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# Governor's Office of Diversity Business Enterprise (Go-DBE) 2020 Annual Report

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# Governor's Office of Diversity Business Enterprise (Go-DBE)

2020 Annual Report

Tennessee Department of General Services | December 30, 2020



December 30, 2020 The Honorable Bill Lee, Governor and Members of the Tennessee General Assembly First Floor, State Capitol Nashville, TN 37243

Dear Governor Lee and Members of the Tennessee General Assembly:

Tenn. Code Ann. §12-3-1101, et seq., known as the "Tennessee Minority-Owned, Woman-Owned and Small Business Procurement and Contracting Act" requires the Chief Procurement Officer of the Department of General Services to report annually to the Governor and each member of the General Assembly concerning State agency purchases from certified small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans ("certified businesses").

The Governor's Office of Diversity Business Enterprise (Go-DBE) is pleased to report that the State spent more than \$739 million with certified businesses over the past year. This represents an increase of over 11% above the previous year's volume of transactions with certified businesses. The past two years, Go-DBE has set new records for certified business volume of transactions and achieved a remarkable increase of \$210 million, which represents a 39.6% increase. Although the last half of the fiscal year was a difficult time, Go-DBE continued to expand its commitment to maximize economic opportunities for these certified businesses.

With a continued emphasis to expand opportunities into rural counties, the State spent over \$57 million with rural certified businesses.

This fiscal year, Go-DBE certified 265 new businesses as minority-owned, woman-owned, service-disabled veteran-owned, owned by persons with disabilities, or small business enterprises.

Presented herein is the annual report regarding the volume of transactions between the State of TN and certified businesses. As the chart within this report depicts, Go-DBE has grown the program and increased the volume of transactions with certified businesses by a more than 6,000 percent since the program's inception in 2005.

Sincerely,

Michael F. Perry Chief Procurement Officer

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# **Go-DBE SUMMARY**

# Creation of the Governor's Office of Diversity Business Enterprise

Go-DBE was created by Executive Order Number 14, on December 8, 2003, in an effort to expand economic opportunities for small businesses and businesses owned by minorities and women.

Go-DBE is charged with coordinating and directing the Executive Branch's efforts to increase participation by small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans in the State's procurement and contracting processes. With the assistance of a strong legislature, Go-DBE has crafted one of the best programs in the nation for expanding opportunities for certified business enterprises.

#### **Mission Statement**

To coordinate the State's efforts to facilitate greater participation by minority-owned, womanowned, persons with disabilities, service-disabled veteran-owned, and small businesses in the State's procurement and contracting opportunities.

#### **Vision**

To be the best program in the nation for expanding meaningful economic opportunities to business enterprises owned by Tennessee small businesses including minority, women, persons with disabilities, and service-disabled veteran-owned businesses.

# **Program Definitions**

Go-DBE is charged with verifying and certifying businesses using one of the following categories:

#### **Minority Business Enterprise (MBE):**

A continuing, independent, for profit business that performs a commercially useful function, and is at least 51% owned and controlled by one or more minority individuals who are impeded from normal entry into the economic mainstream because of past practices of discrimination based on race or ethnic background. Recognized minority ethnicities include:

#### **African American:**

A person having origins in any of the Black racial groups of Africa.

#### **Hispanic American:**

A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

#### **Native American:**

A person having origins in any of the original peoples of North America.

#### **Asian American:**

A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

#### **Woman Business Enterprise (WBE):**

A continuing, independent, for profit business that performs a commercially useful function, and is at least 51% owned and controlled by one or more women; or in the case of any publicly-owned business, at least 51% of the stock of which is owned and controlled by one or more women and whose management and daily business operations are under the control of one or more women.

#### **Disabled Small Business Enterprise (DSBE):**

A continuing, independent, for profit business that performs a commercially useful function, and is at least 51% owned and controlled by one or more persons with a disability; or, in the case of any publicly-owned business, at least 51% of the stock of which is owned and controlled by one or more persons with a disability and whose management and daily business operations are under the control of one or more persons with a disability.

