Northeast State Community College embraces these guiding beliefs:

**Accessibility**
Residents should have the opportunity to reach their full potential through participation in higher education.

**Accountability**
Effectiveness and efficiency are achieved through the wise use of fiscal, human, and physical resources.

**Cooperation**
Forming partnerships and working with others facilitates the achievement of common goals.

**Diversity**
Creativity and achievement are fostered through respect for all individuals and their ideas.

**Excellence**
Quality is ensured by using information gathered through a continuous assessment, planning, and implementation process.

**Integrity**
Success occurs in an environment of honesty, openness, fairness, and trust where people are treated with dignity and respect.
Mission

Northeast State is an open-access, public, comprehensive community college that advances the lifelong educational development of the residents of the region and strengthens the economic and social/cultural aspects of the community. To facilitate teaching, learning, service, and student success, the College provides innovative, high-quality, and relevant associate, certificate, and career-focused educational programs and services. Programming and comprehensive support services are offered through varied delivery systems and at multiple sites throughout its primary service area of Carter, Johnson, Sullivan, Unicoi, and Washington Counties. Within all aspects of its operations, Northeast State serves the public’s interest through the wise use of fiscal, human, and physical resources.

Vision

Northeast State shall be a premier learning-centered institution whose students and graduates are among the best-prepared individuals to meet current and emerging needs.
President’s Message

Upon completion of my second year at Northeast State, I would like to share some of the major accomplishments of the collective efforts of faculty, staff, and administration of this great institution. It is an honor to serve such an outstanding group who has been so supportive and so productive. The family environment of Northeast State creates a place where employees enjoy coming to work, engage as a team to address the challenges, and establish a very positive learning and working environment. The community has provided outstanding support, not only financially through scholarships and other gifts, but also in rising to meet our needs to expand to all areas of the five county region.

The Complete College Tennessee Act challenges all community colleges to increase participation rates of citizens in higher education and completion. The last two years of enrollment growth, totaling nearly 25 percent, has created a challenge for all areas of the college. Northeast State served nearly 8,800 students last year and graduated 876 in the spring of 2011. As the economy stabilizes, enrollment growth will level to a more normal pace. However, in response to that growth, additional personnel, equipment, parking spaces, and facilities have been added to accommodate the students who need education to get better jobs.

In the future, increased accountability in addition to accessibility requires that Northeast State Community College respond in a number of ways to meet these increased expectations.

Graduation & Retention

Faculty and staff have begun implementing instructional methods to engage every student in every classroom, through the STEP program:

- Self-regulated learning (taking responsibility for their own learning)
- Active learning (inquiry-based, project-based, and lab-based learning)
- Cooperative learning (team building to prepare for the workplace)
- Higher order thinking skills (problem-solving, decision-making experience)

In addition, faculty have revamped the remedial and development instructional delivery system to change from lecture-based classrooms to a lab-based/mastery-based learning environment where students complete homework assignments through web-based software and meet learning outcomes in a sequential order to successfully complete all modules. Students may accelerate learning, get extra help in tutoring labs, and work ahead at home online. These programs will be implemented this fall in all developmental courses now called “Learning Support.”
Northeast State is implementing an initiative to increase the relativity of our educational programs to meet industry demands and make students more employable. Three of our faculty/staff completed training to facilitate Develop a Curriculum (DACUM) workshops. Experts on the job were asked to serve as panelists to identify learning outcomes to prepare students for entry level jobs in energy distribution (such as electrical lineman). A certificate will be developed soon to be offered to students. Faculty members have developed a schedule to complete a DACUM for all programs to enhance content and increase the success of our graduates in meeting industry needs.

**Building our Capacity to Serve**

To increase the number of graduates by 50 percent by 2020, expansion of enrollment at all teaching sites and addition of new sites will be required to reach all potential student populations. It is my vision to put college access within 20–30 miles of every citizen. We have begun a long-range Master Facilities Planning process to look at needs of the main campus and additional teaching sites over the next 10–20 years. We have made excellent progress in establishing a teaching site in Johnson City and will be working with leaders in Bristol to explore needs in that area.

Enrollment at Northeast State at Kingsport has doubled in the last two years and Elizabethton has grown nearly 30 percent.

In addition to expanding our off-campus teaching sites, we are increasing dual enrollment options so that every student will have access to the opportunity to complete at least one year of college credit before graduating from high school. Dual enrollment programs such as Early College and STEM (Science, Technology Engineering, and Math) pilot programs are ready to implement in the next academic year in collaboration with Dobyns-Bennett High School. Similar programs are being planned across the region.

Human resources are our most important asset. Funds were allocated to grow our capacity to serve students and reduce the overwhelming workloads of employees as record enrollment growths taxed our system. In an effort to comply with the Complete College Act and meet the needs of students and increasing enrollment, a total of 49 new positions have been added since July 2010. In an effort to retain our employees and attract new employees, full time faculty and staff employed on June 30, 2011 will receive a 3 percent raise for 2011-12.

**Professional Development**

Some of our stimulus funds were allocated to provide critical professional development which had been limited due to budget constraints in recent years.

A targeted leadership program provided training for employees recently promoted or those anticipating applying for leadership positions. National leaders were brought to campus to engage participants in higher education law, communication, emerging trends, and defining leadership qualities. Community College Presidents from three state systems provided insights on successful leadership and best practices.
A local firm, Who We Are Counts Institute (WWAC), provided outstanding training for more than 130 employees at a significantly reduced savings, when compared to the cost of sending employees out of the area to receive the same level of quality training. Human resource development is one of the most challenging tasks of any supervisor and WWAC provided outstanding training, first to the senior leadership team. Those administrators recognized the value of this training and recommended it for other faculty and staff. Because of the positive response, Northeast State is now a licensed provider of this professional development system to train students, employees, and the community.

