



**PHIL BREDESEN**  
*Governor*

# OFFICE OF THE GOVERNOR

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## PHILIP NORMAN BREDESEN (D)

Governor of Tennessee

Phil Bredeesen took office as Tennessee's 48th governor on January 18, 2003, delivering on a promise to leave stale political debates behind and focus on achieving real results for families. In November 2006, he was re-elected in a landslide victory – reportedly becoming the first governor in over a century to win all 95 counties in Tennessee.

Bredeesen's strong voter mandate stems, in part, from his commitment to accountability and open government. During his first year in office, Bredeesen threw open the doors to administrative budget hearings, allowing taxpayers to see for the first time the decisions that are made on how their money is spent.

In year one, Bredeesen worked with the General Assembly to manage the state through a fiscal crisis without raising taxes or cutting funding for education. By Bredeesen's fourth year in office, Tennessee had passed four balanced budgets, received improved rankings from national bond rating agencies, and raised its rainy day fund to a record high.

Bredeesen set clear priorities for the state, beginning with Tennessee's number one priority – education. He raised teacher pay above the Southeastern average and expanded the state's pilot Pre-K initiative into a program for four-year-olds across the state. Bredeesen also led the General Assembly to increase education funding by a record \$366.5 million. Under Bredeesen's leadership, Tennessee is raising standards in K-12 education by implementing a rigorous curriculum and specific, relevant skills that students will meet by the time they finish high school. He also created the Governor's Books from Birth Foundation, a statewide expansion of Dolly Parton's Imagination Library that offers children free books monthly in all 95 counties.

Since Bredeesen took office, Tennessee has seen great progress in economic development, including 43 new corporate headquarters, 167,000 new jobs and more than \$27 billion in new investments. Following Tennessee's designation as 2007's most competitive state for economic development by Site Selection magazine, in 2008 Bredeesen celebrated Volkswagen Group of America's selection of Chattanooga for its new \$1 billion automotive production facility and welcomed Hemlock Semiconductor's plans to build a \$1.2 billion facility to manufacture solar panel components in Clarksville. Additionally, in 2009 Bredeesen joined top officials at Wacker Chemie AG of Munich, Germany to announce company plans to build a \$1 billion facility in Bradley County, Tenn., to manufacture hyperpure polycrystalline silicon, a primary component used to make solar panels and semiconductors.

Additionally, Bredeesen took control of TennCare, the state's once-financially troubled Medicaid expansion program, by preserving full enrollment for children and pursuing innovative care and disease-management initiatives. He also championed legislation to greatly expand long-term care options for enrollees in the state's Medicaid program. He continues to build on this foundation with Cover Tennessee, a series of programs to provide health insurance and pharmacy assistance for uninsured Tennesseans. These programs provide care to more than

75,000 Tennesseans and, in 2008, Bredeesen announced expanded health benefits for the programs without increasing 2009 premiums.

Bredeesen also founded the Heritage Conservation Trust Fund to increase the state's land-buying power. Since the group's creation, Tennessee has worked with public and private partners to preserve land for the enjoyment of future generations. In 2008, he celebrated the completion of a historic 127,000-acre conservation acquisition on the northern Cumberland Plateau. The project, called "Connecting the Cumberlands" because it connects the acquired property with other publicly owned land, creates a swath of protected forestland for preservation and public enjoyment that totals 200 square miles.

Bredeesen continues to focus on the fundamentals that move Tennessee forward – a continued emphasis on quality education at all levels, the availability of affordable, quality healthcare for all Tennesseans, job creation and investments in clean energy technology.

Before serving as Tennessee's governor, Bredeesen served as mayor of Nashville from 1991 to 1999, working with community leaders to chart a course that made Music City U.S.A. one of the best places in America to live, work, and raise a family. Under his leadership, Nashville invested nearly \$500 million to build new schools and hire new teachers. The city developed a state-of-the-art library system, redeveloped downtown, expanded its park system, and drove down the crime rate. Also during Bredeesen's tenure, Nashville enjoyed record economic growth by recruiting high-quality jobs and companies such as Dell Computer Corp. and HCA Inc. He led the city's efforts to recruit two professional sports teams: the NFL's Tennessee Titans and the NHL's Nashville Predators.

Before entering public service, Bredeesen worked in the health care industry. Between research trips to the public library, he drafted a business plan at his kitchen table that led to the creation in 1980 of HealthAmerica Corp., a Nashville-based health care management company that eventually grew to more than 6,000 employees and traded on the New York Stock Exchange. The company was sold in 1986.

Bredeesen and his wife, First Lady Andrea Conte, are active members in the community, locally and statewide. He is a founding member of Nashville's Table, a nonprofit group that collects unused food from local restaurants and distributes it to the city's homeless population. He also founded the Land Trust for Tennessee, a nonprofit organization that works statewide to preserve open space and traditional family farms. Conte is founder and president of You Have the Power... Know How to Use It, Inc., a nonprofit organization dedicated to raising awareness about crime and justice issues.

