Quarterly Board Meeting

June 24, 2021
Roaden University Center, Room 282
1:30 p.m.

AGENDA

I. Call to Order and Roll Call

II. Recognition of Students

III. Recognition of Retiring Faculty

IV. Approval of Minutes

- A. March 11, 2021
- B. April 13, 2021

V. President's Report

VI. Election of Student Trustee

VII. Consent Agenda

- A. Emeritus President Contract
- B. TTU Policy 131 (Preventing and Reporting Fraud, Waste or Abuse)
- C. Tenure Recommendations
- D. TTU Policy 242 (International Undergraduate Admissions)
- E. TTU Policy 244 (International Undergraduate Student Readmissions)

VIII. Executive Committee Report and Recommendations

- A. Report
  - 1. Appointment of Vice President for Student Affairs
  - 2. Committee Structure

3. President's Performance Review for Year-End June 30, 2021
    a. Appointment of Executive Committee Representative
    b. Schedule for Completion of President's Performance Review Process
    c. Approval of Board and Cabinet Assessment Questionnaires

B. Recommendations
1. Board Election of Chair of the Board for the July 1, 2021-June 30, 2023, Term
2. Board Appointment of Vice Chair
3. Board Appointment of Executive Committee Member
4. Board Appointment of Audit Committee Members and Chair
5. Announcement of Academic & Student Affairs Committee Members and Chair

IX. Academic & Student Affairs Committee Report

Report
1. Academic Program Updates
2. Letter of Notification for a PhD in Higher Education
3. Diversity & Diversity Scholarship Update
4. Athletics Update
5. Enrollment Projections

X. Audit & Business Committee Report and Recommendations

A. Report
1. Faculty Promotions
2. Audit Committee Charter

B. Recommendations
1. FY2020-21 Estimated & FY2021-22 Proposed Budget
2. Disclosed Projects FY2021-22
3. Capital Budget FY2022-23
4. Maintenance & Mandatory Fees
5. Non-Mandatory Fees

XI. Board Secretary Report

XII. Other Business

XIII. Adjournment

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Recognition of Students

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS:

Michelle Huddleston, assistant director for Tech's Service Learning Center, will talk about the impact service learning and community engagement has on students and the community. She will share statistics and information about the center.

Marcus McMeans is a journalism major, football player, Football Leadership Member, and a two-year teaching assistant for Intro to University, Community and Service Course. Marcus recently graduated with an undergraduate degree and is returning for graduate school in the fall.

Baylee Dalton is a sophomore business information technology major (with a minor in human resources) and a Service Learning and Community Engagement Ambassador, College of Business Ambassador, Governors School Counselor, and Trailblazer.

Both students have gone from participating in community events to helping Michelle coordinate events to overseeing and leading community events.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Recognition of Faculty

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): President Oldham

PURPOSE & KEY POINTS: Recognition of H. Wayne Leimer, Professor of Earth Sciences, for 50 years of distinguished service to Tennessee Tech University. Dr. Leimer began his employment in 1971 and is retiring on June 30, 2021.

Board of Trustees Meeting
March 11, 2021
Roaden University Center, Room 282

MINUTES

AGENDA ITEM 1 – CALL TO ORDER AND ROLL CALL

The Tennessee Tech Board of Trustees met on March 11, 2021, in Roaden University Center, Room 282. Chair Harper called the meeting to order at 2:15 p.m.

Chair Harper asked Lee Wray, Secretary, to call the roll. The following members were present:

- Trudy Harper
- Daniel Hines
- Tom Jones
- Thomas Lynn
- Sally Pardue
- Rhedona Rose
- Johnny Stites
- Teresa Vanhooser
- Barry Wilmore

A quorum was present at the meeting.

Trustee Fred Lowery participated remotely. He confirmed he could simultaneously hear and speak to the Board members, he received the Board materials in advance of the meeting, and he was the only person present in the location from which he was calling.

Chair Harper expressed her appreciation to Senator Paul Bailey and Representative Ryan Williams for joining them earlier in the day. She welcomed Emily House, incoming Executive Director of the Tennessee Higher Education Commission. The board recognized Mike Krause, outgoing Executive Director of the Tennessee Higher Education Commission and presented a plaque to him in his honor.

AGENDA ITEM 2 – RECOGNITION OF STUDENTS

Student leaders who promote engineering to underrepresented groups were guests of the Board. They shared about their participation in encouraging high school students to consider Tennessee Tech. The student leaders who joined were Alexis Harvey (chemical engineering), Alyssa Elliott (chemical engineering), Triston Whitescarver (computer engineering), Jymon Scott (electrical engineering), and Kaitlyn Carroll (computer science/cybersecurity).

At this time, Chair Harper highlighted one of the agenda items from the upcoming Executive Committee Report. The Executive Committee voted unanimously to approve Dr. Rob Owens as the new Chief Diversity Officer to Tennessee Tech. Dr. Owens joined the students at the podium and was recognized.

AGENDA ITEM 3 – APPROVAL OF MINUTES

Tom Jones moved to approve the minutes from December 1, 2020. Ms. Rose seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 4 – PRESIDENT'S REPORT

President Oldham expressed his gratitude to Governor Lee, Representative Ryan Williams, Senator Paul Bailey, and Speaker Cameron Sexton for their support of higher education.

Upon the anniversary of the beginning of the pandemic, President Oldham reflected on the past year and expressed his gratitude to the students, faculty, and staff who have shown resilience. He provided information regarding the next steps that will be taken to keep those on campus safe. Alternate spring break options have been offered for students that include service opportunities, and the Student Health Services Center will begin providing vaccinations within the next two weeks. More than eighty percent of classes should be in-person this fall. Varsity and intermural sports should return to normal scheduling.

He provided an update on capital projects that included the new Laboratory Science Commons, the back yard of the Roaden University Center, the road grid, and the front yard of Walton House.

President Oldham shared academic updates that included the opening of the new advising center (the Launch Pad) in Volpe Library, the implementation of a new Pd.D. degree in Higher Education Administration, the creation of the Trail Blazers which is a personalized visit for prospective students and their families, and the progress of the Ethnic Diversity Recruitment Plan.

President Oldham shared about the approved budget from the Governor that will include funding for the construction of the new engineering building as well as maintenance projects

that include Derryberry auditorium, Wattenbarger auditorium, and a major campus lighting plan. It will also include full funding of the higher education formula and more than half of the amount for the proposed salary increase.

AGENDA ITEM 5 – EXECUTIVE COMMITTEE REPORT

Chair Harper provided an update on the following items 1) the appointment of Chief Diversity Officer Dr. Rob Owens, 2) a revision to the format of committee meetings that will include online streaming beginning with the meeting in June, 3) a report from University Advancement regarding the increase in fundraising during the last five years from $4.8 million to $12.4 million, and 4) plans for a review of the committee structures of other locally governed institutions as part of the Board's self-evaluation update. Chair Harper also shared about meeting with students regarding the development plans for Sherlock Park. The master plan provides that a little more than half of the green space of the park will be used to construct the new engineering building; however, up to thirteen acres of green space will be added elsewhere on campus. Online improvements are being made to better display the master plan in an effort to enhance campus communication.

AGENDA ITEM 6 – ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT

Ms. Rose shared that during the committee meeting the following were presented and were included here as informational items 1) the University is halfway through a ten-year cycle for SACSCOC accreditation, 2) an update on the progress of two of the four initiatives from the strategic plan, 3) an update on the goals for ethnic diversity enrollment, and 4) an update regarding the Ohio Valley Conference.

AGENDA ITEM 7 – AUDIT AND BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS

Mr. Stites shared that during the committee meeting the following were presented and were included here as informational items 1) the Governor's budget, 2) supplemental Covid-19 funding, 3) non-mandatory and mandatory fees, 4) the restructure of the budget advisory committee, and 5) the Notice of Responsibilities for Preventing, Detecting, and Reporting Fraud, Waster, and Abuse.

Mr. Stites moved to approve the proposed Compensation Plan pending approval of the Governor's budget for a one-time payment to all full and part-time permanent employees of $1,000 per employee, pro-rated for part-time employees, with a satisfactory or better evaluation for fiscal year 2020 and employed at January 1, 2021 and still employed at time of payment. No second to the motion was required. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

Mr. Stites moved to approve the proposed Compensation Plan for fiscal year 2022 pending approval of the Governor's budget for a four percent salary increase pool to be distributed to full and part-time permanent employees based on employees' fiscal year 2021 evaluations with

a minimum one percent and maximum seven percent increase for employees with satisfactory or better evaluation scores, and employed at January 1, 2021 and still employed at July 1, 2021.

Dr. Pardue moved to amend the motion by revising the minimum and maximum percentage from a minimum one percent and maximum seven percent to a minimum two percent and maximum six percent. No second to the motion was received. The motion failed. Additional discussion was made regarding the original motion. No second to the motion was required. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. Mr. Lowery was not available during this time. Dr. Pardue abstained. The motion carried with seven ayes.

Mr. Stites invited Dr. Stinson to discuss the potential development of a compensation philosophy that would address merit and performance-based compensation, market comparisons, and pay based on equity. Additional discussion was made regarding the necessity of a compensation philosophy and university attorney Troy Perdue provided counsel. No action was made at this time.

Mr. Stites moved to approve the removal of the International Student Deposit fee of $300.00. No second to the motion was required. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

Mr. Stites moved to approve the naming of the Innovation Hall to the J.J. Oakley Innovation Center and Residence Hall. No second to the motion was required. Mr. Lynn recognized Millard and J.J. Oakley for their generous support. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 8 – BOARD SECRETARY REPORT

Mr. Wray provided a reminder regarding the responsibility of Trustees. The Board was formed in 2017 as a result of the Focus Act, which purpose is to empower universities to develop greater numbers of successful graduates. The role of a Trustee includes sharing in this purpose.

AGENDA ITEM 9 – CHANGE IN MEETING DATE

The board meeting scheduled for September 23, 2021 has been moved to October 7, 2021. The next meeting is June 24, 2021.

AGENDA ITEM 10 – OTHER BUSINESS

There was no other business.

AGENDA ITEM 11 – ADJOURNMENT

With there being no further business, the meeting adjourned at 3:59 p.m.

Approved,

_____

Lee Wray, Board Secretary

DRAFT

Board of Trustees Meeting

April 13, 2021

Meeting via electronic means and streamed live via link found on this web page: https://www.tntech.edu/board/meetings/2021-04-13-special-board-meeting.php

MINUTES

AGENDA ITEM 1 – CALL TO ORDER AND ROLL CALL

The Tennessee Tech Board of Trustees met on April 13, 2021, via electronic means. Chair Harper called the meeting to order at 3:30 p.m.

Chair Harper indicated the meeting was being streamed live on the internet and the public was given notice.

Chair Harper asked Lee Wray, Secretary, to call the roll. The following members were present:

- Trudy Harper
- Daniel Hines
- Tom Jones
- Fred Lowery
- Thomas Lynn
- Sally Pardue
- Johnny Stites

A quorum was present at the meeting.

All trustees verified they could simultaneously hear and speak to the Board members, that they received the Board materials in advance of the meeting, and they were the only persons present in the location from which they were calling.

AGENDA ITEM 2 – DETERMINATION OF NECESSITY

Chair Harper stated that pursuant to Tennessee Code Annotated §8-44-108(b)(3), if a physical quorum is not present at the location of the meeting of the governing body, the governing body

must make a determination that a necessity exists. Chair Harper summarized the facts and circumstances that necessitated the meeting without a quorum physically present. The facts and circumstances included that the Board was required to consider the important and time-sensitive matter of awarding honorary degrees, and the Board was meeting via electronic means in recognition of the need to act on this important matter.

Tom Jones moved that a determination of necessity existed to allow Board members to participate by electronic means. Mr. Lowery seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 3 – APPROVAL OF HONORARY DEGREES

Chair Harper shared that approval was requested for awarding two honorary degrees as prescribed by Tennessee Tech Policy 268: Honorary Degrees. Two candidates for honorary degrees were submitted to the Board for approval by a specially appointed committee comprised of Provost Lori Bruce, Dr. Kevin Braswell, Dean Joseph Slater, Dean Darron Smith, Dr. Bedelia Russell, Dr. Holly Stretz, and Ms. Karen Lykins. Chair Harper read Tennessee Tech Policy 268, Sections 3.A and 3.B., and asked President Oldham to present the nominations for the candidates.

President Oldham shared about the distinguished career, leadership, and philanthropic support of Mr. Harry Stonecipher and presented a nomination for Mr. Stonecipher to be awarded an Honorary Doctor of Engineering.

Johnny Stites moved that Tennessee Tech University award Harry Stonecipher the degree of Honorary Doctor of Engineering. Mr. Jones seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

President Oldham shared about the distinguished career, leadership, and philanthropic support of Mr. Millard Oakley and presented a nomination for Mr. Oakley to be awarded an Honorary Doctor of Agriculture.

Thomas Lynn moved that Tennessee Tech University award Millard Oakley the degree of Honorary Doctor of Agriculture. Mr. Stites seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 4 – OTHER BUSINESS

Mr. Wray reminded the Board of the Educational Session on Academic Affairs and Institutional Research scheduled on May 3, 2021.

AGENDA ITEM 5 – ADJOURNMENT

With there being no further business, the meeting adjourned at 3:50 p.m.

Approved,

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Lee Wray, Board Secretary

DRAFT

6.1

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Election of Student Trustee

☐ **Review** ☐ **Action** ☐ **No action required**

PRESENTER(S): President Oldham

PURPOSE & KEY POINTS: The FOCUS Act requires the Board to select a student as a non-voting member. Tennessee Tech's Student Government Association (SGA) developed a process for selecting candidates to present to the Board for consideration. Pursuant to the requirements established by the SGA, a candidate for the trustee position cannot contemporaneously serve as an SGA officer.

The candidates selected by the SGA are, in alphabetical order:

Faith Judkins

Megan Wharton

Hannah Willis

Agenda Item Summary

7.1

Date: June 24, 2021

Agenda Item: Emeritus President Contract

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS: review and approve the Emeritus President contract for Dr. Robert Bell for 2021-22 pursuant to the laws of the State of Tennessee and Tennessee Tech policies.

8-36-714. Requirements to be compensated as president emeritus Continued eligibility requirements Filing of agreement.

(a) The board of trustees of the University of Tennessee may grant to any former president of the University of Tennessee the title president emeritus. The board of regents of the state university and community college system may also grant to any former president of any college or university governed by the board of regents a similar emeritus title. No former president shall receive any compensation or remuneration for holding the emeritus title, unless the following conditions are met:

(1) The remuneration is for time actually spent by the former president in performing services for the University or board of regents;

(2) An agreement is executed between the respective board and the former president which sets forth the duties to be performed by the former president;

(3) The agreement cannot exceed a term of one-year. The board of trustees of the University of Tennessee or the board of regents may enter into additional one-year agreements with the former president. No renewal agreement shall be entered into until the respective board reviews and is satisfied with the emeritus work performed by the former president. Any such renewal must be approved by an affirmative vote of a majority of the respective board;

(4) The former president must reside in the state of Tennessee at the time of the initial appointment and at the time of any subsequent appointment; and

(5) The former president shall not accrue any additional retirement credit as a result of such appointment.

(b) Notwithstanding any other law to the contrary, any former president receiving compensation or remuneration for holding the emeritus title pursuant to this section shall be eligible to continue drawing such person's retirement allowance; provided, that the former president does not work and is not compensated for more than one hundred twenty (120) days or the equivalent of one hundred twenty (120) days during the one-year appointment, or, if working as a teacher, for more than twenty-four (24) quarter credit hours or eighteen (18) semester credit hours during the one-year appointment. If the period exceeds that specified in this subsection (b), the former president's monthly retirement allowance shall be reduced in direct proportion thereto. The retirement system is authorized to obtain reimbursement for any retirement benefits overpaid as a result of any compensation being paid to a former president in excess of that permitted by this section. Such reimbursement may be made by deductions from the former president's monthly benefit.

(c) For each emeritus appointment for which compensation or remuneration will be paid, the board of trustees of the University of Tennessee and the board of regents shall be responsible for filing the agreement with the retirement division which sets forth the name of the person holding the title, and the beginning and ending date of the appointment. The agreement shall be accompanied with documentation showing the amount of compensation to be paid to the person and the number of hours to be worked. The agreement and documentation shall be filed annually, if applicable, and signed by the former president acknowledging the conditions of the appointment. The board of trustees of the University of Tennessee and the board of regents shall further send written notice to the speaker of the senate, the speaker of the house of representatives, the chairs of the senate standing committees on education and on finance, ways, and means, and the chairs of the house standing committees on education and finance, ways, and means of each emeritus appointment for which compensation or remuneration will be paid.

Tennessee Tech University

NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT FOR PRESIDENT EMERITUS

TO: Dr. Robert R. Bell
[redacted]

7.1

This is to confirm your part-time appointment to a position approved by the Tennessee Tech Board of Trustees as President Emeritus of Tennessee Technological University for a period beginning July 1, 2021, at a monthly salary of $4,114.84 subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Tennessee Tech Board of Trustees and the requirements and policies of Tennessee Tech University.

2. The term of this agreement is July 1, 2021, to June 30, 2022. It may be renewed on an annual basis following review of the emeritus work performed and approval by the Tennessee Tech Board of Trustees.

3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of Tennessee Tech University.

4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of Tennessee Tech University. These duties include:

   - ❖ Fund raising for Tennessee Technological University (TTU);
   - ❖ Institution-community relations and activities for TTU; including teaching a class, regional development related activities, and working with the Cookeville Regional Medical Center Board;
   - ❖ Consultation for Tennessee Technological University, as requested;
   - ❖ Provide support in inter-institutional, governmental, legislative, and community relations;
   - ❖ Assist as needed with the completion of selected capital projects;
   - ❖ As requested, represent the President and the University at selected functions and professional meetings;
   - ❖ Recruit students and provide advice to prospective students and their parents;
   - ❖ Promote higher education, the Tennessee Tech University Board of Trustees, and Tennessee Tech University on a continuous basis.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.

6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.

7. This agreement may be terminated without prior notice.

8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify TTU-Human Resources of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.

9. You are required to notify the President should you become employed at another state agency/institution.

10. The following special condition shall govern this appointment:

    The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 247 hours.

I accept the appointment described above under the terms and conditions set forth.

Robin L Bell 4-19-21

APPOINTEE DATE

An Equal Opportunity/Affirmative Action Employer

4/23/2021

PRESIDENT DATE

President Emeritus Report
2020-2021

During this fiscal year, I performed the following functions (attached) for Tennessee Technological University.

(typed report attached to this work sheet)

I spent at least **256** hours performing the work but less than 120 days.

President Emeritus, Dr. Robert R. Bell — Date 4-19-21

I have reviewed the work of **Dr. Robert R. Bell** for 2020-2021, and I am satisfied that it was well performed.

President, Dr. Philip B. Oldham — Date 4/23/2021

Report of President Emeritus Robert R. Bell
Tennessee Technological University
Functions Performed for 2020-21

Summary of Activities

1. TTU: Teaching, Scholarship, Advocacy
   a. Seminar Director, Moderator and instructor for the 2021 TTU/Highlands Leaders
   b. Seminar (non- credit), School of Interdisciplinary Studies (postponed, seminar planning only)
   c. Served on the Planning committee for the 2021 International Conference of the Society for Advancement of Management
   d. Began work on a textbook manuscript tentatively titled "Lessons in Leadership."
   e. Served as member of the College of Business Board of Trustees, School of Nursing Development Council, advisor to Dean Payne
   f. Chair, Tornado Relief Disaster Fund Disbursement Task Force, Putnam County/City of Cookeville
   g. Editorial Review Board Member, *Advanced Management Journal*
   h. Presented three papers via Zoom at the International Conference of the Society for the Advancement of Management
   i. Radio Host for "Regional Education Matters" Series on Stonecom Broadcasting

2. Regional Development/TECH-REDI/External Relations:
   a. Member, Highlands Initiative Workforce Development Task Force;
   b. Chairman, Industrial Development Board, City of Cookeville: Confidential Work with several new companies locating in Cookeville and expansions of existing industry
   c. Chairman, County Mayor's Advisory Committee on Non-profit Allocations, Putnam County

3. Cookeville Regional Medical Center (CRMC):
   a. Serve on the Hospital Performance Excellence and Ethics Committees, both of which continued to meet virtually during the pandemic.

4. Service to the University in other roles as requested.
   a. Conducted Campus Tours/Orientation new business/community leaders and job candidates.
   b. Host for President's Box, TSSAA Blue Cross Bowl, and other volunteer activities at TSSAA.
   c. Meetings/Lunches, as requested, with Campus Leaders, Foundation Members, and Regents.
   d. Participated in virtual Seminars in School of Nursing, College of Business, and Nolan Fowler Constitution Day Lecture
   e. Updated presidential archives/fund raising histories

5. Other Activities; a: Chair, strategic planning, Rotary Club of Cookeville; b. Lay Leader, First United Methodist Church; c. Board of Directors, First Nat. Bank

Work Report for 2020-21	
July 2020 **Total Hours**	**18**
Workforce Development Meeting, Kaitlin Salyer	2 hrs.
Radio Program, "Education Matters in the Upper Cumberland"	3 hrs.
Regional Development/External Relations: Cookeville Chamber	3 hrs.
CRMC Foundation: meeting re joint CRMCF/School of Nursing Grant	1 hr.
Economic Development/Industrial Board: SAIC/Regions Bank	3 hrs.
SAM Editorial Board Teleconference; Editorial Review, Advanced Mgt. Journal	4 hrs.
County Disaster Team	2 hrs.
August 2020 **Total Hours**	**26**
Economic Development: Industrial Development Board, Strategic Planning	4 hrs.
College of Business: Outline Leadership Text/early manuscript development for SAM	4 hrs.
Athletics: Zoom Call with AD Mark Wilson, President's Club	1 hr.
TTU Highlands Leadership Course meetings at Chamber	1 hr.
TTU Archives: Recollections of Alliances with Aachen University/Volkswagen, Dohto University	3 hrs.
Radio Program: "Education Matters in the Upper Cumberland	5 hrs.
Telecons: Role of SON in supporting local COVID awareness: Dr. Gray, Dr. Fleming, Dean Hanna	2 hrs.
Editorial Review: Advanced Management Journal	3 hrs.
County Disaster Team follow-up	3 hrs.
September 2020 **Total Hours**	**16**
Society for Advancement of Mgt: Telecons re meetings; Editorial Reviews for Journal	3 hrs.
Education Matters, Stonecom	6 hrs.
Industrial Dev. Board Projects: Aphena Pharma, Portabello/ECD Grant; Milwaukee Tool	5 hrs.
SON Development Council	2 hrs.

October 2020 **Total Hours**	**23**
Education Matters, Stonecom Broadcasting	6 hrs.
Manuscript Development, "Lessons in Leadership from the Civil War"	6 hrs.
Industrial Development Board: Project Heavy Mfg., Project Aphena, TTI Floorcare, Chamber of Commerce Clay Shoot and Advisor to Jay Cassetty, Jackson County IDB Chair	5 hrs.
Highlands/TTU Emerging Leader Seminar Planning	2 hrs.
Planning meeting, SAM International Conference	2 hrs.
WH School of Nursing Development Council	2 hrs.
November 2020 **Total Hours**	**16**
"Education Matters," Stonecom Broadcasting	5 hrs.
Highlands Emerging Leaders Seminar, Planning	1 hr.
Highlands Workforce Development	2 hrs.
IDB: Project Riobi, /Milwaukee Tool, ATC; Grants from TN ECD	4 hrs.
TTU: Phone Conference w/ Dr. Elkins, on possible SAM panel	1 hr.
Tornado Relief Closeouts: Zoom with Randy Porter, John Bell	1 hr.
CRMC Ethics Comm.; CRMCF; Zoom Meetings with Scott Lethi, Buffy Key, John Bell	2 hrs.
December 2020 **Total Hours**	**21**
Hosted "Education Matters" Stonecom Broadcasting	5 hrs.
Workforce Development Steering Committee	1 hr.
Chamber/Industrial Development Board	4 hrs.
TTU: Hosting Executive Suite TSSAA Blue Cross Bowl	5 hrs.
Manuscript Research and Writing	6 hrs.
January 2021 **Total Hours**	**22**
Regional Development: Chamber/Highlands/IDB	3 hrs.
Preparation/Taping, "Educational Matters/Local Matters," Stonecom Broadcasting	5 hrs.
TTU: Manuscript development: "Lessons in Leadership"	7 hrs.
TTU: Collaboration on SAM Panel with Drs. Guimaraes and Elkins	3 hrs.
Highlands Workforce Development: Highlands Leaders Seminar—Zoom content discussion	1 hr.

ITS/Chris: Troubleshooting software/password updates (phone)	1 hr.
CRMC Ethics Committee	2 hrs.
February 2021 **Total Hours**	**27**
Preparation/Taping, "Educational Matters/Local Matters", Stonecom Broadcasting	6 hrs.
Editorial Board Reviews/Adv. Management Journal and SAM Annual Meeting	3 hrs.
Presented Seminar on Time Management: Life Long Learning Series, FUMC	4 hrs.
Chair, Annual Meeting, Cookeville Industrial Development Board (pre-meeting and meeting)	3 hrs.
Leadership Manuscript	3 hrs.
Regional Development: IDB projects/Industrial Park environmental initiative—Jaime Nunan	3 hrs.
Highlands Leaders Seminar—Evaluation of Nominees/Participants/Decision to Postpone	1 hr.
WHSON Development Council Zoom meeting + follow-on discussions re Nursing Week	2 hrs.
Campus Tour, CRMC Nursing candidate, Samantha Wheeler	2 hrs.
March 2020 **Total Hours**	**35**
Preparation/Taping, "Educational Matters," Stonecom Broadcasting	5 hrs.
Highlands Industrial Park Environmental Initiative	3 hrs.
Final editing, SAM paper	3 hrs.
Regional Development: IDB/ Chamber	5 hrs.
Archives: Wrote four retrospectives on major gifts/major donor cultivation	4 hrs.
Highlands Leaders Seminar (Closure Decisions/Communication)	2 hrs.
CRMC Ethics Committee	2 hrs.
SAM Editorial Board/Attended SAM International Virtual Conference via Zoom/presented three sessions over two days: Nominated for membership on the Board of Directors	11 hrs.
April 2020 **Total Hours**	**16**
Highlands Workforce Development Committee (via ZOOM)	2 hrs.
Preparation/Taping, Education Matters, Stonecom	5 hrs.
IDB—Quarterly Meeting	2 hrs.
Collaboration with Dr. Guimaraes, Dr. Elkins on manuscript, "Universities as Economic Development Catalysts"	3 hrs.
Chair, Putnam County Commission/County Mayor Advisory Committee on Non-Profits	2 hrs.
Building Dedication ceremonies at TTU	3 hrs.

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7.1

May 2020 (Estimated)	**Total Hours**	**22**
Radio Program, "Education Matters in the Upper Cumberland"		5 hrs.
Industrial Development Board:		3 hrs.
Putnam County Commission/County Mayor Advisory Committee on Non-Profits		5 hrs.
Highlands Workforce Development Task Force		2 hrs.
SON: Interviews with Dean Hanna, Rebecca Tolbert		2 hrs.
Collaboration, Dr. Guimaraes, Dr. Elkins on manuscript, Re-editing of "Leadership Lessons"		5 hrs.
June 2020 (Estimated)	**Total Hours**	**14**
Radio Program, "Education Matters in the Upper Cumberland"		5 hrs.
Regional Development: IDB/Chamber/Highlands		4 hrs.
SAM Editorial Board manuscript editing/review		2 hrs.
Putnam County Commission/Mayor's Advisory Committee on Non-Profits		3 hrs.

Work Report Summary for President Emeritus Dr. Robert R. Bell Tennessee Technological University	
Total for 2020-21 fiscal year July 1, 2020, through April 30, 2021	220 hours
Projected emeriti activities for the remainder of academic and fiscal year, May – June, 2020	36 hours
Grand total for 2020-21	**256 hours**

5

Agenda Item Summary

7.2

Date: June 24, 2021

Agenda Item: TTU Policy 131 (Preventing and Reporting Fraud, Waste, or Abuse)

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Deanna Metts, Director of Internal Audit

PURPOSE & KEY POINTS:

Changes to TTU Policy 131 (Preventing and Reporting Fraud, Waste, or Abuse) are being recommended. In addition to some formatting changes, a summary of the changes follows:

1. Additional personnel titles were added and one title was deleted from those already listed as Executive Administrators.
2. It now states that employees "must" rather than "should" cooperate in an investigation and specifically lists failure to maintain confidentiality as requested by investigators as an action that may result in disciplinary action.
3. It states that protection from retaliation does not prohibit disciplinary action against a complainant if the information provided by the employee is believed in good faith to be fraudulent, dishonest, or stands in willful disregard of the truth.

Tennessee Technological University
Policy No. 131

7.2

Preventing and Reporting Fraud, Waste, or Abuse

Effective Date: July 1, 2017

Policy No.: 131
Policy Name: Preventing and Reporting Fraud, Waste, or Abuse
Date Revised: July 1, 2021

7.2

I. Purpose

The purpose of this policy is to define fraud, waste, and abuse and describe the procedures related to reporting and investigating fraud, waste, and abuse.