Additional funds provided the opportunity for nearly 40 faculty and staff to participate in the Chick-fil-A Leadercast, held at Tri Cities Baptist Church and produced by the John Maxwell Group.

Workforce Development is the major focus of community college education, whether preparing students to go on to the four-year university after completion of the two-year university parallel degree or completion of a certificate or applied science degree that leads directly to employment.

**Investment of Stimulus Funds to Support the Complete College Act**

Nearly two-thirds of our stimulus dollars received by Northeast State were invested in equipment to provide state of the art training for our students and increase our capacity to serve at off-campus teaching sites. Nearly $1.3 million was used to add three new science labs at the KCHE (Kingsport Center for Higher Education). Nearly $300,000 was used to purchase auto body program equipment for the new certificate program to be offered at the Pal Barger Regional Center for Automotive Programs. Additional funds from the college — nearly $200,000 — will be used to purchase the paint booth and to make the space ready for use. Expansion of the Elizabethton teaching site included adding an Anatomy and Physiology lab at a cost of nearly $300,000.

**Expansion through Technology**

- Expansion of the Campus Information System as a means to communicate more information to students.
- New Luminis portal provides ways to communicate targeted and general announcement to students and employees and provides direct links into the Banner Student and Finance modules.
- Expansion of wireless connectivity for students, providing them with greater access to campus resources.
- Increase of ITV (Interactive TV) and video conferencing to allow broadcast of classes and information sessions to several sites at one time reducing travel cost to one site for students and employees at Northeast State or other community colleges.
**Enhanced Student Support**

- Implementation of DegreeWorks software, providing a valuable advising tool for our students and advisors on progress of students in completion of courses toward a certificate or degree; resulting in increased persistence and graduation for our students.
- Implementation of paperless workflow systems in admissions and financial aid offices providing better service for our students, increased efficiency for the offices and reduction of the carbon footprint.
- Implementation of organizational change to combine admissions and financial aid in Enrollment Management Office, moving toward a “One-Stop Shop” concept to better serve students and create a more streamlined “customer-focused” experience for students.

**Increasing Institutional Effectiveness**

- Realized a record enrollment of 6,775 students in fall 2010, an 8 percent increase over fall 2009. Additionally, the College realized a record enrollment of 6,259 students in spring 2011, a 7 percent increase over spring 2010.
- Exceeded the mean score on Proficiency Profile. Northeast State’s mean score was 442.5 as compared to the national average for similar community colleges of 437.5. The College has met or exceeded the average national score for community colleges for 10 of the last 11 years.
- Exceeded the Tennessee Board of Regents community college fall-to-fall retention rate for first-time full-time students. Northeast State has exceeded the mean rate for TBR community colleges for eight of the last 10 years.
- Exceeded the Tennessee Board of Regents community college persistence to graduation rate. The College has consistently surpassed the mean rate for TBR community colleges during the past 20 years.

The future looks bright for Northeast State. Our major goal is to continue to serve our community by providing associate degrees and certificates to meet workforce needs and the first two years of college for those students seeking a four-year degree.

Thank you for your continued support and I look forward to working with you for many years to come.

Janice H. Gilliam, Ed. D.,
President, Northeast State Community College
Strategic Goals
Strategic Goal 1

Increase accessibility to educational and public service programs

- **Strategic Goal Major Accomplishment:** Facilitated access and promoted excellence in learning through enrollment in the College’s Honors Program. Northeast State realized a 17 percent increase in Honors courses enrollment during fall 2010 as compared to fall 2009.
- Heightened community awareness of Northeast State as a regional cultural arts center through the presentation of four major theatre events: *Best Christmas Pageant Ever*, *Bus Stop*, *Harvey*, and *Dracula*
- Increased by 12.2 percent the enrollment in the Jump Start Dual Enrollment Program to 512 over academic year 2009–2010. The College currently has dual enrollment programs in the 16 high schools within its five-county service area.
- Increased by 12.5 percent the enrollment in Internet-based delivery instructional programs during fall 2010 as compared to fall 2009.
- Promoted access and enrollment through the provision of classes at the Northeast State at Gray teaching site as well as the expansion of course offerings at select area high schools.
- Promoted access by upgrading the network connection at the Northeast State at Elizabethton teaching site.
- Promoted access through the initial development of a teaching site in Johnson City. The facility is expected to open during academic year 2011–2012.
- Promoted access through the offering of additional science courses at the College’s three primary teaching sites in Elizabethton, Gray, and Kingsport.
- Provided over 1,300 hours of training through on-line and open enrollment non-credit courses.
- Realized a 21 percent increase in fall 2010 enrollment at Northeast State at Kingsport as compared to fall 2009.
- Realized a record enrollment of 6,775 students in fall 2010, an eight percent increase over fall 2009. Additionally, realized a record enrollment of 6,259 students in spring 2011, a seven percent increase over spring 2010.
- Realized record enrollments in the Regents Online Degree Program, with 575 Northeast State students participating during spring 2011.
- Supported student access and success as demonstrated by Northeast State’s Performance Funding Report. The College realized positive gains in enrollment in five areas identified as critical need areas: the enrollment of adult, low income, male, and underprepared students as well as for select geographical areas that have overall low educational attainment levels.
Promote student success through enhanced retention, graduation, and career development efforts