Phil Bredeesen was born on November 21, 1943. He grew up in rural Shortsville, N.Y., and earned a bachelor's degree in physics from Harvard University. He and Conte moved to Nashville in 1975. Bredeesen, an avid hunter and outdoorsman, is a licensed pilot and enjoys painting as a hobby. Bredeesen and Conte have one son, Ben.

## **Duties of the Governor**

"The supreme executive power of this state shall be vested in a governor."

This one sentence in the Tennessee Constitution perhaps describes the tremendous responsibility of the governor better than any other ever written. The governor, more than any other individual, is responsible for the operation of state government. His duties, responsibilities, and authority are defined in the Tennessee Constitution, from the qualifications of the governor to his right to convene the General Assembly in extraordinary session.

Through his Cabinet, which is made up of the commissioners of the various

departments and the governor's personal staff, he is responsible for the enforcement of the laws, the collection of taxes, and the general well-being of the state and its citizens.

The constitution provides that the governor "shall be at least 30 years of age, shall be a citizen of the United States, and shall have been a resident of this state seven years next before his election."

He is the recognized leader of all the citizens in the state, and in addition, is the state leader of his political party. As a result of this latter responsibility, the governor has a strong voice in shaping the policies of the national party of which he is a member.

Intangible qualities which the governor should possess include: the ability to lead and create an atmosphere of unity among the state's citizens; the energy to participate in various functions, both in Nashville and around the state; the compassion to understand problems and to assist in their solutions; the enthusiasm necessary to motivate others; and the ability to communicate with all segments of society. The constitution clearly defines his tangible responsibilities. For example, "He shall be commander-in-chief of the Army and Navy of the state, and of the Militia, except when they shall be called into the service of the United States."

While the General Assembly has the sole authority to pass laws and the courts of the state have the sole authority to try cases, the governor has considerable influence in both areas. The governor is expected to recommend legislation and has the authority to veto bills which have been passed and which, in his judgment, are not in the best interest of all the citizens. He has the authority to appoint judges and chancellors to fill vacancies which occur in the courts, the right to grant executive clemency, and the power to grant post-conviction reprieves and pardons, except in cases of impeachment.

The governor is the people's spokesman in national matters and their representative when a single voice is needed in matters of concern outside the boundaries of the state. He is the representative of labor and management, of industry, of the farms, of the business community, and of urban and rural areas.

To assist him in the operation of the government, the governor appoints commissioners to head the various departments. They report directly to him or through one of his staff members. While the commissioners are situated in offices, generally near Capitol Hill, the governor and his staff occupy offices in the Capitol. The executive offices are on the first floor and the legislative chambers are on the second floor of the Capitol.

Also, to assist in the operation of the government, the governor appoints members to boards and commissions, many of which regulate personal services performed in the state. Some of the boards and commissions are official agencies of the state, while others are semiofficial.

Among the boards and commissions on which the governor serves are: State Funding Board, State Building Commission, Board of Equalization, Tennessee Local Development Authority, School Bond Authority, and Tennessee Industrial and Agricultural Development Commission. He also chairs the Board of Regents and the University of Tennessee Board of Trustees.

A candidate for governor must first obtain his party's nomination in a primary election in August, then must run against the nominees of the other parties in a general election in November. Elected to a four-year term, the governor may succeed himself one time. He may receive an annual salary of \$164,292, as well as an official residence and funding for its operation.

The Tennessee Constitution provides that, in the event of a vacancy in the office of governor, the speaker of the Senate assumes the office. Next in the line of succession are the speaker of the House of Representatives, the secretary of state, and the comptroller.





**ANDREA CONTE**  
*First Lady*

## ANDREA CONTE

### First Lady of Tennessee

Andrea Conte, First Lady of Tennessee, is founder and President of You Have the Power...Know How to Use It, a nonprofit corporation dedicated to raising awareness about crime and justice issues. The group produces documentary videos and resource guidebooks on topics such as elder abuse, domestic violence and child sexual abuse. The videos are distributed nationwide to law enforcement agencies, schools, civic groups and therapists. In addition, You Have the Power conducts numerous public programs across Tennessee.

In her first year as First Lady of Tennessee, Conte identified three key initiatives. The first of those was to establish a Child Advocacy Center in each judicial district in the state. Child Advocacy Centers are child-friendly places where forensic child abuse interviews can be conducted and the Child Protective Investigative Team can discuss the merits of the case and develop a plan. These Centers also provide ongoing counseling to help children recover from sexual or physical abuse. From September 2004 to April 2005, Conte completed a 600-mile walk across the state, raising awareness about child abuse and raising \$1.4 million for Child Advocacy Centers.