II. Review

The Director of Internal Audit will review this policy every four years or whenever circumstances require a review, whichever is earlier, and make recommendations for revision to the Audit & Business Committee and the Board of Trustees.

III. Definitions

A. Fraud – An intentional deception or attempt to deceive that violates a law or the public trust to obtain a financial or other benefit or to avoid an obligation.

B. Waste – Behavior involving the extravagant, careless, or needless use of government funds, property, and/or personnel. Waste results in the expenditure, consumption, mismanagement, use, or squandering of institutional assets or resources to the detriment or potential detriment of the institution. Waste may also result from incurring unnecessary expenses due to inefficient or ineffective practices, systems, or controls. Waste does not necessarily involve ~~f~~Fraud, violation of laws, regulations, or provisions of a contract or grant agreement.

C. Abuse – Behavior involving the use of government funds or property that a prudent person would not consider reasonable and necessary business practice given the facts and circumstances. Abuse includes misuse of authority or position for personal financial interest or those of an immediate or close family member or business associate. Abuse does not necessarily involve ~~f~~Fraud, violation of laws, regulations, or provisions of a contract or grant agreement. (U.S. Government Accountability Office, Government Auditing Standards, December 2011.)

Examples of Fraud, Waste, and Abuse include, but are not limited to:

1. Theft, misappropriation, misapplication, destruction, removal, or concealment of any institutional assets or resources, including but not limited to funds, securities, supplies, equipment, real property, intellectual property, or data,

2. Improper use or assignment of any institutional assets or resources, including but not limited to personnel, services, or property,
3. Improper handling or reporting of financial transactions, including use, acquisitions, and divestiture of state property, both real and personal,
4. Authorization or receipt of compensation for hours not worked,
5. Use, alteration, or manipulation of data, computer files, equipment, software, networks, or systems, including hacking, software piracy, or similar acts in violation of Tennessee Tech University Policy 801 (Information Technology Acceptable Use),
6. Forgery or unauthorized alteration of documents,
7. Falsification of reports to management or external agencies,
8. Pursuit of a personal benefit or advantage in violation of TTU Policy 132 (Conflict of Interest),
9. Acceptance of bribes, kickbacks, or any gift, rebate, money, or anything of value, or any promise, obligation, or contract for future reward, compensation, property, or item of value, including intellectual property, except as exempted in TTU Policy 132 (Conflict of Interest) or state statutes, including, but not limited to, § T.C.A. 3-6-305,
10. Employees making significant use of Tennessee Tech facilities, equipment, materials, or other resources, not otherwise available to the public, in the course of activities that are not related to Tennessee Tech, without prior disclosure and approval of their direct supervisor and the Business Office, and
11. Faculty or administrators' use of Tennessee Tech students or support staff for personal or non-Tennessee Tech related tasks that are more than incidental or de minimis in nature while the student or support staff is being paid by Tennessee Tech University.

D. Executive Administrator – Employees in administration who report directly to the President or are included in the EEO Code 100 classification as well as other select positions. This includes, the President, Assistant to the President, Provost, Associate Provosts, Deans, University Counsel, Vice -Presidents, Associate Vice Presidents, Assistant Vice Presidents, Compliance Officer, Chief Governmental Affairs Officer, Chief of Staff, Chief Diversity Officer, Chief Communication Officer, Executive Directors, and Directors of Athletics, Institutional Research, Internal Audit, Purchasing, Affirmative Action, and ~~the Cookeville Higher Education Campus~~Auxiliaries.

E. Internal Control - Processes performed by management and employees to provide reasonable assurance of:

1. Safeguards over institutional assets and resources, including, but not limited to, cash, securities, supplies, equipment, property, records, data, or electronic systems,
2. Effective and efficient operations,
3. Reliable financial and other types of reports, and
4. Compliance with laws, regulations, contracts, grants, and policies.

Typical examples of Internal Controls may include, but are not limited to:

1. Adequate separation of duties among employees,
2. Sufficient physical safeguards over cash, supplies, equipment, and other resources,
3. Appropriate documentation of transactions,
4. Independent validation of transactions for accuracy and completeness,
5. Documented supervisory review and approval of transactions or other activities, and
6. Proper supervision of employees, processes, projects, or other operational functions.

IV. Policy

A. Prevention and Detection of Fraud, Waste, or Abuse

1. Tennessee Tech is committed to the responsible stewardship of public resources and endeavors to maintain a work environment that promotes honest and ethical behavior.
2. No employee shall engage in f~~F~~raud, w~~W~~aste, or a~~A~~buse.
3. Each department is responsible for the prevention and detection of f~~F~~raud, w~~W~~aste, and a~~A~~buse and must develop and follow Internal Controls for its prevention and detection.
4. Internal Audit, the Tennessee Comptroller of the Treasury (State Audit), and other federal, state, or outside agencies may perform audit procedures to detect or make recommendations to prevent f~~F~~raud, w~~W~~aste, or a~~A~~buse.

B. Responsibility for Reporting Fraud, Waste, or Abuse

1. Tennessee Tech Executive Administrators with a reasonable basis for believing that f~~F~~raud, w~~W~~aste, or a~~A~~buse has occurred must report such incidents immediately. Failure to report may result in disciplinary action.
2. Other employees with a reasonable basis for believing that f~~F~~raud, w~~W~~aste, or a~~A~~buse has occurred are strongly encouraged to immediately report such incidents (T.C.A § 8-50-116).

approval

3. Students, citizens, and others are also encouraged to report known or suspected acts of fFraud, wWaste, or aAbuse.
4. Proof of an improper activity is not required at the time the incident is reported.
~~5.~~ Employees who knowingly make false accusations may be subject to disciplinary action.
5.

C. Confidentiality of Reported Information

1. During investigations, investigators will limit information sharing to a "need-to--know" basis.
2. Pursuant to T.C.A § 49-14-103 (a), the following information is confidential and not subject to disclosure in a public records request;
    a. Detailed information received by the internal auditor about an on-going investigation,
    b. The identities of persons communicating information in an investigation concerning allegations of fFraud, wWaste, or aAbuse, and
    c. Working papers of the internal auditor created during an investigation.
3. Although every attempt will be made to keep information confidential, circumstances such as a court order or subpoena may result in disclosure of individual identities and information.
4. Because Tennessee Tech has a separate legal obligation to investigate certain complaints (e.g., complaints of illegal harassment or discrimination), Tennessee Tech cannot ensure anonymity or complete confidentiality in certain cases.

D. Methods for Reporting Fraud, Waste, or Abuse

1. Employees, including supervisors, should not confront the suspected individual or initiate an investigation on their own since such actions could compromise the investigation.
2. To report fFraud, wWaste, or aAbuse, employees, including supervisors, must report the matter as described below.
3. Incidents of fFraud, wWaste, or aAbuse should be reported to one of the following:
    a. A supervisor or department head,

b. An institutional executive (e.g. Dean, Associate Vice President, Vice President, President),

c. Tennessee Tech Internal Audit at 931-372-3045 or online using Tennessee Tech's Internal Audit Fraud, Waste, and Abuse ~~online~~ Report ~~Form ,~~ at www.tntech.edu/internalaudit/fwa.php, or

d. The Tennessee Comptroller of the Treasury's hotline for Fraud, Waste, and Abuse at 800-232-5454 or online at www.comptroller.tn.gov/office-functions/investigations/fraud-waste-and-abuse.html.~~e~~

4. If the incident involves the reporting employee's immediate supervisor, s/he should report the incident to the next highest-level supervisor or one of the executives or offices listed above.

5. A department head, supervisor, or institutional executive who receives notice of known or suspected f~~F~~raud, w~~W~~aste, or a~~A~~buse must immediately report the incident to Internal Audit or one of the following:

a. President,

b. Vice President for Planning and Finance, or

c. University Police, who will immediately notify Tennessee Tech Internal Audit.

6. The Director of Internal Audit will notify the Tennessee Comptroller of the Treasury of instances of f~~F~~raud, w~~W~~aste, or a~~A~~buse.

7. Management will evaluate the information provided and make a determination concerning any other external reporting obligations.

E. Cooperation of Employees

Employees ~~should~~ must assist with and cooperate in an investigation, and failure to cooperate or maintain confidentiality as requested by the investigators may result in disciplinary action up to and including termination.

F. Protection from Retaliation

1. Tennessee Tech prohibits discrimination or retaliation against employees for reporting facts or allegations related to f~~F~~raud, w~~W~~aste, or a~~A~~buse, or for cooperating with auditors conducting an investigation.

2. Tennessee Tech will impose disciplinary actions, up to and including termination, on anyone who engages in retaliatory behavior.

~~2.~~**3.** This protection from retaliation does not prohibit the President or supervisor of the employee reporting information about fraud, waste, or abuse from

taking any appropriate action or disciplinary action against the employee if the President or supervisor believes in good faith that the information being reported is fraudulent, is dishonest, or willfully disregards the truth or falsity of the information.

G. Disciplinary Actions

Employees who engage in fFraud, wWaste, or aAbuse may be disciplined, up to and including termination, and may be subject to criminal prosecution.

H. Cases Involving Gross Misconduct

1. If an employee suspected of gross misconduct resigns during the investigation, the employee's personnel file will reflect the situation as of the date of the resignation and the outcome of the investigation.
2. An employee who is dismissed for gross misconduct or who resigns or retires to avoid dismissal for gross misconduct shall not be entitled to any payment for accrued but unused annual leave at the time of dismissal.

I. Referrals

In a case where allegations are of concern to management but do not constitute fFraud, wWaste, or aAbuse, or are de minimis in nature, Internal Audit will refer the case to the appropriate office for pertinent action, if any.

V. Interpretation

The President or his/her designee has the final authority to interpret the terms of this policy.

VI. Citation of Authority

T.C.A. § 3-6-305; T.C.A. § 4-35-107; T.C.A. § 8-19-501; T.C.A. § 8-50-116; T.C.A. § 8-50-807; T.C.A. § 49-14-101 et seq.

Approved by:

Administrative Council: September 7, 2016

University Assembly: November 16, 2016

Board of Trustees: June 15, 2017

approval

approval

Agenda Item Summary

7.3

Date: June 24, 2021

Agenda Item: Tenure Recommendations

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Dr. Lori Bruce, Provost

PURPOSE & KEY POINTS: Recommendations and supporting documentation for granting tenure to eligible faculty members.

Tennessee Tech University

Board of Trustees

FACULTY TENURE CERTIFICATION STATEMENT

Eleven faculty members are hereby recommended for tenure beginning August 2021. Zero faculty members are recommended for tenure by exception.

If these recommendations are approved, the percentage of tenured faculty members at Tennessee Tech University in Fall 2021 will be 59%, which includes new tenure-track positions anticipated for 2021-2022.

DATE: May 12, 2021

Tennessee Tech University
Board of Trustees

FACULTY TENURE RECOMMENDATIONS FOR 2021 – 2022

Recommended personnel are listed alphabetically by last name. An asterisk indicates faculty also being recommended for promotion.

	Name	Department/Division	Current Rank
1	Atkinson, Megan	Volpe Library	Assistant Professor*
2	Gaetjens, Stuart	Volpe Library	Assistant Professor*
3	Garner, Steve	Accounting	Assistant Professor*
4	Gichuhi, Wilson	Chemistry	Assistant Professor*
5	Hunt, Helen	English	Assistant Professor*
6	Kazanas, Stephanie	Counseling & Psychology	Assistant Professor*
7	Kim, Duckbong	Manufacturing & Engineering Technology	Assistant Professor*
8	Meadows, Jennifer	Curriculum & Instruction	Assistant Professor*
9	Richards, Jessica	Exercise Science	Assistant Professor*
10	Spears, Amber	Curriculum & Instruction	Assistant Professor*
11	VandenBerge, Daniel	Civil & Environmental Engineering	Assistant Professor*

Agenda Item Summary

7.4

Date: June 24, 2021

Agenda Item: Policy 242, International Undergraduate Admissions

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Dr. Johnson

PURPOSE & KEY POINTS: International Undergraduate Admissions is being presented to this Board after receiving all necessary university approvals, including International Affairs Committee and University Assembly. Revisions to this policy were made to clarify that information would be maintained on the International Education Office website and to update the role of the individual who had authority to interpret the policy.

Tennessee Technological University
Policy No. 242

7.4

International Undergraduate Admissions Policy

Effective Date: July 1, 2017

Policy No.: 242
Policy Name: International Undergraduate Admissions Policy
Revised Date: July 1, 2021

I. Purpose

This policy establishes minimum requirements for international undergraduate admissions.

II. Review

This policy and website will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Director of International Education, with recommendations for revision presented to the International Affairs Committee, University Assembly, and the Board of Trustees.

III. Policy

Application types and requirements for the admission of international students will be published on the Office of International Education webpage.

IV. Interpretation

The Vice President for Enrollment Management and Career Placement or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority

T.C.A § 49-8-203(a)(4)

Approved by:

International Affairs Committee:	October 20, 2016
University Assembly:	April 19, 2017
Board of Trustees:	June 15, 2017

approval

Tennessee Technological University
Policy No. 242

International Undergraduate Admissions Policy

Effective Date: July 1, 2017

Policy No.: 242
Policy Name: International Undergraduate Admissions Policy

I. Purpose

This policy establishes minimum requirements for international undergraduate admissions

II. Review

This policy and website will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Director of International Education with recommendations for revision presented to the International Affairs Committee, University Assembly, and the Board of Trustees.

III. Policy

~~The Office of International Education will establish and publish on its website~~ ~~definitions for student application types~~ ~~and requirements for the admission of international undergraduate applications. The current application types and definitions, along with~~ ~~admissions~~ ~~and~~ ~~English language requirements~~. Application types and requirements for the admission of international students will be published on the Office of International Education webpage.

IV. Interpretation

The ~~Senior Associate Provost~~ Vice President for Enrollment Management and Career Placement or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority

T.C.A § 49-8-203(a)(4)

Approved by:

International Affairs Committee:	October 20, 2016
University Assembly:	April 19, 2017
Board of Trustees:	June 15, 2017

Agenda Item Summary

7.5

Date: June 24, 2021

Agenda Item: Policy 244, International Undergraduate Student Readmissions

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Dr. Johnson

PURPOSE & KEY POINTS: International Undergraduate Student Readmissions is being presented to this Board after receiving all necessary university approvals, including International Affairs Committee and University Assembly. Revisions to this policy were made to clarify that information would be maintained on the International Education Office website and to update the role of the individual who had authority to interpret the policy.

Tennessee Technological University
Policy No. 244

International Undergraduate Students Readmissions

Effective Date: July 1, 2017

Policy No.: 244
Policy Name: International Undergraduate Students Readmissions
Revised Date: July 1, 2021

I. Purpose

This policy establishes the requirements for international undergraduate readmissions during and after probation.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Director of International Education, with recommendations for revision presented to the International Affairs Committee, University Assembly, and the Board of Trustees.

III. Policy

The Office of International Education follows TTU Policy 1202 Readmission After Academic Suspension related to readmission for international students during and after probation.

IV. Interpretation

The Vice President for Enrollment Management and Career Placement or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(E)

Approved by:

International Affairs Committee:	October 20, 2016; November 5, 2020
University Assembly:	April 19, 2017; April 21, 2021
Board of Trustees:	

Tennessee Technological University
Policy No. 244

International Undergraduate Students Readmissions

Effective Date: July 1, 2017

Policy No.: 244
Policy Name: International Undergraduate Students Readmissions

I. Purpose

This policy establishes the requirements for international undergraduate readmissions during and after probation.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Director of International Education with recommendations for revision presented to the International Affairs Committee, University Assembly, and the Board of Trustees.

III. Policy

The Office of International Education follows TTU Policy ~~251~~ 1202 Readmission After Academic Suspension~~)~~ related to readmission for international students during and after probation.

IV. Interpretation

The ~~Senior Associate Provost~~ Vice President for Enrollment Management and Career Placement or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(E)

Approved by:

International Affairs Committee: October 20, 2016; November 5, 2020

University Assembly: April 19, 2017; April 21, 2021

Board of Trustees:

Agenda Item Summary

Date: June 24, 2021

8.1

Agenda Item: Appointment of Vice President for Student Affairs

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Appointment of Dr. Cynthia Polk-Johnson to the position of Vice President for Student Affairs, effective July 6, 2021.

Vice President of Student Affairs

Position Information

Position Information

Position Number	607010
Working Title	Vice President of Student Affairs
Job Title	Vice President
Job Type	Full-Time
Department	Student Affairs Administration
Job Purpose	The VPSA provides executive vision and leadership for the division. The successful candidate will be an advocate for students who understands and provides the strategic direction necessary to meet the evolving needs of a higher education institution in today's competitive landscape. The University desires a strong communicator who will successfully support student success while collaborating with faculty, staff, and administrators. The successful candidate will demonstrate energy, passion, and innovation while overseeing relevant and effective operations. The VPSA will be accountable for the administration, development, assessment, and improvement of Student Services and co-curricular/extra-curricular activities that meet and support the University's mission and strategic plan. The successful candidate will be responsible for using campus life and student activities to work across campus to improve student retention. The successful candidate will have experience in the creation of campus life, activity, and organization initiatives. The effective candidate will also be responsible for the planning, supervision, evaluation, and financial management for the division. The candidate will ensure that necessary services and programs are delivered to students in an outstanding manner by the areas within the division: Counseling Center, Dean of Students, Disability Services, Eagle Card Office, Health Services, Multicultural Affairs, Student Activities and Campus Life, Student Government Association (SGA), Service Learning, Residential Life, University Police, and the University Recreation and Fitness Center.
Essential Functions	• Develops programs, activities, and events that encourage student involvement in campus life, resulting in increased student satisfaction and retention. • Leads and evaluates short-term and long-term plans for the division to support University strategic goals • Develops metrics to assess division's performance and progress in relation to University goals • Works collaboratively with faculty, staff, and students to provide a comprehensive learning environment that fosters the intellectual, psychological, social leadership, and recreational development for a diverse population. • Serves as a standing member of the President's Cabinet and other University committees • Serves actively on university, community, and statewide committees to represent the interests of Tennessee Tech. • Develops and monitors annual budgets, allocates and manages student fee revenue, and monitors auxiliary accounts. • Works with other senior level University leaders to accomplish institutional goals. • Establishes measurable goals and objectives for each divisional area and assists each in the fulfillment of these aims. • Directly supervises the following directors: Counseling Center, Dean of Students, Disability Services (Accessible Education), Health Services, Multicultural Affairs, Residential Life, Student Activities and Campus Life, University Recreation and Fitness Center, along with the Chief of University Police, Assistant Director of Service Learning and the Executive Director of Student Affairs/Eagle Card (budget and Eagle Card management). • Evaluates, disciplines, and hires all employees and equivalent staff. • Other duties as assigned.
Minimum Qualifications	Master's degree from an accredited institution. At least 5 years of progressively responsible leadership experience in student affairs, diversity, educational leadership, or comparable experience. Effective oral communication skills. Develop and interpret policies and procedures. Promote and appreciate cultural diversity in a higher education setting. Excellent problem solving and management skills. Able to develop short-term and long-term plans. Skilled in planning/coordinating programs, services, and activities. Accurately prepare records and reports. Understand and execute budget processes. Effectively supervise personnel and personnel actions. Leadership skills a must. Organization and prioritizing skills are essential.
Preferred Qualifications	Doctorate in Student Personnel Services, School Psychology in Counseling, or Administration and Supervision, significant managerial experience in a Student Affairs setting with a demonstrated competence in administration, student development, and budget. At least 7 years' experience of progressively responsible leadership experience in student affairs, diversity, educational leadership, or comparable experience. Experience as a Dean, Associate Vice President, Vice President, etc. Be knowledgeable of TTU/Student Affairs policies, procedures, and compliance in regards to ADA, FERPA, Judicial Affairs, and Professional Certifications.
Work Hours	Typical Hours are Monday-Friday, 8:00 a.m. – 4:30 p.m. Additional hours may be necessary. Frequent travel is expected.

Compensation and Benefits

Salary	Commensurate with education and experience. Executive pay grade EX29.
Benefits Information	The University offers a competitive benefits package. Benefits include the accumulation of two vacation days per month and one sick leave day per month, and thirteen University holidays. Other benefits include medical and life insurance (shared cost with the university), retirement, optional 401k, and educational benefits.

Posting Details

Posting Date	10/16/2020 11/30/2020

8.1

Screening Date

Open Until Filled Yes

Special Instructions to Applicants Applicants are required to electronically upload a cover letter, resume, copy of transcripts (official transcripts required upon hire), and complete contact information for three references. References will be contacted to submit a letter of recommendation if selected for interview. Submission of materials is the applicant's responsibility. Applications without all required materials are incomplete and will not be considered.

Applicant Documents

Required Documents

1. Cover Letter
2. Resume
3. Transcripts

Optional Documents

1. Transcripts 2
2. Transcripts 3
3. Other Documents
4. Other Documents 2

Supplemental Questions

Required fields are indicated with an asterisk (*).

1. * Do you have a Master's Degree from an accredited institution?
   - Yes
   - No
2. * Do you have at least five (5) years of progressively responsible leadership experience in student affairs, diversity, educational leadership, or comparable experience?
   - Yes
   - No
3. * Do you have a doctorate in Student Personnel Services, School Psychology in Counseling, or Administration and Supervision?
   - Yes
   - No
4. * Do you have experience as a Dean, Associate Vice President, Vice President, or similar?
   - Yes
   - No
5. * How did you hear about this job opportunity?

   (Open Ended Question)

Agenda Item Summary

8.1

Date: June 24, 2021

Agenda Item: Committee Structure

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Lee Wray

PURPOSE & KEY POINTS: Review and discussion of committee structures at other LGIs and peer institutions.

Agenda Item Summary

8.1

Date: June 24, 2021

Agenda Item: President's Performance Review for Year-End June 30, 2021

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: The Executive Committee is responsible for organizing and conducting an annual performance review of the President.

Procedures for President's Performance Reviews and Comprehensive Reviews

I. Purposes

A. The purposes of the annual performance review are:
1. To assist the Board in determining whether the President's performance is effective;
2. To enable the President to enhance his or her performance and leadership;
3. To promote good communications and strong working relationships between the President, the Board, and Tennessee Tech constituencies;
4. To enable the President and the Tennessee Tech Board of Trustees ("Board") to set mutually agreeable goals; and
5. To inform Board decisions on compensation and other terms of employment for the President.

B. The purpose of the process is to provide the Board with a full opportunity to provide input to the President's evaluation while according the President the same level of confidentiality enjoyed by all other Tennessee Tech employees.

II. Responsibility

A. Pursuant to TTU Policy 002 (Selection, Evaluation, and Retention of the President), the Board is responsible for assessing the President's performance.

B. Pursuant to TTU Policy 005 (Board Committees), the Board has delegated to the Executive Committee the responsibility for organizing and conducting an annual performance review of the President.

III. Process for the President's Annual Performance Review

A. The President shall prepare a written self-assessment statement in a format and according to a timetable mutually agreed upon by the President and the Executive Committee. The statement shall include the following:
1. Progress toward meeting goals and expectations previously agreed upon[1] by the President and the Board,
2. Assessment of Tennessee Tech's strategic directions pertaining to its mission and vision statements,

[1] This requirement is not applicable to the President's evaluation in fiscal year 2018 or in the first year of any subsequent President's tenure. In those cases, the President shall identify reasonable goals in writing and submit them to the Executive Committee and Board for approval.

3. Assessment of the overall academic quality of Tennessee Tech, including its achievements and accomplishments,
4. Assessment of Tennessee Tech's financial status,
5. Identification of significant institutional challenges faced over the prior year, and a prospective statement of challenges and opportunities facing Tennessee Tech in the upcoming year, and
6. Goals proposed by the President for the coming year.

B. After receipt of the President's confidential self-assessment statement, the Executive Committee will confidentially share the President's self-assessment with the Board and solicit confidential written feedback from the Board members on the President's statement.

C. The Executive Committee will also review the confidential faculty evaluations of the President submitted pursuant to TTU Policy 209 (Faculty Evaluation of University Administrators) and may, in its sole discretion or at the request of the Board, solicit additional confidential feedback from faculty, administrators, or staff as needed.

D. The Chair of the Board or a member of the Executive Committee designated by the Chair (either of whom hereinafter referred to as "the Executive Committee Representative") will summarize the written comments from faculty evaluations, the board, and others received and share the summary with the Executive Committee for its review.

E. Based on the summary of the materials received, the Executive Committee Representative will meet with the President concerning the President's self-assessment statement, feedback received, and the President's goals and expectations for the coming year.

F. Based on the President's self-assessment statement, feedback received, and the meeting with the President, the Executive Committee Representative will prepare a confidential draft written assessment of the President's performance, and share this assessment with the President and the Board, who may offer confidential written comments concerning this assessment. The Executive Committee Representative will incorporate these comments as appropriate.

G. The Executive Committee Representative will provide a copy of the final confidential written assessment to the Board and the President.

H. The Executive Committee may, in its sole discretion, vary the requirements of the annual performance review process.

IV. Periodic Comprehensive Review

A. Two years after the first annual assessment of the President is conducted, the Executive Committee should consider whether or not to perform a comprehensive review of the President's performance in a subsequent year.

B. If such a comprehensive review is to be performed, the Executive Committee may choose to engage the assistance of one or more external advisors.

Approved by the Board on August 17, 2017.

Tennessee Technological University
Policy No. 002

8.1

Selection, Evaluation, and Retention of the President

Effective Date: March 23, 2017

Policy No.: 002
Policy Name: Selection, Evaluation, and Retention of the President

I. Purpose

The purpose of this policy is to set the general parameters for the Board's selection, evaluation, and retention of the President, including interim appointments.

II. Review

The Board will review this policy every four years or whenever circumstances require review, whichever is earlier.

8.1

III. Policy

A. Method of Selecting a President

1. The Board shall choose a selection process it deems appropriate in the circumstances. Any such selection process should reflect the Board's commitment to consultation with the campus and community and to the principles of diversity.

2. Prior to beginning a search for candidates for the office, the Board shall establish the qualification criteria for the position and announce the process it will follow for selecting a president.

B. The Board may, to the extent allowed by law, set the terms and conditions of the president's appointment in any manner it deems appropriate, including but not limited to compensation and conditions related to retention and removal from office.

C. The Board shall evaluate the president's job performance on an annual basis, following procedures approved by the Board.

D. In the case of a vacancy in the office of the president, the Board delegates to the chair the authority to appoint an interim president. The chair shall consult with the vice chair and executive director of the Tennessee Higher Education Commission prior to making an interim appointment.

IV. Interpretation

The Board chair or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(A)

Approved by:

Board of Trustees:	March 23, 2017
Revised by Board of Trustees:	August 17, 2017

Agenda Item Summary

8.1

Date: June 24, 2021

Agenda Item: President's Performance Review for Year-End June 30, 2021

Executive Committee Representative

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: The Executive Committee Chair appointed the Executive Committee Representative who will conduct the review.

Agenda Item Summary

8.1

Date: June 24, 2021

Agenda Item: President's Performance Review for Year-End June 30, 2021

Schedule for Completion of Performance Review Process

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: The Executive Committee approved a schedule for completion of the process.

Agenda Item Summary

8.1

Date: June 24, 2021

Agenda Item: President's Performance Review for Year-End June 30, 2021

Board and Cabinet Assessment Questionnaires

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: The Executive Committee approved the Board and Cabinet Assessment Questionnaires.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Election of Chair

8.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Pursuant to Bylaw 1.5.A, review recommendation and approval of a chair to serve for a two years' term, July 1, 2021 – June 30, 2023.

ARTICLE 1: THE BOARD OF TRUSTEES

1.1 AUTHORITY OF THE BOARD

The management and governance of Tennessee Technological University is vested in the Board of Trustees, subject only to statutory limitations.

1.2 MEMBERSHIP

A. The composition of the membership of the Board of Trustees ("Board"), the terms of office, and the conditions of membership are as provided in Tennessee Code Title 49, Chapter 8 and are incorporated by reference into these bylaws as if fully set forth herein, including all future amendments.

B. Members shall receive no compensation for their services, but shall be entitled to reimbursement for travel expenses incurred in the performance of their official duties in conformity with the comprehensive travel regulations as promulgated by the State of Tennessee Department of Finance and Administration and approved by the Attorney General and Reporter.