#### Service-Disabled Veteran Business Enterprise (SDVBE):

A continuing independent, for profit business located in the State of Tennessee that performs a commercially useful function, and is at least 51% owned and controlled by one or more service-disabled veterans; in the case of a business solely owned by one service-disabled veteran and such person's spouse, is at least 50% owned and controlled by the service-disabled veteran; or in the case of any publicly owned business, at least 51% of the stock of which is owned and controlled by one or more service-disabled veteran and whose management and daily business operations are under the control of one or more service-disabled veteran.

Tennessee service-disabled veterans include any person who served honorably on active duty in the Armed Forces of the United States with at least a 20% disability that is service-connected, meaning that such disability was incurred or aggravated in the line of duty in the active military, naval, or air service.

#### **Small Business Enterprise (SBE):**

A continuing, independent, for profit business that performs a commercially useful function and has total gross receipts of no more than \$10 million averaged over a three-year period <u>or</u> employs not more than 99 employees on a full-time basis.

# PROGRAM ACCOMPLISHMENTS

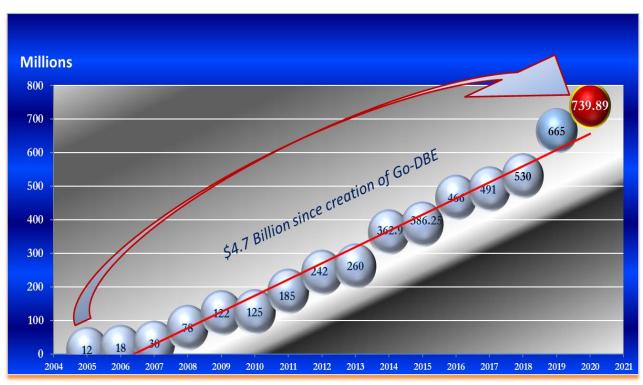
# **Contracts and Payments**

Go-DBE is charged with monitoring purchases made to certified businesses by State agencies and departments. Due to the nature of the procurement process, relying on awarded dollar amounts, as defined by the Central Procurement Office, can be misleading because in some cases awarded dollars are based on estimated amounts, which are not guaranteed. Therefore, for the purposes of producing the most accurate report possible, recorded dollar values represent actual spend to certified businesses. In addition, the spend dollars throughout this report represent purchases from all State agencies, the University of Tennessee System (UT), Tennessee Board of Regents (TBR), and State Procurement Agencies (SPAs). The UT, TBR and SPA data is reported to Go-DBE on a quarterly basis; State agency data is collected and reported by the State's Enterprise Resource System (Edison). For conciseness, this report will use the term agencies to mean State departments, UT, TBR, and SPAs unless otherwise noted.

For the past 16 years, agencies have increased spend with certified businesses. As illustrated in the chart below, purchases to certified businesses for Fiscal Year (FY) 2020 increased to \$739,891,139, over an 11% increase from the previous fiscal year.

Go-DBE is now able to report more than **\$4.7** billion in contracts and payments to certified businesses from FY 2005 through FY 2020.

## **Volume of Transactions with Certified Businesses FY05 - 20**



To provide context, total spend for the State in FY 2020, as reported by Edison, was \$3,579,969,899 with all businesses regardless of certified business certification. With the inclusion of UT – (\$483,359,107), TBR – (\$403,582,684), and SPAs – (\$254,057,233), the overall spend is \$4,720,968,923.

The nearly \$740 million in transactions with certified businesses includes the State, UT, TBR and SPAs. From the total volume of transactions with certified businesses, \$527,627,503 originated from State agencies, with the remaining \$212,248,376 in transactions originating from UT, TBR and the SPAs. Therefore, 15.7% of State spend went toward certified businesses.

Currently, there are 243,665 registered suppliers in the Edison System, of which 2,087 are certified with Go-DBE. This means that 15.7% of State spend is going toward 0.86% of total suppliers.

#### **Highlights in Contracts and Payments by Category and Ethnicity**

The information below reflects the categories for small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans. Considerable increases were shown in three categories. All categories had an exceptional year in FY2020. The small business category increased more than 34.5% from \$204,184,194 to \$274,712,436; and women-owned businesses increased more than 10% from \$181,893,034 to \$200,421,071. Also identified as outstanding for the fiscal year was the volume of transactions conducted with Hispanic American businesses. Improvements are being realized with the Hispanic community in the State, as there was a very large 67% increase in transaction volume from \$7,525,538 to \$12,595,265.

