouse, HelioCampus

LOCATION: SOUTHEAST B

Gaining a lens through which all stakeholders can see clearly how an institution is performing with regard to meeting its mission to serve student achievement and development can be considered the Holy Grail—almost unattainable. However, with the need for higher education to make evident their return on investment and increased pressure by regional accreditation agencies on their member institutions to provide evidence of institutional effectiveness, planning becomes a core function of an institution’s sustainability and lifeblood. Learn from leaders at the University of Tennessee-Knoxville who will demystify the search for institutional effectiveness resources to support their growth and improvement. Participants in this session will receive tips on navigating the search process, who needs to be involved, how these stakeholders can identify resource alignment to their initiatives, and provide answers to support this journey at their own institution.

Friday, August 4th

11:30 a.m.—12:20 p.m. CONCURRENT SESSIONS (CONTINUED)

USING LAGGED ENROLLMENTS TO PREDICT HIGH SCHOOLS GRADUATES

Andrew Luna, Austin Peay State University

Ryan King, Austin Peay State University

LOCATION: SOUTHEAST C

Identifying trends of population growth and decline across Tennessee counties can help institutions of higher education plan for the future. In particular, reliable projections of the expected number of HS graduates can help institutions adapt to changing market conditions and strategically plan recruitment and marketing efforts. This research uses population projections and lagged grade counts from the Tennessee census to project the number of HS graduates up to 13 years in the future. We demonstrate that projections based on lagged grade counts are more robust to changes in education policy than projections based on population alone.

12:30 p.m.—1:30 p.m. BUSINESS MEETING AND AWARDS LUNCHEON (TENN C)

1:45 p.m.—2:45 p.m. EXECUTIVE COMMITTEE MEETING

Featured Speaker Biographies

President Michael Torrence – Motlow State Community College



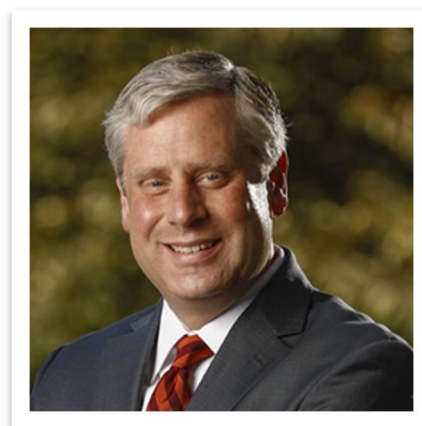
Dr. Michael Torrence is the seventh seated President of Motlow State Community College. Under Dr. Torrence's leadership, Motlow State has transformed itself into a cutting-edge, award-winning institution on multiple fronts. A passionate career educator, Dr. Torrence has worked in higher education for more than 25 years as faculty, mid-level and senior administrator, and ultimately CEO. His diverse areas of expertise include Research, Adult Education, Student Success, Academic Affairs, Staff Development, Distance Learning, and Diversity, Equity, Inclusion, and Belonging. His leadership and commitment to student success has garnered him many recognitions and awards to include American Association of Community Colleges, Phi Theta Kappa International Society, GlobalMindEd, Complete Tennessee Leadership Institute, among others.

President Brian Noland – East Tennessee State University

Dr. Brian Noland joined East Tennessee State University as its ninth president in 2012 after previously serving as the chancellor of the West Virginia Higher Education System. Under his leadership, ETSU has launched several state- and privately funded health research and care centers, including the ETSU and Ballad Health Strong BRAIN Institute; the Center for Applied Research and Evaluation (CARE) in Women's Health; the Addiction Science Center; the Center for Rural Health Research; the ETSU/NORC Rural Health Equity Research Center; the Center for Cardiovascular Risk Research; and the Appalachian Highlands Center for Nursing Advancement. President Noland is a board member for the American Council on Education, the American Association of State Colleges and Universities, the NCAA Division I Board of Directors, Ballad Health, Bank of Tennessee, and the Tennessee Valley Authority.