1.3 POWERS OF THE BOARD

The Board has the power to:

A. Select and employ the chief executive officer ("President") of Tennessee Technological University ("Tennessee Tech") and to confirm the appointment of administrative personnel, faculty, and other employees and their salaries and terms of office,

B. Review and approve the mission of Tennessee Tech,

C. Approve curricula and requirements for diplomas and degrees,

D. Approve the operating budgets and set the fiscal policies, including tuition rates, for Tennessee Tech, subject to any statutory limitation on that power,

E. Establish policies and regulations regarding the campus life at Tennessee Tech, including, but not limited to, the conduct of students, student housing, parking, and safety,

F. Establish policies defining residency of students, subject to any statutory limitation,

G. Establish policies and regulations related to employees,

H. Grant tenure to eligible members of the faculty upon the positive recommendation of the President,

I. Assume general responsibility for the operation of Tennessee Tech, delegating to the President such powers and duties as are necessary and appropriate for the efficient administration of Tennessee Tech,

J. Receive donations of money, securities, and property from any source on behalf of Tennessee Tech and use such donations in accordance with the conditions set by the donor,

K. Purchase land subject to the terms and conditions of state regulations, to condemn land, and to erect buildings and equip them for Tennessee Tech subject to the requirements of the state building commission, the master plan approved by the Tennessee Higher Education Commission, and to the terms and conditions of legislative appropriations,

L. Delegate and provide for the further delegation of any and all its powers subject to limitations expressly set forth in law,

M. Exercise any power granted by statute, and

N. Exercise any other powers not otherwise prohibited by law that are necessary to govern Tennessee Tech.

1.4 RESPONSIBILITIES OF THE BOARD

Board members are required to:

A. Be free of any contractual, employment, or personal or familial financial interest in Tennessee Tech, to the extent required by statute, rule, or accrediting standards,

B. Be free from undue influence from political, religious, or other external bodies and protect Tennessee Tech from such influence,

C. Be transparent in all Board actions to the extent required by the law,

D. Not direct matters of administration or of executive action except through the President,

E. Represent the interest of the entire university rather than any single constituent part,

F. Not speak on behalf of Tennessee Tech unless authorized to do so by the Board or chair of the Board,

G. Participate in all Board meetings and events, absent good cause,

H. Stay informed, to the extent practical, about the educational and business affairs of Tennessee Tech.

1.5 OFFICERS OF THE BOARD

A. The Board shall elect from its members a chair, vice chair, and other officers the Board deems appropriate. The officers shall serve a term of two (2) years.

B. The chair and vice chair may be elected to consecutive terms without limitation.

C. The chair shall preside when present at meetings of the Board and shall be the spokesperson for the Board unless otherwise directed by the Board. The chair shall perform such other duties as prescribed by the Board and by the bylaws.

1. In the absence of the chair, the vice chair shall preside at meetings of the Board and otherwise perform the duties of the chair.

2. In the absence of the chair and vice chair, the Board may temporarily appoint a member to preside.

3. A Board officer may voluntarily relinquish his/her officer position by submitting a letter of resignation to the Board's secretary with an effective date.

D. A Board officer serves at the pleasure of the Board. A Board officer may be removed from office by a two-thirds (2/3) vote of the Board members eligible to vote.

E. In cases where a Board member makes a motion to remove the chair and the motion is seconded, the chair shall immediately hand over the control of the meeting to the vice-chair. In the absence of the vice-chair, the Board may temporarily appoint a member to preside over the discussion and vote on the motion. If the motion is not successful, the chair will resume control of the meeting.

F. In the case of a vacancy or expired term, the Board shall elect a new officer at the next meeting of the Board.

G. The Board shall ratify or reject the President's appointment of a Board secretary.

ARTICLE 2: MEETINGS OF THE BOARD

2.1 MEETINGS SUBJECT TO THE TENNESSEE OPEN MEETINGS ACT

All Board meetings for which a quorum is required to make a decision or to deliberate toward a decision are open to the public, except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

2.2. REGULAR MEETINGS

A. The Board shall meet at least four (4) times each fiscal year.

B. The Board's secretary shall provide at least five (5) days' written notice of the regular meetings to all Board members. Notice may be provided by any reasonable means.

2.3 SPECIAL MEETINGS

A. The chair, vice chair, President, or the Board's secretary, the latter upon the written request of three (3) or more of Board members eligible to vote, may call a special meeting, provided the call states the business to be considered.

B. If the business to be considered requires immediate action, a special meeting may be called with less than five (5) days' notice. Notice may be provided by any reasonable means in the circumstances.

2.4 AGENDAS

A. The Board's secretary, upon advice from the President and the Board chair, shall prepare an agenda for every meeting.

B. If feasible, an agenda will accompany each notice of a regular or special meeting of the Board.

2.5 QUORUM

Five voting members shall constitute a quorum for taking Board action.

2.6 MANNER OF TAKING ACTION

A. All votes of the Board shall be by public vote as defined by Tennessee Code

Annotated Section 8-44-104(b), public ballot, or public roll call. No secret votes, secret ballots, or secret roll calls are allowed.

B. The action of a majority of the quorum of Board members eligible to vote and present at any meeting shall be the action of the Board, except as otherwise prescribed by the bylaws, Board policy, or statute.

C. The Board may permit any or all members to participate in a meeting by, or conduct the meeting through, use of any means of telephonic or electronic communication.

1. The meeting must be audible to the public at the location specified in the notice of the meeting as the location of the meeting.

2. All participating members must be able to both hear all members and speak to all members during the meeting.

3. Any member participating by telephone or electronically shall identify the persons present in the location from which the member is participating.

4. Any member who participates in a meeting covered by this provision shall be deemed "present" at the meeting.

5. A public roll call vote is required on all matters.

D. A public roll call vote of the Board is required on all motions regarding budget approval, fees or tuition increases, capital expenditures, bylaw(s) or rule(s) revision, adoption, or repeal, or in any case required by law or deemed desirable in the judgment of the chair. Upon request of any member present, a public roll call vote may be called for on any matter, provided the member requests a public roll call vote before announcement of the public vote previously taken.

E. Any item selected by the chair or referred to the Board with unanimous support from a Board committee may be presented to the Board on a consent calendar at the recommendation of the committee chair.

1. The consent calendar shall be considered at the next regularly scheduled meeting of the Board and all items on the consent calendar shall be considered en bloc.

2. If two or more members so request, an item shall be removed from the consent calendar, provided the request is made in writing to the chair and secretary, not later than two hours prior to convening of the Board meeting at which the consent calendar will be considered. The secretary will notify the Board of the request as soon as practicable.

3. An item may be removed from the consent calendar at the discretion of the

chair at any time.

F. The Board may adjourn any regular or special meeting to any future date. If a quorum is not present, the members in attendance may adjourn any regular or special meeting until a quorum is present.

2.7 MINUTES

The Board's secretary shall take minutes at each meeting of the Board and maintain approved minutes as the official record of such meeting.

ARTICLE 3: BOARD COMMITTEES

Subject to statutory requirements, the Board may establish such committees as it deems appropriate or necessary and shall define by policy their duties, reporting requirements, and appointments of members.

ARTICLE 4: OFFICERS OF TENNESSEE TECH

4.1 OFFICERS

A. The officers of Tennessee Tech shall be its President, a Board's secretary appointed by the President, and such other officers as deemed necessary by the President to conduct Tennessee Tech and Board business and provide support to the Board. The officers shall have such authority and perform such duties as set forth in the law, in these bylaws, and as the Board or the President prescribes.

B. In the event of a vacancy or notice of an impending vacancy in the office of President, the Board shall appoint an interim President as provided by Board policy. In the event of a vacancy or notice of an impending vacancy in any office other than President, the President may appoint an individual to serve in an interim or permanent capacity, subject to the annual confirmation of the Board of the President's employment actions.

4.2 APPOINTMENT AND DUTIES OF THE PRESIDENT

A. The Board shall appoint a President who shall be the executive and governing officer of Tennessee Tech.

B. The President shall have full authority over the administration of all affairs and operations of Tennessee Tech, subject to any statutory powers retained by the Board or specifically delegated by the Board to other Tennessee Tech officers.

C. The President is authorized, consistent with the law and Board policies, to appoint, determine compensation and duties of, promote, demote, suspend, or terminate other officers and employees of Tennessee Tech and shall report such actions to the Board annually for confirmation.

D. The President shall at least annually report to the Board all significant matters within the President's knowledge related to Tennessee Tech.

E. The President shall perform such other duties as assigned by the Board.

ARTICLE 5: MISCELLANEOUS PROVISIONS

5.1 Any determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

5.2 The Board may temporarily suspend any bylaw by a two-thirds (2/3) vote of the voting members present at the regular or special meeting in which the bylaw is to be suspended.

5.3 Any Board member may propose to alter, amend, restate, or repeal a bylaw by submitting a written request to the Secretary at any regular or special meeting. The Board will vote on any such request at the next regular or special meeting.

5.4 Anyone who wishes to address the Board must submit a written request to the Board's secretary to be received at least fifteen days prior to the scheduled meeting of the Board, absent good cause. The request must include the requestor's contact information and the subject matter to be addressed.

A. The Board's secretary, in consultation with the chair, may either place the requested item on the agenda or notify the requestor in writing of the reason for rejecting the request. The secretary will, as soon as practicable, notify the other Board members of the request and the disposition of the matter.

B. The Board may limit a speaker's time for any such address.

Adopted: March 23, 2017

Revised: June 15, 2017; August 17, 2017

Agenda Item Summary

8.2

Date: June 24, 2021

Agenda Item: Election of Chair

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Pursuant to Bylaw 1.5.A, review recommendation and approval of a chair to serve for a two years' term, July 1, 2021 – June 30, 2023.

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B. In the event of a vacancy or notice of an impending vacancy in the office of President, the Board shall appoint an interim President as provided by Board policy. In the event of a vacancy or notice of an impending vacancy in any office other than President, the President may appoint an individual to serve in an interim or permanent capacity, subject to the annual confirmation of the Board of the President's employment actions.

4.2 APPOINTMENT AND DUTIES OF THE PRESIDENT

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B. The President shall have full authority over the administration of all affairs and operations of Tennessee Tech, subject to any statutory powers retained by the Board or specifically delegated by the Board to other Tennessee Tech officers.

C. The President is authorized, consistent with the law and Board policies, to appoint, determine compensation and duties of, promote, demote, suspend, or terminate other officers and employees of Tennessee Tech and shall report such actions to the Board annually for confirmation.

D. The President shall at least annually report to the Board all significant matters within the President's knowledge related to Tennessee Tech.

E. The President shall perform such other duties as assigned by the Board.

ARTICLE 5: MISCELLANEOUS PROVISIONS

5.1 Any determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

5.2 The Board may temporarily suspend any bylaw by a two-thirds (2/3) vote of the voting members present at the regular or special meeting in which the bylaw is to be suspended.

5.3 Any Board member may propose to alter, amend, restate, or repeal a bylaw by submitting a written request to the Secretary at any regular or special meeting. The Board will vote on any such request at the next regular or special meeting.

5.4 Anyone who wishes to address the Board must submit a written request to the Board's secretary to be received at least fifteen days prior to the scheduled meeting of the Board, absent good cause. The request must include the requestor's contact information and the subject matter to be addressed.

A. The Board's secretary, in consultation with the chair, may either place the requested item on the agenda or notify the requestor in writing of the reason for rejecting the request. The secretary will, as soon as practicable, notify the other Board members of the request and the disposition of the matter.

B. The Board may limit a speaker's time for any such address.

Adopted: March 23, 2017

Revised: June 15, 2017; August 17, 2017

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Election of Executive Committee Member

8.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Pursuant to TTU Policy 005 (Board Committees), Section V.C.1, the Vice Chair is a standing member of the Executive Committee. Review recommendation and approval of the third member of the Executive Committee.

Tennessee Technological University
Policy No. 005

Board Committees

Effective Date: March 23, 2017

Policy No: 005
Policy Name: Board Committees
Revised: June 15, 2017; August 17, 2017; September 18, 2018

I. Purpose

This policy establishes the committees of the Tennessee Tech Board and describes their structure and responsibilities.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Board or a committee designated by the Chair. In the case of the latter, recommendations for revision will be presented to the Board at a regular or special meeting.

III. Committees

A. Standing committees

1. The standing committees of the Board shall be

a. Academic/Student Affairs/Research/Advancement/Athletics

b. Audit/Compliance/Finance/Compensation/Facilities

c. Executive

2. The authority of the standing committees shall be subject to action by the entire Board, except as otherwise provided by law. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its own behalf.

B. Structure of the committees

1. Each standing committee shall have at least three voting members who shall each serve a two-year term and may be reappointed to consecutive terms.

2. Each standing committee shall have a chair who shall serve a two-year term and may be reappointed to consecutive terms.

3. The Board Chair shall appoint members and chairs of the standing committees, unless otherwise excepted by this policy.

4. The Board Chair shall serve as an ex officio member of all standing committees, entitled to vote.

5. Each committee shall have a Tennessee Tech administrator to assist with its work.

C. Special committees

The Board Chair or Vice Chair may appoint special committees for specific assignments. Membership may be as determined appropriate. The chair of a special committee shall be designated by the Board Chair at the time the special committee is appointed. Matters assigned to a special committee shall be subject to action and approval by a designated standing committee or the Board before becoming effective.

IV. Matters Related to Committee Meetings

A. The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at the call of the Board Chair or committee chair.

B. Meetings may be called by the Board Chair, the President, or the committee chair.

C. Notice of meeting and agenda

1. When feasible, committee members shall receive at least five days' notice of meetings to include the purpose of the meeting. The notice may be delivered by any reasonable means.

2. When feasible, a copy of the agenda and related materials shall accompany notice of the meeting.

3. Matters not appearing on the agenda of a standing or special committee meeting may be considered only upon an affirmative vote of the entire committee.

4. Standing committee chairs may designate items to be included on a consent agenda for the committee; provided that the following items may not be placed on a committee consent agenda:

a. Amendment of the bylaws;

b. The annual operating budget, including student tuition and fee proposals for which Board approval is required;

c. Funding requests for capital outlay and capital maintenance projects;

d. Revenue or institutionally funded capital projects; and

e. Any other item on which a roll call vote will be required in the full Board meeting.

D. A majority of the voting members of each standing or special committee shall constitute a quorum for the transaction of business. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.

E. Minutes shall be made of all standing and special committee meetings and provided to the Board Chair, the President, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.

F. All meetings of standing and special committees shall be open to the public except as authorized by a statutorily or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. § 8-44-101 et seq.

V. Committee Duties

A. Academic/Student Affairs/Enrollment Management and Career Placement/Research/Advancement/Athletics Committee ("Academic & Student Affairs Committee")

The committee shall oversee the quality of academic programs and services and student life consistent with Tennessee Tech's mission. The committee shall make recommendations to the Board relating to:

1. Approval of proposals for new academic programs and the significant revision of existing programs;

2. Ensuring and protecting, within the context of faculty-shared governance, Tennessee Tech's educational quality and its academic programs;

3. Approval of admission, progression, retention, and graduation standards;

4. Institutional accreditations, program accreditations, and program reviews;

5. Promoting the welfare of students attending Tennessee Tech, including matters related to enrollment management and career placement;

6. Review and approve policies related to academic and student affairs consistent with TTU Board Policy 003 (Board Delegation of Authority);

7. Oversight of programs seeking to extend Tennessee Tech's scientific, technological, commercialization, and educational expertise to communities,

counties, agencies, and organizations in the state, nationally, and globally;

8. Review the operation of the Tennessee Tech's intercollegiate athletics programs and assist the Board in carrying out its responsibility of those programs;

9. Exercise oversight of Tennessee Tech programs related to private gifts, alumni support, public relations, and communications and marketing;

10. Review and approval of policies related to research, advancement, and athletics matters consistent with TTU Board Policy 003 (Board Delegation of Authority); and

11. Other areas as directed by the Board.

B. Audit/Compliance/Finance/Compensation/Facilities Committee ("Audit & Business Committee")

1. The Committee and its chair shall be nominated and approved by the Board.

2. The committee shall have the authority to direct Tennessee Tech's management to initiate and address specific audit and compliance issues within the mandate of the committee. It may conduct, authorize, or facilitate any audit or investigation appropriate to fulfill its oversight responsibilities.

3. The committee shall adopt and maintain a charter consistent with state law and any Tennessee Comptroller of the Treasury's requirements. The committee shall submit the charter and any subsequent revisions to the Board for approval.

4. The committee is responsible for and shall make recommendations to the Board related to:

a. Audit engagements with the Tennessee Comptroller's Office including the integrity of financial statements and compliance with legal and regulatory requirements;

b. Audit engagements with external auditors;

c. Internal audit activities;

d. Internal audit administration;

e. Internal controls and compliance with laws, regulations, and other requirements;

f. Risk and control assessments;

g. Fraud, waste, and abuse prevention, detection, and reporting;

h. Review and approval of policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority);

i. Monitoring Tennessee Tech's financial performance and reporting to the Board;

j. Reviewing and recommending annual and long-range operating, capital, and maintenance budgets;

k. Reviewing and recommending rates for student tuition and fees;

l. Overseeing financial reporting and related disclosures;

m. Recommending adoption or modification of capital improvement plans and the facilities master plan, advocating for new structures, and rehabilitating or removing older structures;

n. Recommending appropriate action with regard to the acquisition and disposition of real property;

o. Acting on matters related to personnel, including faculty and staff compensation and tenure;

p. Reviewing or acting on matters related to information technology planning and strategy, including significant technology investments;

q. Reviewing and approving policies related to finance, compensation and facilities, consistent with TTU Board Policy 003 (Board Delegation of Authority);

r. Reviewing and approving policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority); and

s. Other areas as directed by the Board.

C. **Executive Committee**

1. The Executive Committee shall be composed of the Chair and Vice Chair of the Board, and one at-large voting member elected by the Board. The Chair of the Board shall be the chair of this committee.

2. The Executive Committee may act for the Board between regular Board meetings on urgent matters except the following, which shall be reserved to the Board:

a. Presidential selection and termination;

b. Amendments to the Board bylaws;

c. Sale or disposition of real estate;

d. Tenure decisions;

e. Maintenance fees, tuition, and other student fees;

f. Capital budget request prepared for submission to the Tennessee Higher Education Commission for consideration for inclusion in the Governor's budget proposal;

g. Adoption of the annual budget; and

a. Conferral of degrees.

3. The Executive Committee shall ensure the integrity of the Board and is responsible for:

a. Establishing and maintaining standards of Board conduct by monitoring compliance with TTU Policy 001 (Board Code of Ethics and Conduct and Conflict of Interest);

b. Approval of the creation and removal of executive positions reporting directly to Tennessee Tech's president and appointments to all positions reporting directly to the president;

c. Approval of matters presented to the Executive Committee by Tennessee Tech's president, consistent with the limitations on the powers of the Executive Committee described in Section V.C.2 of this policy;

d. Making recommendations or taking action, as allowed, relating to the selection, retention, evaluation, termination, compensation, benefits, and performance management of Tennessee Tech's president.

e. Assessing the performance and effectiveness of the Board and Board members, including initiating board self-evaluations on a regular basis;

f. Ensuring an effective orientation and ongoing professional development for Board members;

g. Periodically reviewing and ensuring compliance with the Board bylaws and other Board policies, recommending amendments when appropriate;

h. Reviewing the committee structure of the Board for continued effectiveness;

i. Overseeing the work of the other standing committees; and

j. Other areas as directed by the Board.

4. The Executive Committee shall report all of its actions to the full Board at the next regular meeting.

VI. Interpretation

The Board Chair or his/her designee has the final authority to interpret the terms of this policy.

VII. Citation of Authority for Policy

T.C.A. § 49-8-201(f)(8)(B)

Approved by:

Board of Trustees:	March 23, 2017
Revised by Board of Trustees:	June 15, 2017; August 17, 2017, September 18, 2018

Agenda Item Summary

Date: June 24, 2021

8.2

Agenda Item: Election of Audit Committee Members and Chair

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Pursuant to TTU Policy 005 (Board Committees), Section V.B.1, review recommendation and approval of the members and the chair of the Audit Committee.

Tennessee Technological University
Policy No. 005

Board Committees

Effective Date: March 23, 2017

Policy No: 005
Policy Name: Board Committees
Revised: June 15, 2017; August 17, 2017; September 18, 2018

I. Purpose

This policy establishes the committees of the Tennessee Tech Board and describes their structure and responsibilities.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Board or a committee designated by the Chair. In the case of the latter, recommendations for revision will be presented to the Board at a regular or special meeting.

III. Committees

A. Standing committees

1. The standing committees of the Board shall be

a. Academic/Student Affairs/Research/Advancement/Athletics

b. Audit/Compliance/Finance/Compensation/Facilities

c. Executive

2. The authority of the standing committees shall be subject to action by the entire Board, except as otherwise provided by law. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its own behalf.

B. Structure of the committees

1. Each standing committee shall have at least three voting members who shall each serve a two-year term and may be reappointed to consecutive terms.

2. Each standing committee shall have a chair who shall serve a two-year term and may be reappointed to consecutive terms.

3. The Board Chair shall appoint members and chairs of the standing committees, unless otherwise excepted by this policy.

4. The Board Chair shall serve as an ex officio member of all standing committees, entitled to vote.

5. Each committee shall have a Tennessee Tech administrator to assist with its work.

C. Special committees

The Board Chair or Vice Chair may appoint special committees for specific assignments. Membership may be as determined appropriate. The chair of a special committee shall be designated by the Board Chair at the time the special committee is appointed. Matters assigned to a special committee shall be subject to action and approval by a designated standing committee or the Board before becoming effective.

IV. Matters Related to Committee Meetings

A. The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at the call of the Board Chair or committee chair.

B. Meetings may be called by the Board Chair, the President, or the committee chair.

C. Notice of meeting and agenda

1. When feasible, committee members shall receive at least five days' notice of meetings to include the purpose of the meeting. The notice may be delivered by any reasonable means.

2. When feasible, a copy of the agenda and related materials shall accompany notice of the meeting.

3. Matters not appearing on the agenda of a standing or special committee meeting may be considered only upon an affirmative vote of the entire committee.

4. Standing committee chairs may designate items to be included on a consent agenda for the committee; provided that the following items may not be placed on a committee consent agenda:

a. Amendment of the bylaws;

b. The annual operating budget, including student tuition and fee proposals for which Board approval is required;

c. Funding requests for capital outlay and capital maintenance projects;

d. Revenue or institutionally funded capital projects; and

e. Any other item on which a roll call vote will be required in the full Board meeting.

D. A majority of the voting members of each standing or special committee shall constitute a quorum for the transaction of business. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.

E. Minutes shall be made of all standing and special committee meetings and provided to the Board Chair, the President, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.

F. All meetings of standing and special committees shall be open to the public except as authorized by a statutorily or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. § 8-44-101 et seq.

V. Committee Duties

A. Academic/Student Affairs/Enrollment Management and Career Placement/Research/Advancement/Athletics Committee ("Academic & Student Affairs Committee")

The committee shall oversee the quality of academic programs and services and student life consistent with Tennessee Tech's mission. The committee shall make recommendations to the Board relating to:

1. Approval of proposals for new academic programs and the significant revision of existing programs;

2. Ensuring and protecting, within the context of faculty-shared governance, Tennessee Tech's educational quality and its academic programs;

3. Approval of admission, progression, retention, and graduation standards;

4. Institutional accreditations, program accreditations, and program reviews;

5. Promoting the welfare of students attending Tennessee Tech, including matters related to enrollment management and career placement;

6. Review and approve policies related to academic and student affairs consistent with TTU Board Policy 003 (Board Delegation of Authority);

7. Oversight of programs seeking to extend Tennessee Tech's scientific, technological, commercialization, and educational expertise to communities,

counties, agencies, and organizations in the state, nationally, and globally;

8. Review the operation of the Tennessee Tech's intercollegiate athletics programs and assist the Board in carrying out its responsibility of those programs;

9. Exercise oversight of Tennessee Tech programs related to private gifts, alumni support, public relations, and communications and marketing;

10. Review and approval of policies related to research, advancement, and athletics matters consistent with TTU Board Policy 003 (Board Delegation of Authority); and

11. Other areas as directed by the Board.

B. Audit/Compliance/Finance/Compensation/Facilities Committee ("Audit & Business Committee")

1. The Committee and its chair shall be nominated and approved by the Board.

2. The committee shall have the authority to direct Tennessee Tech's management to initiate and address specific audit and compliance issues within the mandate of the committee. It may conduct, authorize, or facilitate any audit or investigation appropriate to fulfill its oversight responsibilities.

3. The committee shall adopt and maintain a charter consistent with state law and any Tennessee Comptroller of the Treasury's requirements. The committee shall submit the charter and any subsequent revisions to the Board for approval.

4. The committee is responsible for and shall make recommendations to the Board related to:

a. Audit engagements with the Tennessee Comptroller's Office including the integrity of financial statements and compliance with legal and regulatory requirements;

b. Audit engagements with external auditors;

c. Internal audit activities;

d. Internal audit administration;

e. Internal controls and compliance with laws, regulations, and other requirements;

f. Risk and control assessments;

g. Fraud, waste, and abuse prevention, detection, and reporting;

h. Review and approval of policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority);

i. Monitoring Tennessee Tech's financial performance and reporting to the Board;

j. Reviewing and recommending annual and long-range operating, capital, and maintenance budgets;

k. Reviewing and recommending rates for student tuition and fees;

l. Overseeing financial reporting and related disclosures;

m. Recommending adoption or modification of capital improvement plans and the facilities master plan, advocating for new structures, and rehabilitating or removing older structures;

n. Recommending appropriate action with regard to the acquisition and disposition of real property;

o. Acting on matters related to personnel, including faculty and staff compensation and tenure;

p. Reviewing or acting on matters related to information technology planning and strategy, including significant technology investments;

q. Reviewing and approving policies related to finance, compensation and facilities, consistent with TTU Board Policy 003 (Board Delegation of Authority);

r. Reviewing and approving policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority); and

s. Other areas as directed by the Board.

C. **Executive Committee**

1. The Executive Committee shall be composed of the Chair and Vice Chair of the Board, and one at-large voting member elected by the Board. The Chair of the Board shall be the chair of this committee.

2. The Executive Committee may act for the Board between regular Board meetings on urgent matters except the following, which shall be reserved to the Board:

a. Presidential selection and termination;

b. Amendments to the Board bylaws;

c. Sale or disposition of real estate;

d. Tenure decisions;

e. Maintenance fees, tuition, and other student fees;

f. Capital budget request prepared for submission to the Tennessee Higher Education Commission for consideration for inclusion in the Governor's budget proposal;

g. Adoption of the annual budget; and

a. Conferral of degrees.

3. The Executive Committee shall ensure the integrity of the Board and is responsible for:

a. Establishing and maintaining standards of Board conduct by monitoring compliance with TTU Policy 001 (Board Code of Ethics and Conduct and Conflict of Interest);

b. Approval of the creation and removal of executive positions reporting directly to Tennessee Tech's president and appointments to all positions reporting directly to the president;

c. Approval of matters presented to the Executive Committee by Tennessee Tech's president, consistent with the limitations on the powers of the Executive Committee described in Section V.C.2 of this policy;

d. Making recommendations or taking action, as allowed, relating to the selection, retention, evaluation, termination, compensation, benefits, and performance management of Tennessee Tech's president.

e. Assessing the performance and effectiveness of the Board and Board members, including initiating board self-evaluations on a regular basis;

f. Ensuring an effective orientation and ongoing professional development for Board members;

g. Periodically reviewing and ensuring compliance with the Board bylaws and other Board policies, recommending amendments when appropriate;

h. Reviewing the committee structure of the Board for continued effectiveness;

i. Overseeing the work of the other standing committees; and

j. Other areas as directed by the Board.

4. The Executive Committee shall report all of its actions to the full Board at the next regular meeting.

VI. Interpretation

The Board Chair or his/her designee has the final authority to interpret the terms of this policy.

VII. Citation of Authority for Policy

T.C.A. § 49-8-201(f)(8)(B)

Approved by:

Board of Trustees:	March 23, 2017
Revised by Board of Trustees:	June 15, 2017; August 17, 2017, September 18, 2018

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Appointment of Academic & Student Affairs Members and Chair

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS: Pursuant to TTU Policy 005 (Board Committees), Section III.B.3, the Chair appointed the members and the chair of the Academic & Student Affairs Committee.

Tennessee Technological University
Policy No. 005

Board Committees

Effective Date: March 23, 2017

Policy No: 005
Policy Name: Board Committees
Revised: June 15, 2017; August 17, 2017; September 18, 2018

I. Purpose

This policy establishes the committees of the Tennessee Tech Board and describes their structure and responsibilities.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Board or a committee designated by the Chair. In the case of the latter, recommendations for revision will be presented to the Board at a regular or special meeting.

III. Committees

A. Standing committees

1. The standing committees of the Board shall be

   a. Academic/Student Affairs/Research/Advancement/Athletics

   b. Audit/Compliance/Finance/Compensation/Facilities

   c. Executive

2. The authority of the standing committees shall be subject to action by the entire Board, except as otherwise provided by law. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its own behalf.

B. Structure of the committees

1. Each standing committee shall have at least three voting members who shall each serve a two-year term and may be reappointed to consecutive terms.

2. Each standing committee shall have a chair who shall serve a two-year term and may be reappointed to consecutive terms.

3. The Board Chair shall appoint members and chairs of the standing committees, unless otherwise excepted by this policy.

4. The Board Chair shall serve as an ex officio member of all standing committees, entitled to vote.

5. Each committee shall have a Tennessee Tech administrator to assist with its work.

C. Special committees

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B. Meetings may be called by the Board Chair, the President, or the committee chair.

C. Notice of meeting and agenda

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2. When feasible, a copy of the agenda and related materials shall accompany notice of the meeting.

3. Matters not appearing on the agenda of a standing or special committee meeting may be considered only upon an affirmative vote of the entire committee.