Please note that although a business may meet multiple criteria, Go-DBE can only certify a business for *one* category and *one* subcategory. For example, if a minority service-disabled female owns a business, the owner technically qualifies for three categories, but Go-DBE works with the owner to determine the most applicable and appropriate single category.

#### FY2019-2020

Category &						Ethnicity
Ethnicity	MBE	WBE	SDVBE	SBE	DSBE	Totals
African American	\$157,367,154.50	\$482,491.64	\$17,599,409.90	\$0.00	\$114,568.50	\$175,563,624.54
Asian American	\$73,588,951.56	\$248,159.08	\$0.00	\$415,674.48	\$0.00	\$74,252,785.12
Hispanic American	\$11,951,415.94	\$643,849.36	\$0.00	\$0.00	\$0.00	\$12,595,265.30
Native American	\$2,247,603.90	\$281,015.52	\$0.00	\$0.00	\$0.00	\$2,528,619.42
Non-Minority Female	\$0.00	\$194,396,256.54	\$0.00	\$19,574,539.86	\$0.00	\$213,970,796.40
Non-Minority Male	\$0.00	\$0.00	\$1,888,527.14	\$259,091,521.43	\$0.00	\$260,980,048.57
Totals:	\$245,155,125.90	\$196,051,772.14	\$19,487,937.04	\$279,081,735.77	\$114,568.50	\$739,891,139.35

# **Solicitations and Responses**

Go-DBE makes considerable efforts to ensure certified businesses receive as many opportunities to participate in State procurement as possible. Every year, Go-DBE releases an upcoming procurements report that depicts likely procurement opportunities over the next year. Also, Go-DBE's liaisons engage all solicitation respondents at pre-response conferences managed by the Central Procurement Office. These are just two methods Go-DBE uses to engage proactively with the

certified business community. Go-DBE uses Edison to monitor and track certified business solicitation opportunities. The numbers below also include UT and TBR, which self-report their data to Go-DBE. State agency data is collected from Edison. The number of solicitations represents the number of contract opportunities given to each category of certified businesses. The number of bids received represents how many of those businesses provided a response in each category.

Category	Number of Solicitations	Number of Bids Received
Minority Business	1250	773
Women Business	2348	1857
Small Business	9390	8554
Service-Disabled Business	109	15
Persons with Disabilities	1	0

# **MBE Subcategories Solicitations and Responses**

Further analysis was conducted using just the minority business category.

Category	Number of Solicitations	Number of Bids Received	Number of Awards
African American	604	271	260
Asian American	685	271	257
Hispanic American	266	111	111
Native American	357	149	124

<sup>\*</sup> Notes for both charts above: The columns for Bids Received and Number of Solicitations include data from solicitations done in Edison and reported by UT and TBR. Number of Awards includes purchase orders and contracts and represents the most accurate picture as it captures all awards regardless of whether the solicitation was done in Edison. This explains why the Number of Awards may appear higher than the Number of Bids Received. Number of Awards is defined as any one-time purchase order or contract awarded to a certified business. It does NOT count the thousands of purchase orders issued under an existing contract; it only counts new contracts or single purchase orders for non-contract items

#### Certification

Go-DBE certifies businesses as minority-owned, woman-owned, persons with disabilities, service-disabled veteran-owned, or small business enterprises. The certification application is entirely an online process. Although there was a loss of small businesses due to the COVID-19 virus, FY 2020 has still experienced a **6.5%** increase from 1,958 to **2,087** in the number of certified businesses from the previous year.

Eligible businesses seeking certification as a Minority Business Enterprise, Woman Business Enterprise, Persons with Disabilities, or a Service-disabled Veteranowned business must be independently owned and operated and must also prove that at least 51% of the business is owned and controlled by a minority, a female, a disabled individual, or service-disabled veteran within the meaning of Tenn. Code Ann. §12-3-1102, and related guidelines.

# Certified Businesses As of End of FY 2020



Go-DBE does not limit its certified business participation to Tennessee businesses, as 39 states and the District of Columbia are represented. Currently, there are 487 certified businesses outside of Tennessee, with 161 businesses in bordering states to Tennessee. The largest state represented is Georgia, with 49 certified businesses. Business industry categories, specific business activities and variations of certifications have greatly increased to best meet the needs of all the departments, agencies and colleges in Tennessee.