Strategic Goal 2

- Awarded continued funding for the TRIO Student Support Services Grant Program for five years.
- Exceeded the mean score on Proficiency Profile. Northeast State’s mean score was 442.5 as compared to the national average for similar community colleges of 437.5. The College has met or exceeded the average national score for community colleges for ten of the last 11 years.
- Exceeded the Tennessee Board of Regents community college fall-to-fall retention rate for first-time full-time students. Northeast State has exceeded the mean rate for TBR community colleges for eight of the last ten years.
- Exceeded the Tennessee Board of Regents community college persistence to graduation rate. The College has consistently surpassed the mean rate for TBR community colleges during the past 20 years.
- Facilitated student learning and success at the institution’s primary off-campus teaching sites of Elizabethton, Gray, and Kingsport through increased site visits and/or permanent placement of staff by personnel within the College’s Academic Affairs, Business Affairs, Information Technology, and Student Affairs Divisions.
- Facilitated student success as denoted by Northeast State’s in-semster retention rate of 95.9 percent, which was one percentage point above the average for TBR community colleges.
- Facilitated the successful completion of academic programs through the Alumni, Graduate Now! campaign. As a part of this campaign, the College contacted former students who were nearing graduation. Subsequently, 16 students finished their degrees in 2010–2011.
- Fully implemented the first phase of STEP, the Strategies for Teaching Excellence Program, in which all full-time faculty participated.
- Met the expectation of students as denoted by Northeast State’s enrolled student survey satisfaction score on key indicators. Northeast State’s satisfaction rate was 93 percent. Comparatively, the average for TBR community colleges was 88 percent.
- Processed a record 1,500 graduation applications for academic year 2010–2011, an 11 percent increase over academic year 2009–2010.
- Realized a record enrollment of 6,775 students in fall 2010, an eight percent increase over fall 2009. Additionally, realized a record enrollment of 6,259 students in spring 2011, a seven percent increase over spring 2010.
- Promoted excellence in student learning as denoted by a six percent increase in the number of graduates completing the Honors program as compared to academic year 2009–2010.
- Promoted learning and efficiency through the redesign of the College’s remedial/developmental program. The revised program will be fully implemented in fall 2011.
- Promoted student success through the provision of free tutoring via The Learning Center (TLC) at the main campus as well as at the Elizabethton and Kingsport teaching sites. Students utilized the services of the TLC more than 3,000 times during fall 2010 alone.
- Supported student success by assisting more than 345 students with the completion of documentation required for the processing of their financial aid applications in Northeast State’s new financial aid laboratory.

Top: Kathy Coleman, director of the Student Success Center, advises a student about course options for an upcoming semester.
Provide quality programs and services that are recognized for excellence

Strategic Goal 3

- Achieved a 100 percent student pass rate on the Advanced Cardiac Life Support and Pediatric Advanced Life Support certification.
- Affirmed the satisfaction of Northeast State at Gray students with regard to their experiences at the teaching site, with 92 percent responding favorably.
- Attained or exceeded all specified program standards for the General Technology Associate of Applied Science and the Chemical process Operations Certificate Programs as determined by external academic auditors.
- Demonstrated the quality of Northeast State’s distance learning program as evidenced by the College exceeding its state peers by six percent with regard to A and B grades earned.
- Demonstrated the quality of Northeast State’s Office Administration Associate of Applied Science degree by exceeding its previous score on the program’s major field test score.
- Expanded the College’s public service programs through the development of the International Education Club.
- Facilitated communications through the initial implementation of Luminis, the College’s interactive and collaborative Web portal system.
- Facilitated student success through the establishment of the office of Early College/STEM.
- Facilitated the development of faculty and staff through initiatives that included, but were not limited to, the implementation of a Targeted Leadership Program and participation in the Who We Are Counts® program.
- Facilitated the provision of quality programs and services at off-campus teaching sites through upgrades to the facilities and information technology infrastructures at the Northeast State at Elizabethton, Gray, and Kingsport teaching sites.
- Gained approval to implement the Auto Body Service Technology Certificate.
- Implemented the Maintenance Apprenticeship Program for Eastman Chemical Company, with courses being offered at the Regional Center for Advanced Manufacturing at Northeast State at Kingsport.
- Met all standards with no deficiencies on the Annual Accreditation Reports for the Invasive and Non-Invasive Program Options as noted by the Joint Review Committee for Cardiovascular Technology.
- Met all standards with no deficiencies on the Outcomes Based Accreditation Report as noted by the Accreditation Review Council on Education in Surgical Technology and Surgical Assisting.
- Named a Military Friendly School for the second consecutive year. Northeast State was among only 15 percent of all colleges and universities surveyed across the United States to receive the designation.
- Promoted campus safety through the implementation of an online Emergency Preparedness program.
- Promoted regional development by hosting, with the city of Kingsport, the second annual Straight to the Top Conference. The two-day summit focused on education and economic development.
Demonstrate institutional accountability, resourcefulness, and efficiency through the continuous assessment, planning, and implementation process

