



Middle Tennessee State University

Board of Trustees

Summer Quarterly Board Meeting

Tuesday, June 20, 2023
1:00 p.m.

MEC Meeting Room – 2nd Floor
Miller Education Center
503 East Bell Street
Murfreesboro, Tennessee 37130



**Middle Tennessee State University
Board of Trustees**

Quarterly Board Meeting

Tuesday, June 20, 2023
1:00 p.m.

AGENDA

Call to Order

Pledge of Allegiance

Introduction of Student-Veteran

Welcome and Opening Remarks

Roll Call

Minutes.....Tab 1
April 4, 2023 Spring Board Meeting

**Academic Affairs, Student Life and Athletics Committee Report
and Recommendations**Tab 2

- 1. Approval of Tenure and Promotion
- 2. New Academic Program – B.S. in Cybersecurity Management

Audit and Compliance Committee Meeting Report

Finance and Personnel Committee Report and RecommendationsTab 3

- 1. Revision to Policy 641: Student Fees, Incidental Charges, and Refunds
- 2. Capital Outlay Project Submittal
- 3. Capital Disclosures
- 4. Capital Maintenance Projects Submittal
- 5. Tuition, Fees, and Housing Rates
- 6. Compensation
- 7. Operating Budgets
 - a. Estimated 2022-23 Budget
 - b. Proposed 2023-24 Budget

Introduction of Faculty TrusteeTab 4

Appointment of Student Trustee.....Tab 5

President's Report

Closing Remarks

Adjournment



**Middle Tennessee State University
Board of Trustees**

MEETING: Summer Quarterly Board Meeting

SUBJECT: **Minutes of April 4, 2023
Spring Quarterly Board Meeting**

PRESENTER: Chairman Steve Smith

Background Information

Approval of minutes of April 4, 2023 Spring Quarterly Board Meeting

MIDDLE TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
MINUTES

The Middle Tennessee State University Board of Trustees met on April 4, 2023, in the Miller Education Center Meeting Room at Middle Tennessee State University.

Call to Order and Pledge of Allegiance

Board Chair Steve Smith called the meeting to order at 1:00 p.m. Lt. Gen. (Ret.) Keith Huber led the Pledge of Allegiance.

Introduction of Student Veteran

Gen. Huber introduced ROTC Cadet Urielle Umutoni and shared her family's immigration story from the Democratic Republic of Congo to the United States. Cadet Umutoni came to the U.S. in 2004 and earned her citizenship in 2013. She is scheduled to graduate this upcoming August with a Bachelor of Science degree in public health and will be commissioned as a second lieutenant in the Tennessee Army National Guard. Cadet Umutoni expressed that she chose to attend MTSU based on its military connection. As a naturalized citizen, the ROTC program has provided a way for her to understand the cultural aspect of the military and the values for not just the Army, but all military branches. Chairman Smith gave Cadet Umutoni a token of appreciation and stated that she was an example of the American dream.

Recognition by the President

Dr. McPhee welcomed the following Tennessee Higher Education Commission colleagues who attended the meeting: Steven Gentile, Chief Policy Officer, Crystal Collins, Senior Director of Fiscal Policy, and Victoria Harpool, Senior Director of Policy Effectiveness.

Roll Call

Board Secretary James Floyd called the roll. The following trustees were in attendance: J.B. Baker, Tom Boyd, Rick Cottle, Pete DeLay, Chris Karbowski, Stephen Smith, Pam Wright, and Drew Carpenter. Trustee Chris Karbowski participated in the meeting electronically. Per T.C.A. 8-44-108(c)(3), Trustee Karbowski was asked and responded in the affirmative that she could hear clearly and confirmed there was no one else in the room with her. A quorum was declared.

President Sidney A. McPhee; Mark Byrnes, University Provost; Joe Bales, Vice President for University Advancement; Yvette Clark, Vice President for Information Technology and Chief Information Officer; Deb Sells, Vice President for Student Affairs and Vice Provost for Enrollment and Academic Services; Alan Thomas, Vice President for Business and Finance; Andrew Oppmann, Vice President for Marketing and Communications; Diane Snodgrass, Interim Chief Audit Executive; James Floyd, University Counsel and Board Secretary; and Kim Edgar, Executive Assistant to the President and Chief of Staff, were also in attendance.

Approval of December 13, 2022, Meeting Minutes – Action

The first agenda item was approval of the minutes from the December 13, 2022, Board Meeting. Trustee Delay made the motion to approve the minutes from the December 13, 2022, meeting, and Trustee Boyd seconded the motion. A roll call vote was taken, and the motion was approved unanimously.

Committee Report: Academic Affairs, Student Life, and Athletics

Committee Chair Pam Wright reported that the Academic Affairs, Student Life, and Athletics Committee met on March 14, 2023. The Committee approved the minutes from the November 15, 2022, meeting. The Committee report contained action items, unanimously approved by the Committee, and informational items for the Board's consideration.

Information items presented included the Annual Report of Academic Program Actions; an Applications and Admission Report; and an Athletics update. Materials outlining these actions

were made available for review prior to the Board meeting and are contained in the Board notebooks.

New Academic Degree Programs: Master of Arts in Organizational and Professional Communication; Master of Science in Digital Media; Master of Science in Music Business; Master of Science in Project Management; and Master of Science in Tourism and Hospitality Management - Action

Dr. Amy Aldridge Sanford, Vice Provost for Academic Programs, reported to the Committee that in accordance with University Policy 251 Approval of Academic Programs, Units, and Modifications, all academic actions that require review and approval by THEC must be approved by the Board of Trustees.

Honorary Degrees – Action

University Policy 316 Awarding Honorary Degrees states that the President must recommend nominees for honorary degrees to the Board of Trustees for approval. President McPhee recommended to the Board that John Floyd receive an honorary doctorate degree at the August 2023 Commencement Ceremonies.

Motion

Trustee Wright made the motion to approve the action items recommended by the Committee and Trustee Boyd seconded the motion. Trustee Boyd made an inquiry about Project Management as an undergraduate degree. Provost Byrnes responded that accreditation provisions govern the number of programs offered and his office would review this with the college. A roll call vote was taken and the motion to approve the action items carried unanimously.

Committee Report: Audit and Compliance Committee

Committee Chair Tom Boyd reported that the Audit and Compliance Committee met on March 14, 2023. The Committee approved the minutes from its November 15, 2022, meeting. The

Committee report contained no action items. Several information items were presented including report of conflict of interest disclosures in 2022; review of President's Statement of Disclosure of Interests for 2023; report on compliance with public records policy; results of external reviews including the Tennessee Comptroller of the Treasury Financial and Compliance Audit Report for the year ended June 30, 2022 and the Tennessee Comptroller of the Treasury NCAA Agreed-Upon Procedures Applied to the Athletic Programs Statement of Revenue & Expenses for the Year Ended June 30, 2022; Tennessee Department of Transportation, Finance Office, Fiscal Monitoring Section, December 20, 2022; U.S. Small Business Administration – Financial Examination of the Tennessee Small Business Development Center, Program Year 2020; and the quarterly report – Results of Internal Audit Reports. The public meeting of the Committee adjourned, and the Committee went into executive session to discuss audits and investigations.

Committee Report: Executive and Governance Committee

Vice Chair Karbowski reported that the Executive and Governance Committee met on March 14, 2023. The Committee approved the minutes from its November 15, 2022, meeting. The Committee report contained an action item, unanimously approved by the Committee, to be considered by the Board. Materials outlining the action items were made available for review prior to the Board meeting and are contained in the Board notebooks.

Institutional Mission Statement and Mission Profile – Action

Associate Provost Mary Hoffschwelle presented revisions to the Institutional Mission Statement and Mission Profile.

President's Evaluation - Information

Chairman Smith informed the Committee that he recently completed the President's annual evaluation in accordance with Board of Trustees Policy – Selection, Evaluation and Retention of the President. As part of that process, he sent a copy of the President's Self Evaluation Assessment to each Board member via U.S. mail. He then met with Dr. McPhee to discuss his

self-evaluation along with Board comments and suggestions, and reported that the institution has had a successful year. Chairman Smith highlighted some accomplishments including: record breaking fundraising; new corporate degree partnerships; national ranking by Princeton Review for the 4th consecutive year; and the annual audit by the State of Tennessee Comptroller's office with no findings. Chairman Smith also noted that he had provided Dr. McPhee with a written assessment of his completed performance review.

Motion

Vice Chair Karbowskiak made the motion to approve the action item recommended by the Committee and Chairman Smith seconded the motion. A roll call vote was taken and the motion to approve the action item carried unanimously.

Committee Report: Finance and Personnel Committee

Trustee Delay first acknowledged and expressed appreciation for Joey Jacobs, former committee chair and a devoted alumnus, for all he did for the university. He reported that the Finance and Personnel Committee met on March 14, 2023. The Committee approved the minutes from its November 15, 2022, meeting. The Committee report contained one action item, unanimously approved by the Committee, and informational items to be considered by the Board. Information items included: update on the Governor's Budget and Legislative Budget Hearings; and an update on Higher Education Emergency Relief Funds (HEERF) federal stimulus funding. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

Permanent Appointment of Vice President for Information Technology and Chief Information Officer – Action

Dr. McPhee recommended the appointment of Ms. Yvette Clark as Vice President for Information Technology and Chief Information Officer. Ms. Clark has been serving as the Interim Vice President and CIO for the past year. Dr. McPhee discussed the exceptional job she

has done in the role as interim, and with her many years of experience in this area as well as her breadth of knowledge, recommended her for the permanent role at the requested salary.

Motion

Trustee Delay made the motion to approve the action item recommended by the Committee and Trustee Cottle seconded the motion. A roll call vote was taken and the motion to approve the action items carried unanimously.

Report of the President

Dr. McPhee thanked the Board for the opportunity to give updates on matters and activities at the University since the last meeting.

Enrollment

Dr. McPhee provided an update on the University's fall 2023 recruitment and enrollment projections. As of April 1, the University's freshman applications are up by 1552 students, a 13.4% increase. Admitted freshmen are up by 397 students, a 4.8% increase. Our transfer applications are up by 82 students, which is a 4.9% increase. Dr. McPhee expressed that the transfer numbers are particularly gratifying given the issues that community colleges are experiencing with enrollment decline. He applauded staff for their efforts in this area. He also shared that our admitted transfer students are up approximately 2%. Overall, applications are up 1764, a 12.5% increase, and admits are up 431, which is a 4.5% increase.

College of Media and Entertainment

Dr. McPhee next advised that during the past month, the Provost and him met with all the college deans and department chairs to have conversations and receive updates regarding initiatives to enhance recruitment, retention, and graduation of students in their respective areas. There were some excellent presentations by the college deans, department chairs, and

other colleagues. He decided to defer and give his time to one of the colleges whose update was innovative and creative, and would give the Board a sense of the extra efforts that faculty, departments, and deans are making to attract the best and brightest to MTSU. Dr. McPhee then invited the College of Media and Entertainment to share its presentation with the Board.

Beverly Keel, Dean of the College of Media and Entertainment (CME), spoke about the college's innovative efforts to increase the yield. She observed that the best way to recruit students is to have the best programs, which the college has. However, one cannot simply rely on its status as the best. The college must toot its own horn to let everybody know what it is doing through traditional and social media in order to form a connection with admitted students. Dean Keel advised that we have new commercial that our students and faculty created. This is an example of teaching CME students the skills that are readily transferable to companies across America.

Dean Keel presented Associate Professor Allie Sultan, Assistant Chair and Coordinator of Filmmaking, who works with the new concentration in video and film production. Professor Sultan explained that her students were integral to the production of the commercial – behind and in front of the camera. She introduced the students and then unveiled the commercial.

Dean Keel noted that the commercial exemplifies that we train students to work in every aspect of the music business, in all genres, and as the theme song said, We Do It All. She then presented Bess Rogers, an Assistant Professor, who teaches songwriting for film, tv, and gaming. Professor Rogers introduced the student songwriters, performer, and producer for We Do It All.

Dean Keel then shared the college's recruitment philosophy and practices. This includes casting a wide recruitment net to reach as many potential students as possible. She stated that nothing can sell us better than we sell ourselves. Also, the college goes where the prospective students are, whether it is their cell phones, their high schools, or even their hometowns. In addition, we offer scholarships when possible as well as enhanced recruiting at community colleges.

Admitted students not only receive a letter from her and their department chair along with a handwritten note from a current student, but also a bag of CME-branded items. New students

also have opportunities to come to campus including student mixers and curated Customs sessions with Chairs. Dean Keel even offers lunch invitations to all incoming students.

Dean Keel provided a brief review of CME facilities, which are top of the line. She followed up with examples of personal engagement that CME faculty. Next, John Merchant, Chair, Department of Recording Industry, Marie Barnas, Chair, Department of Media Arts, and Dr. Katie Foss, Director of the School of Journalism and Strategic Media, all spoke about the scope of their respective academic programs and opportunities offered students.

Dr. McPhee commended CME leadership, department chairs, faculty, and the outstanding students for what they do to make MTSU a great university.

Commencement

Dr. McPhee advised the Board that nearly 2,600 students will graduate during four commencement ceremonies on Friday, May 5, and Saturday, May 6. Commencement speakers include: Bill Jones - MTSU alumnus and successful career in banking, financial planning, and insurance; Nic Dugger – MTSU alumnus and very accomplished in television production; Matt Crews – MTSU alumnus and student-athlete with a successful career in sports marketing, event management and entertainment fields as well as founder of the Big Machine Music City Grand Prix; and the Board’s own Pam Wright - an MTSU alumnus, great supporter, and incredible businesswoman.