# **Certifications by Industry**

Go-DBE continues to monitor the certified business certifications by industry each year. All State departments and agencies are encouraged to utilize the Go-DBE website to access the directory to identify certified businesses for sourcing of procurement events and proposals. Certified business industry information is also valuable to local government and private sector companies looking to identify certified businesses to act as suppliers as prime or subcontractors. The service, construction and information systems industries continue to garner the largest participation of certifications.

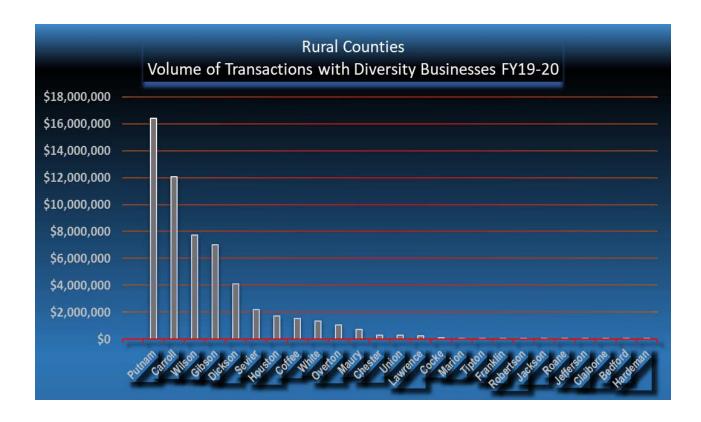
The graph below depicts the number of certified businesses by industry as of the end of FY 2020.





#### **Executive Order No. 1**

Governor Bill Lee signed Executive Order 1 within a few days of his inauguration. As Go-DBE is still committed to increasing new certified business certifications with businesses located in economically distressed and at-risk counties, great efforts to reach certified businesses in rural counties are now at the forefront. Certified businesses were able to provide over \$57 million worth of products and services to 25 rural counties in FY 19-20. Below are the rural counties with projects involving certified businesses.



# Volume of Transactions with Diversity Businesses in Rural Counties the Past 3 Years

#### FY 2019-20

\$57,108,362

Bedford, Carroll, Chester, Claiborne, Cocke, Coffee, Dickson, Franklin, Gibson, Hardeman, Houston, Jackson, Jefferson, Lawrence, Marion, Maury, Overton, Putnam, Roane, Robertson, Sevier, Tipton, Union, White, Wilson

#### FY 2018-19

#### \$30,934,524

Bedford, Chester, Coffee, Cumberland, Fayette, Jefferson, Marshall, Maury, McMinn, Putnam, Roane, Robertson, Sevier, Tipton, Trousdale, Warren, Wilson

#### FY 2017-2018

#### \$9,474,584.40

Cheatham, Coffee, Cumberland, Giles, Jefferson, Maury, Roane, Robertson, Sevier, Tipton, Wilson,

Outreach activities are another means for expanding economic opportunities to certified business enterprises in rural counties. Examples of outreach activities for the fiscal year include:

Tennessee Legislative Black Caucus Reception
Sherwin Williams Painters Workshop and Training
Southwest Community College Memphis Campus Doing Business with the State
TDOT Annual DBE Meeting
Drive to 8(a) Outreach Memphis, TN
TA3 American Chinese Chamber Speaking Engagement
U. S. Small Business Administration Outreach
Commerce & Insurance Training of Electrical Inspectors, Nashville, TN
Commerce & Insurance Training of Electrical Inspectors Newport, TN
Dr. Ming Wang Seminar
PTAC Construction Conference, Nashville, TN
HOLA Empowering Women's Conference
Blount County Vendor Day
TA3 American Chinese Chamber of Commerce Presentation

# **Additional Efforts**

DHS Vocation Rehabilitation Partnership Training

Go-DBE has continued meeting with State agencies and departments to discuss the potential of setting goals for utilization of new certified businesses in rural counties. Go-DBE met with agencies and departments on October 15, 2020 for the Annual Agency and Departmental Goals meeting. Many State agencies have taken the initiative to their respective departments with the intent of continuing to drive momentum for improving rural county volume of transactions with certified businesses.