Strategic Goal 4

- Chartered the Northeast State Scholars Foundation to support the activities of the Northeast State Community College Foundation through student-driven initiatives that promote private giving and service learning.
- Earned Level One Arboretum Certification from the Tennessee Urban Forestry Council in cooperation with the Tennessee Federation of Garden Clubs and the Tennessee Department of Agriculture Division of Forestry.
- Exceeded the mean Performance Funding score for Tennessee community colleges. Northeast State earned 93 points as compared to an average score of 90 for all Tennessee community colleges. Northeast State has exceeded the average score for nine of the last ten years.
- Increased efficiencies and student access through the development of an online scholarship application process.
- Increased efficiencies through the purchase of an electronic box office ticketing system for use in the Regional Center for the Performing Arts.
- Increased sustainability through the addition of recycling bins at all primary teaching sites and the utilization of electronic documents versus paper-based documents. As a result, copier paper usage decreased nearly 17 percent over academic year 2009–2010.
- Installed a computer-based camera system at the College’s main campus as well as at all its primary teaching sites in Elizabethton, Gray, and Kingsport.
- Promoted resourcefulness through the upgrade of Northeast State’s enterprise resource planning system, Banner.
- Received an unqualified audit report from State Audit for fiscal years 2008 and 2009.
- Recognized by outside agencies for the College’s low crime rate. Northeast State placed third in the State of Tennessee’s Governor’s Highway Safety Office for its safety program.
- Supported students’ financial needs through the provision of over $14 million in federal Pell funds, a nine percent increase over academic year 2009–2010.
- Supported the economic development/well-being of the region. Over the past five years, Northeast State’s operations provided an average of $72 million annually for the local economy.
Top: A student works on an assignment in a Workforce Solutions seminar; bottom left to right: Medical Laboratory Technology students receive instruction on procedural techniques; students practice identification for an Anatomy and Physiology class; students work in a TRiO Student Support Services computer lab.
KINGSPORT CENTER FOR HIGHER EDUCATION
Highlights

Fall and spring enrollments set records
Northeast State Community College welcomed new and returning students to campus with record fall and spring enrollments.

The fall enrollment of 6,775 students represented an 8 percent increase from the 2009 fall semester. The number of full-time equivalency (FTE) students taking more than 12 credit hours this fall also jumped 9.2 percent from 4,231 students to 4,623 students.

Student enrollment topped 6,000 for the 2011 spring semester. This marks the first spring semester to exceed 6,000 students in the College’s 44-year history.

Spring enrollment reached 6,259 students — an increase of 7.1 percent over 2010’s spring enrollment of 5,841 students. The number of FTE students taking more than 12 credit hours increased 7 percent. Reports showed 4,257 FTE students enrolled for spring compared to 3,975 in 2010. Both full-time and total enrollment numbers represent records at Northeast State for a spring semester since the College opened in 1966.

Total student enrollment at Northeast State has risen more than 50 percent since 2001 — tops among the 13 community colleges in the Tennessee Board of Regents (TBR) system.

College creates Scholars Foundation for students
A new organization at Northeast State brings together honor students and scholarship recipients to support the philanthropic work of the College’s Foundation.

Membership in the Northeast State Scholars Foundation is comprised voluntarily of students receiving Northeast State scholarships, enrolling in the Northeast State Honors Program, or earning memberships in the campus honor societies.

The Northeast State Scholars Foundation supports the College’s Foundation through student-driven initiatives that promote private giving and service learning. Fourteen students were named as charter members.

Students selected for membership in the Scholars Foundation are gauged by leadership, peer motivational skills, goal orientation, ability to interact with diverse populations, and willingness to commit their time and talents to Northeast State.
Merissa Williams was one of only 60 students to earn the highly competitive Jack Kent Cooke Scholarship.

Northeast State student, Merissa Williams, recently earned the prestigious Jack Kent Cooke Foundation Undergraduate Transfer Scholarship. The Sullivan North High School graduate is one of only 60 scholars nationally selected this year to receive the scholarship award. She was chosen from an applicant pool of 785 nominees.

The scholarship’s dollar value is up to $30,000 each year. The award covers a significant share of the student’s educational expenses — including tuition, living expenses, books and required fees — for the final two to three years necessary to achieve a bachelor’s degree.

Merissa developed and led two student leadership workshops as Council for Leadership, Advocacy, and Student Success (CLASS) Chair of Leadership Development. In addition to serving on CLASS, she also served on the President’s Student Advisory Council for Northeast State, Disability Awareness Week planning team, Academic Affairs Committee, the Alpha Iota Chi chapter of the Phi Theta Kappa National Honor Society and the Tennessee Society of Professional Engineers.

What is more amazing is her resiliency. Williams survived a car accident with a traumatic brain injury during her junior year in high school. She spent one month as an in-patient during her recovery in an Atlanta hospital, determined to return to high school for her senior year. Williams did return to high school, maintained a 4.0 grade point average, and graduated as valedictorian.

Williams graduated May 2011 with a 3.87 grade point average in Industrial Drafting Design. She plans to attend East Tennessee State University and major in construction project management.

The Jack Kent Cooke Foundation is a private, independent foundation established by Jack Kent Cooke to help exceptionally promising students reach their full potential through education.
High technology camera system enhances security

Northeast State Community College is adding an extra measure of security for students, faculty, staff, and visitors with the installation of a high-technology, Internet–based camera system for its locations in Blountville, Gray, Elizabethton, and Kingsport.

The camera system — manufactured by IndigoVision — will be located in buildings, parking lots, and other public areas that may have higher than normal risk factors. The system will have more than 100 cameras monitored by officers in real-time on four flat-screen monitors in the college’s Welcome Center and two screens in the office of Police and Safety. Each of the screens can view images for 27 locations at any one time.

The HD cameras enhance video playback, providing crisp images of faces and activity. The system also features real motion analytics in that it can alert officers to motion and display video from the appropriate camera, allowing them to carry out other duties without having to focus exclusively on monitor images.

Nursing graduates exceed 90 percent on state licensure exam

The second class of graduates from the Northeast State Community College Nursing Program proved their mettle as more than 90 percent of the 2010 class passed the national licensure examination on their first attempt.