Conclusion

In closing, Chairman Smith expressed his appreciation for the opportunity to serve as chair and applauded the work of the university. He followed with an inquiry about the university’s emergency action plans to which Dr. McPhee responded that we are doing everything possible to manage the risk associated with being an open campus. Dr. McPhee asked Vice President Alan Thomas to give the Board a safety and security update. Vice President Thomas advised the Board that we hired Police Chief Kaup last year and he has enacted several initiatives. We have also hired an emergency management operations manager. In addition, active shooter training is available all across campus at various times of the day. Safety efforts include the continual

assessment of our buildings for improvements. We strategically utilize cameras, lights, display readers, and call boxes around campus.

Adjournment

Chairman Smith adjourned the meeting at 1:54 p.m.

Respectfully submitted,

James Floyd,

Board Secretary

DRAFT



**Middle Tennessee State University
Board of Trustees**

MEETING: Summer Quarterly Board Meeting

SUBJECT: **Academic Affairs, Student Life, and Athletics Committee**

DATE: June 20, 2023

PRESENTER: Pam Wright
Committee Chair

-
- Approval of Tenure and Promotion
 - Approval of New Academic Program
 - B.S. in Cybersecurity Management



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Approval of Tenure and Promotion**

BACKGROUND INFORMATION:

The following faculty members have been reviewed for tenure and/or promotion by their department chair/school director, department/school committee, college committee, college dean, provost, and president, as stipulated by MTSU Policies 204 Tenure, 205 Promotion of Tenured and Tenurable Faculty, and their respective college and department policies. The president and provost recommend they be granted tenure and/or promotion effective August 1, 2023.

Faculty Tenure Recommendations for 2023-24

	Name	Department
1	Arroyo, Fred	English
2	Avila, Jacob	Concrete and Construction Management
3	Bacon, Chris	Journalism and Strategic Media
4	Carter, John Lando	Educational Leadership
5	Chevrette, Roberta	Communication Studies
6	Cobb, Christina	University Studies
7	Combest, Christopher	Music
8	Conceison, Michelle	Recording Industry
9	Cone, Neporcha	Elementary and Special Education
10	Erskine, Michael	Information Systems and Analytics
11	Ertel, Pamela Kramer	Elementary and Special Ed
12	Garven, Sarah	Accounting
13	Goodwin, Katie	Theatre and Dance
14	Grubbs, Brandon	Health and Human Performance
15	Haruna, Samuel	Agriculture
16	Heames, Joyce	Management
17	Houston, James	Psychology
18	Hover, Ashlee	Educational Leadership
19	Jeong, Yangseung	Biology
20	Ku, Seockmo	Agriculture
21	Lambert, Frank	Educational Leadership
22	Lewis, Richard	Media Arts
23	McKinzie, Ashleigh	Sociology and Anthropology
24	Mims, Lashonda	History
25	Moake, Timothy	Management
26	Nicholas, Thomas	Concrete and Construction Management
27	Peasley, Michael	Marketing
28	Pence, Alicia	Elementary and Special Education
29	Smith, Elizabeth	Human Sciences
30	Suwanprasert, Wisarut	Economics and Finance
31	Vagner, Brandon	Accounting
32	Wilson, Tiffany	Educational Leadership
33	Woodward, Jennifer	Political Science and International Relations
34	Zaza, Ibtissam	Information Systems and Analytics
35	Zhang, Mengliang	Chemistry

Faculty Promotion Recommendations for 2023-24

	Name	Department	Proposed Rank
1	Arroyo, Fred	English	Associate Professor
2	Asbury, Mary Beth	Communication Studies	Professor
3	Bacon, Chris	Journalism and Strategic Media	Associate Professor
4	Baran, Emily	History	Professor
5	Barry, Vaughn	Health and Human Performance	Professor
6	Bicker, Kevin	Chemistry	Professor
7	Carter, John Lando	Educational Leadership	Associate Professor
8	Chevrette, Roberta	Communication Studies	Associate Professor
9	Cobb, Christina	University Studies	Associate Professor
10	Combest, Christopher	Music	Associate Professor
11	Conceison, Michelle	Recording Industry	Associate Professor
12	Cooper, Cathy	Nursing	Professor
13	Cui, Song	Agriculture	Professor
14	Ding, Keying	Chemistry	Professor
15	Erskine, Michael	Information Systems and Analytics	Associate Professor
16	Ertel, Pamela Kramer	Elementary and Special Education	Professor
17	Flagg, Amanda	Nursing	Professor
18	Frisby, Derek	History	Master Instructor
19	Gardner, Grant	Biology	Professor
20	Garven, Sarah	Accounting	Associate Professor
21	Goodwin, Katie	Theatre and Dance	Associate Professor
22	Gray-Hildenbrand, Jenna	Philosophy and Religious Studies	Professor
23	Greer, Timothy	Information Systems and Analytics	Professor
24	Grubbs, Brandon	Health and Human Performance	Associate Professor
25	Han, Mei	Music	Professor
26	Haruna, Samuel	Agriculture	Associate Professor
27	Higgs, Meredith Anne	University Studies	Professor
28	Houston, James	Psychology	Associate Professor
29	Hover, Ashlee	Womack Educational Leadership	Associate Professor
30	Jeong, Yangseung	Biology	Associate Professor
31	King, Rebecca	Philosophy and Religious Studies	Professor
32	Ku, Seockmo	Agriculture	Associate Professor
33	Lambert, Frank	Womack Educational Leadership	Associate Professor
34	Levin, Darren	Theatre and Dance	Professor
35	Lewis, Richard	Media Arts	Associate Professor
36	Lischka, Alyson	Mathematical Sciences	Professor
37	Ly, Aliou	History	Professor
38	McIntyre, Rebecca	History	Research Professor
39	McKinzie, Ashleigh	Sociology and Anthropology	Associate Professor
40	Miller, Alissa	User Services	Professor
41	Mims, Lashonda	History	Associate Professor
42	Moake, Timothy	Management	Associate Professor

	Name	Department	Proposed Rank
43	Nogueira, Soraya	World Languages, Literatures, and Cultures	Professor
44	Paulauskas, Michael	History	Master Instructor
45	Peasley, Michael	Marketing	Associate Professor
46	Pence, Alicia	Elementary and Special Education	Associate Professor
47	Ramos, Angela	Health and Human Performance	Master Instructor
48	Reed, Karen	User Services	Professor
49	Riley Sousa, Mary	History	Professor
50	Roach, Michael	Economics and Finance	Professor
51	Saul, Tiffany	Sociology and Anthropology	Research Associate Professor
52	Sawyer, Benjamin	History	Master Instructor
53	Shi, Xiaowei	Communication Studies	Professor
54	Smith, Elizabeth	Human Sciences	Associate Professor
55	Stevens, Sherri	Nursing	Professor
56	Stickle, Benjamin	Criminal Justice	Professor
57	Sutherland, Suzanne	History	Professor
58	Suwanprasert, Wisarut	Economics and Finance	Associate Professor
59	Tipps, Angela	Music	Master Instructor
60	Vagner, Brandon	Accounting	Associate Professor
61	Wang, Zhen	Political Science and International Relations	Professor
62	Wilson, Tiffany	Educational Leadership	Associate Professor
63	Woodard, Jennifer	Journalism and Strategic Media	Professor
64	Woodward, Jennifer	Political Science and International Relations	Associate Professor
65	Zaza, Ibtissam	Information Systems and Analytics	Associate Professor
66	Zhang, Mengliang	Chemistry	Associate Professor
67	Zhao, Min	Economics and Finance	Professor



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Approval of New Academic Program
B.S., Cybersecurity Management**

BACKGROUND INFORMATION:

University Policy 251, Approval of Academic Programs, Units, and Modifications, states all academic actions that require review and approval by THEC must be approved by the Board of Trustees.

A New Academic Program Proposal for a Bachelor of Science in Cybersecurity Management is attached for approval.



Expedited New Academic Program Proposal
B.S. Cybersecurity Management

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Expedited Letter of Notification (ELON)

(Revised: May 2023)

Policy A1.6 Expedited Academic Programs: Approval Process

Institution:	Middle Tennessee State University
Proposed Academic Program:	Cybersecurity Management, Bachelor of Science (B.S.)
Proposed Implementation Date:	May 2024
Proposed CIP Code:	11.1003 – Computer and Information Systems Security
ELON Submission Date:	January 10, 2023
Posted on the THEC Website:	January 18, 2023
Public Comment Period:	January 18-28, 2023

Expedited Letter of Notification Checklist

[THEC Academic Policy A1.6](#) (Section 1.6.4A) Expedited Letter of Notification (ELON)

Requirements:

- ✓ Letter of Support from the President/Chancellor signifying institutional governing board or system office support for development;
- ✓ Institution name, proposed academic program, degree designation, proposed CIP code, and CIP code title;
- ✓ Academic Program Liaison (APL) name and contact information;
- ✓ Implementation timeline;
- ✓ Background narrative;
- ✓ Justification for consideration of expedited policy;
- ✓ Existing programs of study at the institution;
- ✓ Community and industry partnerships;
- ✓ Accreditation;
- ✓ Administrative structure;
- ✓ Enrollment and graduate projections;
- ✓ Alignment with State Master Plan and institutional mission profile;
- ✓ Student interest;
- ✓ Existing programs offered at public and private Tennessee universities; and
- ✓ Articulation and transfer.

Office of the President

Middle Tennessee State University
110 Cope Administration Building
Murfreesboro, TN 37132
o: 615-898-2622 • f: 615-898-2507



14 December 2022

Emily House, PhD
Executive Director
TN Higher Education Commission
312 Rosa L. Parks Ave., 9th Floor
Nashville, TN 37243

Dear Dr. House:

In accordance with Tennessee Higher Education Commission Policy A 1.6, Section 1.6.4A, I am submitting this request for consideration to utilize the Expedited Academic Approval Process for the development of a Bachelor of Science, Cybersecurity Management, at Middle Tennessee State University.

MTSU's proposed B.S. in Cybersecurity Management is aligned with the definition of programs subject to approval for an expedited review as identified in THEC Policy A 1.6, Section 1.6.2A. Cybersecurity is categorized as a STEM program defined by the federal CIP code category 11.1003 Computer and Information Systems Security. Furthermore, cybersecurity is a growing field and falls within the definition of a high-demand program.

The addition of B.S. in Cybersecurity Management in the Jennings A. Jones College of Business would greatly enhance MTSU's academic portfolio and align with state and local efforts to increase high-quality employable graduates. From mid-2021 through mid-2022, there were 651 unique job postings in cybersecurity in the Middle Tennessee area (Davidson County, Rutherford County, Williamson County). Current projections provided by the Bureau of Labor Statistics indicate that information security analysts are in great demand, growing at a rate of 35% through 2031, and providing median pay of \$102,600.

Thank you for your consideration of the request to submit the B.S. in Cybersecurity Management in an expedited manner. We look forward to your response.

Sincerely,

A handwritten signature in blue ink that reads "Sidney A. McPhee".

Sidney A. McPhee
President

CC: Dr. Julie Roberts, THEC Chief Academic Officer
Dr. Mark Byrnes, MTSU University Provost



EMILY HOUSE
Executive Director

BILL LEE
Governor

STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
312 ROSA L. PARKS AVENUE, 9TH FLOOR
NASHVILLE, TENNESSEE 37243
(615) 741-3605

December 20, 2022

Dr. Sidney McPhee
Middle Tennessee State University
1301 E. Main Street
Murfreesboro, TN 37132

Dear President McPhee:

Thank you for the submission of a formal request for consideration to utilize the Expedited Academic Approval Process for the proposed Cybersecurity Management, Bachelor of Science (BS) program at Middle Tennessee State University.

After reviewing your letter, I approve MTSU's request to move forward to the Expedited Letter of Notification (ELON) stage for the proposed program. Please ensure the ELON is in alignment with THEC Academic Policy A1.6 – Expedited Academic Programs: Approval Process.

Best of luck in the continued development of this program.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily House".

Emily House, PhD

cc: Mark Byrnes, University Provost
Amy Aldridge Sanford, Vice Provost of Academic Programs
Julie A. Roberts, THEC Chief Academic Officer
Anjelica Jones, THEC Director of Academic Affairs

Overview

Proposed Program Name

Cybersecurity Management

Proposed Degree Designation

Bachelor of Science (B.S.)

Proposed CIP Code

11.1003 – Computer and Information Systems Security

Definition: A program that prepares individuals to assess the security needs of computer and network systems, recommend safeguard solutions, and manage the implementation and maintenance of security devices, systems, and procedures. Includes instruction in computer architecture, programming, and systems analysis; networking; telecommunications; cryptography; security system design; applicable law and regulations; risk assessment and policy analysis; contingency planning; user access issues; investigation techniques; and troubleshooting.