A second major initiative was the creation of a statewide Commission on Crime Victims Assistance. The citizen Commission, established in August 2003, is responsible for providing recommendations and advice on benefits and other issues associated with the Criminal Injuries Compensation Fund.

In addition to her work on crime and justice issues, the First Lady also embarked on a campaign to restore and preserve Tennessee's Executive Residence. She worked with state and private architects to develop a long-range restoration and preservation plan, and formed a statewide, bipartisan Finance Committee to secure private contributions to help fund the project. The restoration of the Residence reached completion in spring 2008, mixing traditional and "green" methods to preserve the integrity of the home with minimal impact on the surrounding environment.

Conte's early career as a registered nurse included work in Boston and California. She later held management roles, with the former Hospital Corporation of America and the former accounting firm of Ernst & Whinney. Other experience included owning and operating Conte Philips, a retail shop and cooking school, and establishing the Rosalie Conte Foundation, which grants college scholarships to students pursuing higher education.

### Office of the First Lady



**Jody Folk**  
*Deputy  
to the First Lady*



**Beth Thompson**  
*Executive Assistant  
to the First Lady*



**Hilda Pope**  
*Executive Residence  
Chef/Manager*

Conte was born in Massachusetts and attended public schools. She earned a bachelor's degree in nursing from the University of Washington at Seattle, and an MBA from Tennessee State University in Nashville.

In 2003, Andrea Conte moved the Office of the First Lady from the second floor of the Tennessee Executive Residence to a Downtown Nashville state office building convenient to the Capitol and to Legislative Plaza. The First Lady made the decision to move locations to be more accessible to the citizens of Tennessee.

The First Lady's Office is comprised of a Deputy, an Executive Assistant, an Assistant, and the Tennessee Residence Chef/Manager. The staff is appointed directly by the First Lady to help her carry out the duties, functions, and operations of her office and the Tennessee Residence, including helping the First Lady develop and implement her programs and initiatives. Day-to-day activities include planning, scheduling, participating in public events, responding to correspondence, and event-planning.



## The Tennessee Residence

Tennessee's Executive Residence, located in Nashville, was originally called "Far Hills" because of the beautiful view.

The home was built for the William Ridley Wills Family in 1929, and it became the third governor's mansion when the state purchased it in 1949 after the death of Mr. Wills. Wills was the founder of National Life and Accident Insurance Company, and his success is displayed in the structural grandeur of the home.

Since that time, eight former governors and their families have resided in the home. Tennessee's First Families have entertained guests such as the Reverend Billy Graham, Elvis Presley, Minnie Pearl, Johnny and June Carter Cash, President and Mrs. John F. Kennedy, President and Mrs. Lyndon Johnson, President and Mrs. Ronald Reagan, President and Mrs. William Clinton, Vice President and Mrs. Al Gore, and numerous governors and royalty from around the world.

The Restoration and Preservation of Tennessee's Residence was spearheaded by First Lady Andrea Conte in 2003, and is the first restoration of the property since the home was built more than seventy years ago. Generations of raising children, playing host to the affairs of the governor and numerous civic organizations and the passing of time had taken a toll on the residence. Moisture within the home,

caused by a faulty heating and cooling system, caused interior walls, covered with lead-based paint, to peel and crack. The original windows of the home provided inadequate resistance to UV rays, putting the collection of historic artifacts, art, furniture, fabrics and carpet within the home at risk. The electrical wiring in the home was not grounded, and bathroom and kitchen outlets were not equipped to protect against electric shock. The home had no lightning protection. Additionally, since the home was built before the days of the Americans with Disabilities Act, it was inaccessible to disabled Tennesseans. The restoration and preservation project's master plan also included creating meeting space to accommodate large functions that traditionally have required the placement of tents on the front lawn, even during inclement weather.

First Lady Conte worked with state and private architects to develop a long-range restoration and preservation plan, and formed a statewide, bipartisan Finance Committee to secure private contributions to help fund the project. The restoration of the Residence reached completion in spring 2008, mixing traditional and "green" methods to preserve the integrity of the home with minimal impact on the surrounding environment. Still under-construction is Conservation Hall, an underground meeting room to be adjacent to the Residence that will accommodate official functions, including luncheons or dinners with seating for up to 160 guests. The Tennessee Residence symbolizes the proud heritage of our state, and its restoration and preservation are important to ensure that all Tennesseans may take pride in the home for generations to come.



## State of the State Address Governor Phil Bredesen

February 9, 2009

Lieutenant Governor Ramsey, Speaker Williams, Speaker Pro Tem DeBerry, Members of the 106th General Assembly, Justices, Constitutional Officers, friends, guests, and my fellow Tennesseans.

Here at the beginning of a new General Assembly, let me first congratulate Lieutenant Governor Ramsey on his re-election as Speaker and Lieutenant Governor. I believe we have worked well together and will continue to do so. Let me also recognize the changes that have taken place in the House with a new speaker. To Speaker Williams, my congratulations on your election, and I look forward to working with you in the months ahead.