Of the 52 nursing students who graduated from Northeast State in May 2010, 92 percent passed the NCLEX-RN national nursing licensure exam the first time. Nursing students undergo the licensure examination formulated by the National Council of State Board of Nursing and administered to assist states in making licensure decisions.

Nursing students follow a cohort-based, 65-credit hour associate of applied science degree program with 38 credit hours of nursing-intense course work. The program has become one of the most popular and competitive degree programs at Northeast State.
College moves forward with automotive body program

Northeast State received approval to move forward with some renovations to the Pal Barger Regional Center for Automotive Programs, after receiving results from an Environmental Protection Agency Phase I site assessment.

The facility is the former Free Service Tire Company building located on Center Street in Kingsport. Northeast State Foundation purchased the building with a $400,000 donation from Kingsport executive Pal Barger.

Northeast State has purchased nearly $300,000 in state-of-the-art equipment to refurbish the facility. The equipment includes a virtual auto painter that allows students to practice painting techniques, which translates into cost savings for equipment and supplies.

The auto body service technology certificate program will instruct students on how to repair and rebuild auto bodies involved in accidents and collisions. Students will receive state-of-the-art training in areas such as welding, metal fabrication, refinishing, auto painting, and repair estimation.
Two students named to All-Tennessee Academic Team

Two Northeast State Community College students were named to the Phi Theta Kappa International Honor Society’s All-Tennessee Community College Academic Team during the 15th annual recognition ceremony held in Nashville February 2011.

Brittany Boone served as Vice President of Leadership in the Alpha Iota Chi chapter of Phi Theta Kappa and as a member in both the Spanish Club and the Student Tennessee Education Association. Brittany graduated from Northeast State in May 2011 and plans to attend East Tennessee State University to complete her bachelor’s degree in English with an emphasis in Secondary Education, after which she plans to pursue a master’s degree and become a library media specialist.

Fellow team member, Lee Boyd, graduated summa cum laude from Northeast State in May 2011. He was involved in the Council for Leadership, Advocacy, and Student Success, Phi Theta Kappa, Alpha Sigma Lambda, Debate Society, Scholars Foundation, and in the community as a Shriner. He plans to obtain a bachelor’s degree in business administration and attend law school.

Boone and Boyd are among 28 students from 14 Tennessee public and private community colleges named to the 2011 All-Tennessee team.
Financial Summary 2010–2011

LIQUIDITY RATIO

Total Current Assets, Net ............................................................... $ 14,318,714.92
Total Current Liabilities ................................................................. 4,778,668.92

OPERATING EXPENSES – NATURAL CLASSIFICATION

Salaries and wages ........................................................................... 15,431,869.33
Benefits .............................................................................................. 6,021,489.52
Utilities, supplies, and other services ........................................... 8,012,086.17
Scholarships and fellowships ......................................................... 10,818,944.09
Depreciation expense ...................................................................... 1,815,202.85
Total Operating Expenses ............................................................. 42,099,591.96

TOTAL REVENUES

Net Tuition and Fees ....................................................................... $ 9,507,869.37
Auxiliary .......................................................................................... 246,111.33
Operating Grants and Contracts ................................................... 1,345,739.67
Other Operating Revenues ............................................................ 330,128.16
State Appropriations ....................................................................... 13,386,770.00
Gifts .................................................................................................. 55,040.00
Non-Operating Grants and Contracts ........................................... 20,543,877.24
Investment Income .......................................................................... 44,016.17
Capital Appropriations ................................................................... 34,617.30
Capital Grants and Gifts ................................................................. 501,748.50

EXPENSES

Instruction ......................................................................................... $ 14,637,130.70
Public Service .................................................................................. 28,103.17
Academic Support .......................................................................... 2,939,237.54
Student Services ............................................................................. 3,959,704.73
Institutional Support ........................................................................ 3,996,159.24
Physical Plant .................................................................................. 3,905,109.64
Scholarships and Fellowships ...................................................... 10,818,944.09
Depreciation Expense ..................................................................... 1,815,202.85
Liquidity Ratio

The college's ratio of current assets to current liabilities is 2.35:1 at June 30, 2011.
Foundation
Message from the Chair

It is with great pleasure that I share the accomplishments of the Northeast State Community College Foundation in the 2010–2011 academic year. I am sincerely grateful for the dedication and support of all the board members, faculty, staff, community leaders, and students, who have helped us provide educational opportunities to our region. Their inspiring leadership is assuredly a component of our success.

Fiscal year 2010 can best be described as a year of transition. In recent years, leadership of the Foundation had been under the capable hands of Chairman, Keith Wilson and Vice President of Institutional Advancement, Dr. Katie Yates. Under their leadership the Foundation asset base grew substantially. Most notable was the support for the Kingsport Higher Education Academic Village in which the Foundation assisted in the development and is the owner of the Regional Center for Advanced Manufacturing and the Pal Barger Regional Center for Automotive Programs.

We were fortunate to attract Heather Cook as our new Executive Director of the Foundation. She comes to us from ETSU’s Center for Appalachian Studies and Services, where she worked in marketing, designed the award-winning Now & Then magazine, and worked with the ETSU Foundation. She was the first graduate of the Roan Scholar Leadership Program at ETSU and has remained highly involved with the program. She previously was the Marketing Director for the Convention and Visitors Bureau with the Kingsport Area Chamber of Commerce.

It has been exciting to be involved with this organization that encourages and promotes learning. Last year, our college enrollment increased 7.2%, and the Foundation awarded more scholarships to students than ever before.

In our new Scholars Foundation, recipients of endowed scholarships work together on fundraising initiatives for the college. In just two months, the scholars raised nearly $3,000. They are working on new projects for the upcoming year and more opportunities to create awareness in our region as to what Northeast State has to offer.