Academic Program Liaison (APL) name and contact information

Dr. Amy Aldridge Sanford
Vice Provost for Academic Programs
Middle Tennessee State University
Cope Administration Building, Rm: 111
Murfreesboro, TN 37132
Office: 615-494-7611
Email: amy.aldridge.sanford@mtsu.edu

Implementation Timeline

Proposed dates for the external judgement site visit

July 2023

Estimated date of submission of the external review report to THEC and the institution (within 30 days following the site visit)

August 2023

Estimated date of institution's response to external review (within 30 days of receiving the external reviewer's report)

September 2023

Proposed date (month and year) of the institutional governing board's meeting to consider the proposed academic program for approval

June 2023

Proposed date (month and year) of the Tennessee Higher Education Commission meeting to consider the proposed academic program for approval

November 2023

Proposed implementation date (semester and year) when students will enroll in the proposed academic program

January 2024

Background and Overview

Background Narrative

Provide a short narrative, describing the circumstances that initiated the need and development of the proposed academic program.

The Information Systems and Analytics (ISA) Department at MTSU has offered a graduate-level concentration in information systems security since 2007. While the program has been successful in preparing graduate students for advanced positions in information systems security, there remains a gap in the workforce between available positions and skilled cybersecurity workers focused on managing, creating, and maintaining secure systems. Additionally, the workforce needs in cybersecurity continue to grow across the spectrum - locally to globally. To assist with fueling the supply pipeline for qualified and educated security professionals, the ISA Department is proposing an undergraduate program focused on cybersecurity management. The program will provide students the knowledge and skills to develop, maintain, and manage cybersecurity systems within a business context. Additionally, the degree will allow students to begin their careers in the field and to enter organizations with a focus on meeting their security needs. Additionally, the cybersecurity profession has a very strong potential to provide high salaries and growth opportunities for Tennesseans.

Provide a general overview of the program, including a description of the nature of the proposed program, total credit hours, and modalities of course delivery.

MTSU proposes a program of study leading to a Bachelor of Science degree in Cybersecurity

Management. The program will teach students the skills necessary to approach development and management of systems while maintaining a security emphasis. Students will learn key concepts related to development and programming for cybersecurity, cloud computing, digital forensics, infrastructure design and management, database design, and systems analysis and design all through a cybersecurity lens. Students will leave the program knowing how to design, manage, and apply appropriate tools and technologies to maintain security of data, systems, and infrastructure. A B.S. in Cybersecurity will provide students the foundational and focused knowledge needed to successfully begin and grow a career in cybersecurity. The curriculum will consider key frameworks provided by government and industry such as those provided by the National Institute of Standards and Technology to maintain currency¹. The program will also afford students the opportunity to select an area of interest. For example, students could choose to take courses in criminal justice among other related programs across MTSU's campus.

In total, the program will consist of 120 hours of coursework and will be offered with both on ground and online course options. Forty-one (41) hours will be dedicated to general education. Core requirements will consist of 46 hours, and students will take a business administration minor accounting for 18 hours, which leaves 15 hours of elective credit. The minor also provides the management context and business foundations to support the focus of the proposed B.S. degree. A summary of the structure is provided in the following table. Details on courses included in the program core will be provided in the Expedited New Academic Program Proposal (ENAPP).

Degree Component	Hours
General Education	41
Program Core	46
Business Administration Minor	18
Electives	15
Total	120

Justification for Consideration of Expedited Policy

Provide clear evidence that the proposed program is in high demand in the region and in the state.

Cybersecurity is a growing field and falls within the definition of a high-demand program as provided by the Tennessee Higher Education Commission in Policy A1.6. It is categorized as a STEM program defined by the federal CIP code category 11:1003 Computer and Information Sciences and Support Services.

Additionally, the program would provide a direct response to demonstrated workforce needs. Current projections provided by the Bureau of Labor Statistics² indicate that IT occupations will

¹ <https://www.nist.gov/itl/applied-cybersecurity/nice>

² <https://www.bls.gov/ooh/computer-and-information-technology/home.htm>

increase much faster than average (15%) through 2031. Information security is one area driving this demand. Specifically, the information security analyst was listed as high-demand position requiring an undergraduate degree, growing at a rate of 35%, and providing median pay of \$102,600. This position was also highlighted in the State of Tennessee Long Term Outlook to 2028 report³.

EMSI (Economic Modeling Specialist International) software was used to obtain a more detailed perspective of the workforce needs in the Middle Tennessee region as well as and nationally. From mid-2021 through mid-2022, there were 651 unique job postings in cybersecurity in the Middle Tennessee area (Davidson County, Rutherford County, Williamson County). The median salary for these positions was \$100,096. Seventy-three percent of the jobs required at least a bachelor's degree with 91% requiring a bachelor's degree or higher. Primary industries impacted by this need included professional, scientific, and technical services, manufacturing, finance, education, and healthcare. Additionally, the Academic Supply for Occupational Demand Report provided by the Tennessee Higher Education Commission notes security positions also support areas such as tech consulting or headquarter operations⁴. Nationally, across over 322,000 unique job postings, the median salary for cybersecurity positions is slightly higher at \$101,248 with 93% of jobs requiring a bachelor's degree or higher.

Existing Programs of Study at the Institution

If the proposed program is emerging from an existing minor or certificate program, provide the previous three years of enrollment and graduation data for the existing program.

There are no undergraduate programs or undergraduate concentrations in cybersecurity at Middle Tennessee State University. The only program related to security is at the graduate level: M.S. in Information Systems, Information Security and Assurance concentration, which has had a steady annual enrollment of about 37 students.

Community and Industry Partnerships

Provide a minimum of two letters of support from regional, community, and/or workforce partners in the ELON appendix. Letters should be dated and appear on letterhead.

Support letters (see Appendix) were obtained from organizations that play major roles in technology in the State of Tennessee. Elise Cambournac, President and CEO of the Nashville Technology Council, states that "In the last survey of corporate members, shortage of tech talent was the primary concern with cybersecurity listed as one of the top 3 skills this region needs to further develop." She also notes that the Nashville Technology Council believes that "MTSU is well positioned to close the gap in the cybersecurity workforce by equipping students with Cybersecurity skills to fill open jobs for our Middle Tennessee employers." This sentiment

³ [http://www.jobs4tn.gov/admin/gsipub/htmlarea/uploads/LMI/Publications/Tennessee Long Term Outlook to 2028.pdf](http://www.jobs4tn.gov/admin/gsipub/htmlarea/uploads/LMI/Publications/Tennessee_Long_Term_Outlook_to_2028.pdf)

⁴ <https://www.tn.gov/thec/research/supply-and-demand.html>

is echoed by the CISO for Bridgestone Americas, Tom Corridon, in his letter of support for the program. Moreover, he comments that “the attraction, development, and retention of talent in this field is critical to our success.” There is a clear need for additional qualified and educated individuals supporting cybersecurity across organizations in Tennessee. The focus on filling the supply-demand gap is noticeable, and MTSU is in a prime position to assist.

Accreditation

If the proposed program has a programmatic accrediting agency, please describe plans, timeline, and associated costs to obtain accreditation.

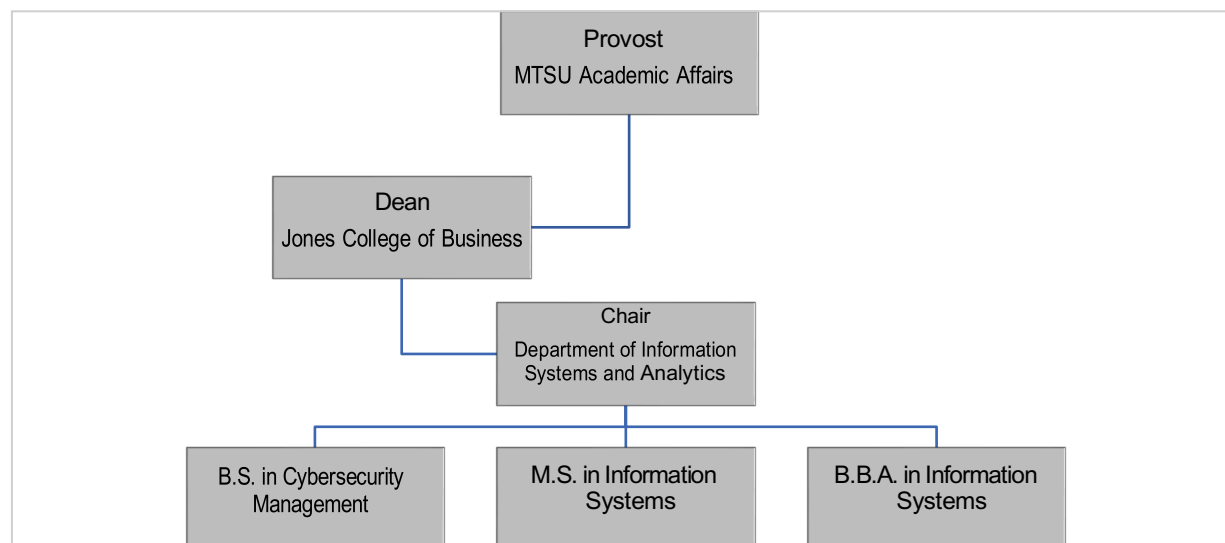
In addition to AACSB accreditation for the Jones College of Business, the B.B.A. in Information Systems program housed in the ISA Department is accredited by ABET.

Since the submission of the Expedited Letter of Notification (ELON), the degree has been reframed based on internal discussions between colleges and departments on campus. The curriculum has been adjusted to highlight the management aspect of the B.S. in cybersecurity management. ABET does not provide an accreditation that aligns with the final program design provided in the Expedited New Academic Program Proposal (ENAPP).

Administrative Structure

Provide an organizational chart that includes the college, department, administrative unit, and program director for the proposed academic program.

The degree programs in the Information Systems and Analytics Department are the primary responsibility of the department chair.



If a new academic department will be required for the proposed program, the THEC Academic Policy A1.3: New Academic Units must be followed and should be noted in this section. The request for a New Academic Unit must be submitted concurrently with the Expedited Letter of Notification.

A new academic department is not required to establish the B.S. in Cybersecurity Management. The program will be housed in the existing Information Systems and Analytics Department in the Jones College of Business at Middle Tennessee State University.

Enrollment and Graduation Projections

Provide initial projections for the first five years of enrollment and graduates. Enrollment projections should be realistic and based on demonstrable student demand. Attrition calculations should be based on the average rates of similar programs or overall institutional attrition rates.

Prior to determining the projections required, the enrollment and graduation rates of similar programs at MTSU were examined. The programs included were focused in somewhat similar fields with existing degrees in Information Systems and Analytics and Computer Science. For example, the graduation projections follow what was expected for a recent undergraduate program at MTSU in Data Science. The attrition rate used was based on a recent proposal for a similar program in addition to the 5-year average fall-to-fall retention rate for the MTSU Information Systems B.B.A. program, which is just over 89%⁵.

Table 1. Projected Enrollments and Graduates

Projected Enrollments and Graduates				
Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2024-2025	29	-	0
2	2025-2026	47	3	0
3	2026-2027	56	2	4
4	2027-2028	64	1	9
5	2028-2029	73	1	14

⁵ <https://www.mtsu.edu/iepr/>

Institutional Alignment and Demand

Alignment with State Master Plan and Institutional Mission

Explain how the proposed program aligns with the THEC Master Plan and institutional mission statement or profile.

The Master Plan for Tennessee Postsecondary Education 2015-2025 calls for statewide strategic development of higher education programs that increases the educational attainment levels of Tennesseans; addresses the state's economic development, workforce development, and research needs; and calls for institutional mission differentiation to realize statewide efficiencies through institutional collaboration, minimized redundancy, a focus on location, and research. The proposed B.S. in Cybersecurity Management meets the State Master Plan by creating an undergraduate degree program and associated curriculum that focuses on supplying one of Tennessee's largest workforce demand areas: cybersecurity. The program also provides Tennesseans with the opportunity to prepare for careers in a growing and sustained workforce in cybersecurity. Based on projections for job growth from 2021-2031 for all technology-related jobs, information security analysts will grow 35% with a median salary of \$102,600. The demand and pay will continue to be attractive to prospective individuals looking to enter a technology related career.

Middle Tennessee State University has identified three primary goals in its campus Academic Master Plan⁶. Following are the goals along with how the B.S. in Cybersecurity Management aligns with each.

- 1) MTSU will advance academic quality through excellence in teaching, scholarship, and service and the celebration of MTSU's strengths.

An undergraduate degree program in Cybersecurity Management provides a tremendous opportunity for MTSU. The degree will offer students the ability to learn knowledge and skills required to work in a thriving part of the regional workforce.

Students will be able to take courses from expert faculty within and across the JCOB as well as through relationships with other key departments. Current faculty have extensive experience in teaching topics related to the program through their involvement in the MSIS program's security concentration. These faculty also have extensive work experience in the field of IT and a breadth and depth of knowledge to bring to their students. The diversity of faculty and programs is a strength of MTSU and by combining these resources into a new degree, it leverages the strengths of MTSU by bringing the best of all areas together. The new program will provide for additional focus as it relates to research opportunities and possibilities for grant funding.

⁶ <https://issuu.com/mtsumag/docs/mtsuacademicmasterplan>

Cybersecurity is an area with a tremendous amount of government and private support. It is anticipated that faculty will work with students and support current and ongoing research initiatives.

- 2) MTSU will promote student success and individual responsibility for accomplishments through a community dedicated to student-centered learning.

MTSU is skilled at providing students opportunities to succeed in the university environment and beyond. The B.S. in Cybersecurity Management will prove to be a valuable addition to the list of program offerings. The knowledge and skills to which students will be exposed will prepare them for direct entry into a segment of the workforce that is in great demand. This demand is not going to change any time in the foreseeable future. The program is planned to involve many experiences for the students, labs, competitions, student organizations, professional mentors, etc. These are all areas where students can learn to obtain and manage opportunities to drive them to reach their full potential.