4. Standing committee chairs may designate items to be included on a consent agenda for the committee; provided that the following items may not be placed on a committee consent agenda:

a. Amendment of the bylaws;

b. The annual operating budget, including student tuition and fee proposals for which Board approval is required;

c. Funding requests for capital outlay and capital maintenance projects;

d. Revenue or institutionally funded capital projects; and

e. Any other item on which a roll call vote will be required in the full Board meeting.

D. A majority of the voting members of each standing or special committee shall constitute a quorum for the transaction of business. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.

E. Minutes shall be made of all standing and special committee meetings and provided to the Board Chair, the President, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.

F. All meetings of standing and special committees shall be open to the public except as authorized by a statutorily or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. § 8-44-101 et seq.

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2. Ensuring and protecting, within the context of faculty-shared governance, Tennessee Tech's educational quality and its academic programs;

3. Approval of admission, progression, retention, and graduation standards;

4. Institutional accreditations, program accreditations, and program reviews;

5. Promoting the welfare of students attending Tennessee Tech, including matters related to enrollment management and career placement;

6. Review and approve policies related to academic and student affairs consistent with TTU Board Policy 003 (Board Delegation of Authority);

7. Oversight of programs seeking to extend Tennessee Tech's scientific, technological, commercialization, and educational expertise to communities,

counties, agencies, and organizations in the state, nationally, and globally;

8. Review the operation of the Tennessee Tech's intercollegiate athletics programs and assist the Board in carrying out its responsibility of those programs;

9. Exercise oversight of Tennessee Tech programs related to private gifts, alumni support, public relations, and communications and marketing;

10. Review and approval of policies related to research, advancement, and athletics matters consistent with TTU Board Policy 003 (Board Delegation of Authority); and

11. Other areas as directed by the Board.

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1. The Committee and its chair shall be nominated and approved by the Board.

2. The committee shall have the authority to direct Tennessee Tech's management to initiate and address specific audit and compliance issues within the mandate of the committee. It may conduct, authorize, or facilitate any audit or investigation appropriate to fulfill its oversight responsibilities.

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c. Internal audit activities;

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e. Internal controls and compliance with laws, regulations, and other requirements;

f. Risk and control assessments;

g. Fraud, waste, and abuse prevention, detection, and reporting;

h. Review and approval of policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority);

i. Monitoring Tennessee Tech's financial performance and reporting to the Board;

j. Reviewing and recommending annual and long-range operating, capital, and maintenance budgets;

k. Reviewing and recommending rates for student tuition and fees;

l. Overseeing financial reporting and related disclosures;

m. Recommending adoption or modification of capital improvement plans and the facilities master plan, advocating for new structures, and rehabilitating or removing older structures;

n. Recommending appropriate action with regard to the acquisition and disposition of real property;

o. Acting on matters related to personnel, including faculty and staff compensation and tenure;

p. Reviewing or acting on matters related to information technology planning and strategy, including significant technology investments;

q. Reviewing and approving policies related to finance, compensation and facilities, consistent with TTU Board Policy 003 (Board Delegation of Authority);

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s. Other areas as directed by the Board.

C. **Executive Committee**

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b. Amendments to the Board bylaws;

c. Sale or disposition of real estate;

d. Tenure decisions;

e. Maintenance fees, tuition, and other student fees;

f. Capital budget request prepared for submission to the Tennessee Higher Education Commission for consideration for inclusion in the Governor's budget proposal;

g. Adoption of the annual budget; and

a. Conferral of degrees.

3. The Executive Committee shall ensure the integrity of the Board and is responsible for:

a. Establishing and maintaining standards of Board conduct by monitoring compliance with TTU Policy 001 (Board Code of Ethics and Conduct and Conflict of Interest);

b. Approval of the creation and removal of executive positions reporting directly to Tennessee Tech's president and appointments to all positions reporting directly to the president;

c. Approval of matters presented to the Executive Committee by Tennessee Tech's president, consistent with the limitations on the powers of the Executive Committee described in Section V.C.2 of this policy;

d. Making recommendations or taking action, as allowed, relating to the selection, retention, evaluation, termination, compensation, benefits, and performance management of Tennessee Tech's president.

e. Assessing the performance and effectiveness of the Board and Board members, including initiating board self-evaluations on a regular basis;

f. Ensuring an effective orientation and ongoing professional development for Board members;

g. Periodically reviewing and ensuring compliance with the Board bylaws and other Board policies, recommending amendments when appropriate;

h. Reviewing the committee structure of the Board for continued effectiveness;

i. Overseeing the work of the other standing committees; and

j. Other areas as directed by the Board.

4. The Executive Committee shall report all of its actions to the full Board at the next regular meeting.

VI. Interpretation

The Board Chair or his/her designee has the final authority to interpret the terms of this policy.

VII. Citation of Authority for Policy

T.C.A. § 49-8-201(f)(8)(B)

Approved by:

Board of Trustees:	March 23, 2017
Revised by Board of Trustees:	June 15, 2017; August 17, 2017, September 18, 2018

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Academic Program Updates

9.1

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Provost Bruce

PURPOSE & KEY POINTS: Provost Bruce will provide updates on all academic program changes, to include, new minors and concentrations, revisions, and terminations. Provost Bruce will also share the THEC Academic Program Inventory for Tennessee Tech.

College	Department	Title	Category	Action	Graduate or Undergraduate
College of Ag & Human Ecology	Human Ecology	Housing and Design	Minor	New	Undergraduate
College of Ag & Human Ecology	Human Ecology	Merchandising and Design	Minor	New	Undergraduate
College of Arts & Sciences	History	Race and Ethnic Studies in the United States (U.S.)	Minor	New	Undergraduate
College of Business	Decision Sciences & Management	Bachelor of Science in Business Management: Business Intelligence and Analytics	Concentration	Termination	Undergraduate
College of Business	Decision Sciences & Management	Bachelor of Science in Business and Information Technology: Business Intelligence and Analytics	Concentration	New	Undergraduate
College of Engineering	Computer Science	Bachelor of Science: Change from *Data Science (DCSI)* to *Data Science and Artificial Intelligence (DSAI)*	Concentration	Revision	Undergraduate
College of Engineering	Civil & Environmental Engineering	Bachelor of Science in Civil Engineering: Geological Engineering	Concentration	New	Undergraduate
College of Engineering	Civil & Environmental Engineering	Environmental Engineering	Minor	New	Undergraduate
College of Engineering	Civil & Environmental Engineering	Materials Science and Engineering	Minor	New	Undergraduate
College of Fine Arts	Art, Craft & Design	Bachelor of Fine Arts: Change from *Dual Studio* to *General Fine Arts: Dual-Studio*	Concentration	Revision	Undergraduate
College of Interdisciplinary Studies	Environmental Studies	Natural Resources	Minor	New	Undergraduate
College of Interdisciplinary Studies	Environmental Studies	Parks and Protected Areas	Minor	New	Undergraduate
College of Interdisciplinary Studies	Environmental Studies	Environmental Sustainability	Minor	New	Undergraduate
Whitson Hester School of Nursing	Nursing	Master of Science Nursing in Psychiatric Mental Health Nurse Practitioner	Concentration	New	Graduate

Tennessee Higher Education Commission

ACADEMIC PROGRAM INVENTORY

Active Programs

Tennessee Technological University

2020 CIP	Major Name	Award
01.01.0000.00	AGRICULTURE	2.5 BSAG
01.03.0103.00	ENVIRONMENTAL & SUSTAINABILITY STUDIES	2.5 BS
01.03.0103.00	ENVIRONMENTAL SCIENCES	4.4 PhD
01.03.0104.11	MANAGERIAL ENVIRONMENTAL INFORMATICS	4.1 C4
01.03.0104.12	TECHNICAL ENVIRONMENTAL INFORMATICS	4.1 C4
01.03.0601.00	WILDLIFE & FISHERIES SCIENCE	2.5 BS
05.09.9999.00	COMMUNICATION	2.5 BS
06.11.0701.00	COMPUTER SCIENCE	2.5 BS
06.11.0701.00	COMPUTER SCIENCE	4.2 MS
08.13.0301.00	CURRICULUM & INSTRUCTION	4.2 MA
08.13.0301.00	CURRICULUM & INSTRUCTION	4.3 EDS
08.13.0301.00	EXCEPTIONAL LEARNING	4.4 PhD
08.13.0301.11	ONLINE TEACHING AND DESIGN	4.1 C4
08.13.0301.12	COMPUTER SCIENCE EDUCATION	4.1 C4
08.13.0401.00	INSTRUCTIONAL LEADERSHIP	4.2 MA
08.13.0401.00	INSTRUCTIONAL LEADERSHIP	4.3 EDS
08.13.1001.00	SPECIAL EDUCATION	2.5 BS
08.13.1101.00	COUNSELING AND PSYCHOLOGY	4.2 MA
08.13.1101.00	COUNSELING AND PSYCHOLOGY	4.3 EDS
08.13.1101.00	COUNSELING & SUPERVISION	4.4 PhD
08.13.1202.00	ELEMENTARY EDUCATION	2.5 BS
08.13.1203.00	MULTIDISCIPLINARY STUDIES	2.5 BS
08.13.1205.00	SECONDARY EDUCATION	2.5 BSED
08.13.1210.00	EARLY CHILDHOOD EDUCATION	2.5 BS
08.13.1401.11	TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES (TESOL)	4.1 C4
09.14.0101.00	ENGINEERING (JOINT W/ ETSU)	2.5 BSE
09.14.0101.00	ENGINEERING	4.4 PhD
09.14.0701.00	CHEMICAL ENGINEERING	2.5 BSCHE
09.14.0701.00	CHEMICAL ENGINEERING	4.2 MS
09.14.0801.00	CIVIL ENGINEERING	2.5 BSCE
09.14.0801.00	CIVIL ENGINEERING	4.2 MS
09.14.0901.00	COMPUTER ENGINEERING	2.5 BSCMPE
09.14.1001.00	ELECTRICAL ENGINEERING	2.5 BSEE

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Tennessee Higher Education Commission

ACADEMIC PROGRAM INVENTORY

Active Programs

Tennessee Technological University

2020 CIP	Major Name	Award
09.14.1001.00	ELECTRICAL & COMPUTER ENGINEERING	4.2 MS
09.14.1901.00	MECHANICAL ENGINEERING	2.5 BSME
09.14.1901.00	MECHANICAL ENGINEERING	4.2 MS
09.15.0000.00	ENGINEERING TECHNOLOGY	2.5 BSET
09.15.1501.00	ENGINEERING MANAGEMENT	4.2 MS
10.16.0101.00	FOREIGN LANGUAGES	2.5 BA
12.19.0101.00	HUMAN ECOLOGY	2.5 BSHE
12.19.0707.00	CHILD & FAMILY TRAUMA INFORMED CARE	2.1 C3
15.23.0101.00	ENGLISH	2.5 BA
15.23.0101.00	ENGLISH	4.2 MA
16.24.0102.01	PROFESSIONAL STUDIES	2.5 BS
16.24.0102.01	PROFESSIONAL STUDIES	4.2 MPS
18.26.0101.00	BIOLOGY	2.5 BS
18.26.0101.00	BIOLOGY	4.2 MS
19.27.0101.00	MATHEMATICS	2.5 BS
19.27.0101.00	MATHEMATICS	4.2 MS
21.30.0000.00	INTERDISCIPLINARY STUDIES	2.5 BS
21.30.1501.00	PROFESSIONAL SCIENCE	4.2 PSM
21.30.7101.00	HUMAN BEHAVIOR DATA ANALYTICS	2.1 C3
21.30.9999.02	INTERNATIONAL BUSINESS AND CULTURES	2.5 BS
21.30.9999.06	SERVICE	2.1 C3
21.30.9999.12	SERVICE	4.1 C4
22.31.0501.00	EX SCIENCE, PHY EDUC & WELLNESS	2.5 BS
22.31.0501.00	EX SCIENCE, PHY EDUC & WELLNESS	4.2 MA
25.40.0501.00	CHEMISTRY	2.5 BS
25.40.0501.00	CHEMISTRY	4.2 MS
25.40.0601.00	GEOSCIENCES	2.5 BS
25.40.0801.00	PHYSICS	2.5 BS
26.42.0101.00	PSYCHOLOGY	2.5 BS
27.43.0302.11	PUBLIC SAFETY	4.1 C4
28.45.0603.00	ECONOMICS	2.5 BS
28.45.1001.00	POLITICAL SCIENCE	2.5 BS
28.45.1101.00	SOCIOLOGY	2.5 BS

Tennessee Higher Education Commission

ACADEMIC PROGRAM INVENTORY

Active Programs

Tennessee Technological University

2020 CIP	Major Name	Award
28.54.0101.00	HISTORY	2.5 BA
28.54.0101.00	HISTORY	2.5 BS
30.50.0702.00	FINE ARTS	2.5 BFA
30.50.0901.00	MUSIC	2.5 BM
31.51.2706.11	HEALTHCARE INFORMATICS	4.1 C4
31.51.3101.00	COMMUNITY HEALTH AND NUTRITION	4.2 MS
31.51.3203.12	NURSING EDUCATION	4.1 C4
31.51.3801.00	NURSING	2.5 BSN
31.51.3801.00	NURSING	4.2 MSN
31.51.3802.11	NURSING ADMINISTRATION	4.1 C4
31.51.3805.11	FAMILY NURSE PRACTITIONER	4.1 C4
31.51.3818.01	TN JOINT DOCTOR OF NURSING PRACTICE	4.4 DNP
31.51.3899.12	NURSING INFORMATICS	4.1 C4
32.52.0201.00	BUSINESS ADMINISTRATION	4.2 MBA
32.52.0201.01	BUSINESS MANAGEMENT	2.5 BSBA
32.52.0213.00	uLEAD CERTIFICATE PROGRAM	2.1 C3
32.52.0213.11	STRATEGIC LEADERSHIP	4.1 C4
32.52.0301.00	ACCOUNTING	2.5 BSBA
32.52.0301.00	ACCOUNTANCY	4.2 MACC
32.52.0701.00	INNOVATION AND ENTREPRENEURSHIP	2.1 C3
32.52.0801.00	FINANCE	2.5 BSBA
32.52.0803.00	BANKING	2.1 C3
32.52.0803.11	BANKING AND FINANCIAL SERVICES	4.1 C4
32.52.1001.11	HUMAN RESOURCES LEADERSHIP	4.1 C4
32.52.1005.11	TRAINING AND DEVELOPMENT	4.1 C4
32.52.1201.00	BUSINESS INFORMATION AND TECHNOLOGY	2.5 BSBA
32.52.1401.00	MARKETING	2.5 BSBA
35.52.1299.11	CYBER MANAGEMENT & ANALYTICS	4.1 C4

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Letter of Notification (LON) for a PhD in Higher Education

9.1

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTER(S): Provost Bruce

PURPOSE & KEY POINTS: The proposal for a program in higher education grew out of the strategic planning process. The Ph.D. in Higher Education offers advanced graduate study to students seeking leadership positions in higher education administration or student affairs. The program has a strong focus on research and policy in the higher education setting. This is presented to the Academic and Student Affairs Committee to approve the submission of this LON to THEC.

Letter of Notification (LON)

Academic Program Name, Degree Designation, Proposed CIP Code, and CIP Code Title
Higher Education, Ph.D., 13.0406, Higher Education/Higher Education Administration

Proposed Implementation Date
Fall 2023

Implementation Timeline	
Accreditation considerations and/or SACSCOC, if applicable	
Proposed dates for the external judgement site visit	Jun-2022
Estimated date of submission of the external review report to THEC and the institution (within 30 days of site visit)	Jul-2022
Estimated date of institution's response to external review (within 30 days of external review receipt)	Jul-2022
Proposed date of the institutional governing board meeting for proposal consideration	Sep-2022
Proposed date of the THEC meeting for proposal consideration	Nov-2022
Recruit and enroll students in program	Spring 2023
First cohort begins coursework in program	Fall 2023

Academic Program Liaison Name and Contact Information
Dr. Jeremy Wendt
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9.1

Background Concerning Academic Program Development
The proposal for a program in higher education grew out of the strategic planning process. The Tech Tomorrow strategic plan was crafted in 2017-2018 and was approved by the Board of Trustees June 26, 2018. During its implementation in 2018-2019, it became clear to the working groups and especially Dr. Bedelia Russell's team (Engagement for Impact) that Tech had a gap in programming. Dr. Russell's team conducted an academic inventory of Tech programs and compared that to 16 of our peer institutions including aspirational peers [Academic Program Peer Comparison]. One clear gap was a program in higher education. Faculty members who served on the Tech Tomorrow implementation team discussed this gap with their respective leadership teams who all agreed such a program would be beneficial to the student populations Tech serves. Additional anecdotal information garnered further support for the proposal with leadership in the Office of Academic Affairs who shared that they knew multiple people who had inquired into why Tech did not offer such a program. These are the circumstances that led to the initiation and development of the proposed program.

Purpose and Nature of Academic Program
This section includes a description of the proposed program including target audience, purpose, program outcomes, and delivery method.

Description. The Ph.D. program in Higher Education is designed for students pursuing careers as academic faculty, administrators, policy analysts, and educational researchers. Since the Ph.D. is a scholarly degree, a core objective of the program is to prepare professionals to conduct research of exceptional quality. The curriculum emphasizes mastery of theoretical frameworks and research methodologies. Direct admit Ph.D. students are eligible to be awarded a master's degree en route to the Ph.D. after completion of 30 hours of coursework including one of the two research sequences. The program features extensive research training, comprehensive faculty and peer support, and opportunities for collaborative scholarly work. The fully online 79-hour program is self-paced and will take approximately four years to complete depending on enrollment status.

Target Audience. The Higher Education Administration concentration is designed for professionals in higher education settings interested in leading colleges and universities, state higher education agencies, foundations, and related associations. The Student Affairs concentration is designed for professionals in higher education settings interested the college student experience and services related to student success.

Purpose. The purpose of the online Ph.D. in Higher Education program is to prepare higher education professionals for leadership in colleges and universities. Through the study of higher education administration and student development, the program will provide theoretical and research-based information to be adapted to any post-secondary education leadership role with a focus to improve college access, student success, and persistence to completion. Distinctively, the program will promote collaborative partnerships between P-12 and post-secondary leaders to encourage greater understanding and alignment across a student's P-16 educational pathway.

Program Outcomes. The Ph.D. in Higher Education offers advanced graduate study to students seeking leadership positions in higher education administration or student affairs. The program has a strong focus on research and policy in the higher education setting, and will:

1. prepare candidates to effectively understand and address challenges in higher education.
2. provide opportunities to explore and analyze data and its relationship to student learning and success.
3. develop reflective practitioners who are equipped to advocate for student success and research-based best practices at the college level.
4. engage candidates in rich field experiences through which they develop and apply new skills while working with leaders in the field.
5. build professional capacity and competencies in higher education related topics such as ethics, finance, access, affordability, organization, culture, persistence, and college life.

Delivery Method. The Ph.D. in Higher Education will be an online program designed to provide students across the state a high-quality doctoral program with the convenience of online coursework.

Alignment with State Master Plan and Institutional Mission

A Ph.D. in Higher Education aligns with the state's efforts and goals to increase the number of Tennesseans pursuing a postsecondary degree and/or credential by preparing higher education professionals to effectively serve students and families (student affairs concentration) and lead institutions of higher education including community colleges and universities (higher education administration concentration). According to the U.S. Bureau of Labor Statistics, those with the highest levels of educational attainment earn three times those with the lowest level. Moreover, the higher the level of education, the lower the unemployment rate. More higher education professionals supporting more Tennesseans pursuing a postsecondary credential bolsters family prosperity and the future workforce, both goals of the Tennessee Higher Education Commission and Tennessee Student Assistance Corporation. While the state of Tennessee has a long history of educational innovation, the 2013 Drive to 55 initiated an even more ambitious goal of increased educational attainment to support the state's workforce: by 2025, 55% of Tennesseans would hold a postsecondary credential. In 2013, 33.8% of adults in Tennessee held a postsecondary degree. To achieve the 55% goal, THEC and TSAC make clear in the Master Plan Update 2020 that institutions of higher education need to continue to provide innovative and relevant support to the critical constituencies served by public higher education in Tennessee: student success, family prosperity, and the future workforce. A Ph.D. in Higher Education would be well situated to serve these constituents in the Upper Cumberland as well as across the state since the program will be delivered completely online using student success initiatives to best serve the unique needs of the students including prescriptive scheduling, intrusive advising, and cohorting all the while self-paced. The 100% online program may also help to increase diversity since the student population served will not be limited to the

demographics of the Upper Cumberland. Tennessee Tech's institutional mission profile speaks to Tech as the state's only technological university that employs knowledge to expand opportunity and economic competitiveness. As a STEM-infused doctoral university (moderate research) per Carnegie, Tech aims to maintain that classification and grow impactful research. This proposal to offer a Ph.D. in Higher Education aspires to serve the university in its efforts at all things STEM expanding opportunity and economic competitiveness and growing impactful research. With the changing landscape of higher education and the growing use of technology and data in higher education, this Ph.D. in Higher Education is grounded in data science with a substantive foundation in research. With 24 credit hours of research coursework, the program includes a three-course sequence in qualitative inquiry and a three-course sequence in quantitative inquiry in addition to two discipline-specific research courses. Such intensive preparation of students to understand and use data and technology in their academic preparation will foster knowledge transfer into their STEM-infused professional careers in higher education leading to further analytical innovation and problem solving to challenges facing higher education. The continued transition to greater production of STEM degrees aligns with Tennessee's goals as a state according to the Academic Supply and Occupational Demand Report 2021. Accordingly, the top 10 income earners by CIP code for those holding a bachelor's degree include educational administration (page 40 of the Academic Supply and Occupational Demand Report 2021). There is a possibility for exponential income earnings here with a research-oriented terminal degree program in higher education that can serve to help the state meet and even exceed its 55% goal.

Institutional Capacity to Deliver the Proposed Academic Program
Existing faculty and current administrators who are qualified to serve as members of the graduate faculty per the requirements of the College of Graduate Studies have the complementary array of professional expertise and experience a wide range of higher education administrators. An agreement has been reached with university administrators to allow full-time administrators with relevant experience and the required academic qualifications to serve as program instructors and dissertation advisors. Following initial program implementation with existing faculty and expected enrollment and revenue growth based upon the outlined benchmarks, it is anticipated that two new FTE faculty positions will be requested during the first three years of the program (one in Year 2 and one in Year 3) through a funding partnership across the department, college, and university to meet the needs associated with the anticipated program development. Qualified adjunct faculty will supplement full-time faculty loads. It is also anticipated that three new graduate assistant positions will be requested during the first three years of the program (one in Year 1, one in Year 2, and one in Year 3) as candidates progress through the program. The GA positions will be funded through a partnership across the department, college, and university to provide ongoing program support.

Program Enrollments. Program enrollments used in the financial projections are shown in the following table.

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Year 1	10	9	9	8			
Year 2		11	10	9	9		
Year 3			11	10	9	9	
Year 4				11	9	9	8
Year 5					11	10	10
Year 6						11	10
Year 7							11
Total	10	20	30	38	38	39	39

Existing Programs Offered at Public and Private Tennessee Institutions

Institution	Degree	Program	CIP	Degrees Conferred		
				2017-2018	2018-2019	2019-2020
East Tennessee State University	Ed.D.	Higher Education Leadership	08.13.0401.00	42	23	29
Tennessee State University	Ed.D.	Higher Education Leadership	08.13.0401.00	11	9	22
Union University	Ed.D.	Higher Education	08.13.0406.00	13	26	NA
University of Tennessee Chattanooga	Ed.D.	Learning and Leadership	08.13.0401.00	7	4	5
University of Tennessee Chattanooga	Ph.D.	Learning and Leadership	08.13.0401.00	4	1	5
University of Memphis	Ed.D.	Higher and Adult Education	08.13.0406.00	9	1	5
University of Tennessee Knoxville	Ph.D.	Higher Education Administration	08.13.0406.00	4	2	6
Vanderbilt University	Ed.D.	Higher Education Leadership & Policy	08.13.0406.00	16	20	27

Feasibility Study

The feasibility study was conducted by Tennessee Tech College of Business faculty members Ferdinand DiFurio, Steve Isbell, and Yolunda Nabors and is included in its entirety below with the exception of appendices.

Introduction. The College of Education at Tennessee Tech University is submitting a proposal to offer a Ph.D. degree in Higher Education with two concentrations: Higher Education Administration and Student Affairs. There are several reasons why an individual may choose to pursue a graduate degree in an education-related field. Waledziak-Kowalczuk et al. report that the decision to earn an advanced degree is a private and personal matter related to self-improvement and their own, career development (Conclusions). Other factors may play a role, such as advancement in an institution or the desire to work closer students in an academic setting.

Although those with advanced degrees in higher education may work in areas outside their concentrations, many pursue degrees with intentions to work in narrowly-defined fields. There are certain occupations that are consistent with the educational criteria of the new concentrations proposed in this report. For example, the program may appeal to those seeking work in the management tiers of higher education institutions and those who wish to become specialists in student services at the academic level (NCES).[1,2]

To assess the feasibility and labor market demand associated with this proposed degree, related careers along with specific areas of work are considered. To accomplish this task, this report uses information provided by the National Center for Education Statistics, the Bureau of Labor and Statistics, and other verifiable sources. The analysis follows the criteria established by the Tennessee Higher Education Commission: Potential student interest; Local and regional need/demand; and Employer need/demand. An added section entitled The Viability of the proposed degree is included at the end of this report per the request of Tennessee Tech's senior administration.

Potential Student Interest. In this section, survey methods to gauge student interest and subsequent results are presented.

Survey overview. This report summarizes the results of a survey instrument used to assess student interest of the proposed Ph.D. degree in Higher Education. In accordance with the Tennessee Higher Education Commission (THEC) approval process of new academic programs, the College of Education has employed Tennessee Tech University (TTU) College of Business faculty to collect and summarize prospective- student interest data as a part of a feasibility study. The results from the survey instrument, in compilation with other report information, will be used to measure the program's viability.

[1] A primary function or occupational activity category used to classify persons whose assignments require management of the institution, or a customarily recognized department or subdivision thereof. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. Assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment.

[2] A primary function or occupational activity category used to classify persons employed for the primary purpose of performing academic support, student service, and institutional support, whose assignments would require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background.

Survey methods. The survey was distributed to four groups: current TTU undergraduate seniors and graduate students, P12 partners, TTU faculty and staff, and TTU alumni.[3] Due to the nature of the proposed degree program, this study thought it appropriate to survey individuals in various stages of career tenure and education.

All survey participants received the same survey and were asked to identify whether they were a student, partner, TTU employee, or alumni. The online survey instrument was developed using Qualtrics, "a powerful and multifaceted on-line data collection/survey tool".[4] The survey was administered via email invitation to each group at varying dates between February 22nd and March 19th, with each survey period lasting three weeks. Groups received the same survey instrument. Survey recipients were reminded and encouraged to participate. Below is the description which was sent to all groups.

"The Ph.D. program in Higher Education is designed for individuals pursuing careers at the collegiate level as academic faculty, administrators, policy analysts, educational researchers, and staff in enrollment management and student success units. Because the Ph.D. is a scholarly degree, a core objective of the program is to prepare professionals to conduct research of exceptional quality. With themes in data-driven decision making, diversity, and technology, the curriculum emphasizes mastery of theoretical frameworks and research methodologies. The strategically-balanced online Ph.D. degree plan permits students to be awarded a master's degree en route to the Ph.D. after completion of 30 hours of coursework including one of the two research sequences. The program features extensive research training, comprehensive faculty and peer support, and opportunities for collaborative scholarly work. The fully online 79-hour program is self-paced and will take approximately four years to complete depending on enrollment status. The Higher Education Administration concentration is designed for professionals in higher education settings interested in leading academic or nonacademic units at colleges and universities, state higher education agencies, foundations, and related associations. The Student Affairs concentration is designed for professionals in higher education settings interested in the college student experience and services related to student success."

Description of Sample. The survey questions are designed to gauge interest in proposed degree program. Questions addressed key areas of importance such as participants' strength of interest, potential date of enrollment, and the benefits of the program to the participants' future career endeavors. The survey contained 9 questions.[5] All questions are multi or single choice. The survey began with the following statement: "*Please help us assess the value and need for establishing an online Doctoral Degree in Higher Education by completing the survey."*

[3] P12 is the abbreviation for pre-K through 12th grade. TTU's College of Education has official partnerships--maintained, recognized, and approved by the State Department of Education--with over 50 school districts across Tennessee. TTU P12 partners are mentors in schools across the state.

[4] https://www.tntech.edu/institute/services/qualtrics-software

[5] Two questions are used to ensure identification of each survey participant. These two questions are not displayed in table results, but total number of respondents are derived from these identification questions.