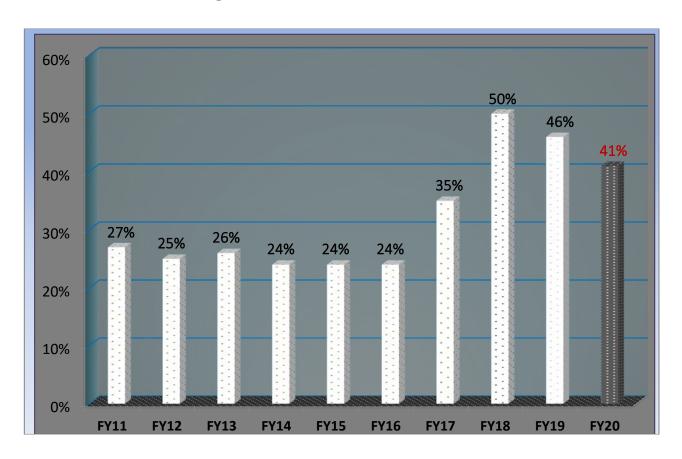
# **Sub-Contracting Opportunities**

Each year, Go-DBE participates in numerous pre-bid and pre-response conferences. Go-DBE's role is to educate State agencies and the vendor community about the State's certified business program. In doing so, non-DBE-certified entities are encouraged to subcontract or partner with certified businesses in their procurement.

Sub-contracting has proven to be a successful method in assisting State agencies in reaching their certified business internal goals. The highest utilization of certified subcontractors continues to be in the construction and professional services areas. The total sub-contracting spend for FY 19-20 was over **\$303** million. This represents 41% of the overall volume of transactions with certified businesses for the year.

The chart below indicates the certified business subcontracting participation with the State.

## Annual Subcontracting Percent of Transactions with Certified Businesses

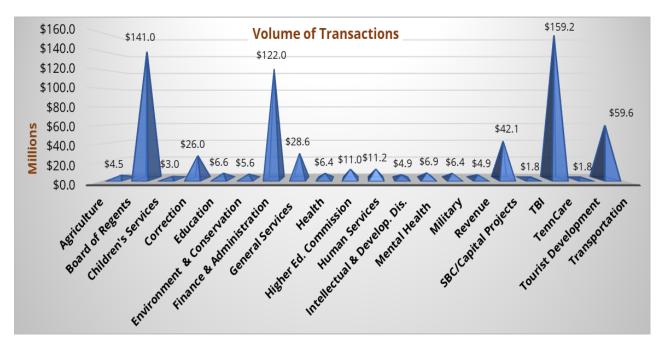


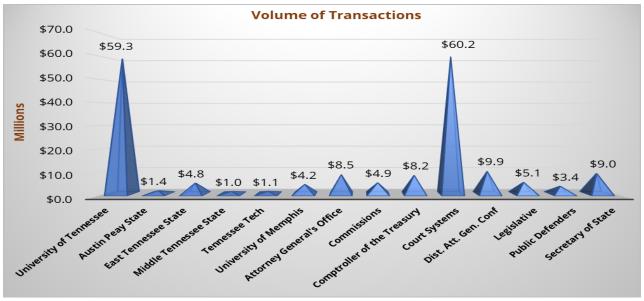


# **Certified Business Participation Greater Than \$1 Million**

The commitment of many State agencies to utilize certified businesses in their procurement processes is commendable. As the overall volume of transactions with certified businesses in Tennessee substantially increased in FY 2020, the dollar levels for participating certified businesses also increased.

The State agencies, colleges and departments below have continually progressed, as each has directed over \$1 million of spend annually to certified businesses in their procurements.





# **Agency and Departmental Goals**

Go-DBE wishes to congratulate the 26 State agencies achieving their certified business goals in FY2020! This is an outstanding accomplishment considering the difficulties encountered during the last half of the fiscal year due to the pandemic.



Efforts by State agencies to achieve greater certified business participation in contracting are monitored by Go-DBE throughout the year. Go-DBE uses spend history from each State agency to establish certified business transaction goals for the following fiscal year.