- 3) MTSU will develop purposeful and sustainable partnering relationships and outreach.

Components of the B.S. in Cybersecurity Management will have defined projects that will involve working with industry leaders. These interactions are critical for MTSU students to fully engage in the cybersecurity field and grow by learning from not just faculty but from industry experts. The ISA Department also has an extensive list of employers that are involved annually with the IT Connect Career Fair. It is a goal of the ISA Department to create opportunities for students to make industry connections throughout their program.

Student Interest

Provide compelling evidence of student interest in the proposed program. Types of evidence vary and may include enrollment in related concentrations or minors; representative student and alumni surveys; and national, statewide, and professional employment forecasts and surveys.

Students in related programs (BlueSec student security group, academic focus, information systems and analytics majors, undecided students, etc.) at MTSU were surveyed regarding their interest in a potential program in cybersecurity. Seventy-five students completed the survey; all 75 students responded the questions noted in this section. These students were asked key questions related to a potential program in cybersecurity. For each question, most responses were quite positive and supported the inclusion of a new program in cybersecurity at MTSU.

1. If cybersecurity had been available as a major at MTSU when you first started, how likely is it you would have considered it as a major?
 - a. Extremely Likely: 35

- b. Likely: 29
2. If cybersecurity was available as a major at MTSU now, how likely is it that you would consider it as a major?
 - a. Extremely Likely: 32
 - b. Likely: 28
 3. Considering the importance of cybersecurity today, how important is it to have an undergraduate degree in cybersecurity for students at MTSU?
 - a. Very Important: 59
 - b. Important: 13
 4. If you were able to double major, would you choose Cybersecurity as a second major?
 - a. Extremely Likely: 38
 - b. Likely: 25

Existing Programs Offered at Public and Private Tennessee Universities

List all academic programs with the same or similar CIP code offered at public and private universities in Tennessee along with the number of degrees awarded for the last three years of available data.

The following table provides detail pulled from THEC's inventory of degree programs in public and private institutions in the State of Tennessee for the CIP code under which the proposed degree would exist as well as degrees in similar CIP codes. There are only two public institutions that offer a B.S. in Cybersecurity in the proposed 11.1003 CIP code. These include UT Martin and UT Southern. The remaining programs are degrees in different CIP codes that offer a concentration in an area similar or related to cybersecurity. **No other institution has a degree specifically related to cybersecurity management, where the curriculum is specifically designed to support students interested in pursuing careers in cybersecurity management such as security analysts and information security managers.**

Table 2. Similar Programs in Tennessee

Federal CIP	Degree	Major	University	21-22	20-21	19-20
11.1003	BS	Cybersecurity	UTM**	-	-	-
11.1003	BS	Cybersecurity	UTS**	-	-	-
11.0101	BS	Computing – Cybersecurity & Modern Networks Concentration	ETSU		78	73
11.0501	BS	Computer Information Systems – Information Assurance & Security Concentration	APSU*	36	41	32
11.0701	BS	Computer Science – Cybersecurity & Networking Concentration	TSU*	17	23	47
11.0701	BS	Computer Science – Information Assurance & Security Concentration	TTU	48	33	37
11.0701	BS	Computer Science – Cybersecurity Concentration	UM	14	5	3
11.0701	BS	Computer Science – Cybersecurity Concentration	UTC	9	14	16
11.1003	BS	Cybersecurity	Lipscomb**	-	-	-
43.0402	BS	Cybersecurity & Digital Forensics	Christian Brothers University**	-	-	-

*Concentration data not available; number represents data on B.S. degrees overall.

**No data available. Degree program is too new.

If there are current programs in Tennessee, provide a short narrative on how the proposed program will substantially differ from existing programs.

As noted in the above section, there are only two programs at public institutions in the State of Tennessee that offer the B.S. in Cybersecurity in the 11.1003 CIP code: UT Martin and UT Southern. Both programs are new. The UT Martin B.S. in Cybersecurity began in Fall 2022, and the start date for the program at UT Southern was Fall 2021. The B.S. in Cybersecurity Management at MTSU will be housed in the Jones College of Business and will provide the students with a minor in business administration. This focus will offer students with a defined context and background for working across a variety of organizations. Understanding the fundamental principles of business operations is key to developing and managing systems and securing the infrastructure and data critical to an organization's existence.

The programs that appear in related CIP codes vary primary by the degree driving the course of

study. For example, ETSU offers a B.S. in Computing with a concentration in cybersecurity and modern networks. TSU offers a B.S. in Computer Science with a concentration in cybersecurity and networking. Others in the above table follow similar structures. The primary difference between the program proposed for MTSU and these examples is in the amount of content dedicated to the coverage of cybersecurity and the fundamental technology-related topics that must be covered to provide the skill set needed for the jobs in the security field. It is important to note that Lipscomb University, a private university in Davidson County, also offers a B.S. in Cybersecurity. The cost of private institutions is often out of reach for students.

Universities in states that border Tennessee that are also members of the Southern Regional Education Board were examined to determine what the regional offerings were in cybersecurity. According to the Cybersecurity Guide⁷, there are 26 programs (bachelor's degrees and minors) in the seven SREB states that surround Tennessee. With the demand in the field in general and the specific demand for Tennessee, more programs are necessary to narrow the gap between availability of qualified workers and organizational need.

Articulation and Transfer

For proposed bachelor's programs, indicate all Tennessee Transfer Pathways (TTP) that may be acceptable for entry into the proposed program.

Two primary Tennessee Transfer Pathways currently exist that would align with the proposed B.S. in Cybersecurity Management: A.S. in Information Systems and A.S. in Computer Science.

The A.S. in Information Systems is available at the following community colleges:

- Chattanooga State Community College
- Cleveland State Community College
- Columbia State Community College
- Dyersburg State Community College
- Jackson State Community College
- Motlow State Community College
- Nashville State Community College
- Pellissippi State Community College
- Southwest Technical Community College
- Volunteer State Community College
- Walters State Community College.

The A.S. in Computer Science is available at the following community colleges:

- Chattanooga State Community College

⁷ <https://cybersecurityguide.org/programs/cybersecurity-bachelors-degree>

- Cleveland State Community College
- Columbia State Community College
- Jackson State Community College
- Motlow State Community College
- Nashville State Community College
- Northeast State Community College
- Pellissippi State Community College
- Southwest Technical Community College
- Volunteer State Community College

Indicate any additional community college or technical college programs that may be articulated for transfer into the proposed bachelor's program.

At this time, MTSU does not have processes formalized to drive articulation with technical college programs, but this would be an area of interest to explore as the program begins, grows, and relationships can be built with these institutions. Additionally, no other pathways or articulation agreements exist with community colleges beyond those listed in the previous section.



BRIDGESTONE AMERICAS, INC.
200 4th Avenue South
Nashville, TN 37201

To: Tennessee Higher Education Commission (THEC)

Date: January 10, 2023

Subject: Letter of Support for Middle Tennessee State University (MTSU) proposed Bachelor of Science in Cybersecurity Management

To whom it may concern,

Bridgestone Americas is pleased to provide this letter of support for Middle Tennessee State University (MTSU) proposed Bachelor of Science in Cybersecurity Management.

Bridgestone is a large employer in the Middle TN technology community, including corporate headquarters, manufacturing, distribution, and retail locations. Safety is at the core of mission and Cyber safety is becoming more important for us in our digital and solutions transformation. As the leader of Cyber Security for Bridgestone, the attraction, development, and retention of talent in this field is critical to our success. In today's hybrid work environment companies can recruit and source talent from anywhere around the globe but it is important to Bridgestone to have local Cyber Security talent in the Greater Nashville area.

MTSU has been a key stakeholder in the higher-education tech community in Middle TN and a strong partner with Bridgestone over the years, therefore we believe that MTSU is well positioned to close the gap in the cybersecurity workforce by equipping students with Cybersecurity skills to fill open jobs at Bridgestone and other Middle Tennessee employers.

Sincerely yours,

Thomas K. Corridon



Tom Corridon

Chief Information Security Officer
Vice President, IT
Bridgestone Americas, Inc.
Mobile: +1 (630) 290-1663



January 10th, 2023

To:

Tennessee Higher Education Commission (THEC)

Subject: Letter of Support for Middle Tennessee State University (MTSU) proposed Bachelor of Science in Cybersecurity Management

To whom it may concern,

The Greater Nashville Technology Council (NTC) is pleased to provide this letter of support for Middle Tennessee State University (MTSU) proposed Bachelor of Science in Cybersecurity Management.

The NTC supports the entire Middle Tennessee technology community, including over 550 corporate members and extensive partnerships with educators and policy makers across the region. The NTC mission is to advance the diverse technology ecosystem by connecting and promoting members, attracting, growing, and retaining tech talent, and providing opportunities to reinvest in the Greater Nashville community. In support of our mission, our members and our community partners, the NTC has created and grown many Tech Talent programs to support its stakeholders in attracting, growing and retaining tech talent. In the last survey of corporate members, shortage of tech talent was the primary concern, with cybersecurity listed as one of the top 3 skills this region needs to further develop. In addition, according to the last job report that MTSU and NTC collaboratively published in the fall of 2021, Information Security Analytics is one of the most in-demand jobs with over 500 new job postings every month, and a 5-year total job growth of 169%.

MTSU has been a key stakeholder in the higher-education tech community in Middle Tennessee and at NTC, we believe that MTSU is well positioned to close the gap in the cybersecurity workforce by equipping students with Cybersecurity skills to fill open jobs for our Middle Tennessee employers.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Elise Cambournac".

Elise Cambournac
President & CEO
Greater Nashville Technology Council

University Provost
 110 Cope Administration Building
 Middle Tennessee State University
 Murfreesboro, Tennessee 37132
 Office: (615) 898-2880 • Fax: (615) 898-5029



May 9, 2023

Julie A. Roberts, PhD
 Chief Academic Officer
 TN Higher Education Commission
 312 Rosa L. Parks Ave., 9th Floor
 Nashville, TN 37243

Dear Dr. Roberts:

Our sincerest gratitude to you and THEC’s Academic Affairs staff for the thoughtful review of MTSU’s ELON for a **Cybersecurity Management, Bachelor of Science program**. We have incorporated and highlighted in yellow the suggestions below in the revised ELON.

ELON Section	Reviewer Comment	MTSU Response	ELON page #
Justification for consideration of expedited policy	<i>Hyperlink is unavailable for Outlook Report, please update.</i>	A working link is provided.	8
Accreditation	<i>Are there any additional costs expected from the ABET accreditation process? If so, please include that in this section.</i>	Since the submission of the ELON, the degree has been reframed based on internal discussions between colleges and departments on campus. The curriculum has been adjusted to highlight the management aspect of the B.S. in cybersecurity management. ABET does not provide accreditation that aligns with the final program design provided in the ENAPP.	9
Administrative Structure	<i>Given the anticipated enrollment, will a program director be hired, or a directorship be assigned to a current faculty or staff member?</i>	The chair of the Department of Information Systems and Analytics will manage the degree program. If the program grows to a point requiring a program director, the department will seek the necessary support through appropriate channels in Academic Affairs.	9
Enrollment and graduation projections	<i>Projected graduates seem low compared to projected enrollment. Please provide explanation.</i>	There was an error in the projected graduates for Year 4; the value should have been 9. The projections follow what was expected for a recent undergraduate program at MTSU in Data Science.	10

Student interest	<i>It is unclear what percentage of students this represents. Did all students complete all sections of the survey? Please provide a narrative summary of student survey responses.</i>	All 75 students surveyed answered each question presented in the ELON. The survey also contained open-ended questions to help gauge interest in various cybersecurity content areas which were not presented in the ELON. The open-ended questions had a response rate of 92% (69/75 students responded).	12
Existing programs offered at public and private Tennessee universities	<i>Please revise to include the following programs at in-state private institutions:</i> <ul style="list-style-type: none"> • <i>CIP 11.1003: Lipscomb University</i> • <i>CIP 43.0403 (Cyber/Computer Forensics and Counterterrorism): Christian Brothers University</i> 	Thank you for noting the omission of the private institutions offering programs in the same CIP code or in a similar area. The table of existing programs has been updated in the revised ELON to include the programs noted.	14
Public comments	<i>(TTU): With eight cybersecurity undergraduate programs already being offered at Tennessee public institutions, will this proposed program be redundant? According to MTSU's Office of Institutional Effectiveness, Planning, and Research, the first-to-second year retention rate has been around 20% in recent years. However, the attrition rates shown in Table 1 of the proposal are significantly lower. Finally, the enrollment, attrition, and graduation numbers do not match.</i>	While there are other cybersecurity programs, this degree will be uniquely focused on cybersecurity management. The curriculum is designed to support students interested in pursuing careers in cybersecurity management such as security analysts and information security managers. Additionally, based on demand for jobs in this area, MTSU feels there is room for degrees in the cybersecurity space, especially with a business management focus. The attrition rate used was based on a recent proposal for a similar program in addition to the 5-year average fall-to-fall retention rate for the MTSU Information Systems B.B.A. program, which is just over 89% ¹ .	13 10
	<i>(UM): The expedited LON, however, fails to address how national</i>	Thank you for the comment regarding faculty and the NIST framework. We are certainly aware of the challenges in	7

¹ <https://www.mtsu.edu/iepr/>

	<i>challenges in recruitment of qualified faculty in cybersecurity will be addressed. It is also recommended that the proposed program be mapped to the NIST Cybersecurity Education Framework for workforce development to ensure that skills of graduates are matched to the guidelines to ensure employer needs are being addressed.</i>	obtaining faculty and the competition in the field. We have a strong foundation of faculty that have been involved in our graduate concentration in security and assurance or have expertise in related areas that are interested in supporting the undergraduate program. We will additionally cross-train current faculty that have extensive experience in information systems. Our search for faculty and industry experts to support the program will explore opportunities to use professors of practice as well as traditional tenure-track positions. Regarding the NIST framework, we are aware of the framework and will make sure the components are integrated into our curriculum. We have updated the ELON to note that the NIST framework is taken into consideration.	
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Again, thank you for the support as we pursue this degree option for students at MTSU. We look forward to the continued review process.