I also recognize the unusual nature of recent political events, and the strong emotions that surround them, and ask that we put them aside for the next few months so that we can look, not inward to the political intrigues of the Capitol, but outward to the needs of our citizens in these difficult times.

Let me say a personal thanks in this public forum to Jimmy Naifeh. He has ended his long tenure as Speaker and once again taken up the role of House Member. Jimmy: you and I are very different in personality and background, but I have had no better friend in this government, we have accomplished a lot together, and I thank you.

There is an absence from the podium this year of our Speaker Pro Tem, Lois DeBerry. Speaker DeBerry is struggling with illness tonight, and I ask that each of you keep her and her family in your thoughts and prayers. Lois, I know you are at home watching us, and I want you to know that we all miss you and wish you a speedy recovery.

I also wish to recognize Chief Justice Holder, Tennessee's first female chief justice, and the Court that she represents – for the first time ever now with a female majority.

As I have done each year, I want to recognize the thousands of Tennesseans bringing honor on our state by their service abroad. As of this evening, 103 of them have given their lives in that service, 8 since we gathered here last year.

Would you join me in honoring these Tennessee heroes with a moment of silence?

We have two guests with us tonight representing all those from Tennessee who are serving our nation abroad.

Mrs. Catherine Roberts from Lebanon, Tennessee is here representing her husband Captain David Roberts, who is training for his fourth deployment since 9/11. He is a military policeman by training, and will deploy as the security forces chief with the US Army's First of the Sixteenth in southeastern Afghanistan. Mrs. Roberts, our thoughts are with your family and we all pray for Captain Roberts' safe return.

Captain Hud Moore, from Lawrenceburg, who deployed to Iraq in 2003 as a platoon leader in the Eleven Seventy-Fifth Transportation Company, commanded a unit in Louisiana in 2005 in the aftermath of Hurricane Katrina, and has just returned from a second deployment to Iraq, as the Commander of the Eleven Seventy-Fifth Transportation Company. Welcome home, Captain.

Tennessee National Guard soldiers from Lexington, Bolivar and Savannah with the 251st Military Police Company have recently returned from a year in Iraq, and brought with them 8 Bronze Stars, 3 Meritorious Service Medals, 54 Army Commendation Medals and 46 Army Achievement Medals. Welcome home from a job well done.

This year will see once again some major deployments of Tennessee National Guard Units, including the second deployment of the 194th Engineering Brigade out of Jackson, and the second deployment of 3,000 soldiers of the 278th Armored Cavalry Regiment out of Knoxville. I ask each of you to keep these Tennesseans in your prayers in this coming year.

It doesn't seem that long since I first stood before you as a new governor; but tonight marks the seventh time that I have respectfully reported on the state of our state.

The overwhelming issue right now is the state of the national economy — we're in a serious recession. Nearly everyone has friends who have lost their jobs in the past few months; everyone knows people who fear losing their jobs, fear losing their health care, fear losing their homes. We are living in tough times.

We are the government of our state, we have a responsibility to conduct its affairs carefully during these extraordinary times, and we have some difficult decisions ahead. But please always remember this: if it's tough for us, it is much tougher for millions of Tennesseans we work for. As we agonize over having to cut some favorite program, we must remember that our state is full of families making far deeper sacrifices. Leadership happens from the front, and we must never set ourselves apart from the people we work for; we need to shoulder our share of the pain they are feeling.

Six years ago, at my first State of the State address, we were also in a time of budget shortfalls, and I laid down some principles that I believed reflected the values of the people of our state. Here in 2009, with our strong reserves, we are in a better position to weather the storm, but the principles we have employed together over the years will serve us well again.

- First, the principle of the “family budget”; that we honestly appraise how much money is coming in, and spend that much and no more. This is a common sense and conservative approach, and is particularly needed when we're in a recession that may yet go deeper and last longer than we expect. Being governor is about stewardship and I'm committed to leaving our state to the next governor and the next legislature in a strong position to continue the process of government.
- The second principle is to always stay focused on the basics, on those things that are most important for the long term success of Tennessee. These are education, the creation of good jobs, and the health of our people. If we educate our kids, if we keep them healthy and make sure there are good jobs for them to go to, we'll do just fine in the years ahead.
- The third principle is bipartisanship. As I watch our federal government struggle unsuccessfully with this, it makes me proud to live in a state with a long tradition of working together, especially when the waters get rough. I know there are strong feelings on all sides now, but I call on you to move beyond politics and do the public's business.

The family budget, sticking to the basics and bipartisanship have worked well for us these past six years, and are even more important as we gather here tonight in these extraordinary circumstances.

Early last month, I was planning to present a budget to you tonight that made painful choices, and that assumed no federal help, as the landscape was unclear as to just what form that might take. That budget was built around a cut of about \$900 million from this year's budget.