The role of a Foundation extends beyond raising money—it is about investing in our future, the prosperity of our students, and our region. Now is the time to empower students to obtain an associate’s degree and become a candidate in the workforce. The Foundation is committed to maintaining successful relationships with our communities in order to find those who would have never considered college without our assistance.

It has been an honor and privilege to serve as Chair of the Foundation Board at Northeast State Community College. In the upcoming year, we will be focusing on the expansion of our endowments with particular emphasis on identifying underserved needs. I look forward to continuing our efforts to help students take a step in the right direction towards their future.

We’re changing lives!

Sincerely,

Dwight Ferguson
Northeast State Foundation Chair, 2010-2011
**Foundation Awards**

**Chris Lefler**  
Assistant Vice President, Evening and Distance Education, Distinguished Administrative/Professional Staff Award Recipient

“He has a passion for helping students get started in college and is especially passionate about adult and non-traditional students and ensuring that they have opportunities to choose from through distance education initiatives.”

**Connie Marshall**  
Program Director/Associate Professor, Cardiovascular Technology, Distinguished Faculty Member

“Connie gives so much more than the minimum; she gives beyond the maximum! She is an asset to the students she teaches, to the colleagues she works with, to the college as a whole, and to the hundreds of patients she reaches through her graduates who enter the cardiovascular technology profession each year.”

**Brenda Denton**  
Plant Operations Secretary, Distinguished Support Staff Award Recipient

“After 31 years of service Brenda still answers the calls with a kindness and sweetness in her voice, yet responds with a professional attitude to the needs of the campus, calmly instructing us on the next required step to solve whatever problem may be occurring at the time.” *

*Quotes are from nomination materials.*
Freddie Lee Boyd II
Outstanding Student Award Recipient

Freddie Lee Boyd II graduated summa cum laude from Northeast State. A non-traditional student, he was involved with the Council for Leadership, Advocacy, and Student Success; Phi Theta Kappa; Alpha Sigma Lambda; Debate Society; Scholars Foundation; as well as serving the community as a Shriner. He was named to the All-USA/All Tennessee Academic Team in 2011. He plans to obtain a degree in business administration and then attend law school.

Mary K. Moore
Outstanding Alumni 2011

Mary Moore is a principal technologist in the Chemistry Research Laboratory at Eastman Chemical Company in Kingsport. Her responsibilities include direction and support of projects that will provide new technology and/or support current technology developed by the international chemical maker. Moore earned an associate of applied science degree from Northeast State in Chemical Technology in 1991. She has received numerous awards, including being named in the inaugural class of ACS Fellow in 2009 for outstanding technical contributions to chemistry and her involvement in the American Chemical Society. In addition, she has received the Northeast Tennessee Society (NETS) ACS Speaker award, as well as the ACS Division of Chemical Technicians Distinguished Service and Salutes to Excellence awards.
Foundation Donors

The following list is comprised of distinguished individuals and businesses whose cumulative cash gifts have surpassed the $10,000 level:

**President’s Trust Platinum**

$1,000,000 – $4,999,999

City of Kingsport
Eastman Chemical Company
Wellmont Health System
Sullivan County

**President’s Trust Gold**

$500,000 – $999,999

Wayne G. Basler

**President’s Trust Silver**

$100,000 – $499,999

Fred "Pal" Barger
*Hugh and Georgia Hagan
*Allen and Pauline Lindamood
Mountain States Health Alliance
*Boyd S. Ray
Washington County

**President’s Trust Bronze**

$25,000 – $99,999

Aerojet
AGC Flat Glass
BAE Systems
Bill Gatton Chevrolet
Bosch Braking Systems

**President’s Trust**

$10,000 – $24,999

AccuForce Staffing Service
Altrusa International of Kingsport
American Society of Mechanical Engineers
American Water Heater Company

Atmos Energy Corporation
Bank of America
Bank of Tennessee
Laura Barnett
BB&T
Earl B. Bolling Memorial Trust
Bristol Tennessee Essential Services
Stephen and Kathleen Buttolph
Claudia Byrd
*Jeff Byrd
Patricia Chandler
Chick-fil-A
Citigroup
City of Johnson City
Coca-Cola Scholars Foundation, Inc.
Community Clothes Closet
Eastman Credit Union
First Broad Street United Methodist Church
Lynn and Sandra Gardner
General Shale Brick
Grainger Foundation
Charles and Patricia Green
Holston Distributing Company
Home Federal S&L Association
Industrial Electronic Services, Inc.
Carol Ferguson
John Franklin
*Betty Johnson
Johnson City Kiwanis Club
*M. Marion Jones
Jim and Alex Kalogeros
G. Bruce Kidd
John R. “Jack” and Jane King
Kingsport Business and Professional Women’s Club
The following list is comprised of distinguished individuals and businesses that have made cash gifts to the college’s scholarship program during the 2010-2011 academic year:

**Patrons**

$5,000 – $9,999
- Community Clothes Closet
- NN Ball and Roller

$1,000 – $4,999
- ACT Recognition Program Services
- Altrusa International of Kingsport
- AmVets Post 5
- John D. Barnett
- BB&T
- Big John’s Closeouts
- Blackburn, Childers and Steagall, PLC
- Carter County Farm Bureau Scholarship Fund
- Charles H. Charlton
- Chick-fil-A
- Citizens Bank
- City of Kingsport
- Civilian Marksmanship Program
- David Crockett High School
- Decanter Machine, Inc.
- Dr. Harmon L. Monroe and Mary H. Monroe Foundation
- East Carvers Valley Ruritan Bingo Account
- Edfinancial Services
- Eric Community Foundation
- Carol Ferguson
- First Broad Street United Methodist Church
- First District Dental Society
- First Tennessee Bank
- John Franklin
- Rayma J. Gibbs
- Janice H. Gilliam
- Grandfather Golf and Country Club
- Robert C. Hart
- Holston Ruritan Club
- Insurance Professionals of Kingsport
- Jefferson Federal Bank
- Jena Band of Choctaw Indians
- Johnson City Press
- Lincoln Financial Group Foundation
- Miss Tennessee Scholarship Foundation
- Mittch Cox Properties
- N. R. Burroughs Educational Fund
- Northeast State Scholars
- Mark A. Pollock
- Powell Construction Co., Inc.
- Newt Raff
- Roan Mountain Citizens Club
- Ruritan National Foundation
- Scholarship Program Administrators
- Siemens Energy & Automation, Inc.
- SmithKline Beecham
- Peter & Sylvia Speropulos
- Stewart & Associates, Inc.
- Sullivan County Foster Care
- SunTrust Bank
- Tennessee Bank
- Tennessee Valley Authority
- W.E. Title
- Triad Packaging
- The United Company
- Davis & Dottie Whitesides
- Marilyn Whittaker

*deceased

**Sponsors**

$100 – $999
- Alpha Sigma Lambda National Honor Society
- Rai L. Anderson
- Anonymous – NeSCC
- Laura T. Barnett
- Barnes and Noble Bookseller, Inc.
- Tammy D. Bartlett

**Friends**

$100 – $999
- Tennessee Elks Benevolent Trust
- Tennessee Secondary School Athletic Association
- Unaka Foundation Inc.
- Upper East Tennessee Human Development Agency
- Volunteer High School
- Davis Whitesides
- Woman’s Civic Club of Elizabethton
Deborah W. Beverly
Michael H. Bledsoe
Charles E. Bloomer
Bloomingdale Ruritan Club
Laurie M. Bollman
Patsy S. Bowers
Joyce M. Britz
Gerri S. Brockwell
Robin L. Byrne
Delores C. Campbell
John G. Campbell
Robert C. Carpenter
Tonya S. Cassell
Patricia A. Chandler
Connie R. Church
Clay Lodge No. 386 F and AM
Tricia C. Clark
James P. Cleveland
Carol S. Cole
Kenneth H. Collins
Commercial Bank
Community Foundation of New Jersey
Daniel Boone Athletic Boosters Club
David E. Cook
Fred M. Cope
Dinah L. Deford
Robin L. Dice
Louise B. Dickson
Charles G. Dykes
John E. Edens
Mary Lou Edens
Elizabethon Business and Professional Women’s Club
Elizabethon Federal Savings Bank
Elk River Club
Candelaria G. Escano
First Baptist Church
Maggie R. Flint
Food Country USA
Stuart M. Frye
Sandra C. Gardner
Gillenwater Chiropractic Center
Giuseppe’s, Inc.
Florence C. Godat
Gray Community Chest
Greater Kingsport Alliance for Development, Inc.
Greene County Antique Farm and Auto Club
Brenda F. Griggs
Jeffrey D. Grindstaff
Guardianship Services of Seattle
David E. Haga
Bernice T. Hagaman
Linda F. Hamilton
Jon P. Harr
Hannah Harris
James A. Henrichs
Christal M. Hensley
Jane B. Honeycutt
Johnson City Power Squadron
Johnson County Bank
Keeoke High School Reunion
Kingsport Area Chamber of Commerce, Inc.
Kingsport Business and Professional Women’s Club
Kingsport Civitan Club
Kingsport Publishing Corporation
Kiwanis Club Of Greeneville Inc
Kiwanis Club of Johnson County
Linda S. Lahr
Daniel L. Lawson
Gary E. Lee
James C. LeFler
Beverly A. Leonard
Margaret C. Lester
Freddie D. Lewis
Lost And Found NeSCC
Lawrence W. Loving
Wendell D. Lowe
Cruzita Lucero
Connie G. Marshall
Sharon B. Mason
Mothers on a Mission
Sherry L. Mott
F. M. Moyer
N. R. Burroughs Educational Fund
Cynthia D. Norris
Northeast State Phi Theta Kappa
Northeast State Community College Volunteer Club
Karen L. Nunan
Optimist Club Of Downtown Kingsport
Optimist International
Charles E. Osborne
Glenna K. Parker
Duncan A. Parsons
Sherman L. Patrick
Mark A. Pollock
R. Wade Powers
Virginia G. Puckett
Katrinka Quillen
James M. Ramey
Rickey J. Ray
Katherine Sue Robertson
The Rotary Club of Tri-Cities Airport Area Tennessee
Mahmood A. Sabri
Virginia L. Salmon
Nona M. Shepherd
Cheryl L. Smith
Peggie Stigall
Billie J. Sweeney
Sullivan South High School
Cynthia M. Tauscher
Kathy O. Thacker
Marquita B. Tittle
David L. Toye
Tri Cities Legal Support Staff Organization
Viking Booster Club
Thomas B. Wallace
Gregory N. Walters
Xiaoping Wang
Watauga Association of Baptist, Inc.
Melissa K. White
John P. Williams
Thomas D. Wilson
Wilson Worley Moore Gamble & Stout PC
Kathy Jo Yates
Charles K. Young
Foundation Financial Summary