Sincerely,



Mark Byrnes, PhD

Section II: Curriculum

Provide an adequately structured curriculum that (a) meets the stated objectives of the academic program, and (b) reflects breadth, depth, theory, and practice appropriate to the discipline and the level of the degree. The curriculum should be compatible with disciplinary accreditation and meet the criteria for the general education core, as well as articulation and transfer, where applicable.

Catalog description

Provide the catalog description for the proposed program.

The B.S in Cybersecurity Management provides a foundation of skills and knowledge necessary for working in cybersecurity. The program focuses on management of the cybersecurity function in organizations to develop and enrich protection, detection, and response capabilities. Topics covered in the program include network and cloud infrastructure and security, data security, governance, policy development and management, risk management, vulnerability assessment, system security, digital forensics, security analytics, and penetration testing.

Program learning outcomes

Provide the program learning outcomes for the proposed program. Outcomes should reflect the specific knowledge and skills expected for students to acquire as part of their educational experience in the proposed program.

The proposed undergraduate program will produce graduates with the knowledge and skills required to begin and maintain careers within the field of cybersecurity management through a dedication to continued skill development and lifelong learning.

Upon completion of the program, students will be able to

1. Apply principles of information systems design, development, and data management to support a secure computing environment.
2. Demonstrate an understanding of the technologies needed to defend computer systems and infrastructure from cyberattacks.
3. Develop the knowledge and skills needed to manage cybersecurity within an organizational environment.
4. Design, develop, and communicate effective policies and procedures that support business needs and enhance cybersecurity capabilities.

Student learning outcomes

Outline the student learning outcomes for the proposed program. Outcomes should clearly state the specific and measurable outcomes students will display to verify learning has occurred. Every student learning outcome must directly align with and/or relate to one or more program learning outcomes.

Each student learning outcome is followed by a reference to the associated program learning outcome(s) (**PO #**).

1. Identify vulnerabilities to the information assets of an organization. (PO 2; PO 3)
2. Define and implement appropriate controls to support confidentiality, integrity, and

- availability in organizational systems. (PO 1; PO 2; PO 3)
3. Communicate cybersecurity solutions to both technical and non-technical decision-makers. (PO 1; PO 3; PO 4)
 4. Apply business principles to solving cybersecurity-related problems. (PO 4)
 5. Capture and analyze data related to cybersecurity events. (PO 2; PO 3)
 6. Recognize ethical and legal issues impacting the design and development of secure systems and infrastructure. (PO 4)

Direct measures of student learning outcomes will be based on assignments in key courses that map to the overall program learning objectives.

Academic program requirements

Include the required number of semester credit hours (SCH), courses, (course prefix and number, title, SCH) and any special requirements including thesis, internships, practicum, etc.

In total, the program will consist of 120 hours of coursework and will be offered with both on ground and online course options. Forty-one (41) hours will be dedicated to general education. Core requirements will consist of 46 hours of security-related coursework. Students will take a business administration minor accounting for 18 hours, which leaves 15 hours of elective credit. The minor provides the management context and business foundations to support the focus of the proposed B.S. degree. A summary of the general program structure is provided in the following table:

Degree Component	Hours
General Education	41
Program Core	46
Business Administration Minor	18
Electives	15
	120

Detailed Program Structure

Program Core

Course	Title	SCH
INFS 1300	Introduction to Cybersecurity	3
INFS 2600	Introduction to Software Development and Programming	3
INFS 3300	Cybersecurity Management Fundamentals	3
INFS 3350	Cybersecurity Environment Management	3
INFS 3470	Python for Business Applications	3
INFS 3800	Information Systems Analysis and Design	3
INFS 3900	Business Data Communications	3
INFS 4300	Security Assurance for Information Systems Audit	3
INFS 4301	Penetration Testing and Ethical Hacking	3

INFS 4302	Analytics for Cybersecurity Professionals	3
INFS 4310	Digital Forensics	3
INFS 4350	Cloud Infrastructure and Security	3
INFS 4790	Database Design and Development	3
INFS 4970	Advanced Topics in Security Management	3
INFS 4980	Strategic Cybersecurity Management	3
INFS 4990	Leadership Seminar	1

Business Administration Minor

Course	Title	SCH
ACTG 3000	Survey of Accounting for General Business	3
FIN 3010	Principles of Corporate Finance	3
MGMT 3620	Supply Chain Operations	3
MKT 3820	Principles of Marketing	3
INFS 3100	Principles of Management Information Systems	3
BLAW 3400	Legal Environment of Business	3
Elective Courses		15
General Education Requirements (options provided in Appendix)		41
Total Program Hours		120

Existing and new courses

List existing and new courses for the proposed academic program including a catalog description and credit hours for each course.

Table 3. Existing Courses: The following table contains existing courses approved and/or offered through the Department of Information Systems and Analytics.

Prefix	Number	Title	Catalog description	Credit Hours
INFS	1300	Introduction to Cybersecurity	The Introduction to Cybersecurity course provides a broad overview of cybersecurity, including Internet security, malware, vulnerability analysis, cyber security ethics, privacy, policies/procedures, and mitigation strategies for potential cyber threats. Assists students in understanding and applying this knowledge in their everyday lives	3

INFS	2600	Introduction to Software Development and Programming	Programming logic and concepts using the .NET programming environment. Includes program design, data types, data structures, flow control, arrays, error control, graphical user-interfaces, and file processing as applied in the context of business information systems problem solving.	3
INFS	3300	Cybersecurity Management Fundamentals	A comprehensive study of the principles and practices of computer system security including operating system security, network security, software security, and web security. Students will learn common threats and vulnerabilities, along with basic principles and techniques when designing a secure system.	3
INFS	3470	Python for Business Applications	Introduces Python, a popular, general-purpose programming and scripting language well suited to a wide range of business problems. Topics include basics of programming-variables, strings, lists, functions, writing scripts that automate tedious tasks, parsing and interpreting data, interacting with APIs, and building web scrapers. Emphasis on practical applications in a business context.	3
INFS	3800	Information Systems Analysis and Design	Explores the roles and environments of project management, the product life cycle, and techniques for work planning, control, and evaluation. Covers developing a project plan, resource management, project scope and quality, budgeting, and managing project risk	3
INFS	3900	Business Data Communications	Practical explanation of data communications and networking technologies and infrastructure. Topics covered include networking concepts, appropriate technologies for effective design, best practices in overall network operations, network security, troubleshooting, and network management tools.	3

INFS	4300	Security Assurance for Information Systems Audit	An in-depth look at developing, implementing, monitoring, and auditing an information system's security. Managerial concepts for security of operating systems, administering security, and legal/ethical/policy issues examined as well as a hands-on approach to implementing operating systems security techniques. Explores the advancement in security detection and implementation, problem-solving techniques, and the role and importance of the information systems auditor.	3
INFS	4310	Digital Forensics	Introduces digital forensic tools and procedures and their major purpose and use. Topics include the foundational process and legal aspects of computer forensics, steganography, and how to identify and use specialized forensic software.	3
INFS	4350	Cloud Infrastructure and Security	Focused on cloud computing deployment and service models, virtualization, providers, threats to cloud computing, management of cloud security and access management, and approaches to cloud storage, performance, and automation.	3
INFS	4790	Database Design and Development	Fundamental concepts: conventional data systems, integrated management information systems, database structure systems, data integration, complex file structure, online access systems. Emphasis on total integrated information systems database and database management languages.	3

Table 4. New Courses: The following courses will be developed to complete the core for the proposed program.

Prefix	Number	Title	Proposed Catalog Description	Credit Hours
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INFS	3350	Cybersecurity Environment Management	Introduction to cybersecurity operating environments with a focus on the design and management of technologies needed to secure systems and infrastructures. Fundamentals of operating systems will be covered as related to current cybersecurity technologies.	3
INFS	4301	Penetration Testing and Ethical Hacking	Provides the fundamental knowledge and skills required to discover and manage vulnerabilities in an organizational environment. Students will use various penetration testing methodologies, frameworks, tools, and techniques to exploit vulnerabilities. Topics include vulnerability assessment, penetration testing, social engineering, reconnaissance, and network scanning.	3
INFS	4302	Analytics for Cybersecurity Professionals	An introduction to the application of analytics techniques to data produced across organizational systems to manage security systems and security-related incidents and events. Provides essentials of data analytics related to security event and incident management and security metrics. Students will research and examine tools used in security data and incident management processes in an organization.	3
INFS	4970	Advanced Topics in Cybersecurity	Advanced topics related to data, application, and operating system security.	3
INFS	4980	Strategic Cybersecurity Management	An in-depth investigation of the strategies and management practices used to secure organizations against cyber threats. Students will learn how to develop and implement effective cybersecurity policies and procedures, assess risks and vulnerabilities, and respond to security incidents.	3

INFS	4990	Leadership Seminar	Provides a brief introduction to the strategies and skills needed to effectively lead security teams. Activities will focus on personal skills development and on key factors influencing organizational leadership behavior.	1
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Program of study

Provide a sample program of study for students completing the program full-time. The sample program of study should include all courses by semester and term for students to complete the proposed program.

A sample full-time program of study by semester including general education, core courses, business administration minor, and electives is provided in the Appendix.

Assessment and evaluation

Identify who will be responsible for conducting program assessments and evaluations.

The Department of Information Systems and Analytics (ISA) chair will have responsibility for coordinating program assessments. In addition, the Department of ISA has an Assurance of Learning committee that will be involved in the creation, analysis, and submission of required assessment and evaluation documents. This committee will review program assessment and evaluations and implement any necessary changes.

Provide the schedule for program assessments or evaluations including program evaluations associated with Quality Assurance Funding, institutional program review, student evaluations, faculty review, accreditation, and employer evaluation. Include copies of relevant documents, rubrics, or other materials in the appendices of the ENAPP.

The B.S. in Cybersecurity Management program will conduct regular scheduled external reviews of this program in accordance with university and THEC policies. To complete these evaluations, the department chair will work with the MTSU office of Institutional Effectiveness, Planning, and Research (IEPR), which is responsible for overseeing external program reviews. IEPR conducts the following institutional surveys which will provide broad feedback about overall institution perceptions: Faculty Survey of Student Engagement, Alumni Survey, Graduating Student Survey, Job Placement Survey, and the Adult Learner Survey. References to these items may be obtained on the MTSU website.⁸

In addition to the institutional surveys, MTSU conducts student evaluations of faculty and the courses at the end of each semester. These evaluations are provided to the department chair. An example of the questions included in the MTSU course evaluation survey are provided in the

⁸ Please see <https://www.mtsu.edu/iepr/> for additional details on the review process provided by the MTSU Office of Institutional Effectiveness, Planning and Research (IEPR)

Appendix.

To gauge student learning, INFS 4980 also serves as a capstone for the program and a final opportunity to assess student learning. Projects and presentations will be evaluated by faculty based on a rubric that measures content knowledge, problem solving ability, communication, and professionalism.

Student retention and graduation rates will be monitored by the department chair. Employment of graduates will be tracked and analyzed by the department chair through a program-specific survey to be developed. This information will identify program strengths, student placements, as well as potential growth opportunities for future placement efforts.

Section III: Students

Academic standards

Clearly state the admission, retention, and graduation standards, which should align with institutional or governing board policy.

The B.S. in Cybersecurity Management will follow the University's general requirements for baccalaureate degrees and requires a minimum 2.00 inclusive GPA.

To graduate from MTSU with a bachelor's degree, a student must meet the following requirements.⁹

1. Students must complete a minimum of 120 semester hours with a 2.00 grade point average. (Some programs may require more than 120 hours.)
2. A minimum of 25 percent of credit for each degree awarded by MTSU must be earned through offerings by the University. Typically, a minimum of 30 hours earned through MTSU is required; however, in degree programs of more than 120 semester hours a greater number of hours would be required.
3. At least 36 semester hours of junior and senior (3000-4000 level) courses must be completed. Courses numbered 1000 and 2000 which are substituted for 3000- or 4000-level courses may not be used in the calculation of the 36 upper-division hours.
4. With approval of the dean of the college in which the student is pursuing the major, a candidate may complete 12 of the last 30 hours at another college or university or by CLEP.
5. No more than 60 semester hours completed by credit-by-examination, credit for service-related experience, and flight training may be counted for credit in a degree.
6. Students must complete at least 12 semester hours at the upper-division level through MTSU in each major and at least three semester hours at the upper-division level through MTSU in each minor. Additionally, no course used to satisfy a requirement in a major or minor may be used in another major or minor.
7. The student who seeks a second concentration in a major must complete a minimum of nine (9) hours that do not duplicate hours in the first major/concentration.
8. Students may not major and minor in the same discipline.
9. A minimum of 50 semester hours of senior college credit will be required of all students who transfer from colleges of less than four-year designation.