These are deep, difficult cuts, especially following this year with its almost \$500 million in cuts already.

Since then, the U.S. House of Representatives has passed its version of a stimu-

lus bill, and it appears that the U.S. Senate is poised to act quickly. We can expect to know exactly what help is forthcoming around the third week in February, but it is clear that we will have a substantial amount of money to help soften the blow of this economy on state government.

We consulted with the leadership in the General Assembly, and agreed that it made no sense to submit an extremely painful budget which we knew would have to be substantially changed. Accordingly, we plan to wait until the federal government acts, and then fashion a budget that incorporates the effects of that stimulus package.

If the federal action is completed as we expect by the end of February, we will submit the Tennessee budget about three to four weeks later.

Please let me make it clear that no proposed version of the stimulus bill is any panacea or silver bullet; substantial cuts are still needed under any circumstances. Furthermore, it is vital to remember that this stimulus money is one-time funds. While there are doubtless states which will use this money to simply push the problem back two years, Tennessee will not do this. When we present a budget in March, we will recognize the money we receive as temporary help, and present a multi-year outline for how we will use these funds to ease the transition from current spending levels to what we anticipate for 2011 and beyond. In other words, we will use them to help soften the landing, not to ignore that the hard ground is there. And we will remain cautious about the use of rainy day funds, as no one knows how long this recession will last.

We will keep the Speakers and the Finance Chairs apprised of the situation as it develops so that there are no surprises, and I will ask to come before you again to present the budget.

You've heard me over the years use the analogy of flying an airplane; when the weather gets rough it's back to basics—wings level, nose on the horizon. While it is stormy now, the wings are level and the passengers are safe. But it is definitely a time for the pilot to give full and undivided attention to the instruments, and that is what we are doing.

We are going to guide state government through these economic times, but I will be frank and say that I worry about a lot of my fellow Tennesseans tonight, including some who work for the state of Tennessee. Jobs are so important; they give confidence and a sense of independence, they let you provide for your family, they offer security. For me, jobs are a part of my identity; I've never been unhappier or more adrift than when I've been unemployed.

We can't fix the national economy, but we can do everything in our power to support the people of our state through these times. And we can keep our eyes on the basics and make sure we are positioned in the best possible way when the economy improves again.

One immediate concern is health care: when people lose their jobs, they often lose their health insurance as well. We know that additional people will qualify for TennCare, and we are planning for that in the budget. We have opened CoverTN up to those who have lost their jobs, and trust that this will help some as well.

These avenues of help are well-meaning but still patchwork, and this recession has truly underlined for me something that I've believed for a long time: that we need a national solution for health insurance. Our health care system has become antiquated and unfair, and I deeply hope that a new President and a new Congress can fashion the solution that Tennessee and America deserve.

Nothing is more basic than education, and it has always been my number one priority. We have made a lot of progress in both flush and tight times. When the money has been available we've improved teacher salaries, especially in rural

areas, we've restructured the BEP to make it fairer and added hundreds of millions of dollars annually to it; we've invested over a billion dollars in buildings on our college campuses. And when money has been tight, we haven't sat back but worked on other important areas.

Last winter, our state Board of Education toughened our education standards and aligned them better with the needs of business and college entrance requirements. I'm pleased to say Tennessee has received recognition across the nation for its work in this regard. We will also get the agreement of the U.S. Department of Education to reset our No Child Left Behind benchmarks to reflect the new standards so that we can make a smooth transition, rather than immediately driving a large number of schools into non-compliance.

Just this past fall, the Board of Education adopted new rules for the certification of teachers. These changes will bring in highly qualified men and women from a broader pool of talent than just our colleges of education. If you believe as I do that in the end it all comes down to the teacher in the classroom, then these changes are going to be profound.

I believe in the basics, and I believe if you set high standards and fill our classrooms with good teachers, we'll do just fine.

I had an experience this past fall that I wish every eighth grader in Tennessee could share: I visited the Volkswagen plant in Wolfsburg, Germany—the mother ship. That visit was a concrete lesson for me about the factory of the future, and it's that glimpse of the future that I wish our students could see.

The Wolfsburg factory is enormous—I was told it is the largest factory of any kind under one roof anywhere in the world—but my strongest impression was just how few people were actually on the factory floor.

I visited one enormous hall where the drive trains and chassis were being joined. There were creaks and hydraulic noises and flashing lights – equipment and robots working – but very few people. They called it the “ghost hall”, and I believe you could turn off all the lights and it would continue to churn out those Volkswagens just fine.

The lesson here is not that factory work is obsolete; far from it. The Wolfsburg complex employs 54,000 people in good, high paying jobs. But most of them don't position and bolt and weld. They invent, they design, they purchase, they contract, they do the logistics to make sure the machines have parts to work with, and they program those machines and fix them when they break. And yes, some of them still load parts and check results, but you can already see a future in which those jobs get fewer and farther between.