Unaudited Statement of Net Assets, June 30, 2011

Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 2,603,275.38</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>$ 5,302,054.88</td>
</tr>
<tr>
<td>Investments</td>
<td>$ 3,479,984.39</td>
</tr>
<tr>
<td>Accounts and grants receivable</td>
<td>$ 27,335.37</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>$ 35,263.60</td>
</tr>
<tr>
<td>Capital Assets</td>
<td>$ 382,900.00</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$11,830,813.62</strong></td>
</tr>
</tbody>
</table>

Liabilities

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$ 504,440.08</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$ 501,879.34</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$1,006,319.42</strong></td>
</tr>
</tbody>
</table>

Unaudited Statement of Revenues, Expenses, and Changes in Net Assets, June 30, 2011

Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues:</td>
<td></td>
</tr>
<tr>
<td>Gifts and contributions</td>
<td>$ 406,250.21</td>
</tr>
<tr>
<td>Endowment income (per spending plan)</td>
<td>$ 205,054.55</td>
</tr>
<tr>
<td>Governmental grants and contracts</td>
<td>$ 1,722,573.94</td>
</tr>
<tr>
<td>Sales and services of educational departments</td>
<td>$ 2,800.00</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>$2,336,678.70</strong></td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses:</td>
<td></td>
</tr>
<tr>
<td>Utilities, supplies, and other services</td>
<td>$ 1,525,242.82</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>$ 538,633.32</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$ 5,700.00</td>
</tr>
<tr>
<td>Payments to or on behalf of Northeast State</td>
<td>$ 633,955.28</td>
</tr>
<tr>
<td><strong>Total Operating Expense</strong></td>
<td><strong>$2,703,531.42</strong></td>
</tr>
<tr>
<td>Operating Income/(loss)</td>
<td>($366,852.72)</td>
</tr>
</tbody>
</table>

Nonoperating Revenues/(Expenses)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income</td>
<td>$ 850,068.60</td>
</tr>
<tr>
<td>Capital grants and gifts</td>
<td>$ 501,748.50</td>
</tr>
<tr>
<td>Additions to permanent endowments</td>
<td>$ 26,786.12</td>
</tr>
<tr>
<td><strong>Total Nonoperating and other revenues</strong></td>
<td><strong>$1,378,603.22</strong></td>
</tr>
</tbody>
</table>

Net Assets: Beginning Of Year $ 10,286,294.91

Prior period adjustment ($473,551.21)

Net Assets: End Of Year $ 10,824,494.20

2010–2011 Annual Report
Northeast State Community College Foundation Board of Directors

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Board Members

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Retired Executive

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President, Triad Packaging Co.

Paul Montgomery, Secretary
Vice President, Eastman

C. Scott Greer
Treasurer & Finance Committee Chair
CFO/COO, Citizens Bank

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Past Chair & Scholarship Committee Chair
Northridge Properties Real Estate

J. Allen Hurley
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J. Allen Hurley & Associates

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Audit Committee Chair
Blackburn, Childers and Steagall

John Nagy, Property Committee Chair
Chief Nuclear Safety Officer, NFS, Inc.

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Steve Campbell, Ex Officio
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Retired Executive

Tom Anderson
Carter County Tomorrow

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Chairman/CEO, Pals

Wayne Basler
BC Realty

Rock Baty
Chair/CEO, NN, Inc.

Claudia Byrd
BMS Children’s Charities

John Campbell
City Manager, City of Kingsport

Harold Corn
HR Manager, Brock Services, LTD.

Barbara Cox
Mitch Cox Properties

Dan Eldridge
Mayor of Washington County

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Al Fatherree
Retired Executive

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VP/Mill Manager, Domtar

Charles Green
President, North American Corporation

Richard Green
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VP/General Manager, BAE Systems

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Retired Executive

Jeff Jones
Site President, CitiGroup

John “Jack” King
Retired Executive

Steven Kramer
Kramer Rayson LLP

Odie Major
Retired Executive

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Regional Publisher, Bristol Herald Courier

Tommy Olterman
Project Manager, TVA

Dennis Powell
President, Dennis Powell Body Shop, Inc.

Arthur Powers
Publisher/VP, Johnson City Press

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Market President NETN, First Tennessee Bank

Karen Rowell
Rowell Consultants

Lottie Ryans
VP/General Manager, Century Link

Darla Scott
Executive VP/CFO, Bank of Tennessee

Kelvin Smalley
General Manager, Aerojet Ordnance

Peter Speropulos, Jr.
Capital Planning Associates

James Stewart
President, Stewart & Associates, Inc.

John Vachon
Urban Synergy

Frank Waldo
COO, Tele-Optics, Inc.

David Wharton
President, Regions Bank
Northeast State Administration

Dr. Janice H. Gilliam, President
Dr. Allana Hamilton, Vice President for Academic Affairs
Dr. Steven Campbell, Vice President for Business Affairs
Fred D. Lewis, Vice President for Information Technology
Dr. Susan Graybeal, Vice President for Institutional Effectiveness
Dr. Jon Harr, Vice President for Student Affairs

Northeast State Community College is part of the Tennessee Board of Regents system, the nation’s sixth largest higher education system, governing 46 post-secondary educational institutions. The TBR system includes six universities, 13 two-year colleges and 27 technology centers, providing programs in 90 of Tennessee’s 95 counties to more than 200,000 students. The Tennessee Board of Regents is an AA/EEO employer.

Northeast State is committed to the education of a non-racially identifiable student body. The college does not discriminate on the basis of race, sex, color, religion, national origin, age, disability, or veteran status in the provision of educational opportunities or employment opportunities and benefits. The College complies with Title IX of the Education Amendments of 1972, the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

Northeast State is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award the associate degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404.679.4500 for questions about the accreditation of Northeast State.