⁹ <http://catalog.mtsu.edu/content.php?catoid=34&navoid=7862&hl=%22graduation+requirement%22&returnto=search>

10. A minimum 2.00 GPA will be required in a major pursued as a graduation requirement and a minimum 2.00 is required in some minors.
11. All candidates must meet the [General Education](#) requirements as outlined and satisfy a technology requirement.
NOTE: *Information applicable to transfer students may be found [below](#).*
12. No more than 25 percent of the credits for nonbusiness degrees may be in courses commonly found in a school of business. Additionally, a student can have only one business minor.
13. **During priority registration when two semesters are remaining for graduation, students must submit a completed Intent to Graduate form, and if required, an upper-division form to their graduation analyst.** Students should contact their college advisors or the college advising office of their major for the appropriate process within their colleges. Some programs require formal approval with additional requirements for admission to candidacy.
14. Any or all students may be required to take one or more tests designed to measure general education achievement and/or achievement in selected major areas as a prerequisite to graduation for the purpose of evaluation of academic programs. Unless otherwise provided by an individual program, no minimum score or level of achievement is required for graduation. Participation in testing may be required for all students, for students in selected programs, and for students selected on a sample basis.
15. In compliance with SACSCOC accreditation standards, all students will have training in and use of technology.

Marketing and recruitment

Provide a plan that outlines how the proposed program will market and recruit a diverse population of students including underserved and historically underrepresented students and is aligned with the proposed implementation timeline.

There are several opportunities to market to and recruit a diverse population of students. The Department of Information Systems and Analytics faculty have direct connections with organizations such as Women in Technology Tennessee and the Nashville Technology Council. Additionally, faculty currently work closely with organizations such as the Information Systems Security Association (ISSA) to support professional learning activities. In addition to the external groups with which faculty work and under the charge of the department chair, designated faculty will do the following:

- Work with the MTSU Division of Marketing and Communications to craft press releases.
- Work with Creative Marketing Solutions at MTSU to develop web page, video, and print materials.
- Create brochures and banners for recruiting events.
- Meet with Jones College advising and recruitment staff to provide information on the new degree.
- Develop an online marketing strategy and implement content on key social media platforms.

Student support services

Provide an overview of student support services that will be available to students in the proposed program (e.g., academic advising, tutoring, internship placement, career counseling, or others).

The department chair serves as the primary contact for the students in the program. The Jones

College of Business houses a dedicated advising staff to support student advising needs. The MTSU Career Development Center offers career advising, professional development guides, internships, and job search support, as well as career fairs. The Department of Information Systems and Analytics also offers a career fair for students majoring in computing fields and provides tutoring options for students in core program courses.

Describe how the proposed program will ensure student success for all students, especially underserved and historically underrepresented students.

The department chair and faculty will serve as resources to ensure that students are progressing through the program. Students will obtain hands-on experience using cybersecurity-related technologies throughout the program preparing them for entry into the job market. Additionally, the chair and faculty will meet with students regularly to answer questions and provide an opportunity for students to interact and network outside of the classroom. The Department of Information Systems and Analytics works closely with groups such as the Nashville Technology Council and Women in Technology Tennessee to maintain relationships and connections to support our students.

As mentioned in the Marketing and Recruitment section, the department chair and faculty will work with organizations within the community; through these partnerships, initiatives to recruit, support and retain underrepresented students will be a priority.

Section IV: Instructional and Administrative Resources

Faculty resources

Current and anticipated faculty resources should ensure a program of high quality. The number and qualification of faculty should meet existing institutional standards and should be consistent with external standards.

Current faculty

Using the . Current Faculty Roster table, list the name, highest degree, rank, and primary department, full-time or part-time status, and percent of time to be devoted to the proposed program. If the proposed academic program is at the graduate level, designate graduate faculty status with an asterisk (). Please identify the faculty member who will have direct administrative responsibilities for the proposed program as "PD" after the faculty member's name.*

It is anticipated that several of the Department of Information Systems and Analytics full-time faculty will teach as part of the proposed curriculum in support of the undergraduate degree in cybersecurity management. The percentage of time provided is a general estimate representing participation in the program.

Table 5. Current Faculty Roster

Current Faculty Roster					
Faculty Name	Highest Degree	Rank	Primary Department	Full-time or Part-time	% of Time Devoted to Program*
Sandra Billings	MBA	Instructor	Information Systems & Analytics	Full	20%
Nita Brooks	PhD	Professor	Information Systems & Analytics	Full	20%
Carol Clark	PhD	Professor	Information Systems & Analytics	Full	20%
Michael Erskine	PhD	Assistant Professor	Information Systems & Analytics	Full	20%
Tim Greer (PD/Department Chair)	PhD	Associate Professor	Information Systems & Analytics	Full	20%
Tim Miller	MS	Lecturer	Information Systems & Analytics	Full	80%
Steve Morris	PhD	Professor	Information Systems & Analytics	Full	20%
Sam Zaza	PhD	Assistant Professor	Information Systems & Analytics	Full	40%

*10% represents 1 class per year; 20% represents 1 class per semester; 40% represents 2 classes per semester; 80% represents 4 classes per semester

Anticipated faculty

- Using the Anticipated Faculty and Instructional Staff table, list the additional faculty likely needed during the next five years for successful implementation of the proposed program. For each proposed faculty hire, provide full-time or part-time status, anticipated salary (excluding benefits), anticipated start date, and any pertinent comments.

MTSU currently offers many of the courses required in the program and has qualified faculty to instruct and lead the program. Although there is expertise to offer the needed classes, we do expect that additional faculty will be needed to offer all required classes. We anticipate new faculty hires will be essential to ensure qualified coverage of the courses and to support the overall quality and success of the program. A conversion of a contingent faculty line to an instructor line is needed in Year 1, with no additional cost. One full-time professor of practice position is projected to start in Year 2, with an assistant professor to be hired in Year 3.

The B.S in Cybersecurity Management anticipates using adjunct faculty in conjunction with our tenure-track and full-time faculty to provide field experience and knowledge related to specific areas of the program. We would like to focus the use of adjuncts on finding individuals with key industry certifications to assist in delivery key concepts and tools to our students. Using individuals with recent and relevant experience also provides students closer access to the cybersecurity job market, opportunities, and connections.

Table 6. Anticipated Faculty and Instructional Staff

Anticipated Faculty and Instructional Staff				
Faculty Rank or Job Title	Full-time or Part-time	Anticipated Salary	Anticipated Start Date	Comments
Professor of Practice	Full-time	\$125,000 new + 38% benefits	Year 2	This faculty member will bring industry experience and expertise to support the new program. They would be expected to teach any course in the cybersecurity management program. Assuming the program reaches projected enrollment.
Assistant Professor	Full-time	\$135,000 + 38% benefits	Year 3	This faculty member is important to cover the minimum required courses needed to support the new program. Expertise in cybersecurity will allow the new faculty to teach any of the required cybersecurity courses. Assuming the program reaches projected enrollment.

Non-Instructional staff

Using the **Error! Reference source not found.** table, list the additional Non-Instructional Staff needed during the next five years for successful implementation of the proposed program.

For each proposed non-instructional hire, provide full-time or part-time status, anticipated salary (excluding benefits), anticipated start date, and any pertinent comments.

We anticipate needing no new staff to support the program.

Section V: Institutional Capacity to Deliver Proposed Program

In assessing institutional capacity to deliver the proposed program, provide a narrative explanation of existing and needed resources. Additionally, provide the cost projections for one-time and recurring expenditures in the Estimated Costs to Deliver the Proposed Program table below. **Please note:** the narrative must align with the projected costs provided in the Estimated Costs to Deliver the Proposed Program table.

Accreditation

Describe any costs associated with regional and/or programmatic accreditation during the

planning and first five years for successful implementation of the academic program.

MTSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters, and doctorate degrees. There is no other accreditation at this time that would align with this program.

Consultants

Provide a summary of anticipated consultant needs and associated costs during the planning and first five years for successful implementation of the academic program.

A consultant is not needed for the implementation of this program. We will use an external reviewer during the expedited program process, which occurs prior to program implementation. A \$1,500 honorarium is generally paid for this work.

Equipment

Assess the adequacy of the existing equipment available for the proposed academic program. Include physical equipment, computer facilities, special classrooms, etc.

The proposed program will utilize existing computer classrooms and campus computer labs. As the classrooms and computer labs already exist, no new physical equipment, computer facilities, or special classrooms are needed.

Describe additional equipment needed during the planning and first five years for successful implementation of the academic program.

Computers and office equipment will be required for each new full-time faculty hire. This one-time cost covers all the technology needs for the new faculty hired to teach in the program. Coinciding with the new faculty hires, these one-time expenses will occur in years 2024, 2025, 2026, and 2027 at \$5,000 per individual. In total, faculty equipment costs will be \$20,000.

Information technology

Describe current information technology resources available to support the program.

Existing classroom and laboratory facilities are adequate to implement this proposed degree program, and no additional laboratory or space needs are required. The program will also have access to additional technology resources such as a cloud computing resources and other network resources through the Department of Information Systems and Analytics.

Describe additional information technology acquisitions needed during the planning and first five years for successful implementation of the academic program.

No additional information technology acquisitions are needed.

Library resources

Provide an overview of the current library resources available to support the proposed program. This might include a summary or listing of the appropriate monographs, serials, databases, and

online resources that are held by the campus or college libraries to support the proposed program.

We require no additional library resources to support this program. The library currently provides journals, datasets, and other material relevant to the cybersecurity field.

Describe additional library acquisitions needed during the planning and first five years for successful implementation of the academic program.

No additional library resources are needed.

Marketing

Outline any anticipated costs associated with the marketing for the proposed program during the planning and first five years.

As discussed in the Marketing and Recruitment section, a variety of marketing platforms will be used to advertise the B.S. in Cybersecurity Management degree. Aspects that have an associated cost include:

- Work with MTSU Division of Marketing and Communications to craft press releases.
- Work with Creative Marketing Solutions at MTSU to develop web page, video, and print materials.
- Create brochures and banner for recruiting events.
- Develop and implement social media platforms and online marketing strategy.

The annual anticipated marketing budget is:

Marketing Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Marketing	\$5,000	\$2,000	\$1,500	\$1,500	\$1,500
Sub-Total Marketing	\$5,000	\$2,000	\$1,500	\$1,500	\$1,500

Facilities

Describe facilities that will support of the proposed program. For existing space and facilities, briefly describe the type(s) of space and facilities (e.g., a listing of the number and types of classrooms or labs, student offices or spaces, etc.).

The Jones College of Business contains dedicated labs for student use as well as dedicated classroom lab space. The Department of Information Systems and Analytics has two assigned student computer classrooms (BAS S304 & BAS S314) as well as one classroom with laptops available (BAS S278). There are several other lab classrooms available to the Jones College of Business in the Business and Aerospace Building¹⁰. The Department of Information Systems and Analytics has access to two servers that reside the department offices to support classroom and student needs. Additionally, several courses will be available online and will not need the use of an on-campus space for students to work in the requirement environments.

¹⁰ <https://www.mtsu.edu/usm/classpage.php>

Additionally, the Department of Information Systems and Analytics has two spaces used for student tutoring.

For new or renovated facilities, clearly outline them and include the amount and type of space, costs identified, and source(s) of funds to cover costs.

The program does not require any new or renovated space.

Travel

Provide a summary of anticipated travel expenses during the planning and first five years.

Travel is fixed at \$7,500 per year. This includes funds to support program administration and recruitment. It also includes funds for faculty to attend discipline-related conferences ensuring they are informed of the most recent developments in both academic and industry topics.

Other resources

Describe other support resources available to support the program. Describe additional support resources that may be needed during the planning and the first five years for successful implementation of the academic program.

No additional resources are projected.

Table 7. Estimated Costs to Deliver the Proposed Program

Estimated Costs to Deliver the Proposed Program						
One-Time Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Accreditation						
Consultants	\$1,500					
Equipment		\$5,000	\$5,000	\$5,000	\$5,000	
Information Technology						
Library						
Marketing						
Facilities						
Travel						
Other						
Total One-Time Expenditures	\$1,500	\$5,000	\$5,000	\$5,000	\$5,000	
Recurring Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Accreditation						
Consultants						
Equipment						

Information Technology						
Library						
Marketing		\$5,000	\$2,000	\$1,500	\$1,500	\$1,500
Facilities						
Travel		\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Other:						
Total Recurring Expenditures		\$12,500	\$9,500	\$9,000	\$9,000	\$9,000
Grand Total (One-Time and Recurring)	\$1,500	\$17,500	\$14,500	\$14,000	\$14,000	\$9,000

Appendix A

MTSU General Education Course Options¹¹**Communication (9 hours)***Required Courses*

- [ENGL 1010 - Expository Writing](#) 3 credit hours
- [ENGL 1020 - Research and Argumentative Writing](#) 3 credit hours
- [COMM 2200 - Fundamentals of Communication](#) 3 credit hours

A minimum grade of C- is required in [ENGL 1010](#) and [ENGL 1020](#) to apply toward degree requirements.

Humanities and/or Fine Arts (9 hours)*Literature Requirement (3 hours)*

The 3-hour literature requirement is to be met with one of the following:

Note: The 2000-level English courses may not be taken simultaneously with the 1000-level composition courses.