What I'd like to show Tennessee's eighth graders is this: if you want to work in a factory and build things, that is a fine and honorable way to make a life for yourself and the family you'll have someday. But the lesson from Wolfsburg is that you need a good education to play; you need more education than you think you do. In the years ahead, making things is something you'll do less and less with your hands and more and more with your minds.

Stay in school. Take lots of math. Graduate. Go to college.

I started out as governor much concerned with finances; with budgets and TennCare and getting us on a sound financial footing. The last few years have concentrated on our children; Pre-K, K-12 education, children's health, children's services. There have been a lot of small victories: were you aware, for example, that by the end of 2009 we expect to be one of only six accredited Children's Services Departments in the United States, or that the number of children in state custody has dropped from over 10,000 to about 7,200? Were you aware that, through our Imagination Library program, we currently serve nearly 207,000



Tennessee children in all counties, and that we have delivered over 6.1 million books since October 2004?

Someone asked me not too long ago what I would work on if I could have a third term, and my answer was “higher education.” It’s the remaining leg of the education stool, and while we have made huge capital investments, there is still a great deal of work to be done.

We lag the national averages in the proportion of our citizens who have post-secondary degrees, and if we let that continue, we’ll be pushed increasingly to the backwaters of the world economy. We have such a wealth of opportunities right now, and it would be a tragedy to forfeit them because we failed to equip our children with the education they need.

The costs of Tennessee higher education continue to grow, and the ability of state government to cover them is limited. That has meant raising tuition, and every increase means that much more difficulty for some student, that much more likelihood of abandoning the dream of a college degree. It’s time now to fix that.

When I was in the business world, I was always the little guy. When I ran a managed care company, I competed in many cases against Prudential, or CIGNA, or Kaiser. A lesson I learned very clearly was that you often can’t be the biggest, or the richest, but you can still try to be the smartest. Over these next couple of years, let’s figure out how to do that.

In Tennessee, we have wisely insulated higher education from the rest of state government; through boards of trustees that have a great deal of independence and responsibility, and that is an appropriate and effective way to do so. To the University of Tennessee Board of Trustees, the Board of Regents, and the THEC commissioners: tonight I ask you to step outside the box and work with me and the General Assembly to figure out how we can keep higher education affordable, how we can get more kids to graduate; how we can fashion a true 21st century higher education system for our state.

I’ve spoken about health care, and about education, two of the basics. Let’s turn now to job creation. How do we keep focused in good times and tough ones on creating good jobs here in Tennessee?

We’re in a strong position right now, and we need to capitalize on it. We’ve had some huge successes this past year; Volkswagen in Chattanooga and Hemlock in Clarksville are among the biggest, and will be catalysts for enormous job creation. Despite the economy, or perhaps because of it, there is a lot of interest in Tennessee. When times get tough, businesses look to places with productive workforces, look to places with low taxes and costs of doing business—like Tennessee. We’re going to keep working and investing in creating jobs, and positioning our state so that when the economy comes back strong, we can ride it up.

While we are interested in a broad range of business, there is one area where we have a great toehold and prospects, and that is the area of clean energy technology. While no one knows exactly which specific technologies will ultimately prevail, it seems beyond dispute that “green energy” will be an area of vast importance and growth in the decades ahead. There is great opportunity even in traditional businesses, like auto manufacturing, and we have companies here in Tennessee that are world leaders in automotive innovation, from the development of electric vehicles to clean fuels.

We are extraordinarily well-positioned here and in the next couple of years, I want to wrap this up even tighter. Here’s an idea about how we might go about that: develop a Solar Institute in Tennessee that is the basic research leader in making solar power practical.

Here’s what I mean: over the years, a few very special research labs around the

world have brought scientists together and provided them with the tools and the intellectual community needed to make big things happen. One of the first and most successful of these was the Cavendish Lab in England, where much of the basic research that led to nuclear power and nuclear weapons took place. The Institute for Advanced Study at Princeton, where Einstein worked for much of his life, is another example. And in the private sector, Bell Labs, back when AT&T was a regulated company, gave us the transistor.

Solar power today is a tiny part of the power equation. It remains far too expensive, and it's ripe for breakthroughs, there's a lot of basic science to be done. We have the pieces—the building blocks—here in Tennessee to be major players in this area. Thanks to you in this room, we are already a national leader in cellulosic ethanol—which is a form of solar power. We have major industrial companies in our state with expertise and capital; Sharp in Memphis and here in Middle Tennessee, the multi-billion dollar new investments of Hemlock, which is the world's largest supplier of polycrystalline silicon – the basic raw material for solar cells.

And most importantly, we have in Oak Ridge—in combination with UT Knoxville—the research tools like the supercomputer complex and the spallation neutron source that can provide the draw and gravitas not only for scientists from all over the world to come work here, but also for Tennessee's brightest young math and science students to stay and contribute in the years ahead. I have spoken to the leadership at the lab, and believe they are up to the challenge.