Approximately 16,152 surveys were administered via email to TTU seniors, graduate students, alumni, employees, and P12 partners; 978 participants responded to the survey.[6] This yields a response rate of 6.1%. Tables below summarize data collected from survey instrument.[7]

Survey Results. The objective of the survey instrument is to assess interest of a sample of individuals that serve as potential target population for the proposed degree program; consequently, the response rate of survey participants is satisfactory for the purpose of this study. It is believed that circumstances due to COVID-19 caused low survey response rate. Because much of the sampled population is inundated daily with requests for information and input, sample individuals have become more sensitive to survey request.[8]

Participants are asked to indicate their interest in attaining a Ph.D. in Higher Education, 32% of respondents indicated considerable interest, 41% are moderately interested, while 28% had no interest. P12 respondents showed very little interest in the proposed program, 77% not having any interest. Conversely, over 70% of each of the remaining groups reveal at least moderate interest. See Table 1 below.

Table 1: Extent of Interest

To what extent are you interested in pursuing studies toward a PhD Degree in Higher Education if offered as online degree program from TTU?	Student Respondents	P12 Respondents	Alumni Respondents	Faculty/Staff Respondents	Total Respondents %
Very	47/161	1/44	147/471	101/263	31.5%
Moderately	68/161	9/44	216/471	92/263	41.0%
Not at all	46/161	34/44	108/471	70/263	27.5%

Table 2: Highest Degree Earned

Highest degree earned?	Student Respondents %	P12 Respondents %	Alumni Respondents %	Faculty/Staff Respondents %	Total Respondents %
Undergraduate Student (currently enrolled)	95/161	0	0	5/263	14.1%
Bachelor's Degree	0	9/44	68/243	28/263	14.8%
Graduate Student (currently enrolled)	66/161	2/44	16/243	17/263	14.2%
Graduate Degree	0	33/44	159/243	210/263	56.5%

As shown in Table 2, 57% of respondents have a graduate degree and 29% have a bachelor's degree.[9]

The following tables, Table 3 and 4, display the results of participants who responded with at least moderate interest in the proposed degree program. Approximately, 37% of all

[6] There are 2605 seniors, 1041 graduate students, 250 P12 partners, 9886 alumni, and approximately 2370 TTU faculty and staff.
[7] 939 participants sufficiently completed the survey, but this figure fluctuates per question do to skipped questions by survey design and participant choice. Table results will reflect the responses of sufficiently completed surveys.
[8] This result is also noted in other notable data collection such as Current Population Survey. https://www.census.gov/newsroom/blogs/research-matters/2020/09/pandemic-affect-survey-response.html
[9] Three TTU employees have only a high school diploma.

respondents believe that both concentration offerings, Administration and Student Affairs, are appropriate for their career goals. Thirty-six percent of respondents selected *Administration* as the most fitting concentration to pursue career goals. If the degree program is available Fall 2021, 80% of survey participants estimate enrolling within 2 years of program commencement. Fourteen percent anticipate program enrollment within 3-4 years. Fifty-eight percent of respondents expect to attend the program as a full-time student. Full-time is defined as six credit hours per semester.[10]

Table 3: Concentration

Which concentration do you believe best suits your career goals?	**Student Respondents %**	**P12 Respondents %**	**Alumni Respondents %**	**Faculty/Staff Respondents %**	**Total Respondents %**
Concentration in Administration	34/114	2/9	134/346	66/190	35.8%
Concentration in Student Affairs	13/114	1/9	38/346	35/190	13.2%
Both concentrations	38/114	3/9	118/346	82/190	36.6%
Neither concentrations	29/114	3/9	56/346	7/190	14.4%
How soon would you enroll in the proposed online Ph.D. Program if one were to be established in Fall 2021?	**Student Respondents %**	**P12 Respondents %**	**Alumni Respondents %**	**Faculty/Staff Respondents %**	**Total Respondents %**
Immediately	35/113	2/9	121/343	103/188	40.0%
2 years	51/113	4/9	143/343	63/188	40.0%
3-4 years	14/113	2/9	58/343	15/188	13.6%
5-6 years	13/113	1/9	21/343	7/188	6.4%
If you were to enroll in the proposed online Ph.D. Program, would you attend:	**Student Respondents %**	**P12 Respondents %**	**Alumni Respondents %**	**Faculty/Staff Respondents %**	**Total Respondents %**
Full-time	85/113	3/9	199/343	90/187	57.8%
Part-time	28/113	6/9	144/343	97/187	42.2%

The study sought to ascertain the educational requirement for career aspirations of respondents. Approximately 32% of respondents indicate that an advanced degree is required for job promotion; while 22% reply that an advanced degree is not required for promotion but is encouraged. Seventeen percent indicate that an advanced degree is neither required nor encouraged for job promotion. Most participants, 68%, reveal that receiving a graduate assistantship would influence their decision of enrolling in the proposed degree program. See Table 4 for results.

[10] Part-time enrollment is defined as fewer than 6 credit hours per semester.

Table 4: Promotion or Change

For promotion or change in employment, is a graduate degree in higher education required or encouraged?	Student Respondents %	P12 Respondents %	Alumni Respondents %	Faculty/Staff Respondents %	Total Respondents %
Yes, a graduate degree is requied.	12/37	0	106/338	63/181	32.1%
Yes, a graduate degree is encouraged, but not requied.	12/37	1/8	103/338	49/181	29.3%
No, a graduate degree is not required, but is encouraged.	7/37	2/8	75/338	40/181	22.0%
No, a graduate degree is neither required or encouraged.	6/37	5/8	54/338	29/181	16.7%
Would the ability to apply for and receive a graduate assistantship influence your decision to enroll in the Ph.D. in Higher Education program?	**Student Respondents %**	**P12 Respondents %**	**Alumni Respondents %**	**Faculty/Staff Respondents %**	**Total Respondents %**
Yes	101/109	6/8	247/334	81/185	68.4%
No	8/109	2/8	87/334	104/185	31.6%

Local and Regional Need/Demand. In this section, specific data on salaries related to the proposed degree is presented and discussed. This information will ultimately be used to help assess the viability of such a degree. The primary data source for this section is the College and University Professional Association for Human Resources (CUPA-HR).

This report analyzes the potential job prospects and economic viability of the proposed Ph.D. degree in Higher Education. The nature of this degree is specialized and focused towards certain employment fields. Further, the highly specialized nature of this degree makes it dependent on the growth and decline of industries related to education. And although there is flexibility for degree holders to find employment in alternative sectors, it may be lower when compared with the ability of select undergraduate majors to crossover into different sectors.

Table 5 breaks down the 2019-2020 average annual salaries for various positions related to the proposed Ph.D. in Higher Education. Because the proposed degree does not fit into one specific position, this table presents a broad array of occupational salaries. Also, the occupations listed have a focus on Administration to be consistent with the proposed degree's emphasis on "administration" and "student affairs."

It is not known whether an advanced degree in education, such as a Ph.D. in Higher Education, is required for these positions. Further, it is unclear on whether the proposed Ph.D. in Higher Education offers applicants a competitive advantage in these fields. But it is evident that annual salaries vary by administrative position and across school classification.

Although it is unlikely that the proposed Ph.D. in Higher Education will be an ideal match for every job description listed in Table 5, the data indicates an apparent high degree of flexibility in job opportunities.

Table 5: Administrative Salaries

Administration Position:	All schools	Research universities	Two-Year schools
Chief Development or Advancement Officer	189,582	322,000	120,100
Chief Enrollment Management Officer	169,623	220,384	120,000
Chief Extension or Engagement Officer	174,944	218,081	135,260
Chief External Affairs Officer	167,849	254,991	130,000
Chief Facilities Officer	129,249	207,537	105,872
Chief Financial Officer	190,832	285,000	138,061
Chief Human Resources Officer	128,000	211,999	115,075
Chief Information or IT Officer	154,500	255,116	124,072
Chief Institutional Planning Officer	152,924	199,289	110,139
Chief Institutional Research Officer	103,980	143,904	93,268
Chief Academic Assessment Officer	114,394	146,077	102,207
Chief Analytics or Business Intelligence Officer	150,575	153,000	129,231
Chief Library Officer	105,000	199,237	81,944
Chief PR or Communications Officer	130,088	197,600	97,270
Chief Student Affairs or Student Life Officer	160,000	239,700	120,790
Chief Accounting Officer or Controller	118,345	175,002	101,683
Chief Administration Officer	174,591	253,405	110,639
Chief Auxiliary Services Officer	116,880	158,510	85,504
Chief Budget Officer	128,805	170,200	99,851
Chief Purchasing Officer	98,603	129,930	83,757
Chief Equal Opportunity or Affirmative Action Officer	114,619	132,613	108,742
Chief Diversity Officer	137,700	192,585	101,026
Chief Student Admissions Officer	100,000	139,130	79,479
Chief Financial Aid Officer	93,000	123,773	84,221
Chief Student Registration or Records Officer	89,129	122,052	82,889
Chief Sponsored Research or Programs Administrator	112,105	149,509	96,340
Chief Contracts and Grants Administrator	96,270	113,478	77,434
Deputy Provost	190,054	224,408	132,663
Chief Faculty Affairs Officer	179,075	206,154	124,466
Associate Provost	140,076	183,447	113,640
Assistant Provost	117,782	140,250	108,246
Chief of Staff to System or Institution CEO	162,000	201,864	118,120
Chief Campus Continuing Education Administrator	95,811	126,835	75,557
Chief Online Education Administrator	96,800	125,137	91,909
Chief Campus International Education Administrator	95,680	154,000	87,880

Table 6 presents summary statistics on the average annual salaries across the school classifications.[11] The average annual salary is highest for research universities with a significant range.

Table 6: Summary Statistics

Column1	All schools	Research universities	Two-year schools
average	133,682	185,034	105,352
min	89,129	113,478	75,557
max	190,832	322,000	138,061

Employer Need/Demand. In this section, the employment information for the proposed graduate degree in higher education is analyzed. To ensure an accurate and objective summary, the primary data source will be the United States Bureau of Labor and Statistics (BLS).

Introduction. Evaluating employer need/demand presents both philosophical and empirical challenges. Establishing "need" in the marketplace, especially as it pertains to labor demand by employers, may not produce the best outcome. This is because a market labor demand curve indicates the amount of labor firms "want" to hire at various wage rates in a market place (Hall and Lieberman, p. 337).

To assess employer demand as it relates to this section heading, we present information that may be valuable to the potential employer as it pertains to the proposed degree. Such factors as pay, job outlook, and employment projections can provide insight into employer demand. Since in economics, employers pay workers a wage equal to their value, information on pay can be viewed as a surface-level measure of the value employers place on a given occupation.[12]

There is limited information on the specific details for a Master's or Ph.D. in Higher Education from the BLS. Also, the level of detailed information provided by the BLS for the proposed concentrations in Higher Education Administration and Student Affairs is limited. However, there is summary information, along with data on sub-categories for the occupation entitled "Education Administrators Postsecondary" to attain a snapshot of labor market conditions for the purpose of this report.

Snapshot. This section includes information and data specific to a summary, duties, work environment, attainment, pay, job outlook, employment projections, OES, state, area data, metro, nonmetro, and similar occupations.

[11] Table 6 presents statistics that can be understood as the "average of the averages" in annual salaries.
[12] The assumption here is perfect competition, where employers pay workers a wage equal the value of the marginal product of labor in equilibrium.

Summary. The U.S. Bureau of Labor and Statistics identifies several Occupation Groups in The Occupation Outlook Handbook (Handbook). Under Management Occupations, "Education Administrators Postsecondary" is listed and will be the focus of this portion of the report (Listing). The BLS forecasts that job growth in management occupations is expected to be about "5 percent from 2019 to 2029, faster than the average for all occupations" (Listing).[13]

The BLS describes the occupation "Education Administrators Postsecondary" as the following: "Postsecondary education administrators oversee student services, academics, and faculty research at colleges and universities" (Listing). The BLS Occupation Outlook Handbook reports that "Postsecondary education administrators" have a typical entry-level education of a Master's degree (Summary). The BLS reports that this occupation works within student affairs and is involved in the management of faculty research (Summary).

Other general information includes a 2019 median annual pay of $95,410, a total number of jobs for the nation in 2019 of 190,500 and a 4% projected growth (Summary).

Duties. The BLS reports several roles that postsecondary education administrators can fulfill (Duties). These range from working with students on administrative issues to serving in senior administration roles. They also may work in such departments as the registrar's office, financial aid, and academic units. This message is consistent with Table 5, which presents a wide range of occupations that may potentially match the proposed Ph.D. in Higher Education.

Work Environment. The percentage of postsecondary education administrators in 2019 that hold positions at "colleges, universities, and professional schools; state, local, and private," is 79%, and those at "junior colleges; state, local, and private," is 13% (Work Environment).

Attainment. The steps to take to work as a postsecondary education administrator include attaining a Master's degree, but there are exceptions for those with an undergraduate education. The BLS reports that a Ph.D. is preferred for positions in academia at the senior administration level (Attainment).

Pay. Regarding further details on pay, the BLS reports a median annual wage for postsecondary education of approximately $95,000 (Pay). In 2019, those working for "colleges, universities, and professionals; state, local, and private" earned $97,250, and the earnings for "junior colleges; state, local, and private" was $90,670. Although these figures are aggregated, they appear to be in-line, albeit observationally, with some of the salaries listed in Table 5.

[13] At the time of this report, the Covid 19 Pandemic was in effect. The forecasts provided by the BLS in this section did not account for the public health and economic impacts resulted from the pandemic.

Job Outlook. Job prospects for people in this field include a growth rate of 4% between the period 2019 to 2029. The BLS points out that this growth rate parallels the growth of academic institutions (Job Outlook). Detailed breakdowns of employment growth project an increase in jobs of 7,100 over the period 2019 to 2029.[14]

Employment Projections. An observation of the Employment Projections by the BLS is projecting an employment percent change of 6.2% from 2019 to 2029 for the industry title "Colleges, universities, and professional schools; state, local and private" for the occupation "education administrators, postsecondary (Employment Projections)."

For "Junior colleges, colleges, universities, and professional schools; state, local, and private", an employment percent change of 4.4% is projected from 2019 to 2029 for the occupation "education administrators, postsecondary (Employment Projections)."

Table 7: Industry Profile

Industry profile for this occupation: Top

Industries with the highest published employment and wages for this occupation are provided. For a list of all industries with employment in this occupation, see the Create Customized Tables function.

Industries with the highest levels of employment in this occupation:

Industry	Employment (1)	Percent of industry employment	Hourly mean wage	Annual mean wage (2)
Colleges, Universities, and Professional Schools	115,970	3.75	$55.72	$115,890
Junior Colleges	21,930	3.08	$47.10	$97,970
Technical and Trade Schools	3,120	2.30	$42.89	$89,210
Elementary and Secondary Schools	1,060	0.01	$49.36	$102,670
Educational Support Services	530	0.27	$51.48	$107,070

Table 8: Top Paying Industries

Top paying industries for this occupation:

Industry	Employment (1)	Percent of industry employment	Hourly mean wage	Annual mean wage (2)
General Medical and Surgical Hospitals	(8)	(8)	$67.48	$140,350
Specialty (except Psychiatric and Substance Abuse) Hospitals	50	0.02	$66.07	$137,420
Scientific Research and Development Services	50	0.01	$61.30	$127,500
Civic and Social Organizations	30	0.01	$58.48	$121,650
Management of Companies and Enterprises	310	0.01	$56.65	$117,830

[14] 197,600 (2029) – 190,500 (2019)

OES. The BLS provides national estimates, via Occupational Employment Statistics (OES), for the occupation "Education Administrators, Postsecondary (11-9033)." The description provided on the BLS website for this occupation is as follows: "Plan, direct, or coordinate student instruction, administration, and services, as well as other research and educational activities, at postsecondary institutions, including universities, colleges, and junior and community colleges."[15] The sectors holding the highest employment for this occupation, ranked highest to lowest, are "Colleges, Universities and Professional Schools," "Junior Colleges," "Technical and Trade Schools," "Elementary and Secondary Schools," and "Educational Support Services" (OES, Industry profiles, Table 7).

In a similar light, the sectors with the highest compensation for "Education Administrators, Postsecondary", ranked highest to lowest, include "General Medical and Surgical Hospitals," "Specialty Hospitals," "Scientific Research and Development Services," "Civic and Social Organizations," and "Management of Companies and Enterprises" (OES, Industry profiles, Table 8).

Table 9: States with Highest Employment

States with the highest employment level in this occupation:

State	Employment (1)	Employment per thousand jobs	Location quotient (9)	Hourly mean wage	Annual mean wage (2)
California	11,670	0.67	0.68	$62.21	$129,400
Massachusetts	11,490	3.17	3.22	$52.56	$109,330
Texas	10,380	0.84	0.85	$54.84	$114,070
Illinois	8,120	1.35	1.37	$46.41	$96,540
Pennsylvania	5,330	0.90	0.91	$53.47	$111,220

Table 10: States with Highest Concentration

States with the highest concentration of jobs and location quotients in this occupation:

State	Employment (1)	Employment per thousand jobs	Location quotient (9)	Hourly mean wage	Annual mean wage (2)
Massachusetts	11,490	3.17	3.22	$52.56	$109,330
District of Columbia	1,580	2.19	2.22	$55.04	$114,480
Idaho	1,390	1.92	1.94	$44.79	$93,160
Rhode Island	850	1.76	1.79	$58.23	$121,110
Iowa	2,440	1.57	1.59	$50.15	$104,320

[15] https://www.bls.gov/oes/current/oes119033.htm#st

Table 11: Top Paying States

Top paying States for this occupation:

State	Employment (1)	Employment per thousand jobs	Location quotient (9)	Hourly mean wage	Annual mean wage (2)
New Jersey	2,110	0.52	0.52	$74.25	$154,430
New York	(8)	(8)	(8)	$67.73	$140,870
Maryland	(8)	(8)	(8)	$65.57	$136,380
Delaware	280	0.63	0.63	$64.39	$133,930
California	11,670	0.67	0.68	$62.21	$129,400

OES, State and Area Data. The State and Area data ranks the states with the highest employment, and California, Massachusetts, Texas, Illinois, and Pennsylvania rank highest to lowest according to the BLS (OES, State and Area Data, Table 9).

9.1

When the metric is changed to the highest concentration of jobs, as measured by employment per thousand jobs, the states ranked from highest to lowest include Massachusetts, District of Columbia, Idaho, Rhode Island, and Iowa (OES, State and Area Data, Table 10). The states offering the highest compensation for this field are New Jersey, New York, Maryland, Delaware, and California (OES, State and Area Data, Table 11).

Table 12: Metro Area

Metropolitan areas with the highest concentration of jobs and location quotients in this occupation:

Metropolitan area	Employment (1)	Employment per thousand jobs	Location quotient (9)	Hourly mean wage	Annual mean wage (2)
College Station-Bryan, TX	1,210	10.75	10.89	$58.45	$121,580
Manhattan, KS	210	5.50	5.58	$57.88	$120,390
Johnson City, TN	320	4.14	4.20	$49.72	$103,420
Lawrence, KS	190	3.85	3.90	$60.72	$126,300
Tuscaloosa, AL	390	3.68	3.73	$59.43	$123,620
Flagstaff, AZ	230	3.67	3.72	(8)	(8)
Springfield, MA-CT	1,110	3.33	3.37	$47.78	$99,390
Ann Arbor, MI	730	3.24	3.29	$73.31	$152,480
Durham-Chapel Hill, NC	1,010	3.23	3.27	$63.53	$132,140
Greenville, NC	230	3.01	3.06	$71.19	$148,070

Metro Nonmetro. When one looks at the metropolitan centers, the Johnson Tennessee is ranked third for employment per 1000 jobs for this occupation (Metro Nonmetro, Table 12). Other rankings for metropolitan and nonmetropolitan centers are included in the Appendix.

Similar Occupations. Although Table 5 lists similar occupations, the BLS also does the same. According to the BLS, similar occupations to the postsecondary education administrators' field include: Administrative Services Managers, Elementary, Middle, and High School Principals, Human Resources Managers, Postsecondary Teachers, Public Relations and Fundraising Managers, Public Relations Specialists, School and Career Counselors, Top Executives, and Training and Development Managers (Similar occupations).

Summary Employer/Need Section. In summary, the information presented in this section provides insight into the employer demand for the proposed Ph.D. in Higher Education. It is worthwhile to emphasize that the demand for this occupation will depend significantly, albeit not solely, on the future trends in higher education. Continued growth in higher education will likely yield an increased demand for the tasks of the higher education administrator. However, lackluster trends in growth may slow or reverse such demands. Determining which growth path will take place will be a function of the overall growth in the state and national economy.

The occupation of postsecondary education administrators, which serves as the baseline reference for the proposed Ph.D. in Higher Education, involves a wide-range of duties within higher education institutions. And although the work environment reports that a majority of postsecondary education administrators work for colleges and universities, the skillsets of the occupation may serve well in related industries.

Employer expectations for potential hires in postsecondary education administrators should include an advanced degree, which is consistent with the offering of the proposed Ph.D. in Education Administration at Tennessee Tech. The job outlook and employment projections shed light on employer demand. The BLS reports a 4% growth for the period 2019-2029 for the occupation of postsecondary education administrators.

State and area data provided by the BLS does not indicate a high-ranking role for TN in terms of job concentration and compensation. This is likely due to the aggregated nature of the BLS data.

The data here are meant to provide a snapshot of the trends associated with an advanced degree in education. The reader may use this information as a resource to understand how the BLS tracks occupations similar to the proposed degree program. To a certain extent, the information here may help measure the viability of the proposed Ph.D. in Higher Education.

Viability. In this section, we attempt to assess the viability of the proposed Ph.D. in Higher Education. In general, the demand for occupations related to higher education administration will depend on future trends in higher education, among other factors (see Summary for Employer Need).

Another point of emphasis is related to the specialized nature of the proposed degree. Because of its focus on select fields and skillsets, this makes the degree vulnerable to industry swings in the educational sector. There is certainly flexibility for degree holders to find jobs in related

sectors to education, this flexibility may be lessened comparably to other degrees due to its highly specialized nature.

The survey results indicate a relatively high interest in a Ph.D. in Higher Education among TTU seniors, graduate students, alumni and employees. Of those that expressed at least moderate interest, the favorable preferences included 1) the degree would serve as a good fit for their career aspirations, 2) the degree is in high demand, and 3) a majority share of students would attend full-time. In general, the survey results suggest a strong interest, albeit observational, in the proposed degree program.

In a recent report by THEC to evaluate the number of degrees generated and forecasted for the years 2015-2020, there is evidence to suggest education programs may be experiencing restricted growth. The report identifies education, along with other programs, as "experiencing declines in award production" during this period (THEC, Academic Supply, p. 15).[16] For degrees in Education, Table 3 reports a compound annual growth rate of -4.6% over the period 2015-2019 with a 2020 estimated awards at 1,840 (THEC, p. 17).

Whether the trend reported by THEC continues will be determined by trends in the state and national economy. Forecasting such an outcome becomes difficult as the Covid 19 Pandemic during this period casts a large degree of uncertainty on future growth. Additionally, it is unclear on how the trends in education apply to Ph.D. programs in Higher Education. THEC reiterates this challenge, as it pertains to forecasting labor market conditions, in the Limitations section (THEC, p. 37).

In summary, the survey results indicate a favorable interest in the proposed Ph.D. in Higher Education. The data and information presented in the Local and Regional Need/Demand suggest many possible job opportunities for potential graduates. However, there is significant uncertainty on the market conditions in the education sector, as outlined in the THEC report. How this impacts the viability of the proposed Ph.D. in Higher Education depends on several factors mentioned previously, which include trends in economic growth as the global Covid-19 pandemic subsides.

Program Costs/Revenues

As noted in the enclosed seven-year THEC Financial Projection Form, the projected one-time and recurring expenditures are balanced with the anticipated revenue in terms of tuition, fees, and institutional reallocations.

Projected Expenditures. These include one-time expenditures for equipment and recurring expenditures for adjunct faculty, faculty, and graduate assistants.

One-time Expenditures.

[16] "Yet not all programs have experienced growth in award production over this five-year time period. Programs experiencing declines in award production include English, philosophy, family and consumer sciences, and education" (p. 15).

Equipment. It is anticipated that $2,000 in equipment costs will be necessary in Years 2 and 3 to support the new FTE faculty positions as projected below. Examples of equipment purchases include laptops, software, and printers.

Year 2	$2,000
Year 3	$2,000

Recurring Expenditures.

Adjunct Faculty Salaries. Qualified adjunct faculty will supplement full-time faculty loads. The projected adjunct faculty costs for the first seven years of the program are as follows:

Year 1	$15,000
Year 2	$15,000
Year 3	$15,000
Year 4	$15,000
Year 5	$15,000
Year 6	$15,000
Year 7	$15,000

FTE Faculty Positions. Following initial program implementation with existing faculty/adjuncts and the expected enrollment/revenue growth based upon the outlined benchmarks, it is anticipated that two new FTE faculty positions will be requested during the first three years of the program (one in Year 2 and one in Year 3) through a funding partnership across the department, college, and university to meet the needs associated with the projected development of the program.

The following total compensation (base salary + benefits) has been calculated for each FTE faculty position:

Year 2	$60,000 base salary + 43% benefits ($25,800) = $85,800
Year 3	$61,800 base salary + 43% benefits ($26,574) = $88,374

Combined Adjunct Faculty & FTE Faculty Salary and Benefit Expenditure Projections.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Total Salary	$15,000	$75,000	$136,800	$138,627	$140,481	$142,364	$144,274
Adjunct Salary	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000

FTE Faculty Salary	$0	$60,000	$121,800	$123,627	$125,481	$127,364	$129,274
Number of FTE Positions	0	1	1	2	2	2	2
Benefits	$0	$25,800	$52,374	$53,160	$53,957	$54,766	$55,588
Total	$15,000	$100,800	$189,174	$191,787	$194,438	$197,130	$199,862

Graduate Assistants. It is anticipated that three new graduate assistant positions will be requested during the first three years of the program (one in Year 1, one in Year 2, and one in Year 3) as candidates progress through the program. The GA positions will be funded through a partnership across the department, college, and university to provide ongoing program support. Each GA position is calculated at approximately $25,000 per year as 12-month research assistants at a cost of $1,000 per month ($12,000 annual salary) + annual anticipated tuition/fee coverage that ranges from $12,113 in Year 1 to $12,858 in Year 7.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Number of Positions	1	2	3	3	3	3	3
Salary	$12,000	$24,000	$36,000	$36,000	$36,000	$36,000	$36,000
Tuition & Fees	$12,113	$24,468	$37,068	$37,440	$37,812	$38,190	$38,574
Total	$24,113	$48,468	$73,068	$73,440	$73,812	$74,190	$74,574

Projected Revenue. Assuming a base tuition rate of $12,113 per year (fall, spring, and summer) and an average of 19.75 credit hours per student per year with a 1% increase in the base tuition annually, the projected revenue from tuition and fees plus institutional reallocations is calculated as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Tuition & Fees Total	$121,130	$244,683	$370,694	$474,241	$478,984	$496,505	$501,470

Number of Students	10	20	30	38	38	39	39
Avg Number of Credit Hours	19.75	19.75	19.75	19.75	19.75	19.75	19.75
Institutional Reallocations	($82,017)	($91,214)	($106,625)	($210,801)	($215,169)	($231,312)	($235,895)
Total	$39,113	$153,468	$264,069	$263,440	$263,815	$265,193	$265,575

THEC Financial Projection Form

The heading above includes a link to the THEC Financial Projection Form.

Addendum to the Feasibility Report for the College of Education

Proposed PhD in Higher Education: Administration and Student Affairs Concentrations

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Introduction

This addendum to the original feasibility report for the College of Education emanates from an external request to provide local labor market data, particularly for the Upper Cumberland Region, for the proposed PhD in Higher Education. The sections that follow discuss the regional data as they pertain to the proposed PhD in Higher Education.

It is worthwhile emphasizing that such data is limited in its availability and scope. This is especially true when trying to identify reliable, peer reviewed data for Cookeville and the Upper Cumberland Region.

Additionally, a large share of potential graduates for this degree are not likely to find employment in the regions surrounding Tennessee Tech. The likelihood is higher that they would find employment throughout the state, but predicting where would be difficult. This circumstance shines a light on the value of such a degree in its flexibility to find employment outside the local area.

The original report provided salary data for the state of Tennessee, which was obtained from College and University Professional Association for Human Resources (CUPA-HR). This data is reliable, but as far as the authors can determine, cannot be disaggregated to a local or regional level such as something specific to middle Tennessee. Additionally, the BLS data that is in the report is limited in its ability to be broken down geographically.

Given the aforementioned points, an additional search for data on local and regional need for other regions in TN did produce some results. This information is presented in the sections that follow.

Bureau of Labor and Statistics

Using careeronestop.org, a source offered by the U.S. Bureau of Labor and Statistics (BLS) Occupational Outlook Handbook for Post Secondary Education Administrators (Handbook), salary information can be found based on zip code in the state of TN.