- [ENGL 2020 - Themes in Literature and Culture](#) 3 credit hours
- [ENGL 2030 - The Experience of Literature](#) 3 credit hours
- [HUM 2610 - World Literatures](#) 3 credit hours

Remaining Humanities and/or Fine Arts Requirement (6 hours)

Excluding the literature choice above, students should choose two of the following courses with different rubric (course) prefixes to meet the remaining 6-hour requirement in this area:

- [ANTH 2210 - Introduction to World Prehistory](#) 3 credit hours
- [ART 1030 - Art Appreciation](#) 3 credit hours
- [ART 1920 - Survey of Western Art I](#) 3 credit hours
- [DANC 1000 - Introduction to Dance](#) 3 credit hours
- [ENGL 2020 - Themes in Literature and Culture](#) 3 credit hours
- [ENGL 2030 - The Experience of Literature](#) 3 credit hours
- [HIST 1010 - Survey Western Civilization I](#) 3 credit hours
- [HIST 1020 - Survey Western Civilization II](#) 3 credit hours
- [HIST 1110 - Survey World Civilization I](#) 3 credit hours
- [HIST 1120 - Survey World Civilization II](#) 3 credit hours
- [HUM 2610 - World Literatures](#) 3 credit hours
- [MUHL 1610 - The World of Music](#) 3 credit hours

¹¹ http://catalog.mtsu.edu/preview_program.php?catoid=34&poid=11796

- [MUS 1030 - Introduction to Music](#) **3 credit hours**
- [PHIL 1030 - Introduction to Philosophy](#) **3 credit hours**
- [THEA 1030 - Introduction to Theatre](#) **3 credit hours**

Social/Behavioral Sciences (6 hours)

Note: *The two courses selected must have different rubric (course) prefixes.*

- [AST 2100 - Introduction to Africana Studies](#) **3 credit hours**
- [ANTH 2010 - Cultural Anthropology](#) **3 credit hours**
- [ECON 2410 - Principles of Economics, Macroeconomics](#) **3 credit hours**
- [ECON 2420 - Principles of Economics, Microeconomics](#) **3 credit hours**
- [GEOG 2000 - Introduction to Regional Geography](#) **3 credit hours**
- [GS 2010 - Introduction to Cross-Cultural Experiences](#) **3 credit hours**
- [HLTH 1530 - Health and Wellness](#) **3 credit hours** AND
- [HLTH 1531 - Health and Wellness Lab](#) **0 credit hours**
- [EMC 1020 - American Media and Social Institutions](#) **3 credit hours** OR
- [JOUR 1020 - American Media and Social Institutions](#) **3 credit hours** OR
- [RIM 1020 - American Media and Social Institutions](#) **3 credit hours**
- [PS 1005 - Introduction to American Politics](#) **3 credit hours**
- [PS 1010 - Introduction to Global Politics](#) **3 credit hours**
- [PSY 1410 - General Psychology](#) **3 credit hours**
- [RS 2030 - Religion and Society](#) **3 credit hours**
- [SOC 1010 - Introductory Sociology](#) **3 credit hours**
- [SOC 2010 - Social Problems](#) **3 credit hours**
- [WGST 2100 - Introduction to Women's Studies](#) **3 credit hours**

Natural Sciences (8 hours)

NOTE: *Two different nonsequential courses must be selected for natural science credit having different rubric (course) prefixes; at most only the first semester of any two-semester, discipline-specific sequence may count for General Education natural science credit.*

Lecture and Lab = 4 hours

- [ASTR 1030 - Exploring the Universe](#) **3 credit hours** AND
- [ASTR 1031 - Observing the Universe](#) **1 credit hour**
- [BIOL 1030 - Exploring Life](#) **4 credit hours** AND
- [BIOL 1031 - Exploring Life Lab](#) **0 credit hours**
- [BIOL 1110 - General Biology I](#) **4 credit hours** AND
- [BIOL 1111 - General Biology I Lab](#) **0 credit hours**
- [BIOL 2010 - Human Anatomy and Physiology I](#) **4 credit hours** AND
- [BIOL 2011 - Human Anatomy and Physiology I Lab](#) **0 credit hours**
- [BIOL 2020 - Human Anatomy and Physiology II](#) **4 credit hours** AND
- [BIOL 2021 - Human Anatomy and Physiology II Lab](#) **0 credit hours**
- [CHEM 1010 - Introductory General Chemistry I](#) **4 credit hours** AND
- [CHEM 1011 - Intro to General Chemistry I Lab](#) **0 credit hours**

- [CHEM 1030 - Chemistry for Consumers](#) **4 credit hours** AND
- [CHEM 1031 - Chemistry for Consumers Lab](#) **0 credit hours**
- [CHEM 1110 - General Chemistry I](#) **4 credit hours** AND
- [CHEM 1111 - General Chemistry I Lab](#) **0 credit hours**
- [GEOL 1030 - Introduction to Earth Science](#) **3 credit hours** AND
- [GEOL 1031 - Introduction to Earth Science Lab](#) **1 credit hour**
- [GEOL 1040 - Physical Geology](#) **4 credit hours** AND
- [GEOL 1041 - Physical Geology Lab](#) **0 credit hours**
- [PGEOL 1030 - Physical Geography](#) **4 credit hours**
- [PHYS 1110 - Discovering Physics](#) **4 credit hours**
- [PHYS 2010 - Non-Calculus-Based Physics I](#) **0 credit hours** AND
- [PHYS 2011 - Physics Problems Laboratory I](#) **4 credit hours**
- [PHYS 2110 - Calculus-Based Physics I](#) **0 credit hours** AND
- [PHYS 2111 - Calculus-Based Physics Laboratory I](#) **4 credit hours**
- [PSCI 1030 - Topics in Physical Science](#) **4 credit hours** AND
- [PSCI 1031 - Topics in Physical Science Lab](#) **0 credit hours**
- [PSCI 1130 - Contemporary Issues in Science](#) **0 credit hours** AND
- [PSCI 1131 - Activities for Contemporary Issues in Science](#) **4 credit hours**

Mathematics (3 hours)

NOTE: 4-semester-hour courses are calculated as 3 hours for General Education and 1 hour in the major area.

- [MATH 1010 - Mathematics for General Studies](#) **3 credit hours**
- [MATH 1530 - Applied Statistics](#) **3 credit hours**
- [MATH 1630 - College Mathematics for Managerial, Social, and Life Sciences](#) **3 credit hours**
- [MATH 1710 - College Algebra](#) **3 credit hours**
- [MATH 1720 - Plane Trigonometry](#) **3 credit hours**
- [MATH 1730 - Pre-Calculus](#) **4 credit hours**
- [MATH 1810 - Applied Calculus I](#) **3 credit hours**
- [MATH 1910 - Calculus I](#) **4 credit hours**

History (6 hours)

- [HIST 2010 - Survey of United States History I](#) **3 credit hours**
- [HIST 2020 - Survey of United States History II](#) **3 credit hours**
- [HIST 2030 - Tennessee History](#) **3 credit hours**
- [HIST 2040 - Survey African American History I](#) **3 credit hours**
- [HIST 2050 - Survey African American History II](#) **3 credit hours**

Note:* Tennessee Code Annotated 49-7-110 requires that no person be granted a baccalaureate degree from a Tennessee public institution of higher education without having earned at least 6 semester hours of credit in American history (up to 3 of those hours may be in Tennessee history). This requirement is to be enforced for all students, including those seeking their first or any subsequent bachelor's degree, regardless of whether their high school degree comes from a U.S. or international institution, and regardless of their citizenship status. This requirement does not apply, however, to students who have earned 1 unit of American history in high school. **Please note that this requirement is separate from the current General Education history requirement.

2024-25 Cybersecurity Management Academic Map

Department of Information Systems and Analytics

Middle Tennessee State University • Murfreesboro



An academic map is a suggested four-year schedule of courses based on degree requirements in the undergraduate catalog. This sample schedule serves as a general guideline to help build a full schedule each term. Milestones, courses, and special requirements necessary for timely progress to complete a major are designated to keep you on track to graduate in four years. **Missing milestones could delay your program.**

This map is not a substitute for academic advisement—contact your advisor if you have any questions about scheduling or about your degree requirements. Also see the current undergraduate catalog (catalog.mtsu.edu) for a complete list of requirements and electives. *Note: Requirements are continually under revision, and there is no guarantee they will not be changed or revoked; contact the department and/or program area for current information.*

Suggested Fall/Spring Four-Year Schedule with Business Administration Minor

FRESHMAN FALL			FRESHMAN SPRING		
Course	Hours	Milestones/Notes	Course	Hours	
ENGL 1010 (Comm)	3		ENGL 1020 (Comm)	3	
MATH 1630	3		HUM/FA (Rubric 1)	3	
Nat Sci (Rubric 1)	4		Nat Sci (Rubric 2)	4	
INFS 1300	3		COMM 2200 (Comm)	3	
Elective	3		Elective	3	
SUBTOTAL	16		SUBTOTAL	16	
SOPHOMORE FALL			SOPHOMORE SPRING		
ENGL 2020, ENGL 2030, or HUM 2610 (Hum/FA)	3		Hum/FA (Rubric 2)	3	
HIST 2010, 2020, 2030, 2040, or 2050	3		HIST 2010, 2020, 2030, 2040, or 2050	3	
Soc/Beh Sci (Rubric 1)	3		INFS 2600	3	
Elective	3		Soc/Beh Sci (Rubric 2)	3	
Elective	3		Elective	3	
SUBTOTAL	15		SUBTOTAL	15	
JUNIOR FALL			JUNIOR SPRING		
ACTG 3000	3		BLAW 3400	3	Prereq: Junior standing
FIN 3010	3	Prereq: Junior standing	INFS 3100	3	Prereq: Junior standing
MKT 3820	3	Prereq: Junior standing	INFS 3470	3	
INFS 3300	3		INFS 3800	3	Prereq: Junior standing
INFS 3900	3	Prereq: Junior standing	INFS 3350	3	Prereq: INFS 3300
SUBTOTAL	15		SUBTOTAL	15	
SENIOR FALL			SENIOR SPRING		
MGMT 3620	3	Prereq: Junior standing	INFS 4302	3	
INFS 4300	3	Prereq: Junior standing	INFS 4310	3	
INFS 4301	3		INFS 4970	3	
INFS 4350	3	Prereq: INFS 3900	INFS 4980	3	
INFS 4790	3	Prereq: INFS 2600	INFS 4990	1	
SUBTOTAL	15		SUBTOTAL	13	
TOTAL HOURS IN PROGRAM: 120					

Appendix C

MTSU Course Evaluation

Please indicate your level of agreement with the following statements:

Quantitative Questions (choice of Strongly Disagree, Moderately Disagree, Neither Agree nor Disagree, Moderately Agree, Strongly Agree):

The instructor created an environment that helped students learn.

The course material was delivered in a clear and organized manner.

The instructor gave assignments related to the goals of the course.

The evaluation methods adequately assessed student academic performance.

The instructor was knowledgeable about the subject.

The course enhanced students' ability to think critically about the subject.

The instructor engaged the class and provided opportunities for student participation/contributions appropriate for class size/type. The instructor cared about student learning.

The instructor was willing to answer questions during or outside of class.

In general, the instructor was an effective teacher.

The qualitative questions for the survey include:

Please identify what you consider to be the strengths of the course and/or instructor:

Please identify the area(s) where you think the course could be improved:



**Middle Tennessee State University
Board of Trustees**

MEETING: Summer Quarterly Board Meeting

SUBJECT: **Finance and Personnel Committee**

DATE: June 20, 2023

PRESENTER: Pete DeLay
Committee Chair

- Revision to Policy 641: Student Fees, Incidental Charges, and Refunds
- Capital Outlay Project Submittal
- Capital Disclosures
- Capital Maintenance Projects Submittal
- Tuition, Fees, and Housing Rates
- Compensation
- Operating Budgets
 - 1) Estimated 2022-23 Budget
 - 2) Proposed 2023-24 Budget



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Policy Revisions – Policy 641
Student Fees, Incidental Charges, and Refunds**

BACKGROUND INFORMATION:

Outlined below are two proposed revisions to **Policy 641 Student Fees- Incidental Charges and Refunds:**

Section VI. Tuition and Fees Subject to Board Approval

- The first revision is a change to the calculation of the Regional Scholars Program rate. Currently, this rate is recalculated each year based on an old Tennessee Board of Regents formula. This revision will change the process to apply the MTSU Board of Trustees approved tuition increase to the current rate each year; thus, eliminating a recalculation of the rate.
- The second revision allows students taking all synchronous or asynchronous online courses to be charged the eRate. The current policy does not allow a

student to receive the eRate if they take one or more remote delivery courses.

Copies of the redline policy and the final revised policy are attached for your review and approval.



641 Student Fees – Incidental Charges and Refunds

Approved by Board of Trustees

Effective Date: June 20, 2023

Responsible Division: Business and Finance

Responsible Office: Business and Finance

Responsible Officer: Associate Vice President, Business and Finance

I. Purpose

This policy outlines significant provisions for the administration of fees, fines, charges, and refunds at Middle Tennessee State University (MTSU or University).