President Bryan Coker – Maryville College



Dr. Bryan F. Coker became the Maryville College President on July 1, 2020, serving as only the 12th President in a history exceeding 200 years. Prior to the Maryville presidency, Dr. Coker's career was deeply focused on students and their experiences in higher education. He served as vice president and dean of students, as well as acting president, for Goucher College in Baltimore. Prior to Goucher, Dr. Coker was dean of students at Jacksonville University (Florida) for 10 years, and previously served in administration for the University of Tennessee, including as director of student judicial affairs. Dr. Coker is a member of Class IX of Leadership Tennessee, and he has served on various non-profit boards, including as co-founder, president, and a host parent for Solace for the Children—Jacksonville, a humanitarian peace-building organization that brought children from Afghanistan to Florida for life-changing medical care. He is an ordained elder and liturgist in the Presbyterian Church (USA) and is currently a member of New Providence Presbyterian Church in Maryville.

Featured Speaker Biographies

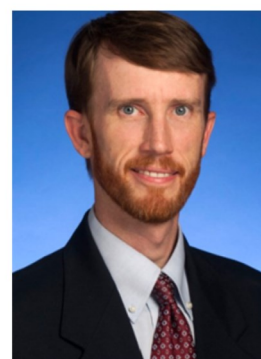
Robert Smith – Interim Executive Director, Tennessee Higher Education Commission



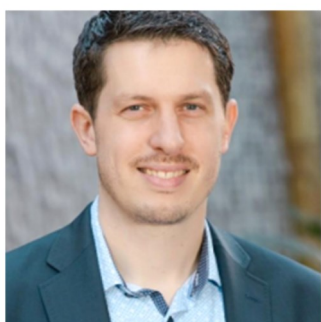
Dr. Robert M. "Bob" Smith has devoted more than five decades in service to public higher education. From 1999-2012, he was Provost and then President of Slippery Rock University of Pennsylvania, retiring as President Emeritus. In March 2017, the UT Board of Trustees named him Chancellor of the University of Tennessee at Martin and conferred the title of Chancellor Emeritus following nineteen months as Interim Chancellor. From 1987-1999, he served UTM as Dean of the School of Arts and Sciences when he also co-created and directed the WestStar Leadership Program, and for three years directed the Tennessee Governor's School for the Humanities. He also served as a Fellow for the U.S. Department of Health and Human Services, Office of the Secretary, in the Carter and Reagan administrations. Most recently he created the UT Executive Leadership Institute and has served as its director since 2018.

Russ Deaton – Executive Vice Chancellor for Policy & Strategy, Tennessee Board of Regents

Dr. Russ Deaton is the Executive Vice Chancellor for Policy and Strategy at the Tennessee Board of Regents - The College System of Tennessee, where he provides leadership to the offices of Academic Affairs, Student Success, Organizational Effectiveness, and Research and Data. Before joining The College System of Tennessee, he served 17 years at the Tennessee Higher Education Commission serving in a variety of roles including the Chief Financial Officer, the Chief Policy Officer, and the Deputy Executive Director. He received his PhD from Vanderbilt in 2006 where he has served as an adjunct faculty member since 2007. Over the years he has taught courses in higher education finance policy and policy economics and was named the Peabody College Adjunct Faculty of the Year in 2014.



Patrick Rossol-Allison – Associate Vice President of Strategic Initiatives, Arizona State University



Patrick Rossol-Allison currently serves as Associate Vice President of Strategic Initiatives for one of the three pillars of Arizona State University, the Learning Enterprise. In his role he finds opportunities to create innovative learning solutions spanning the entire life of learners, taking them from conceptual stages to prototype to scale. Previously, Patrick was Head of the innovative hybrid college model ASU Local. In this role he completely redesigned the university experience so that students from underserved communities could pursue over 100 bachelor's degrees in locations across the country. Prior as Senior Program Officer at the Bill & Melinda Gates Foundation, he invested over \$30M in higher education initiatives to tackle some of the most pervasive inequities and to ensure that more students graduate from a wide range of colleges and universities in the United States. He oversaw the work of organizations including the American Institutes for Research, Harvard University, and the Aspen Institute. Earlier in his career, Patrick created and headed the organization-wide strategy function as Executive Director of Institutional Effectiveness, Planning and Research for one of the largest community colleges in the country, Johnson County Community College. He created renown national data initiatives in the areas of student success, finance, and workforce education with over a quarter of all community colleges in the country participating. Patrick's work at JCCC was recognized and sponsored by the Bill & Melinda Gates Foundation. Patrick graduated from the University of Bonn in Germany with a Master's Degree in Political Science, Modern History, and International Law, and attended Duke University as a DAAD scholar.

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Save the date for the 2024 TENNAIR Conference!
August 14, 2024 – August 16, 2024