When a search is conducted for wage information on Post Secondary Education Administrators for "38506," which is consistent with the Cookeville, TN area, careeronestop provides *only data for the U.S.* (see career 38506):[1]

High salary: U.S. 199400
Median salary: U.S. 97500
Low salary: U.S. 56310

When a search is conducted for wage information on Post Secondary Education Administrators for "38103," Memphis TN area, careeronestop provides the following information for the Memphis area (U.S. data is provided as a reference) (see career 38103):

High salary: Memphis 208000 (U.S. 199400)
Median salary: Memphis 93210 (U.S. 97500)
Low salary: Memphis 56260 (U.S. 56310)

When a search is conducted for wage information on Post Secondary Education Administrators for "37203," Nashville TN area, careeronestop provides *only data for the U.S* (see career 38103):

High salary: U.S. 199400
Median salary: U.S. 97500
Low salary: U.S. 56310

When a search is conducted for wage information on Post Secondary Education Administrators for the Chattanooga TN area, careeronestop provides *only data for the U.S* (see career Chattanooga):

High salary: U.S. 199400
Median salary: U.S. 97500
Low salary: U.S. 56310

When a search is conducted for wage information on Post Secondary Education Administrators for the Knoxville TN area, careeronestop provides the following information for the Knoxville area (U.S. data is provided as a reference) (see career Knoxville):

[1] Careeronestop defines the region in and around Cookeville TN, including such zips as "38506" and "38501" as "North Central TN" A search of "Cookeville" produces *only data for the U.S.* Identical salary data is found for "38501"

High salary: Knoxville 202880 (U.S. 199400)
Median salary: Knoxville 88780 (U.S. 97500)
Low salary: Knoxville 55860 (U.S. 56310)

REMI

Data for the Upper Cumberland Region is available through the REMI economic impact software. This is customized data available in the baseline forecast that is updated on an annual basis.

Despite the majority share of graduates with an advanced degree in higher education likely finding work outside the region surrounding Tennessee Tech, information is presented here for the Upper Cumberland Region. This region comprises fourteen counties, including Putnam, that is traditionally associated with the middle part of Tennessee.

In addition, while the data presented here is specific to the Upper Cumberland Region, it is not disaggregated to represent occupations requiring an advanced degree in higher education or those specific to academia. For example, REMI offers a broad category of "Education, training and library occupations" and breaks down employment figures by sub-categories, such as "Post-secondary teachers," "Other teachers and instructors," etc. As a result, interpretation of the data should be made with caution.

Table A presents jobs, as measured in "Individuals (Jobs)" for the Upper Cumberland Region (UCR) for "Post-secondary teachers" for the years 2018-2025 (REMI, UC Occupations, post). REMI provides a forecast for various indicators using a standard regional control.[i]

Table A: Jobs, UCR, Post-secondary teachers

2018	2019	2020	2021	2022	2023	2024	2025
1488.846	1507.442	1519.044	1524.272	1529.466	1538.915	1549.803	1559.746

Table B presents jobs, as measured in "Individuals (Jobs)" for the Upper Cumberland Region (UCR) for "Other teachers and instructors" for the years 2018-2025 (REMI, UC Occupations, other).

Table B: Jobs, UCR, Other teachers and instructors

2018	2019	2020	2021	2022	2023	2024	2025
1135.297	1150.473	1160.717	1164.644	1168.247	1174.717	1181.880	1187.582

REMI provides data on earnings by place of work for the Upper Cumberland Region for broadly defined occupations. A few occupations, which may be relevant to the proposed PhD in Higher Education Administration include "Educational services; private" and "Administrative and support services." Table C presents the annual earnings for these broadly defined occupations for the Upper Cumberland Region

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(REMI, Earnings, UCR). Because the data here is likely more broadly defined than the specific nature of the proposed PhD in Higher Education, interpretations should be made with caution.

Table C: Earnings by occupations, UCR (thousands of fixed (2018) dollars)

	2018	2019	2020	2021	2022	2023	2024	2025
Educational services, private	31189.607	32216.843	33336.779	34146.985	34939.506	35716.035	36479.118	37201.616
Administrative and support services	260330.751	268336.519	276808.994	283751.553	290758.105	298036.759	306082.341	314222.941

REMI provides data on various indicators for the Upper Cumberland Region for "Educational services; private" (REMI, Detailed, UCR). Because data for the Upper Cumberland Region is limited and only available in broad categories, interpretation of the data should be made with caution.

Table D presents a regional purchase coefficient, which is "a measure of the share of demand for goods and services that is supplied locally" (IMPLAN).[2] For example, a higher coefficient in a particular industry signals that local suppliers are likely providing a relatively high share of the demand for goods and services for that sector (as opposed to that demand being satisfied by imports).[3] The coefficients presented in the table suggest that local producers within the Upper Cumberland offer a relatively low share of services in the sector defined as "Educational services, private."

Labor Productivity, which is defined as "Output divided by Employment (Output per Employee)," is provided in Table D (REMI definitions). The inclusion of this indicator is meant to highlight its increasing trend over time for "Educational services, private."

Table D: Detailed, UCR, Various

	2018	2019	2020	2021	2022	2023	2024	2025
Regional Purchase Coefficient	.017	.017	.017	.017	.017	.017	.017	.017
Labor Productivity	55.495	55.868	56.194	56.760	57.381	57.862	58.308	58.759

Summary

This addendum to the original feasibility report presents regional data for the state of Tennessee as part of assessing local and regional need/demand. The data, particularly for the Upper Cumberland Region,

[2] The REMI definition is as follows: the proportion of the regional demand for a good or service that is fulfilled by regional production, as opposed to being fulfilled by imports from other regions.

[3] The REMI definition is as follows: the proportion of the regional demand for a good or service that is fulfilled by regional production, as opposed to being fulfilled by imports from other regions.

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is limited in availability and varies by industrial classification. As a result, forming conclusions remains difficult. However, it serves the purpose of adding to the overall report to help with the decision-making process.

[i] REMI Policy Insight is a professional forecasting system that accounts for Tennessee's industrial linkages and trade flows to provide detailed impacts resulting from a given change in economic conditions. The software uses a baseline forecast, known as a standard regional control, that simulates how the regional economy would perform given the industrial linkages and trade flows in place over time. The software is updated and calibrated with customized economic data for the state of TN (version 2.3.1).

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Tennessee Higher Education Commission
Appendix A: THEC Financial Projections Form
Tennessee Technological University
Higher Education PhD; 13.406

Seven-year projections are required for doctoral programs.
Five-year projections are required for baccalaureate and Master's degree programs
Three-year projections are required for associate degrees and undergraduate certificates.
Projections should include cost of living increases per year.
Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
I. Expenditures								
A. One-time Expenditures								
New/Renovated Space[1]	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Equipment	$ -	-	$ 2,000	$ 2,000	$ -	$ -	$ -	$ -
Library	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Travel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-Total One-time	$ -	$ -	$ 2,000	$ 2,000	$ -	$ -	$ -	$ -
B. Recurring Expenditures								
Personnel								
Administration								
Salary	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Benefits	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-Total Administration	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Faculty								
Salary		$ 15,000	$ 75,000	$ 136,800	$ 138,627	$ 140,481	$ 142,364	$ 144,274
Benefits	$ -		$ 25,800	$ 52,374	$ 53,160	$ 53,957	$ 54,766	$ 55,588
Sub-Total Faculty	$ -	$ 15,000	$ 100,800	$ 189,174	$ 191,787	$ 194,438	$ 197,130	$ 199,862
Support Staff								
Salary	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Benefits	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-Total Support Staff	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Graduate Assistants								
Salary	$ -	$ 12,000	$ 24,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000
Benefits	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Tuition and Fees* (See Below)	$ -	$ 12,113	$ 24,468	$ 37,069	$ 37,440	$ 37,815	$ 38,193	$ 38,575
Sub-Total Graduate Assistants	$ -	$ 24,113	$ 48,468	$ 73,069	$ 73,440	$ 73,815	$ 74,193	$ 74,575
Operating								
Travel	$ -		$ 2,000	$ 2,000	$ 3,000	$ 3,000	$ 4,000	$ 4,000
Printing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sub-Total Operating	$ -	$ -	$ 2,000	$ 2,000	$ 3,000	$ 3,000	$ 4,000	$ 4,000
Total Recurring	**$ -**	**$ 39,113**	**$ 151,268**	**$ 264,243**	**$ 268,227**	**$ 271,253**	**$ 275,323**	**$ 278,437**
TOTAL EXPENDITURES (A + B)	**$ -**	**$ 39,113**	**$ 153,268**	**$ 266,243**	**$ 268,227**	**$ 271,253**	**$ 275,323**	**$ 278,437**

***If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	$ -	$ 12,113.00	$ 12,234.13	$ 12,356.47	$ 12,480.04	$ 12,604.84	$ 12,730.88	$ 12,858.19
Number of Graduate Assistants	-	1	2	3	3	3	3	3

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
II. Revenue								
Tuition and Fees[2]	$ -	$ 121,130	$ 244,683	$ 370,694	$ 474,241	$ 478,984	$ 496,505	$ 501,470
Institutional Reallocations[3]	$ -	$ (82,017)	$ (91,414)	$ (104,451)	$ (206,015)	$ (207,731)	$ (221,182)	$ (223,033)
Federal Grants[4]	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Grants or Gifts[5]	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other[6]	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BALANCED BUDGET LINE	**$ -**	**$ 39,113**	**$ 153,268**	**$ 266,243**	**$ 268,227**	**$ 271,253**	**$ 275,323**	**$ 278,437**

Notes:

@BCL@E81679B6.xlsx

(1) Provide the funding source(s) for the new or renovated space.

(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.

Revenue is expected to be generated in Year 1. Tuition increase is assumed at 1% each year.

(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

(6) Provide information regarding other sources of the funding.

A cost of living increase of 1.5% has been calculated in faculty salary.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Diversity & Diversity Scholarship Update

9.1

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Dr. Owens

PURPOSE & KEY POINTS: Chief Diversity Officer Owens will update on the University's diversity recruitment plan and the University diversity scholarships.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Athletics Update

9.1

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Mark Wilson

PURPOSE & KEY POINTS: Athletics Director Wilson will review the 2020-21 year in athletics including the impact of COVID-19, outcome of teams' seasons, and academic success.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Enrollment Projections

9.1

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER(S): Dr. Johnson

PURPOSE & KEY POINTS: Vice President Johnson will present projections for fall 2021 enrollment.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Faculty Promotions

10.1

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTERS: Dr. Lori Bruce, Provost

PURPOSE & KEY POINTS: Decisions and supporting documentation for granting promotions to eligible faculty members.

Tennessee Tech University

Board of Trustees

FACULTY PROMOTION CERTIFICATION STATEMENT

Twenty-six faculty members are hereby recommended for promotion beginning August 2021.

Zero faculty members are recommended for promotion by exception.

Number of faculty at each rank prior to recommendations:

35	Instructor
12	Senior Instructor
55	Lecturer
15	Senior Lecturer
90	Assistant Professor
117	Associate Professor
124	Professor

The recommendations for promotion include the following:

0	from Instructor to Senior Instructor
5	from Lecturer to Senior Lecturer
12	from Assistant to Associate Professor
9	from Associate to Professor

If these recommendations are approved, the distribution of rank among the faculty members at Tennessee Tech University in Fall 2021, including new positions being anticipated will be:

RANK	NUMBER	PERCENTAGE
Instructor	35	8%
Senior Instructor	12	3%
Lecturer	55	12%
Senior Lecturer	15	3%
Assistant Professor	90	20%
Associate Professor	117	26 %
Professor	124	28%

The percentage of total faculty recommended for promotion in June 2021 is 6%.

DATE: May 12, 2021

Tennessee Tech University
Board of Trustees

FACULTY PROMOTION RECOMMENDATIONS FOR 2021 – 2022

Recommended personnel are listed alphabetically by last name.

	Name	Department/Division	Proposed Rank	Current Rank
1	Atkinson, Megan	Volpe Library	Associate Professor	Assistant Professor
2	Baker, Jane	Curriculum & Instruction	Professor	Associate Professor
3	Baker, Julie	Teacher Education	Professor	Associate Professor
4	Carrick, Jesse	Chemistry	Professor	Associate Professor
5	Daniels, Jared	Mathematics	Senior Lecturer	Lecturer
6	Davis, Ann	Accounting	Professor	Associate Professor
7	Frye, Steve	Interdisciplinary Studies	Professor	Associate Professor
8	Gaetjens, Stuart	Volpe Library	Associate Professor	Assistant Professor
9	Garner, Steve	Accounting	Associate Professor	Assistant Professor
10	Gichuhi, Wilson	Chemistry	Associate Professor	Assistant Professor
11	Hunt, Helen	English	Associate Professor	Assistant Professor
12	Isbell, Janet	Teacher Education	Professor	Associate Professor
13	Kazanas, Stephanie	Counseling & Psychology	Associate Professor	Assistant Professor
14	Kim, Duckbong	Manufacturing & Engineering Technology	Associate Professor	Assistant Professor
15	Lee, Emily	Nursing	Associate Professor	Assistant Professor
16	Luke, Chad	Counseling & Psychology	Professor	Associate Professor
17	Meadows, Jennifer	Curriculum & Instruction	Associate Professor	Assistant Professor
18	Mestayer, Colleen	Communication	Senior Lecturer	Lecturer

Tennessee Tech University
Board of Trustees

19	Pech, Wesley	Economics, Finance & Marketing	Professor	Associate Professor
20	Richards, Jessica	Exercise Science	Associate Professor	Assistant Professor
21	Roberts, Toni	Nursing	Senior Lecturer	Lecturer
22	Spears, Amber	Curriculum & Instruction	Associate Professor	Assistant Professor
23	Swallows, Jerry	Biology	Senior Lecturer	Lecturer
24	Talbert, Doug	Computer Science	Professor	Associate Professor
25	Thurmond, Paul	Music	Senior Lecturer	Lecturer
26	VandenBerge, Daniel	Civil & Environmental Engineering	Associate Professor	Assistant Professor

10.1

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Review of Audit Committee Charter

10.1

☒ **Review** ☐ **Action** ☐ **No action required**

PRESENTERS: Deanna Metts, Director of Internal Audit

PURPOSE & KEY POINTS:

In accordance with the Audit Committee Charter, the Audit & Business Committee must review and assess the adequacy of the Audit Committee Charter every 4 years or as needed, whichever is earlier, and request Board approval for any changes.

As 4 years have almost passed since the current charter was adopted by the Board, it is being presented for review and assessment. No changes to the charter are recommended at this time.

Tennessee Tech University

Audit Committee Charter

I. Purpose

The Audit & Business Committee ("Committee"), a standing committee of the Tennessee Tech Board, will operate in compliance with the "State of Tennessee Audit Committee Act of 2005" (Tennessee Code Annotated Title 4, Chapter 35) and will assist the Board in fulfilling its responsibilities by reporting regularly to the Board about Committee activities and issues that arise.

The Committee will provide oversight in the following areas:

A. Audit engagements with the Tennessee Comptroller's Office, including the integrity of financial statements and compliance with legal and regulatory requirements,
B. Audit engagements with external auditors,
C. Internal Audit activities,
D. Internal Audit administration,
E. Internal controls and compliance with laws, regulations, and other requirements,
F. Risk and control assessments,
G. Fraud, waste, and abuse prevention, detection, and reporting, and
H. Other areas as directed by the Board.

II. Authority

The Committee has the authority to conduct or authorize audits or investigations into any matter within its scope of responsibility. The Committee is authorized to:

A. Seek any information it requires from employees or external parties. Employees are directed to cooperate with the Committee's requests,
B. Have access to all books, records, and physical properties of Tennessee Tech,
C. Meet with Board and institutional officials, external and internal auditors, legal counsel, or others as necessary, and
D. Delegate authority to subcommittees, providing that such decisions by any subcommittee are presented to the full Committee at its next scheduled meeting.

III. Responsibilities

The Committee has responsibilities for the following:

A. Tennessee Comptroller's Office Audits ("State Auditors")
    1. Understand the scope and approach used by the State Auditors in conducting their examinations,

2. Review results of the Comptroller's examinations of financial statements and any other matters related to the conduct of the audits,
3. Review with management and legal counsel any legal matters (including pending litigation) that may have a material impact on the financial statements, and any material reports or inquiries from regulatory or governmental agencies,
4. Ensure that the Comptroller is notified of any indications of fraud in the manner prescribed by the Comptroller,
5. Resolve any differences between management and the Comptroller's auditors regarding financial reporting, and
6. Meet, as needed, with the Comptroller's auditors to discuss any matters that the Committee or State Auditors deem appropriate.

B. External Audits
   1. Understand the scope and approach used by the external auditors in conducting their examinations,
   2. Review results of the external auditors' examinations and any other matters related to the conduct of the external audits, and
   3. Meet, as needed, with the external auditors to discuss any matters that the Committee or external auditors deem appropriate.

C. Internal Audit Activities
   1. Ensure that the Director of Internal Audit reports directly to the Committee and has direct and unrestricted access to the chair and other committee members,
   2. Review and approve the charter for the Tennessee Tech's Internal Audit department,
   3. Review and approve the annual audit plans for Tennessee Tech's Internal Audit department, including management's request for unplanned audits,
   4. Receive and review significant results of internal audits performed,
   5. Work with Tennessee Tech management and Internal Audit to assist with the resolution of cooperation issues and to ensure the implementation of audit recommendations,
   6. Review the results of the year's work with the Director of Internal Audit, and
   7. Ensure the Tennessee Tech Internal Audit function maintains a quality assurance and improvement program, including internal procedures and assessments and a periodic external quality assessment of conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing.*

D. Internal Audit Administration
   1. Ensure the Director of Internal Audit's administrative reporting relationship to the President is independent.
   2. Ensure that Tennessee Tech Internal Audit has adequate resources in terms of staff and budget to effectively perform its responsibilities.

3. Review and approve the appointment, compensation, reassignment, or dismissal of the Director of Internal Audit.

E. Risk, Internal Control and Compliance
   1. Consider the effectiveness of the internal control system and compliance with laws and regulations, including computerized information system controls and security,
   2. Review and evaluate risk assessments performed by institutional management and the Board, and
   3. Inform the Comptroller of the Treasury of the results of risk assessments and controls completed by Tennessee Tech management.

F. Fraud
   1. Ensure that the Board and the institution have an effective process in place to prevent, detect, and report fraud, waste and abuse.
   2. Facilitate audit and investigative matters, including advising auditors and investigators of any pertinent information received by the Committee.

G. Other
   1. Review and assess the adequacy of the Committee's charter every four years or as needed, whichever is earlier, requesting Board approval for any proposed changes.
   2. Ensure there are procedures for the receipt, retention, and treatment of complaints about accounting, internal controls, or auditing matters.
   3. Review Tennessee Tech's code of conduct and /or policies regarding employee conduct to ensure that they are easy to access, are widely distributed, are easy to understand and implement, include a confidential mechanism for reporting code violations, are enforced, and include a conflict of interest policy.
   4. Review Tennessee Tech's conflict of interest policy to ensure that the term "conflict of interest" is clearly defined, the policy is comprehensive, annual signoff is required, and potential conflicts are adequately resolved and documented.

10.1

IV. Independence

Each Committee member shall be independent in fact and appearance of any interests that are in conflict with their duties as a Committee member.

V. Membership

A. Pursuant to Tennessee Code Annotated Section 4-35-104, the Committee shall have at least three but not more than five members,
B. The Committee and its chair shall be nominated and approved by the Board.
C. Each Committee member shall serve for a term not to exceed two years and may be reappointed,

D. The Committee chair shall serve for a term not to exceed two years and may be reappointed,
E. The Committee chair preferably shall have accounting and financial management expertise, and
F. The other members of the Committee shall be generally knowledgeable in financial, management, and auditing matters.

VI. Meetings

A. The Committee shall meet as necessary, but at least annually, and also whenever requested by the chair of the Committee or Board or the Comptroller of the Treasury.
B. The Committee may invite Board management, auditors, or others to attend and provide relevant information.
C. The Board Secretary or designee shall take minutes at each meeting of the Committee and maintain approved minutes as the official record of such meeting.
D. A majority of the members of the Committee shall constitute a quorum for the transaction of business.
E. All meetings of the Committee shall adhere to the Open Meetings Act, Tennessee Code Annotated Title 8, Chapter 44, except that pursuant to Tennessee Code Annotated Section 4-35-108(b), the Committee may hold confidential, nonpublic executive sessions for the sole purpose of discussing the following:
   1. Items deemed not subject to public inspection under Tennessee Code Annotated, Sections 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under state or federal law,
   2. Litigation,
   3. Audits or investigations, and
   4. Matters involving information under Tennessee Code Annotated Section 4-35-107(a) where the informant has requested anonymity.

Approvals

Approved by: _____ Date: 8-17-17
Teresa Vanhooser
Chair of the Audit & Business Committee

Approved by: _____ Date: 8/17/17
Thomas Jones
Chairman of the Board

Agenda Item Summary

Date: June 24, 2021

Agenda Item: FY2020-21 Estimated & FY2021-22 Proposed Budget

10.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS: Review recommendation and approval of Tennessee Tech's FY2020-21 Estimated and FY2021-22 Proposed Budgets.

Estimated Budget is the final budget for fiscal year 2020-21. This budget is an estimate of how resources will be collected and expended for the year and will closely compare to our financial statements prepared at end-of-year. The Proposed Budget for fiscal year 2021-22 is our operating plan to begin the new fiscal year. The Proposed Budget is revised in October of each year (Revised Budget) to reflect fall semester enrollments and other changes that may have occurred. The Revised Budget is approved by the Board of Trustees at their December meeting.

Both the Estimated Budget and the Proposed Budget include budget line items for Educational & General (E&G) revenues and expenses for the University's major operations, and Auxiliary Enterprise revenues and expenses. These budgets also include mandatory transfers which are resources set aside to service debt for the fiscal year. Non-mandatory transfers included in the budget are resources transferred to reserves and plant funds at the University's discretion.

E&G Revenues - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	% Change Over Current Estimate
Tuition and Fees	$ 98,752,800	$ 98,296,000	-0.46%
State Appropriations	$ 60,227,700	$ 63,514,400	5.46%
Contracts and IDC	$ 971,400	$ 971,400	0.00%
Sales and Services	$ 950,700	$ 872,500	-8.23%
Other Activities	$ 3,637,230	$ 3,490,910	-4.02%
Athletics (inlc student fee)	$ 5,795,770	$ 6,423,890	10.84%
Total Revenues	$ 170,335,600	$ 173,569,100	1.90%

E&G Expenses by Budget Category - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	
Instruction	$ 83,072,400	$ 77,398,100	-6.83%
Research	$ 4,476,000	$ 1,984,500	-55.66%
Public Service	$ 2,437,200	$ 2,014,100	-17.36%
Academic Support	$ 14,463,900	$ 13,049,300	-9.78%
Student Services	$ 22,504,600	$ 21,290,300	-5.40%
Institutional Support	$ 18,440,100	$ 18,218,200	-1.20%
Oper. & Maint. of Plant	$ 16,389,500	$ 15,514,700	-5.34%
Scholarships & Fellowships	$ 15,697,100	$ 16,194,300	3.17%
Total Expenses	$ 177,480,800	$ 165,663,500	-6.66%

E&G Expenses by Natural Classification - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	
Salaries and Wages	$ 81,195,228	$ 81,849,210	0.81%
Fringe Benefits	$ 35,920,974	$ 36,609,841	1.92%
Travel	$ 1,664,524	$ 1,638,892	-1.54%
Operating & Utilities	$ 40,594,841	$ 28,482,486	-29.84%
Scholarships & Fellowships	$ 16,474,990	$ 16,751,571	1.68%
Capital	$ 1,630,243	$ 331,500	-79.67%
Total Expenses	$ 177,480,800	$ 165,663,500	-6.66%

E&G Unrestricted Budget Summary - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	
Beginning Fund Balance	$ 31,094,136	$ 8,146,208	-73.80%
E&G Revenues	$ 170,335,600	$ 173,569,100	1.90%
E&G Expenses	$ 177,480,800	$ 165,663,500	-6.66%
Mandatory Transfers	$ 3,628,700	$ 3,628,700	0.00%
Non-mandatory Transfers	$ 12,510,400	$ 4,277,000	-65.81%
Ending Fund Balance	$ 7,809,836	$ 8,146,108	4.31%

Auxiliary Budget Summary - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	
Beginning Fund Balance	$ 1,579,064	$ 922,592	-41.57%
Aux Revenues	$ 18,451,800	$ 18,429,100	-0.12%
Aux Expenses	$ 8,017,400	$ 8,032,700	0.19%
Mandatory Transfers	$ 7,068,300	$ 7,082,100	0.20%
Non-mandatory Transfers	$ 3,686,200	$ 3,314,200	-10.09%
Ending Fund Balance	$ 1,258,964	$ 922,692	-26.71%

TOTAL Budget Summary - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22	
Beginning Fund Balance	$ 32,673,200	$ 9,068,800	-72.24%
Total Revenues	$ 188,787,400	$ 191,998,200	1.70%
Total Expenses	$ 185,498,200	$ 173,696,200	-6.36%
Mandatory Transfers	$ 10,697,000	$ 10,710,800	0.13%
Non-mandatory Transfers	$ 16,196,600	$ 7,591,200	-53.13%
Ending Fund Balance	$ 9,068,800	$ 9,068,800	0.00%

Breakdown of E&G Fund Balance - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	
	Beginning Fund Balance	**Ending Fund Balance**
Allocation for Encumbrances	$ 1,643,388	$ -
Allocation for Working Capital	$ 4,531,370	$ 4,532,700
Special Allocations*	$ 26,205,400	$ 4,536,100
Unallocated Balance	$ 291,700	$ -
Total E&G Fund Balance	**$ 32,671,858**	**$ 9,068,800**
*2% to 5% Reserve	$ 21,450,377	$ 3,613,476
*Student Activity Fee	$ 1,322,338	$ -
*Technology Access Fee	$ 604,148	$ -
*Specialized Academic Course Fee	$ 1,900,619	$ -
Total Special Allocations	$ 25,277,482	$ 3,613,476
*Aux Contingency	$ 927,934	$ 922,592

	Proposed Budget FY2021-22	
	Beginning Fund Balance	**Ending Fund Balance**
Allocation for Encumbrances	$ -	$ -
Allocation for Working Capital	$ 4,532,700	$ 4,532,700
Special Allocations*	$ 4,536,100	$ 4,536,100
Unallocated Balance	$ -	$ -
Total E&G Fund Balance	**$ 9,068,800**	**$ 9,068,800**
*2% to 5% Reserve	$ 3,613,476	$ 3,613,466
*Student Activity Fee	$ -	$ -
*Technology Access Fee	$ -	$ -
*Specialized Academic Course Fee	$ -	$ -
Total Special Allocations	$ 3,613,476	$ 3,613,466
*Aux Contingency	$ 922,592	$ 922,592

E&G Transfers - Current Estimate FY2020-21 and Proposed Budget FY2021-22

	Current Estimate FY2020-21	Proposed Budget FY2021-22
	Debt Service and Unexpended Plant	
Debt Service Perf Contract	$ 491,074	$ 491,074
Debt Service Fitness Center	$ 1,630,000	$ 1,630,000
Debt Service Univ Center	$ 89,460	$ 89,460
Debt Service Lab Science	$ 646,673	$ 646,673
Debt Service Eblen Center	$ 196,810	$ 196,810
Deb Service Str Cond	$ 121,000	$ 121,000
Facilities Development (fee)	$ 290,115	$ 269,115
Parking and Transportation	$ 1,061,740	$ 1,061,740
Extraordinary Maintenance	$ 650,000	$ 650,000
Tucker Stad Turf	$ 773,409	
Quillen Lighting	$ 870,000	
Small Projects	$ 2,132,111	$ 345,890
Total Debt Service & Unexp Plant	$ 8,952,392	$ 5,501,762
	Renewal and Replacement	
IT Computer Equipment	$ 77,110	$ 77,110
Electronic Upgrades	$ 350,000	$ 350,000
Equipment - Departments	$ 880,875	$ 842,792
Reserves	$ 744,765	
Strat. Invest & Beautification	$ 3,000,000	
Anticipate Early Graduation	$ 1,133,986	$ 1,133,986
ERP System Replacement	$ 1,000,000	$ -
Total R&R	$ 7,186,736	$ 2,403,888
GRAND TOTAL All Transfers	**$ 16,139,128**	**$ 7,905,650**