I ask each of you: the General Assembly, the private sector, our university system, and Oak Ridge to work with me in the months ahead to invent a way to become a national leader in basic solar research – to invent a solar institute. If we can, it will pay huge dividends to our state and our citizens for decades to come.

We have always been a resilient and common sense people here in Tennessee; I think it may be our pioneer DNA coming out time and again over the years. These economic times will test that resilience and yes, test that common sense, once again. I'm confident that we will emerge from these troubles stronger than ever.

We are going to work together to soften the blow of this economy to our citizens and keep our state sound.

I'm going to send you a budget in March that is conservative and we're going to use any money the federal government sends us carefully and wisely. The next governor and the next General Assembly are going to inherit from us a sound and well managed state.

When I was in the business world, I hate to admit it, but I ran my company better when times were tough. We're going to do the same in Tennessee. Feet on the ground and eyes on the horizon; it has worked well for a long time and will do so again here and now.

Thank you for the privilege of serving as governor, thank you for your friendship, may God bless each of you, and let's get to work.

## The Governor's Staff



**John Morgan**

Deputy to the Governor

The Deputy to the Governor assists the Governor in his day-to-day duties and acts as a liaison between the Governor's office and the various departments and agencies in state government. Prior to his appointment as Deputy Governor, John Morgan served as Comptroller of the Treasury since 1999 for five consecutive two-year terms. He is a 31-year veteran employee of the state of Tennessee who began his state service as a research assistant for the Legislative Fiscal Review Committee. He was staff assistant to the State Treasurer before joining the Office of the Comptroller of the Treasury, first as an assistant director and then director of Bond Finance. Morgan was also vice president and director of Public Finance of Third National Bank before returning to state service as executive assistant to the Comptroller in 1989

and his election as comptroller 10 years later. A Nashville native, he is a graduate of Austin Peay State University in Clarksville, Tenn., and did graduate work at Louisiana State University.



**Pat Miller**

Senior Advisor to the Governor and  
Director of Legislative Affairs

As the chief liaison to the general assembly, Pat Miller assists Governor Bredesen in formulating his legislative agenda and communicates the Governor's policy priorities to law makers. Before becoming Senior Advisor and Director of Legislative Affairs, Pat Miller served as chairman of the Tennessee Regulatory Authority. Prior to his appointment to the TRA, Miller was chief of staff to Senate Speaker and Lieutenant Governor John Wilder. He served the Tennessee Legislature in 1987 as a fiscal analyst for the Fiscal Review Committee and was legislative liaison for the Tennessee Supreme Court from 1993 to 1997. Miller, a Nashville native, earned a Bachelor of Arts degree in political science from the University of Tennessee and received his Doctor of

Jurisprudence from Nashville School of Law.



**Michael Drescher**

Senior Advisor to the Governor and Communications Director

As Senior Advisor to the Governor and Communications Director, Michael Drescher is responsible for the Governor's public affairs and external communications efforts. Prior to his appointment, Drescher served as director of public affairs for the state's Medicaid program, TennCare. He also participated in the policy development and program design of Governor Bredesen's Cover Tennessee health insurance programs and later helped revise the state's K-12 education funding formula while serving as Deputy Director of the Governor's Office of Planning and Policy. Drescher's 15 years of public relations, government and consulting experience also includes serving as Senior Vice President of Government and Community Relations for the Nashville Visitors and Convention Bureau, as a principal in the health care practice with The

Ingram Group and McNeely Pigott & Fox public relations. He is a Nashville native and a graduate of the University of Kentucky.



**Steve Elkins**

Legal Counsel to the Governor

The Legal Counsel to the Governor coordinates the legal affairs of the Executive Branch for the Governor. He provides legal advice to the Governor on the legal matters which confront the Governor on a day-to-day basis. He assists in the development and implementation of legislation, and coordinates the Governor's relations with the Judiciary, the Attorney General and Reporter, the District Attorneys General, and the Public Defenders. He also assists the Governor in reviewing requests for executive clemency and extradition. Before he was named Legal Counsel to the Governor, Steve Elkins served as Deputy Legal Counsel from 2003-2006. Prior to joining state government, he served as research director and comptroller for Governor Bredesen's successful 2002 campaign. Before that, he served as deputy legal counsel for the Tennessee Democratic Coordinated Campaign. He is a Smyrna native and he holds a bachelor's degree in finance and a law degree from the University of Tennessee, Knoxville.

**Tam Gordon****Special Assistant to the Governor for Projects**

Tam Gordon serves as a Special Assistant to the Governor for Projects, including overseeing the Governor's Children's Cabinet and relations with the National Governors Association. Gordon served as Governor Bredesen's press secretary during his tenure as Nashville mayor. She most recently worked as projects coordinator for the John Seigenthaler Center at Vanderbilt University, which includes the Freedom Forum First Amendment Center and the Freedom Forum Diversity Institute. Gordon is also a veteran newspaper reporter, working for 13 years at the Nashville Banner. A Nashville native, Gordon holds a bachelor's degree from the University of Tennessee at Nashville.