Go-DBE gives each agency a certified business transaction goal by category: MBE, WBE, DSBE, SDVBE and SBE. The individual category goals and spend have been left out of the chart to communicate more concisely whether a State agency met its overall goal. Please note that some State agencies may have met a category goal but were unable to meet their total State agency goal.

# **Agencies Meeting Their Goal**

As illustrated in the chart on the following page, 26 State agencies and departments met their goals established by Go-DBE during FY 2020. Those State agencies or departments that did not meet their goals will be provided targeted assistance by Go-DBE for the next fiscal year. With dedicated certified business software, State agency training and close communication with procurement staff, Go-DBE will be able to determine the status of each State agency or department throughout the year.



# Agency and Departmental Goals

Agency	Goal	Actual	Dollars
Agriculture	16.67%	17.68%	\$1,194,784.92
Board of Regents	26.00%	34.97%	\$141,142,379.92
Children's Services	5.00%	12.74%	\$3,074,372.08
Commerce and Insurance	4.00%	1.16%	\$305,836.93
Correction	4.00%	10.10%	\$26,164,695.71
Economic and Community Development	6.50%	12.62%	\$396,088.00
Education	3.50%	12.02%	\$6,692,398.01
Environment and Conservation	7.00%	14.84%	\$5,606,113.46
Finance and Administration	4.00%	78.26%	\$122,387,591.63
Financial Institutions	6.28%	74.33%	\$883,431.43
General Services	18.00%	18.28%	\$28,627,571.82
Health	4.50%	7.33%	\$6,406,579.92
Higher Education (Commission)	7.00%	53.60%	\$11,068,444.27
Human Resources	13.00%	14.97%	\$107,170.23
Human Services	5.91%	17.58%	\$11,252,957.57
Intellectual and Developmental Disabilities	25.50%	52.86%	\$4,902,157.79
Labor and Workforce	7.00%	7.40%	\$1,319,764.87
Mental Health and Substance Abuse	14.00%	23.60%	\$6,957,868.18
Military	5.50%	8.71%	\$6,399,547.19
Revenue	10.75%	36.22%	\$4,921,041.19
Safety and Homeland Security	5.50%	9.53%	\$4,201,604.18
SBC/Capital Projects	10.00%	13.19%	\$37,680,947.50
TennCare	23.50%	26.55%	\$159,227,323.20
Tennessee Bureau of Investigation	12.83%	15.09%	\$2,258,204.76
Tennessee Department of Transportation	4.50%	4.24%	\$59,673,121.92
Tennessee Wildlife Resources Agency	7.00%	3.06%	\$546,863.29
Tourist Development	11.00%	12.73%	\$1,774,444.94
TRICOR	13.00%	2.91%	\$141,203.45
University of Tennessee	8.00%	12.08%	\$58,386,651.66
Veterans Services	15.50%	16.45%	\$116,656.06

# -**SPECIAL TRIBUTE**-SHELIA J. SIMPSON



Shelia J. Simpson, Director of the Governor's Office of Diversity Business Enterprise program in the Central Procurement Office, passed away in late July. Shelia was a long-time State employee, beginning her career with State government in 1997 in the Purchasing Department of the Department of General Services, where she was the Small and Minority Business Coordinator. Prior to moving to Tennessee, she was a purchasing agent for the Department of Defense in Ohio.

Following an Executive Order in December 2003, Shelia became the Director of the new Go-DBE program in 2004. The remarkable success of the State's GO-DBE program owes much to her leadership and hard work. Shelia's professionalism and passion for the Go-DBE program were always at the forefront of her career. Everyone who knew her was familiar with her enthusiasm and her great smile and laugh she readily offered.

From starting at the humble beginnings of "ground zero" in 2004, the program now has over 2,000 certified businesses - from not only Tennessee, but other states and Washington DC. Those businesses were awarded over \$700M in State procurements this past fiscal year. This is a monumental feat by any size state or standard. Shelia never wanted to miss an opportunity to let small and diverse businesses know that opportunities exist and are accessible to them in the State of Tennessee – "the State is open."

Shelia left behind two sons – Kenny Wayne and Kameron – and a granddaughter – Kallie-Rose. Her presence and leadership are sorely missed by all.