10.2

Reserves - Proposed Budget FY2021-22 - Beginning July 1

		Unexpended Plant
Land Purchases	$	2,795,171
New Construction:		
Science Building	$	4,752,074
Fitness & Rec Center	$	2,803,973
Agriculture Facility	$	(9,114)
Shipley Farm Hay Barns	$	5,235
Football Offices	$	512,252
Athletic Pavilion	$	735
Chiller - Innovation Hall	$	2,300,000
Innovation Residence Hall	$	1,000,000
Steam Plant Conversion	$	293,617
Parking & Transportation	$	4,962,020
Landscaping	$	231,337
Residence Hall Rvn & Roof	$	1,098,173
Roaden Center Rvn	$	559,769
Eblen Center Rvn	$	1,690,308
Tucker Stadium Turf	$	773,409
Data Center Fire Suppression	$	404,459
Cap Quad Steam Line Rep	$	922,755
Dixie Steam Line Rep	$	116,364
Various Academic Upgrades	$	2,398,352
Infrastructure & HVAC	$	162,346
Advising Center	$	208,391
Campus Gateway Signage	$	300,000
Craft Center Housing Roof	$	350,000
Quillen Field Lighting Upgrade	$	870,000
ERP System Replacement	$	1,000,000
Extraordinary Maint	$	2,691,813
Lab Science AV Equipment	$	1,206,576
Facilities Development Fee	$	1,869,920
Band Practice Field	$	149,750
Regional Consulting Grp	$	517,638
Depts. Small Projects	$	147,043
Other Small Projects	$	487,308
Total Unexpended Plant	$	37,571,673
		Renewal and Replacement
Auxiliary - Housing	$	15,274,101
Auxiliary - Other	$	15,979,892
Computer Center	$	3,098,521
Technology Update	$	2,126,325
Telecommunication	$	570,915
Printing & Photo Srv	$	209,864
Roaden Center	$	239,688
Eblen Center	$	528,751
Motor Pool	$	596,236
Online Fee	$	1,111,416
Craft Center R&R	$	310,126
Departmental R&R	$	83,607
University Reserve	$	6,816,677
RR Anticpated Early Graduation	$	1,133,986
ERP System Replacement	$	1,000,000
Strate. Investment Beautif	$	3,000,000
Total R&R	$	52,080,105
GRAND TOTAL All Reserves	**$**	**89,651,778**

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Tennessee Tech University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2021-22

	Actual 2019-20	October Budget 2020-21	Estimated Budget 2020-21	% Change Over Actual	July Budget 2021-22	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	2,347,579	1,643,400	1,643,400	-30.0	0	-100.0
Allocation for Working Capital	2,914,811	4,532,700	4,532,700	55.5	4,532,700	55.5
Special Allocations	13,339,245	26,205,400	26,205,400	96.5	4,536,100	-66.0
Unallocated Balance	111,100	291,700	291,700	162.6	0	-100.0
Total Unrestricted Current Fund Balances	18,712,735	32,673,200	32,673,200	74.6	9,068,800	-51.5
Revenues						
Education and General						
Tuition and Fees	99,719,243	97,464,900	98,752,800	-01.0	98,296,000	-01.4
State Appropriations	59,784,763	60,227,700	60,227,700	00.7	63,514,400	06.2
Federal Grants and Contracts	1,385,773	869,700	869,700	-37.2	869,700	-37.2
Local Grants and Contracts	10,616	3,200	3,200	-69.9	3,200	-69.9
State Grants and Contracts	201,766	59,400	59,400	-70.6	59,400	-70.6
Private Grants and Contracts	108,043	39,100	39,100	-63.8	39,100	-63.8
Private Gifts	194	0	0	-100.0	0	-100.0
Sales & Services of Educ Activities	743,258	741,200	950,700	27.9	872,500	17.4
Sales & Services of Other Activities	8,275,248	7,729,800	8,045,700	-02.8	8,707,300	05.2
Other Sources	2,627,913	1,301,000	1,387,300	-47.2	1,207,500	-54.1
Total Education and General	172,856,817	168,436,000	170,335,600	-01.5	173,569,100	00.4
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	18,557,121	18,384,200	18,451,800	-00.6	18,429,100	-00.7
Total Revenues	191,413,938	186,820,200	188,787,400	-01.4	191,998,200	00.3
Expenditures and Transfers						
Education and General						
Instruction	70,928,419	85,825,800	83,072,400	17.1	77,398,100	09.1
Research	2,061,670	4,354,200	4,476,000	117.1	1,984,500	-03.7
Public Service	2,036,262	2,285,600	2,437,200	19.7	2,014,100	-01.1
Academic Support	12,563,977	14,093,200	14,463,900	15.1	13,049,300	03.9
Student Services	19,966,883	21,884,500	22,504,600	12.7	21,290,300	06.6
Institutional Support	14,285,375	17,974,000	18,440,100	29.1	18,218,200	27.5
Operation & Maintenance of Plant	11,729,317	16,154,100	16,389,500	39.7	15,514,700	32.3
Scholarships & Fellowships	14,721,264	15,698,400	15,697,100	06.6	16,194,300	10.0
Total Education and General	148,293,167	178,269,800	177,480,800	19.7	165,663,500	11.7
Mandatory Transfers for:						
Principal & Interest	1,698,836	3,618,700	3,628,700	113.6	3,628,700	113.6
Renewals & Replacements	0	0	0		0	

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Form I

Run Date 01-MAY-2021
Run Time 01:01 PM

Tennessee Tech University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2021-22

	Actual 2019-20	October Budget 2020-21	Estimated Budget 2020-21	% Change Over Actual	July Budget 2021-22	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	1,698,836	3,618,700	3,628,700	113.6	3,628,700	113.6
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	3,489,928	2,858,400	4,916,400	40.9	1,465,800	-58.0
Transfers to Renewal & Replacements	3,867,526	2,696,000	7,186,700	85.8	2,403,900	-37.8
Transfers to Other Funds	1,504,239	602,500	407,300	-72.9	407,300	-72.9
Transfers from Unexpended Plant Fund	0	0	0		0	
Transfers from Renewal & Replacements	0	0	0		0	
Transfers from Other Funds	20,189	0	0	-100.0	0	-100.0
Total Non-Mandatory Transfers	8,881,882	6,156,900	12,510,400	40.9	4,277,000	-51.8
Total Education and General	158,873,885	188,045,400	193,619,900	21.9	173,569,200	09.2
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	6,780,063	7,366,500	8,017,400	18.2	8,032,700	18.5
Total Auxiliary Expenditures	6,780,063	7,366,500	8,017,400	18.2	8,032,700	18.5
Mandatory Transfers for:						
Principal & Interest	4,379,672	6,719,300	7,068,300	61.4	7,082,100	61.7
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	4,379,672	6,719,300	7,068,300	61.4	7,082,100	61.7
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	7,419,866	4,621,600	3,686,200	-50.3	3,314,200	-55.3
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers from Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	7,419,866	4,621,600	3,686,200	-50.3	3,314,200	-55.3
Total Auxiliary Enterprises	18,579,601	18,707,400	18,771,900	01.0	18,429,000	-00.8
Total Expenditures And Transfers	177,453,486	206,752,800	212,391,800	19.7	191,998,200	08.2
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

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Tennessee Tech University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2021-22

Run Date 01-MAY-2021
Run Time 01:01 PM

	Actual 2019-20	October Budget 2020-21	Estimated Budget 2020-21	% Change Over Actual	July Budget 2021-22	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	1,643,388	0	0	-100.0	0	-100.0
Allocation for Working Capital	4,532,685	4,532,700	4,532,700	00.0	4,532,700	00.0
Special Allocations	26,205,416	8,207,900	4,536,100	-82.7	4,536,100	-82.7
Unallocated Balance	291,698	0	0	-100.0	0	-100.0
Total Unrestricted Current Fund Balances	32,673,187	12,740,600	9,068,800	-72.2	9,068,800	-72.2

10.2

FZRJF01 TBR8: 1.1 Run Date 01-MAY-2021
Form I Run Time 01:01 PM

Tennessee Tech University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2021-22
* * * Report Control Information * * *
Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	1826563
Chart:	T
Budget Id:	FY2021
Budget Phase 5:	205A
Budget Phase 2:	212R
Budget Phase 3:	213E
Budget Phase 4:	224P
Fund:	
Begin Page Number:	1
Suppress Zero Amounts:	N

TTU Budget Summary and Budget Analysis Documents

The complete Budget Summary and Budget Analysis documents can be viewed on the Budgeting, Planning, Reporting and Analysis website at:

Direct Link to document – **Summary**:

https://www.tntech.edu/businessoffice/pdf/budget/Budget_Summary_July_21-22.pdf

Direct Link to document – **Analysis**:

https://www.tntech.edu/businessoffice/pdf/budget/Budget_Analysis_Forms_July21-22.pdf

Historical Budget documents (FY2011 through FY2020):

Budget **Summary**: https://www.tntech.edu/businessoffice/bpra/budgetary-info.php

Budget **Analysis**: https://www.tntech.edu/businessoffice/bpra/budgetary-info.php

Office of the President

TENNESSEE TECH

May 7, 2021

Submitting on behalf of Tennessee Tech University (TTU) a crosswalk of organizational changes/updates with a proposed implementation date of July 1, 2021, as follows:

10.2

Diversity & Inclusion

- Add Diversity & Inclusion as a direct report to the President
- Realign Access & Diversity as a direct report to Diversity & Inclusion
- Realign Diversity Scholarship Program as a direct report to Access & Diversity
- Realign Ethics and Diversity as a direct report to Access & Diversity

Communications & Marketing

- Add Brand Communication as direct report to Communications & Marketing
- Realign Creative Services as direct report to Brand Communication
- Realign Social Media as direct report to Brand Communication
- Rename Interactive Marketing to Interactive Media
- Remove Media Production Services

Intercollegiate Athletics

- Add Faculty Athletics Representative as a direct report to the President and a dotted line to Intercollegiate Athletics
- Add NCAA Certification & Compliance as a direct report to the President and a dotted line to Intercollegiate Athletics
- Add Academic Success/Student-Athlete Welfare as a direct report to Intercollegiate Athletics
- Add Athletic Performance/Strength & Conditioning as a direct report to Intercollegiate Athletics
- Add Athletics Business/Personnel Management as a direct report to Intercollegiate Athletics
- Add Athletics Development as a direct report to Intercollegiate Athletics
- Add Athletics External Relations as a direct report to Intercollegiate Athletics
- Add Golden Eagle Golf Club as a direct report to Intercollegiate Athletics
- Add NCAA Compliance/Senior Woman Administrator as a direct report to Intercollegiate Athletics
- Add Sports Nutrition as a direct report to Intercollegiate Athletics
- Add Sports Information/Broadcasting as a direct report to Intercollegiate Athletics
- Add Sports Medicine/Athletics Training as a direct report to Intercollegiate Athletics

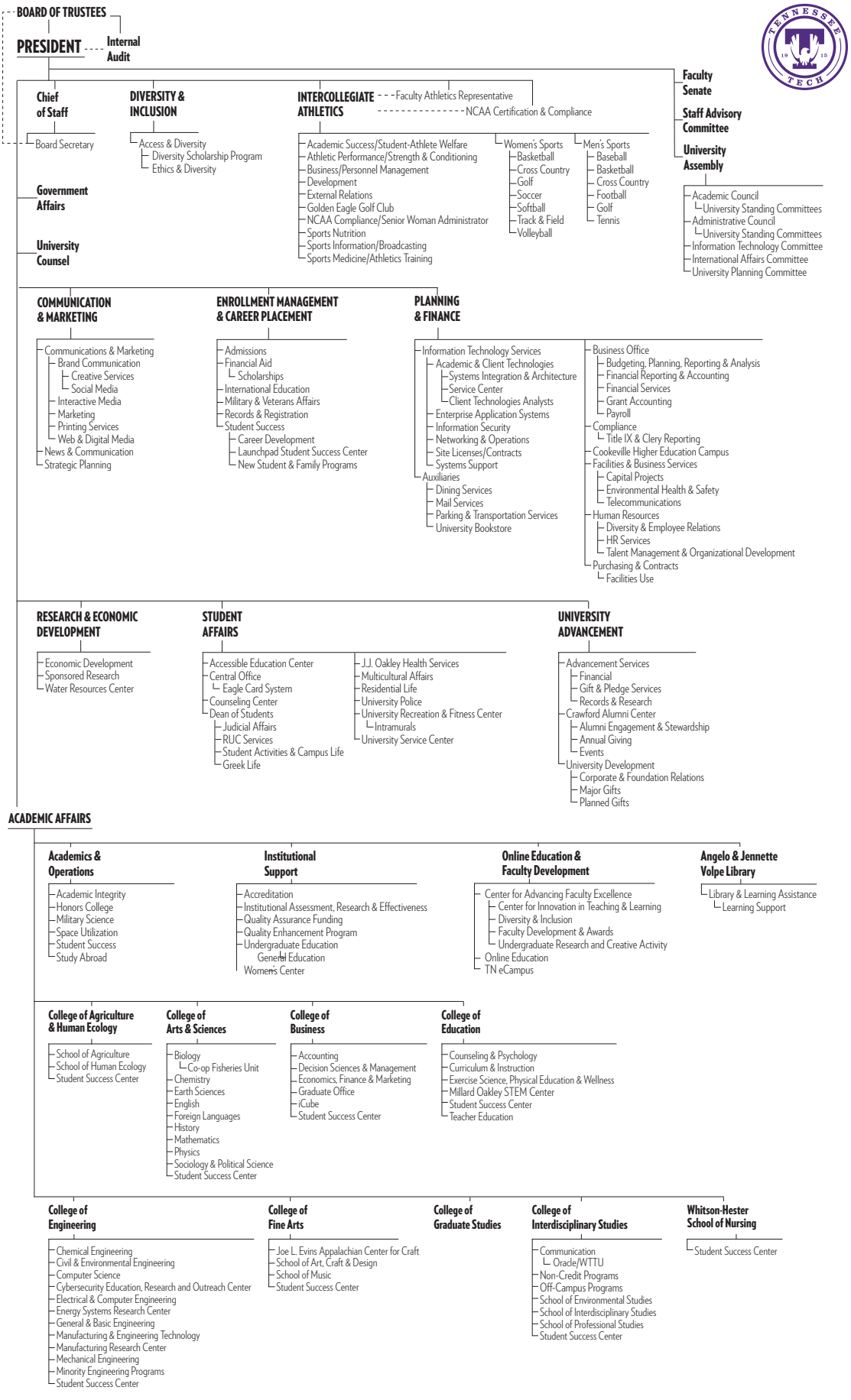
Tennessee Tech / Campus Box 5007 / Cookeville, TN 38505 / P. 931-372-3241 / F. 931-372-6332 / tntech.edu/president

- Add Women's Sports as a direct report to Intercollegiate Athletics
- Add Basketball as a direct report to Women's Sports
- Add Cross Country as a direct report to Women's Sports
- Add Golf as a direct report to Women's Sports
- Add Soccer as a direct report to Women's Sports
- Add Softball as a direct report to Women's Sports
- Add Track & Field as a direct report to Women's Sports
- Add Volleyball as a direct report to Women's Sports
- Add Men's Sports as a direct report to Intercollegiate Athletics
- Add Baseball as a direct report to Men's Sports
- Add Basketball as a direct report to Men's Sports
- Add Cross Country as a direct report to Men's Sports
- Add Football as a direct report to Men's Sports
- Add Golf as a direct report to Men's Sports
- Add Tennis as a direct report to Men's Sports

Student Affairs

- Realign Multicultural Affairs as a direct report to Student Affairs
- Realign University Service Center as a direct report to Student Affairs

Dr. Philip B. Oldham, President


BOARD OF TRUSTEES
PRESIDENT
Internal Audit
Chief of Staff
Board Secretary
DIVERSITY & INCLUSION
Access & Diversity
Diversity Scholarship Program
Ethics & Diversity
INTERCOLLEGIATE ATHLETICS
Faculty Athletics Representative
NCAA Certification & Compliance
Academic Success/Student-Athlete Welfare
Athletic Performance/Strength & Conditioning
Business/Personnel Management
Development
External Relations
Golden Eagle Golf Club
NCAA Compliance/Senior Woman Administrator
Sports Nutrition
Sports Information/Broadcasting
Sports Medicine/Athletics Training
Women's Sports
Basketball
Cross Country
Golf
Soccer
Softball
Track & Field
Volleyball
Men's Sports
Baseball
Basketball
Cross Country
Football
Golf
Tennis
Faculty Senate
Staff Advisory Committee
University Assembly
Academic Council
University Standing Committees
Administrative Council
University Standing Committees
Information Technology Committee
International Affairs Committee
University Planning Committee
Government Affairs
University Counsel
COMMUNICATION & MARKETING
Communications & Marketing
Brand Communication
Creative Services
Social Media
Interactive Media
Marketing
Printing Services
Web & Digital Media
News & Communication
Strategic Planning
ENROLLMENT MANAGEMENT & CAREER PLACEMENT
Admissions
Financial Aid
Scholarships
International Education
Military & Veterans Affairs
Records & Registration
Student Success
Career Development
Launchpad Student Success Center
New Student & Family Programs
PLANNING & FINANCE
Information Technology Services
Academic & Client Technologies
Systems Integration & Architecture
Service Center
Client Technologies Analysts
Enterprise Application Systems
Information Security
Networking & Operations
Site Licenses/Contracts
Systems Support
Auxiliaries
Dining Services
Mail Services
Parking & Transportation Services
University Bookstore
Business Office
Budgeting, Planning, Reporting & Analysis
Financial Reporting & Accounting
Financial Services
Grant Accounting
Payroll
Compliance
Title IX & Clery Reporting
Cookeville Higher Education Campus
Facilities & Business Services
Capital Projects
Environmental Health & Safety
Telecommunications
Human Resources
Diversity & Employee Relations
HR Services
Talent Management & Organizational Development
Purchasing & Contracts
Facilities Use
RESEARCH & ECONOMIC DEVELOPMENT
Economic Development
Sponsored Research
Water Resources Center
STUDENT AFFAIRS
Accessible Education Center
Central Office
Eagle Card System
Counseling Center
Dean of Students
Judicial Affairs
RUC Services
Student Activities & Campus Life
Greek Life
J.J. Oakley Health Services
Multicultural Affairs
Residential Life
University Police
University Recreation & Fitness Center
Intramurals
University Service Center
UNIVERSITY ADVANCEMENT
Advancement Services
Financial
Gift & Pledge Services
Records & Research
Crawford Alumni Center
Alumni Engagement & Stewardship
Annual Giving
Events
University Development
Corporate & Foundation Relations
Major Gifts
Planned Gifts
ACADEMIC AFFAIRS
Academics & Operations
Academic Integrity
Honors College
Military Science
Space Utilization
Student Success
Study Abroad
Institutional Support
Accreditation
Institutional Assessment, Research & Effectiveness
Quality Assurance Funding
Quality Enhancement Program
Undergraduate Education
General Education
Women's Center
Online Education & Faculty Development
Center for Advancing Faculty Excellence
Center for Innovation in Teaching & Learning
Diversity & Inclusion
Faculty Development & Awards
Undergraduate Research and Creative Activity
Online Education
TN eCampus
Angelo & Jennette Volpe Library
Library & Learning Assistance
Learning Support
College of Agriculture & Human Ecology
School of Agriculture
School of Human Ecology
Student Success Center
College of Arts & Sciences
Biology
Co-op Fisheries Unit
Chemistry
Earth Sciences
English
Foreign Languages
History
Mathematics
Physics
Sociology & Political Science
Student Success Center
College of Business
Accounting
Decision Sciences & Management
Economics, Finance & Marketing
Graduate Office
iCube
Student Success Center
College of Education
Counseling & Psychology
Curriculum & Instruction
Exercise Science, Physical Education & Wellness
Millard Oakley STEM Center
Student Success Center
Teacher Education
College of Engineering
Chemical Engineering
Civil & Environmental Engineering
Computer Science
Cybersecurity Education, Research and Outreach Center
Electrical & Computer Engineering
Energy Systems Research Center
General & Basic Engineering
Manufacturing & Engineering Technology
Manufacturing Research Center
Mechanical Engineering
Minority Engineering Programs
Student Success Center
College of Fine Arts
Joe L. Evins Appalachian Center for Craft
School of Art, Craft & Design
School of Music
Student Success Center
College of Graduate Studies
College of Interdisciplinary Studies
Communication
Oracle/WTTU
Non-Credit Programs
Off-Campus Programs
School of Environmental Studies
School of Interdisciplinary Studies
School of Professional Studies
Student Success Center
Whitson-Hester School of Nursing
Student Success Center
July 1, 2021

10.2

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Disclosed Projects FY 2021-22

10.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS: Review and approval for FY2021-22 Capital Budget Amendment.

Capital Disclosure: FY2021-22

						Funding Source					
	SPA	Project	Project Description**	Project Cost	New Sq. Ft.	TSSBA	Gifts	Grants	Auxiliary	Gift-in-Place	Plant Funds
1	TTU	Hooper Eblen Center Restroom Upgrades	Upgrade the restrooms and bring them up to present day codes. Replace fixtures, finishes and equipment.	$ 500,000							$ 500,000
2	TTU	New Hall South HVAC Upgrade	Upgrade the existing fan coil units in New Hall South so they can operate in dehumidification mode. The work will include controls and control valve upgrades with wireless DDC controls.	$ 880,000					$ 880,000		
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											

** Provide a duplicate of the Project Description from the DB70 sheet. Additional brief summary comments may be added for support justification.

10.2

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Hooper Eblen Center Restroom Upgrades
City/County: Cookeville/Putnam

2 Fiscal Year: 2021-2022 **Priority**

3		New		Reno/Maint
	Capital Outlay			
	Capital Maintenance	0	Gross Sq.Ft.	0
x	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:
Upgrade the restrooms and bring them up to present day codes. Replace fixtures, finishes and equipment.

Proj. Type: Maintenance
If new const., is it in the Master Plan:
Will the project add to E&G area?: No

5 Total Project	This Request		Estimated Building Construction Cost: 0
400,000	400,000	Building Construction	
0	0	Site & Utilities	
0	0	Built-in Equipment	
400,000	400,000	**Bid Target**	
40,000	40,000	Contingency: 10.00	10.00 percent
440,000	440,000	**MACC** (Maximum Allowable Construction Cost)	
42,840	42,840	Fee: 35/LogP-1.15=	9.73638829 Renovation
0	0	Movable Equipment	
0	0	first other	
0	0	second other	
17,160	17,160	Administration & Miscellaneous	
500,000	500,000	**Total Cost**	

6 Funding Request:

	THIS REQUEST	
500,000	500,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
500,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: New Hall South HVAC Upgrade
City/County: Cookeville/Putnam

2 Fiscal Year: 2021-22 **Priority** 999

3

		New		Reno/Maint
	Capital Outlay			
	Capital Maintenance	0	Gross Sq.Ft.	0
X	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Upgrade the existing fan coil units in New Hall South so they can operate in dehumidification mode. The work will include controls and control valve upgrades with wireless DDC controls.

Proj. Typ: Maintenance

If new const., is it in the Master Plan:

Will the project add to E&G area? No

5

Total Project	This Request			
		Estimated Building Construction Cost:		0
650,000	650,000	Building Construction		
0	0	Site & Utilities		
0	0	Built-in Equipment		
650,000	650,000	**Bid Target**		
65,000	65,000	Contingency:	10.00 10.00	percent
715,000	715,000	**MACC** (Maximum Allowable Construction Cost)		
66,494	66,494	Fee:	9.29999018	Renovation
0	0	Movable Equipment		
70,000	70,000	first other	*Commissioning*	
0	0	second other		
28,506	28,506	Administration & Miscellaneous		
880,000	880,000	**Total Cost**		

6 Funding Request:

	THIS REQUEST		
0	0	STATE funds	
0	0	FEDERAL funds	
880,000	880,000	Local and Institutional Funds	Plant Funds (Aux-Housing)

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	880,000	Plant Funds (Aux-Housing)
880,000	0	
plus This Request	0	
880,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Capital Budget FY2022-23

10.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS: Review and approval for the FY2022-23 capital budget requests.

CAPITAL OUTLAY REQUEST
FY 2022-23 thru 2026-27

							A	B	C = B / A	D = A - B
FY	**Priority**	**SPA**	**Project Name**	**Project Description****	**Project Type**	**New Square Footage**	**Reno. Or Replaced SF**	**Project Cost**	**Committed External Funds**	**Percent Match***	**State Funds Request**
2022-23	**1**	TTU	Johnson Hall Renovation	Complete Renovation of Johnson Hall and demolition of Foster Hall.	Major Renovation	-	68,171	$20,000,000	$800,000	4%	$19,200,000
2022-23	**2**									0%	$0
2022-23	**3**									0%	$0
2022-23	**4**									0%	$0
2022-23	**5**									0%	$0

** Provide a duplicate of the Project Description from the DB70 sheet. Additional brief summary comments may be added for support justification.

Out-Years

FY	Priority	Institution	Project Name	Project Description	Project Type	New Square Footage	Reno. Or Replaced Square Footage	Project Cost	Committed External Funds	Percent Match	State Funds Request
2023-24	1	TTU	Academic Classroom Building	Demolish Matthews/Daniel Hall. Construct new academic classroom building on same site. Renovate the adjacent Crawford Hall and connect to the new building.	Major Renovation	21,700	42,042	$22,000,000	$1,440,000	7%	$20,560,000
2023-24	2									0%	$0
2023-24	3									0%	$0
2023-24	4									0%	$0
2023-24	5									0%	$0
										0%	$0
2024-25	1	TTU	Renovate Prescott and Brown Halls	Complete renovation of Prescott and Brown Halls.	Major Renovation		166,956	$55,000,000	$2,200,000	4%	$52,800,000
2024-25	2									0%	$0
2024-25	3									0%	$0
2024-25	4									0%	$0
2024-25	5									0%	$0
										0%	$0
2025-26	1	TTU	Academic Wellness Center Upgrades & Repurpose	Complete renovation of the Academic Wellness Center.	Major Renovation		84,227	$15,500,000	$620,000	4%	$14,880,000
2025-26	2									0%	$0
2025-26	3									0%	$0
2025-26	4									0%	$0
2025-26	5									0%	$0
										0%	$0
2026-27	1	TTU	Engineering Building #2	New engineering building for Mechanical Engineering and Manufacturing & Engineering Technology.	New Construction	100,000		$65,000,000	$5,200,000	8%	$59,800,000
2026-27	2									0%	$0
2026-27	3									0%	$0
2026-27	4									0%	$0
2026-27	5									0%	$0

Capital Maintenance Request: FY2022-23

Governing Board: Tennessee Tech
2022-23 Maintenance Allocation: $9,328,000

Fiscal Year	Priority*	Institution	Project	Project Cost	Project Description
2022-23		1 TTU	Craft Center HVAC Upgrades	$ 1,140,000	Replace air handlers and fan coil units in the Administration & Gallery building, and replace pipe insulation in Administration & Gallery, Glass & Metals, Cool Wing and Clay buildings.
2022-23		2 TTU	Craft Center Generator and Fire Pump Upgrades	$ 500,000	Install a generator to provide power to the sprinkler system fire pump during power outages. Relocate the fire pump and bring it up to present day codes.
2022-23		3 TTU	Foundation Hall Upgrades	$ 6,000,000	Provide building systems and related space upgrades.
2022-23		4 TTU	Roaden University Center HVAC Upgrades	$ 500,000	Replace air handlers one and three, and the air handler serving Which Wich. Clean the ductwork on air handler two.

10.2

2022-23	5	TTU	Elevator Upgrades	$	750,000	Upgrades will be made to several elevators on campus. Upgrades will include, but not be limited to, door restrictors, cylinder replacements, power unit upgrades, controls and cab refurbishments for safer operability.
2022-23	6	TTU	Stormwater System Repairs	$	500,000	Repair underground stormwater piping in the campus area west of Willow Avenue.
2022-23	7					
2022-23	8					
2022-23	9					
2022-23	10					
			Total Project Cost	$	9,390,000	

10.2

* Requests are not limited to 10. Insert more rows if there are more projects to recommend. Total costs must fall within allocation.

Capital Maintenance Out-Years: FY 2023-24 through 2026-27

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2023-24	1				
2023-24	2				
2023-24	3				
2023-24	4				
2023-24	5				
2023-24	6				
2023-24	7				
2023-24	8				
2023-24	9				
2023-24	10				

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Johnson Hall Renovation
City/County: Cookeville/Putnam

2 Fiscal Year: 2022-2023 **Priority** 1

3		New		Reno/Maint
X	Capital Outlay			
	Capital Maintenance	0	Gross Sq.Ft.	68,171
	Disclosure	0	Net Sq.Ft.	63,095
X	Designer Required	0.00	Cost/Sq.Ft.	208.75

4 Project Description:
Complete renovation of Johnson Hall, demolition of Foster Hall and relocation/upgrade of associated utilities and underground infrastructure.

Proj. Type: Improvement | If new const., is it in the Master Plan: | Will the project add to E&G area?: No

5 Total Project	This Request		Estimated Building Construction Cost: 14,230,696
13,200,000	13,200,000	Building Construction	
1,030,000	1,030,000	Site & Utilities	
0	0	Built-in Equipment	
14,230,000	14,230,000	**Bid Target**	
1,423,000	1,423,000	Contingency: 10.00	10.00 percent
15,653,000	15,653,000	**MACC** (Maximum Allowable Construction Cost)	
1,132,943	1,132,943	Fee: 35/LogP-1.15=	7.23786809 Renovation
2,380,000	2,380,000	Movable Equipment	
40,000	40,000	first other *Haz. Mat. & Env. Consultant*	
0	0	second other	
794,057	794,057	Administration & Miscellaneous	
20,000,000	20,000,000	**Total Cost**	

6 Funding Request:

THIS REQUEST		
19,200,000	19,200,000	STATE funds
0	0	FEDERAL funds
800,000	800,000	Local and Institutional Funds — Plant Funds (Non-aux) Match

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
20,000,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

10.2

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Craft Center HVAC Upgrades
City/County: Smithville/Dekalb

2 Fiscal Year: 2022-2023 **Priority** 1

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Replace air handlers and fan coil units in the Administration & Gallery building, and replace pipe insulation in Administration & Gallery, Glass & Metals, Cool Wing and Clay buildings.