**Will Pinkston****Senior Advisor to the Governor**

As Senior Advisor to the Governor, Will Pinkston works with the Governor, the various departments and agencies, and the General Assembly in formulating and implementing policy decisions of the administration. Before serving as the Governor's senior advisor, Pinkston worked as vice president for special projects at McNeely Pigott & Fox Public Relations in Nashville, and in 2006 was communications director for Bredesen's successful re-election campaign. Pinkston previously served on the Governor's staff during Bredesen's first term, helping manage communications, legislative and policy initiatives, including the Governor's anti-methamphetamine strategy and the launch of the Tennessee Lottery. Before working for Bredesen, Pinkston was a reporter for the Wall Street Journal, the Tennessean and the Clarion-Ledger in Jackson, Miss. He has also managed political and communications strategy for the Tennessee Democratic Party. Pinkston, a Nashville native, is a graduate of the University of Tennessee.







**Janie Conyers**  
*Chief Administrative  
Officer to the Governor*



**Junaid Odubeko**  
*Deputy Legal Counsel*



**Lydia Lenker**  
*Press Secretary*



**Jason Spain**  
*Legislative Liaison*



**David Braam**  
*Legislative Liaison*



**Ashley Ball**  
*Legislative Liaison*



**Dana Coleman**  
*Director of Communications  
Management*



**Bill Mason**  
*Director  
of Community Affairs*



**Heather King**  
*Assistant to the Governor/  
Boards & Commissions*



**Tara Tenorio**  
*Scheduler*



**Jared Brewer**  
*Assistant to the Governor/  
Technology &  
Constituent Services*



**Jared Plunk**  
*Assistant to the Governor/  
Constituent Services*



**Sandy Fletcher**  
*Assistant to the  
Governor/Personnel*



**Daphne Cooper**  
*Assistant to the Governor/  
Administration*



**Jona Coppola**  
*Assistant to  
the Deputy Governor*



**Becky Gregory**  
*Assistant to  
the Senior Advisor  
for Legislative Affairs*



**Jennifer Houston**  
*Legal Assistant*



**Matt Ragan**  
*Field Advance*



**Seth Stanger**  
*Assistant to the Governor/  
Projects*



**Leigh Anne  
Castleman**  
*Communications Staff  
Assistant*



**Melissa Proctor**  
*Assistant to the Director  
of Community Affairs*



**Vanessa Hatcher**  
*Assistant to the Governor*



**Vanessa Croft**  
*Assistant to the Governor*

## Governor's Books from Birth Foundation

*710 James Robertson Pkwy., 11th Floor*

*Nashville, TN 37243*

*1-(866)-368-6371*

*[www.governorsfoundation.org](http://www.governorsfoundation.org)*

### **Jeff Conyers, President**



Created in 2004 by Governor Phil Bredesen, this nonprofit foundation fosters the ongoing implementation of the statewide Imagination Library in all 95 Tennessee counties. Dolly Parton's Imagination Library mails a new, high-quality, age-appropriate book every month to registered children, from birth until age five – at no cost to the family, regardless of income. The Foundation administers an annual state budgetary allocation to cover half of each county's monthly book order, and also raises statewide monies to financially assist "distressed" counties. By late 2008, well over half of Tennessee's total eligible population of under-five children was enrolled in the Imagination Library. In 2007, the Tennessee Board of Regents completed a study on the program's impact on learning preparedness of children now enrolled in public schools. Surveyed kindergarten and pre-K teachers collectively affirmed that Imagination Library participants were "better prepared" than non-participants in the areas of reading, thinking, listening and social skills, and that on average, Imagination Library participants exceeded teacher expectations. Electronic enrollment for the statewide Imagination Library was launched in April 2009 at [www.GovernorsFoundation.org](http://www.GovernorsFoundation.org).

## Governor's Office of Children's Care Coordination

*27th Floor, Tennessee Tower*

*Nashville, TN 37243-0530*

*(615) 741-5346*

### **Bob Duncan, Executive Director**



The Governor's Office of Children's Care Coordination was established by Governor Bredesen in May 2004 to coordinate a wide range of services available to children through state departments and the private sector, with an emphasis on the delivery of children's physical and behavioral health services. The Office collaborates with numerous government, business and community partners to ensure state departments are meeting the requirements of state and federal laws and of court orders relating to health care services for children. The Office places a particular emphasis on children at risk of custody due to health-related matters, reducing infant mortality and achieving programmatic and financial efficiencies in systems serving children and their families. The Office spearheads efforts to translate science into public policy and to implement evidence-based practices throughout the system in an effort to elevate the quality of all services to Tennessee's children.