# **Contact Information**

## **Go-DBE Contacts**

Name	Title	Phone No.	E-mail Address
<b>Richard Van Norman</b>	Diversity Business Liaison - Professional Services	615-253-4654	Richard.VanNorman@tn.gov
<b>Gwendolyn Sanders</b>	Diversity Business Liaison - Construction	615-741-6145	Gwen.Sanders@tn.gov
<b>Edric Hammond</b>	Diversity Business Liaison - Colleges/Universities	615-741-4657	Edric.Hammond@tn.gov
Rafael Borjas	Diversity Business Liaison - Colleges/Universities	615-532-9013	Rafael.Borjas@tn.gov

# Agency Certified Business Liaisons

Department	Name	Phone No.	E-mail Address
Agriculture	Peggy Naifeh	615-837-5300	Peggy.Naifeh@tn.gov
Children's Services	Erica Mayberry	615-253-2340	Erica.Mayberry@tn.gov
Commerce and Insurance	Angela Lay	615-741-4703	Angela.Lay@tn.gov
Comptroller of the Treasury	John Cressman	615-401-4806	JD.Cressman@cot.tn.gov
Correction	Wes Landers	615-253-8250	Wes.Landers@tn.gov
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Finance and Administration	Eugene Neubert	615-770-3990	Eugene.Neubert@tn.gov
Financial Institutions	Tommie Pendergrass	615-232-1013	Tommie.K.pendergrass@tn.gov
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Health	Lindsey Oliveras	615-741-1614	Lindsey.Oliveras@tn.gov
Health Care Finance and Administration (TennCare)	Matt Brimm	615-507-6384	Matt.Brimm@tn.gov
Human Resources	Cindy Hobbs	615-741-6199	Cindy.Hobbs@tn.gov
Human Services	Stephen Reksten	615-313-4794	Stephen.Reksten@tn.gov
Intellectual and Developmental Disabilities	Jordan M. Mullinix	615-532-6535	Jordan.M.Mullinix@tn.gov
Labor and Workforce Development	Andy Summar	615-360-4465	Andy.Summar@tn.gov
Mental Health and Substance Abuse Services	Cynthia Tyler	615-532-6586	Cynthia.Tyler@tn.gov
Military	Crystal M. Lysinger	615-313-0691	Crystal.M.Lysinger@tn.gov
Office of the Governor	Daphne Cooper	615-532-4582	Daphne.Cooper@tn.gov
Revenue	Amanda McGraw	615-253-8950	Amanda.McGraw@tn.gov
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Tennessee Real Estate Asset Management (STREAM)	Jennifer Murphy	615-426-7192	Jennifer.Murphy@tn.gov
Tennessee Bureau of Investigation	Kevin Williams	615-744-4380	Kevin.Williams@tn.gov
Tennessee Board of Regents	Angela Flynn	615-366-4436	Angela.Flynn@tbr.edu
Tourist Development	Kevin Mahoney	615-741-9023	Kevin.Mahoney@tn.gov
Tennessee Wildlife Resources Agency	Clyde Hicks	615-781-6604	Clydy.Hicks@tn.gov
Transportation	Vince Malone	615-253-1061	Vince.Malone@tn.gov
Treasury	Dawn Rochelle	615-253-8770	Dawn.Rochelle@tn.gov
TRICOR	Lori Brewington	615-253-4931	Lori.Brewington@tn.gov
University of Tennessee	Blake Reagan	865-256-9170	Breagan@tbr.edu
Veterans Services	Jennifer Combs	615-253-7614	Jennifer.Combs@tn.gov
State Procurement Agencies (SPA's)	Name	Phone No.	E-Mail Address
Austin Peay State University	Judy Blaine	931-221-7691	blainj@apsu.edu
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Middle Tennessee State University	Shirman A. Thomas	615-898-2516	Shirman.thomas@mtsu.edu
Tennessee State University	Joel Sims, Jr.	615-963-5146	Jsims@tnstate.edu
Tennessee Technical University (Capital Projects)	Jim Cobb	931-372-3524	Jimcobb@tntech.edu
Tennessee Technical University (Commodities)	Donna Wallis	931-372-3492	Dwallis@tntech.edu
University of Memphis (Capital Projects)	Tony Poteet	901-678-2619	PPoteet@memphis.edu
University of Memphis (Commodities)	Constance Montague Butts	901-678-2353	CMButts@memphis.edu

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