Proj. Type: Maintenance
If new const., is it in the Master Plan:
Will the project add to E&G area? No

5 Total Project	This Request			
		Estimated Building Construction Cost:		0
910,000	910,000	Building Construction		
0	0	Site & Utilities		
0	0	Built-in Equipment		
910,000	910,000	**Bid Target**		
91,000	91,000	Contingency:	10.00 10.00	percent
1,001,000	1,001,000	**MACC** (Maximum Allowable Construction Cost)		
90,288	90,288	Fee:	35/LogP-1.15= 9.01981128	Renovation
0	0	Movable Equipment		
0	0	first other		
0	0	second other		
49,794	49,794	Administration & Miscellaneous		
1,141,082	1,141,082	**Total Cost**		

6 Funding Request:	THIS REQUEST	
1,141,082	1,141,082	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
1,141,082	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

10.2

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Craft Center Generator and Fire Pump Upgrades
City/County: Smithville/Dekalb

2 Fiscal Year: 2022-2023 **Priority** 2

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Install a generator to provide power to the sprinkler system fire pump during power outages. Relocate the fire pump and bring it up to present day codes.

Proj. Type: Maintenance
If new const., is it in the Master Plan:
Will the project add to E&G area? Yes

5

Total Project	This Request			
400,000	400,000	Building Construction		
0	0	Site & Utilities		
0	0	Built-in Equipment		
400,000	400,000	**Bid Target**		
40,000	40,000	Contingency:	10.00	10.00 percent
440,000	440,000	**MACC** (Maximum Allowable Construction Cost)		
42,840	42,840	Fee:	35/LogP-1.15=	9.73638829
0	0	Movable Equipment		
0	0	first other		
0	0	second other		
17,160	17,160	Administration & Miscellaneous		
500,000	500,000	**Total Cost**		

Estimated Building Construction Cost: 0

Renovation

6 Funding Request:

THIS REQUEST		
500,000	500,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
500,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

10.2

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Foundation Hall Upgrades
City/County: Cookeville/Putnam

2 Fiscal Year: 2022-2023 **Priority** 3

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	134,228
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:
Provide building systems and related space upgrades.

Proj. Type: Maintenance | If new const., is it in the Master Plan: | Will the project add to E&G area?: No

5 Total Project	This Request		Estimated Building Construction Cost: 0
4,750,000	4,750,000	Building Construction	
0	0	Site & Utilities	
0	0	Built-in Equipment	
4,750,000	4,750,000	**Bid Target**	
475,000	475,000	Contingency: 10.00	10.00 percent
5,225,000	5,225,000	**MACC** (Maximum Allowable Construction Cost)	
410,542	410,542	Fee: 7.85727765	Renovation
0	0	Movable Equipment	
30,000	30,000	first other *Haz. Mat. & Env. Consultant*	
30,000	30,000	second other *AV Consultants*	
304,458	304,458	Administration & Miscellaneous	
6,000,000	6,000,000	**Total Cost**	

6 Funding Request:

THIS REQUEST		
6,000,000	6,000,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project: 0	0	
	0	
	0	
plus This Request: 6,000,000	0	
	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

10.2

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Roaden University Center HVAC Upgrades
City/County: Cookeville/Putnam

2 Fiscal Year: 2022-2023 **Priority** 4

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Replace air handlers one and three, and the air handler serving Which Wich. Clean the ductwork on air handler two.

Proj. Type | If new const., is it in the Master Plan: Yes | Will the project add to E&G area?: Yes

5 Total Project	This Request		Estimated Building Construction Cost: 0
380,000	380,000	Building Construction	
0	0	Site & Utilities	
0	0	Built-in Equipment	
380,000	380,000	**Bid Target**	
38,000	38,000	Contingency: 10.00	10.00 percent
418,000	418,000	**MACC** (Maximum Allowable Construction Cost)	
40,900	40,900	Fee: 9.78489714	Renovation
0	0	Movable Equipment	
0	0	first other	
0	0	second other	
41,100	41,100	Administration & Miscellaneous	
500,000	500,000	**Total Cost**	

6 Funding Request:	THIS REQUEST	
500,000	500,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
500,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: TTU
Project: Elevator Upgrades
City/County: Cookeville/Putnam

2 **Fiscal Year:** 2022-2023 **Priority** 5

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 **Project Description:**

Upgrades will be made to several elevators on campus. Upgrades will include, but not be limited to, door restrictors, cylinder replacements, power unit upgrades, controls and cab refurbishments for safer operability.

Proj. Type | If new const., is it in the Master Plan | Will the project add to E&G area? No

5	Total Project	This Request			
			Estimated Building Construction Cost:		0
	575,000	575,000	Building Construction		
	0	0	Site & Utilities		
	0	0	Built-in Equipment		
	575,000	575,000	**Bid Target**		
	57,500	57,500	Contingency:	10.00 10.00	percent
	632,500	632,500	**MACC** (Maximum Allowable Construction Cost)		
	59,495	59,495	Fee:	9.40645681	Renovation
	0	0	Movable Equipment		
	0	0	first other		
	0	0	second other		
	58,005	58,005	Administration & Miscellaneous		
	750,000	750,000	**Total Cost**		

6 **Funding Request:**

	THIS REQUEST	
750,000	750,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 **Previous SBC Approved Funding:**

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
750,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 **Designer:** Unassigned

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: TTU
Project: Stormwater System Repairs
City/County: Cookeville/Putnam

2 Fiscal Year: 2022-2023 **Priority** 6

3		New		Reno/Maint
	Capital Outlay			
X	Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
X	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:
Repair underground stormwater piping in the campus area west of Willow Avenue.

Proj. Type: Maintenance
If new const., is it in the Master Plan:
Will the project add to E&G area? No

5 Total Project	This Request			
		Estimated Building Construction Cost:		0
400,000	400,000	Building Construction		
0	0	Site & Utilities		
0	0	Built-in Equipment		
400,000	400,000	**Bid Target**		
40,000	40,000	Contingency:	10.00 10.00	percent
440,000	440,000	**MACC** (Maximum Allowable Construction Cost)		
42,840	42,840	Fee:	35/LogP-1.15= 9.73638829	Renovation
0	0	Movable Equipment		
0	0	first other		
0	0	second other		
17,160	17,160	Administration & Miscellaneous		
500,000	500,000	**Total Cost**		

6 Funding Request:

THIS REQUEST		
500,000	500,000	STATE funds
0	0	FEDERAL funds
0	0	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
500,000	0	

8 SBC Action: If an existing project, SBC Project No.: NA

Action Date	SBC Action

9 Designer: Unassigned

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Maintenance & Mandatory Fees

10.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS:

Recommendation of Tennessee Tech's FY2021-22 maintenance and mandatory fees.

Tennessee Tech University
Proposed Maintenance Fee Increase Analysis
For FTE Hours and Per Credit Hour

Fee Description	For FTE				Per Credit Hour			
	Fall 2021	Fall 2022	$ Increase	% Increase	Fall 2021	Fall 2022	$ Increase	% Increase
Undergraduate Maintenance*								
In-State Tuition (Prior Fall 2020)	4,020.00	4,098.00	78.00	1.94%	319.00	325.00	6.00	1.88%
In-State Tuition Over Base (Prior Fall 2020)					64.00	66.00	2.00	3.13%
In-State Tution (Flat Rate Model)	4,530.00	4,620.00	90.00	1.99%	319.00	325.00	6.00	1.88%
Graduate Maintenance*								
In-State Tuition	5,344.00	5,448.00	104.00	1.95%	514.00	524.00	10.00	1.95%
In-State Tuition Over Base					102.00	104.00	2.00	1.96%
TN eCampus Fees**								
TN eCampus Tuition (Undergraduate)					319.00	325.00	6.00	1.88%
TN eCampus Course Fee (Undergraduate)					128.00	130.00	2.00	1.56%
TN eCampus Tuition (Graduate)					514.00	514.00	-	0.00%
TN eCampus Course Fee (Graduate)					128.00	130.00	2.00	1.56%
Out-of-State Tuition (Domestic)***								
Out-of-State Tuition (Undergraduate)	2,100.00	2,100.00	-	0.0%	140.00	140.00	-	0.00%
Out-of-State Tuition (Graduate)	1,680.00	1,680.00	-	0.0%	140.00	140.00	-	0.00%
Out-of-State Tuition (International)****								
Out-of-State Tuition (Undergraduate)	6,874.00	6,874.00	-	0.0%	661.00	661.00	-	0.00%
Out-of-State Tuition Overbase (Undergraduate)					132.00	132.00	-	0.00%
Out-of-State Tuition (Graduate)	7,550.00	7,550.00	-	0.0%	726.00	726.00	-	0.00%
Out-of-State Tuition Overbase (Graduate)					145.00	145.00	-	0.00%
TTU Online and Alternate Delivery Fee**								
Online and Alternate Delivery Fee					128.00	130.00	2.00	1.56%

* *Base hours for undergraduate is 12 hours and graduate is 10 hours. FTE for Undergraduate is 15 Hours and 12 Hours for Graduate. FTE for Flat Rate Model is 12 hours.*

** *Charges are by credit hour with no maximum.*

*** *Charged in addition to In-State Tuition for U.S. citizen out-of-state residents. Flat rate for UG FTE at 12 hours and GR FTE at 10 hours.*

**** *Charged in addition to In-State Tuition for non U.S. citizens. Base hours for undergraduate is 12 hours and graduate is 10 hours. FTE for Undergraduate is 15 Hours and 12 Hours for Graduate*

10.2

Institutions	2020-21 Maintenance Fee per SCH [1]	2020-21 Maintenance Fee	2020-21 Mandatory Fee	2020-21 Combined	2021-22 Maintenance Fee per SCH [2]	2021-22 Total Mandatory Fee	2021-22 Combined	2021-22 Percent Increases Maintenance Fee	2021-22 Percent Increases Mandatory Fee	2021-22 Percent Increases Combined	2021-22 Total Fees Maintenance Fee	2021-22 Total Fees Mandatory Fee	2021-22 Total Fees Combined	Are these fees compliant with the THEC tuition and tuition and mandatory fee ranges?	
Tennessee Tech (Flat Rate Model)	$ 302	$ 9,060	$ 1,278	$ 10,338	$ 308	$ 1,282	$ 10,522	1.99%	0.31%	1.78%	$ 9,240	$ 1,282	$ 10,522	Compliant	Compliant

1 - For all flat rate models, THEC divides the flat rate for tuition by 15 credit hours (the THEC definition for full-time status). This becomes the institution's maintenance fee per SCH.
2 - For all flat rate models, please divide the flat rate by 30 to determine the maintenance fee per SCH.

Institution	2020-21 Maintenance Fee per SCH (1-12)	2020-21 Maintenance Fee per SCH (12+)	2020-21 Maintenance Fee	2020-21 Mandatory Fee	2020-21 Combined	2021-22 Maintenance Fee per SCH (1-12)	2021-22 Maintenance Fee per SCH (12+)	2021-22 Mandatory Fee	2021-22 Percent Increases Maintenance Fee	2021-22 Percent Increases Mandatory Fee	2021-22 Percent Increases Combined	2021-22 Total Fees Maintenance Fee	2021-22 Total Fees Mandatory Fee	2021-22 Total Fees Combined	Are these fees compliant with the THEC tuition and tuition and mandatory fee ranges?	
Tennessee Tech (Admitted prior to Fall 2020)	$ 319	$ 64	$ 8,040	$ 1,278	$ 9,318	$ 325	$ 66	$ 1,282	1.94%	0.31%	1.72%	$ 8,196	$ 1,282	$ 9,478	Compliant	Compliant

10.2

2021-22 Guidance Tuition Ranges [1]

2021-22 Maintenance and Mandatory Fee Increase Scenario and Comparison - 2.00% Limit

Institutions	2020-21 Maintenance Fee	2020-21 Mandatory Fee	2020-21 Combined	2021-22 Maximums Maintenance Fee	2021-22 Maximums Mandatory Fee	2021-22 Maximums Combined	Combined Increase	Combined % Increase	2021-22 Binding Ranges: Maintenance Fee Minimum	Maintenance Fee Maximum	Maintenance + Mandatory Fees Minimum	Maintenance + Mandatory Fees Maximum	Expected Maintenance	Compliant?	Expected Maint. & Mand.	Compliant?
Austin Peay	$ 7,044	$ 1,583	$ 8,627	$ 7,185	$ 1,615	$ 8,800	$ 173	2.00%	$0 or Less	$ 141	$0 or Less	$ 173	$ -	Compliant	$ -	Compliant
East Tennessee	$ 7,572	$ 1,919	$ 9,491	$ 7,723	$ 1,957	$ 9,681	$ 190	2.00%	$0 or Less	$ 151	$0 or Less	$ 190	$ -	Compliant	$ -	Compliant
Middle Tennessee	$ 7,554	$ 1,870	$ 9,424	$ 7,705	$ 1,907	$ 9,612	$ 188	2.00%	$0 or Less	$ 151	$0 or Less	$ 188	$ -	Compliant	$ -	Compliant
Tennessee State	$ 7,026	$ 1,157	$ 8,183	$ 7,167	$ 1,180	$ 8,347	$ 164	2.00%	$0 or Less	$ 141	$0 or Less	$ 164	$ -	Compliant	$ -	Compliant
Tennessee Tech (Admitted prior to Fall 2020)	$ 8,040	$ 1,278	$ 9,318	$ 8,201	$ 1,304	$ 9,504	$ 186	2.00%	$0 or Less	$ 161	$0 or Less	$ 186	$ 8,196	Compliant	$ 8,196	Compliant
Tennessee Tech (Flat Rate Model)	$ 9,060	$ 1,278	$ 10,338	$ 9,241	$ 1,304	$ 10,545	$ 207	2.00%	$0 or Less	$ 181	$0 or Less	$ 207	$ 9,240	Compliant	$ 10,522	Compliant
University of Memphis (Undergrad Non-Guaranteed)	$ 8,208	$ 1,704	$ 9,912	$ 8,372	$ 1,738	$ 10,110	$ 198	2.00%	$0 or Less	$ 164	$0 or Less	$ 198	$ -	Compliant	$ -	Compliant
University of Memphis (Undergrad Guaranteed) [3]	$ 8,232	$ 1,704	$ 9,936	$ 8,397	$ 1,738	$ 10,135	$ 199	2.00%	$0 or Less	$ 165	$0 or Less	$ 199	$ -	Compliant	$ -	Compliant
Chattanooga	$ 4,242	$ 326	$ 4,568	$ 4,327	$ 333	$ 4,659	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Cleveland	$ 4,242	$ 306	$ 4,548	$ 4,327	$ 312	$ 4,639	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Columbia	$ 4,242	$ 340	$ 4,582	$ 4,327	$ 347	$ 4,674	$ 92	2.00%	$0 or Less	$ 85	$0 or Less	$ 92	$ -	Compliant	$ -	Compliant
Dyersburg	$ 4,242	$ 306	$ 4,548	$ 4,327	$ 312	$ 4,639	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Jackson	$ 4,242	$ 292	$ 4,534	$ 4,327	$ 298	$ 4,625	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Motlow	$ 4,242	$ 312	$ 4,554	$ 4,327	$ 318	$ 4,645	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Nashville	$ 4,242	$ 262	$ 4,504	$ 4,327	$ 267	$ 4,594	$ 90	2.00%	$0 or Less	$ 85	$0 or Less	$ 90	$ -	Compliant	$ -	Compliant
Northeast	$ 4,242	$ 318	$ 4,560	$ 4,327	$ 324	$ 4,651	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Pellissippi	$ 4,242	$ 346	$ 4,588	$ 4,327	$ 353	$ 4,680	$ 92	2.00%	$0 or Less	$ 85	$0 or Less	$ 92	$ -	Compliant	$ -	Compliant
Roane	$ 4,242	$ 310	$ 4,552	$ 4,327	$ 316	$ 4,643	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Southwest	$ 4,242	$ 326	$ 4,568	$ 4,327	$ 333	$ 4,659	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Volunteer	$ 4,242	$ 300	$ 4,542	$ 4,327	$ 306	$ 4,633	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
Walters	$ 4,242	$ 295	$ 4,537	$ 4,327	$ 301	$ 4,628	$ 91	2.00%	$0 or Less	$ 85	$0 or Less	$ 91	$ -	Compliant	$ -	Compliant
UT Chattanooga (UG - Soar in Four) [4]	$ 7,836	$ 1,820	$ 9,656	$ 7,993	$ 1,856	$ 9,849	$ 193	2.00%	$0 or Less	$ 157	$0 or Less	$ 193	$ -	Compliant	$ -	Compliant
UT Chattanooga (UG - Returning)	$ 7,060	$ 1,820	$ 8,880	$ 7,201	$ 1,856	$ 9,058	$ 178	2.00%	$0 or Less	$ 141	$0 or Less	$ 178	$ -	Compliant	$ -	Compliant
UT Knoxville	$ 11,332	$ 1,932	$ 13,264	$ 11,559	$ 1,971	$ 13,529	$ 265	2.00%	$0 or Less	$ 227	$0 or Less	$ 265	$ -	Compliant	$ -	Compliant
UT Martin	$ 8,214	$ 1,534	$ 9,748	$ 8,378	$ 1,565	$ 9,943	$ 195	2.00%	$0 or Less	$ 164	$0 or Less	$ 195	$ -	Compliant	$ -	Compliant
TN Colleges of Applied Tech	$ 3,687	$ 249	$ 3,936	$ 3,761	$ 254	$ 4,015	$ 79	2.00%	$0 or Less	$ 74	$0 or Less	$ 79	$ -	Compliant	$ -	Compliant
University Avg [5]	**$ 8,107**	**$ 1,644**	**$ 9,751**	**$ 8,269**	**$ 1,677**	**$ 9,946**	**$ 195**	2.00%	**$0 or Less**	**$ 162**	**$0 or Less**	**$ 195**				
Community College Avg	**$ 4,242**	**$ 311**	**$ 4,553**	**$ 4,327**	**$ 317**	**$ 4,644**	**$ 91**	2.00%	**$0 or Less**	**$ 85**	**$0 or Less**	**$ 91**				

1 -Tuition ranges are guidance until such time that the General Assembly approves a FY22 budget and the Higher Education Commission approves binding ranges.

2 -

3 - Beginning in 2019-20, the University of Memphis began to offer a "guaranteed tuition" option to undergraduate students. All incoming first-time, full-time freshmen will be eligible to enroll in the guaranteed tuition plan, which guarantees the Fall 2019 tuition rate for eight consecutive regular semesters if they take at least 12 student credit hours per semester.

4 - Beginning in 2019-20, first-time, full-time students enrolled at UT Chattanooga will pay a flat rate for 15 credit hours per semester, regardless of how many hours taken. Returning and part-time students will be charged a flat rate for 12 credit hours per semester, regardless of how many hours are taken.

5 - This average incorporates a weighted tuition for Tennessee Tech, University of Memphis and UT Chattanooga students to reflect differentiated tuition levels.

Tennessee Tech University
Fee Proposal Summary
FY2021-2022

MANDATORY FEES:

Program Service Fee		
(Student Mental Health and Wellness Component)	**$5.00 max/sem**	**$ 38,164**
Total Increase Per Fee Proposal		**$ 38,164**

10.2

TENNESSEE TECH UNIVERSITY
PROPOSED FEE CHANGES
2021-22

Description	Rates Current 2020-21	Rates Proposed 2021-22	Rates Increase	Annual Revenue Impact of Fee Change	Prior Fee Increases	Justification
MANDATORY FEES:						
Student Mental Health and Wellness						
(To be included as a component of the Program Service Fee, charged hourly and reaching a maximum at 6 hours)						
	$3.00 max/sem	**$5.00 max/sem**	**$2.00**	**$38,164**	2018-19-94 $3.00 max/sem	*Students seen by Counseling Center per academic year has increase 182% from 2008-2020. *Additional solution focused, breif-treatment session model, and psycho-education groups * Addiction workshops and suicide prevention workshops.
		Part-time per hour fee to be included with Program Service Fee per hour rate				

10.2

Tennessee Tech University
Proposed Program Service Fee Breakdown
Fall 21, Spring 22, and Summer 22

Program Service Fee Components

Description	Amount Per Semester	Amount Per Credit Hour
Student Activity Fee		
Fitness Center	**$ 48.00**	$ 8.00
Athletics Fee	**$ 248.00**	$ 42.00
Mental Health Wellness	**$ 5.00**	$ 0.83
Technology Access Fee	**$ 130.00**	$ 22.00
Debt Service Fee	**$ 29.00**	$ 5.00
Debt Service Fitness	**$ 100.00**	$ 17.00
Facilities Fee	**$ 51.00**	$ 8.50
Solo Fee	**$ 4.50**	$ 0.75
Superfund	**$ 25.50**	$ 4.25
	$ 641.00 *@ 6 hrs.*	$ 108.00 *rounded*

10.2

State of Tennessee

PUBLIC CHAPTER NO. 614

SENATE BILL NO. 1665

By Dickerson, Gresham, Yarbro

Substituted for: House Bill No. 1684

By Smith, Ragan, Daniel, Moody, Hardaway, Terry, Towns

AN ACT to amend Tennessee Code Annotated, Title 49, Chapter 11; Title 49, Chapter 7; Title 49, Chapter 8 and Title 49, Chapter 9, relative to higher education.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Title 49, Chapter 7, is amended by adding the following language as a new part:

49-7-1601.

This part shall be known and may be cited as the "Tuition Transparency and Accountability Act."

49-7-1602.

As used in this part:

(1) "Board" means the trustees of the University of Tennessee or a state university board, as applicable;

(2) "Cost of attendance" means the combined cost of tuition, mandatory fees, room and board, books, and other educational expenses as determined by the financial aid office of the postsecondary institution;

(3) "Predictive cost estimate" means a non-binding estimated cost of attending an undergraduate program at the postsecondary institution based on a student's chosen field of study over a four-year period. A predictive cost estimate may include, but is not limited to, potential tuition and mandatory fee increases, projected increases in tuition based on a student's chosen field of study, and historical trend data; and

(4) "Tuition and mandatory fees" means the charges imposed to attend the relevant institution of higher education as an in-state undergraduate student and all fees required as a condition of enrollment as determined by the board. "Tuition and mandatory fees" does not include fees charged to out-of-state students by institutions of higher education, room and board, or other non-mandatory fees and charges.

49-7-1603.

(a) At least fifteen (15) days prior to holding a meeting to adopt an increase in tuition and mandatory fees, a board shall give public notice of the proposed tuition and mandatory fee increase as an action item on the board's meeting agenda. Individuals shall be permitted to provide comments during the fifteen-day period. The public notice of the proposed tuition and mandatory fee increase shall, at a minimum, include:

(1) An explanation for the proposed tuition and mandatory fee increase;

(2) A statement specifying the purposes for which revenue derived from the tuition and mandatory fee increase will be used; and

(3) A description of the efforts to mitigate the effect of the tuition and mandatory fee increase on students.

(b)(1) By January 1, 2019, each board shall develop a list of factors that shall be considered when developing recommendations to increase tuition and mandatory fees. The factors shall include, at a minimum, the level of state support; total cost of attendance; and efforts to mitigate the financial effect on students.

(2) Each state university and each campus in the University of Tennessee system shall post on its website a summary of the recommendations pursuant to subdivision (b)(1).

49-7-1604.

By February 1 of each year, each governing board shall provide a report to the office of legislative budget analysis, for distribution to the general assembly, with information regarding expenditures of revenues derived from any tuition and fees increase in the previous full academic year. The report shall include how revenues were used, the effect on student financial aid, and the effect on the average total cost of attendance per student.

49-7-1605.

Beginning August 1, 2019, each state university and each campus in the University of Tennessee system shall provide, with a student's letter of acceptance, a predictive cost estimate for students applying for undergraduate degree programs for the 2020-2021 academic year and for academic years thereafter.

SECTION 2. This act shall take effect July 1, 2018, the public welfare requiring it.

SENATE BILL NO. 1665

PASSED: March 19, 2018

RANDY McNALLY
SPEAKER OF THE SENATE

BETH HARWELL, *SPEAKER*
HOUSE OF REPRESENTATIVES

APPROVED this 2nd **day of** April **2018**

BILL HASLAM, *GOVERNOR*

State of Tennessee

2018 Public Acts, Chapter 614

T.C.A. § 49-7-1603(b)

(1) By January 1, 2019, each board shall develop a list of factors that shall be considered when developing recommendations to increase tuition and mandatory fees. The factors shall include at a minimum, the level of state support, total cost of attendance, and efforts to mitigate the financial effect on students.

(2) Each state university and each campus in the University of Tennessee system shall post on its website a summary of the recommendations pursuant to subdivision (b)(1)

10.2

Mandatory factors:

1. Level of state support
2. Total cost of attendance
3. Efforts to mitigate the financial effect on students

Additional factors to consider:

1. THEC mandatory tuition and fee ranges
2. Comparison to peer institutions, competitor institutions, other LGIs
3. Higher Education Price Index

Tennessee Tech University

Comments Received Pursuant to Tennessee Code Annotated 49-7-1603

On May 29,2021 Tennessee Tech University published on its Board of Trustees Website a Notice of Proposed Tuition and Mandatory Fee Increase along with a mechanism for collecting comments regarding the proposed fee increase. Also, on May 29,2021 Tennessee Tech University published a notice of the upcoming June board meeting along with a solicitation for comments relating to the proposed increase in maintenance and mandatory fees. The comment period was closed on June 16,2021 in accordance with Tennessee Code Annotated 49-7-1603. Below is a summary of the comments received:

No public comments were received.

Agenda Item Summary

Date: June 24, 2021

Agenda Item: Non-Mandatory Fees

10.2

☐ **Review** ☒ **Action** ☐ **No action required**

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS:

Recommendation of Tennessee Tech's Non-Mandatory Specialized Academic Course Fee (SACF) Fee structure.

Tennessee Tech University
Fee Proposal Summary
FY2021-2022

NON-MANDATORY FEES:

Collapse SACF Fees into Maintenance

Ag & Human Ecology SACF	$20/ per hour	$ (202,250)	
Arts & Science SACF	$25/ per hour	$ (938,750)	
Education Upper Division SACF	$15/ per hour	$ (435,250)	
Fine Arts SACF	$20/ per hour	$ (233,750)	
Total Revenue Generated Per Fee Proposals			$ (1,810,000)

Change in Assessement of SACF Fees :

Business SACF	$425/ per semester	$ 1,091,604	
Education Ready to Teach SACF	$165/ per semester	$ 314,504	
Engineering SACF	$500/ per semester UG $650/ per semester GR	$ 2,588,572	
Nursing SACF	$650/ per semester	$ 650,830	
Total Revenue Generated Per Change In Fee Assessment			$ 4,645,510

TENNESSEE TECH UNIVERSITY
PROPOSED FEE CHANGES
2021-22

Description	Rates: Current 2020-21	Rates: Proposed 2021-22	Rates: Increase	Annual Revenue Impact of Fee Change	Prior Fee Increases	Justification
NON-MANDATORY FEES:						
Special Academic Course Fees (SACF)						
Agriculture & Human Ecology SACF	**$20 / per hour**	**Remove**		**($202,250)**	2017-18	*Collapse into general tuition
Arts & Sciences SACF	**$25 / per hour**	**Remove**		**($938,750)**	2017-18	*Collapse into general tuition
Business SACF	**$40 / per hour**	**$425 / per semester**	**Change Assessment**	**$1,091,604**	2019-20 2018-19 2017-18 2009-10 2003-04	*Create transparency and predictability for student charges
	UG $425 per semester and part time rate of $36					
	GR $425 per semester and part time rate of $43					
	Change name to Business Special Academic Fee					
Fine Arts SACF	**$20 / per hour**	**Remove**		**($233,750)**	2017-18	*Collapse into general tuition
Education Upper Division SACF	**$15 / per hour**	**Remove**		**($435,250)**	2017-18	*Collapse into general tuition
Education Ready to Teach (R2T) SACF	**$25 / per hour**	**$165 / per semester**	**Change Assessment**	**$314,504**	2012-13	*Create transparency and predictability for student charges
	UG $165 per semester and part time rate of $14					
	GR $165 per semester and part time rate of $17					
	Change name to Education Special Academic Fee					
Engineering SACF	**$65 / per hour**	**$500 UG, $650 GR / per semester**	**Change Assessment**	**$2,588,572**	2017-18 2016-17 2014-15 2002-03	*Create transparency and predictability for student charges
	UG $500 per semester and part time rate of $42					
	GR/DO $650 per semester and part time rate of $65					
	Change name to Engineering Special Academic Fee					
Nursing Graduate SACF	**$60 / per hour**	**$650 / per semester**	**Change Assessment**	**$650,830**	2018-19	*Create transparency and predictability for student
Nursing Undergraduate SACF	**$55 / per hour**	**$650 / per semester**	**Change Assessment**		2017-18	
Nursing TN eCampus SACF	**$30/ per hour**	**$650 / per semester**	**Change Assessment**		2012-13	
	UG $650 per semester and part time rate of $55					
	GR $650 per semester and part time rate of $65					
	Change name to Nursing Special Academic Fee					

10.2