II. Establishment of Fees, Fines, and Charges

- A. The MTSU Board of Trustees (Board) must establish or approve all University fees, fines, and charges, unless specific exceptions are provided.
- B. The President is responsible for the enforcement and collection of all fees, fines, and charges. Fees, fines, and charges which specifically do not require Board approval must receive formal approval by the President or designee.
- C. The University should attempt to follow a general format in publishing information on fees, fines, and charges, including, but not limited to, the following:
 1. All statements which include the fee amount should be complete and specific enough to prevent misunderstanding by readers.
 2. When a fee is quoted, the refund procedures should be clearly stated. If there are qualifying conditions for refunds (i.e., specific dates), those conditions also should be stated. If there is no refund, it should be labeled as non-refundable.
 3. It should be made clear that all fees are subject to change at any time.
- D. Current tuition and fee rates, fee payment dates, and refund procedures can be found on the ["What Does it Cost"](#) webpage.

III. Approval of Exceptions

- A. In accordance with this policy, the President has the authority to determine the applicability of certain fees, fines, charges, and refunds, and to approve exceptions in instances of unusual circumstances or for special groups.
- B. All such actions should be properly documented for auditing purposes.

IV. Appeals Process

The University has established separate appeals processes for different types of fees, charges, and refunds.

- A. Residency appeals: contact MT One Stop.
- B. Appeals for tuition adjustments due to dropping or withdrawing: contact MT One Stop.
- C. Appeals for late registration fees and installment plan fees: contact the Bursar's Office.
- D. Advising error appeals: approved by the Provost's Office.
- E. Housing appeals: contact Housing and Residential Life Office.

V. Exchange of Revenue

Public institutions exchange funds for tuition and fees of employees' spouses and dependents who participate in an education assistance program.

VI. Tuition and Fees Subject to Board Approval

- A. Maintenance Fees. Charged to students enrolled in credit courses or on an audit basis. It is an enrollment or registration fee and is calculated based on the number of Student Credit Hours (SCH's).
 - 1. Rates are established by student level (undergraduate and graduate). The hourly rate will be discounted when undergraduate students enroll in greater than twelve (12) hours and graduate students in greater than ten (10) hours, unless stated otherwise elsewhere in this policy.
 - 2. For multiple summer sessions, maintenance fees and tuition are assessed by using the current part-time rate with no maximum amount for total credit hours enrolled.

3. For the Winter Session, maintenance fees and tuition are assessed by using the current part-time rate. Hours taken in the Winter Session do not count toward the twelve (12) undergraduate hours or ten (10) graduate hours needed to receive a discount in the Spring semester.
 4. Maintenance fees may not be waived unless specific exceptions are outlined in state statute. T.C.A. § 49-7-113 provides exceptions for certain disabled and elderly students, as well as state service retirees; T.C.A. § 49-7-102 outlines certain exceptions for dependents and spouses of military personnel; and T.C.A. § 49-7-2304 provides exceptions for certain military reserve and National Guard personnel.
- B. Out-of-State Tuition. An additional fee charged to students classified as non-residents who are enrolled in for-credit courses, including audit courses. This fee is in addition to the maintenance fee.
1. A separate hourly rate for out-of-state tuition will be set for undergraduate and graduate students. A full-time student is defined as an undergraduate enrolled in twelve (12) hours or a graduate student enrolled in ten (10) hours.
 2. Applicability of out-of-state tuition is determined pursuant to [Policy 501 Residency Classification](#). The Business Office will collect fees based upon student classification as determined under that policy.
- C. Regional Scholars Program
1. This program is restricted to:
 - a. admitted undergraduate students who graduate from a high school located in a county within a specified radius of the MTSU campus as determined by the Board of Trustees and published on the [Regional Scholars Program website](#), have at least a twenty-five (25) ACT, or the SAT equivalent, maintain full-time status (minimum of twelve [12] hours), and remain in good academic standing.
 - b. admitted graduate students who have a permanent address that is located in a county within the same specified radius of the MTSU campus as noted above, maintain full-time status (minimum of ten [10] hours), and remain in good academic standing.
 2. If a student drops below minimum hours stated above, they are assessed out-of-state fees for that term.

3. A separate hourly rate for students eligible for this program will be set for undergraduate and graduate students. This rate is capped at twelve (12) hours for undergraduate students and ten (10) hours for graduate students.
 4. The program rate does not impact students who otherwise qualify for border county classification or other in-state residency classification.
- D. eRate. Available to students who enroll at MTSU, who are classified as non-residents of Tennessee, and who are enrolled exclusively in online courses.
1. The eRate is one hundred fifty percent (150%) of the University's approved undergraduate or graduate maintenance fee.
 2. The hourly rate will not be discounted for students receiving the eRate and enrolling in greater than twelve (12) undergraduate hours or ten (10) graduate hours.
 3. To qualify for an eRate, students must meet all University admission requirements and be verified as an online out-of-state student enrolled exclusively in courses delivered online by a procedure documented by the University. Out-of-state students refers to geographic location and does not include undocumented students living in Tennessee.
 4. Students enrolled in any type courses other than online asynchronous or online synchronous (such as in-person, blended, independent study, etc.) will not be eligible for the eRate specified in this policy and will instead incur traditional non-resident fees and charges. Students who enroll in both online courses and other type courses, and subsequently drop the other type courses, will not then become eligible for the eRate.
 5. Enrollment of eRate students as defined in this standard must mitigate any negative impact on the opportunity for Tennessee student enrollment in online courses.
- E. Corporate Partnership Rate. Available to corporations that have entered into a formal partnership with MTSU. The rate set will reflect an 18% discount off the approved undergraduate and graduate in-state rates.
- F. Dual Enrollment Rate. Available to high school students meeting the qualifications specified in T.C.A. § 49-4-930 and will be set at an amount equal to the maximum grant amount stipulated by the Tennessee Student Assistance Corporation (TSAC) each year. The hourly rate will not be discounted when undergraduate students enroll in greater than twelve (12) hours.
- G. Program Services Fee. A fee charged to students to support the following programs of the University:

1. Debt Service. Debt service fee revenue is used to retire debt on various capital projects of the University. At the conclusion of the debt retirement for a given project, the debt service fee attributed to the project will cease. Any new project requires the approval of a new debt service fee on its own merits without the reallocation of any existing fee. Any continuation of fees necessary for renewal and replacement of a project for which the debt is totally retired must be approved for that purpose by the Board.
2. Student Government Activity Fee. A student government activity fee may be established pursuant to T.C.A. § 49-8-109. Any increase in this fee shall be subject to a referendum pursuant to T.C.A. § 49-8-110 for student body approval or rejection. The fee will be administered in accordance with the provisions adopted by the University. These fees will be recorded as restricted revenue.
3. Technology Access Fee. Assessed by the University for the purpose of providing student access to computing and similar technologies.
 - a. The revenue from Technology Access Fees (TAF) should be used by the University for direct student benefit, for items such as new and improved high technology laboratories and classrooms, appropriate network and software, computer and other equipment, and technological improvements that enhance instruction. Specifically, TAF funds may be used for the following items:
 - (1) Computers and other technical laboratory supplies, equipment, software, and maintenance.
 - (2) Network costs (internet, interactive video, etc.)
 - (3) Classroom equipment and classroom modifications.
 - (4) Lab, helpdesk, and instructional support staffing by student employees.
 - (5) Renewal and replacement reserves as necessary.
 - (6) New machines for faculty use when faculty are actively engaged in developing and conducting on-line courses.
 - (7) Faculty and staff development directly related to the introduction or application of new technology which impacts students. Travel costs are not to be funded from TAF revenues
 - (8) Infrastructure (wiring, network, servers, etc.) necessary to provide students maximum computing capability.
 - b. As part of the budget process, the University shall prepare a detailed spending plan for the use of funds generated by TAF.
 - c. The spending plan will be maintained by the University and will be updated throughout the year as needed. The President shall ensure that the spending plan is prepared. At the end of the fiscal year, a summary of the actual money

generated and actual use of the money shall be prepared and maintained by the University.

- d. Compliance with this policy will be audited by the internal audit staff and reported as determined by the internal auditor's annual risk-based planning process or other appropriate means.
4. Campus Access Fee. Assessed to all students each academic term for services provided related to parking and transportation on campus, as well as maintenance of the transportation infrastructure.
5. Postal Services Fee. Charged for U.S. postal services provided on campus to students.
6. Facilities Fee. Used to improve facilities and fund expenditures such as replacing carpets in student lounges, remodeling classrooms, provide matching funds for new academic building projects, etc. The fee is used to make improvements to areas that have an impact on students.
7. Student Recreation Fee. Used to improve facilities and fund expenditures related to operating the student recreation center for student, faculty, staff, and alumni use. The Student Recreation center is an auxiliary fully funded by this fee and sales revenue from fitness programs, locker rental, facility rental, etc.
8. Sustainable Campus Fee. A project voted on and approved by the students to support MTSU's participation in the TVA Green Power Switch program and clean energy initiatives on campus. A campus committee reviews proposals and assigns the funds to various projects.
9. Athletics Fee. A fee used to support athletics which allows students access to all athletic events with no additional entrance fee. This fee, along with general fund support from the education and general fund, ticket sales, game guarantees, concessions, etc. fully supports athletics.
10. Health Services Fee. Used to improve facilities and fund expenditures related to operating a Health Services facility for students, including a pharmacy. The Health Services center is an auxiliary fully supported by this fee and sales revenue.
11. International Education Fee. A fee charged to all students to support international programs. Fees are used to provide travel support for study abroad students participating in consortia programs, MTSU faculty led programs, bilateral exchange programs, and international experiential and service learning experiences and for internationalization of courses across the curriculum.

- H. Specialized Academic Course Fees. Certain academic programs require expensive maintenance/updating of equipment and software and the employment of highly qualified staff. The high costs of instruction for these programs can be offset by establishing specialized academic fees, with the Board's approval. Specialized academic course fee revenues are limited to funding only the related costs for providing these courses. To receive approval for a specialized academic fee, a program will be required to submit documentation to establish that the following criteria are met:
1. High Cost of Instruction. Programs qualifying for charging specialized academic fees must demonstrate that they are more costly than other programs offered by the University. If appropriate, the extraordinary cost of the program must be validated including benchmarking with similar programs in the region and nation.
 2. High Demand. The number of students enrolled in the program and the student credit hours generated are sufficient to justify additional fees.
 3. High Cost of Updating/Maintaining Equipment and Software. Programs qualifying for charging specialized academic fees are expected to be those that require extensive maintenance and regular updating of equipment and/or software, all of which are very expensive. An average hardware/software cost per student credit hour serves as the basis for determining the amount of the fee.
 4. Accreditation. Meeting standards of specific accrediting agencies may also qualify a specialized program for charging specialized academic fees. The accrediting standards that justify a fee are those that specify the possession and use of certain equipment and unique software that are extraordinarily costly and/or the employment of faculty with specific credentials that demand high salaries.
 5. High Recognition and Quality. The programs approved for specialized academic fees are expected to be distinctive and with a regional or national reputation. The program must demonstrate that it has achieved exceptional recognition in its particular enterprise.
 6. High Value to Tennessee. The program must demonstrate that it is a good investment for the State of Tennessee to justify charging extra fees to the student. The program should be distinctive and of integral value to Tennessee. The graduates' earning potential and the associated benefit to the state economy should be projected, as well as the efforts taken by the University to aid graduates in finding appropriate employment in Tennessee.
 7. Impact on Affected Students. Through surveys, questionnaires, or other suitable means, the program must demonstrate that the charging of additional fees will not diminish enrollment. The program should demonstrate that enrolled students

realize that the potential earning power in the work force justifies their additional investment.

- I. **Materials Fees.** A fee charged for certain academic labs requiring students have specialized consumable materials. These supplies should be consumable products that the student will use up during the semester. Non-hazardous materials may be retained by the student at the end of the semester. Each request should include course number and a list of expendable supplies that will be purchased as a convenience to the students. It should be financially advantageous to students for the University to purchase the course materials.
- J. **Miscellaneous Course Fees.** Assessed for courses with additional requirements outside the normal instructional classroom or to provide additional support services to students (i.e., flight training fees, distance education fees, private instruction music fees, etc.)
- K. **Other Fees, Fines, and Charges**
 1. **Application Fee.** This is a non-refundable fee paid by an individual who applies for admission to the University. A student is required to pay this fee when he/she applies for admission as a graduate student even if the student attended another institution as an undergraduate student. Additionally, the student is required to pay this fee when he/she applies for admission to a doctoral-level program after receiving a masters-level degree from the institution.
 2. **Applied Music Fees.** This fee is charged for private music lessons or small group training sessions. It is refundable on the same basis as maintenance fees or as established by the University.
 3. **Late Registration Fee.** A late registration fee will be charged to students registering on or after the first day of the term or part-of-term.
 4. **Orientation Fee.** An orientation fee will be charged to incoming students and their family who attend Customs Orientation.
 5. **Study Abroad Fee.** Students participating in Study Abroad are charged a fee to cover a range of services available to them before, during, and after their abroad program. It also covers the Study Abroad online application fees.
 6. **Installment Payment Service Fee.** Students who choose to participate in the installment plan will be charged a service charge.
 7. **Installment Payment Plan Late Fee.** Students who do not pay their installment plan payments by the due date will be charged a late fee each month they are late.

VII. Fees, Fines, and Charges to be Established and Administered by the University

The following fees, fines, and charges may be established and administered by the University. No specific approval or notification to the Board will be required, unless subject to other Board or State requirements. These charges should be governed by an approved contract and/or approved by the Provost or the appropriate Vice President. The University will establish appropriate refund policies. Approval documents should be sent to the Office of Business and Finance.

- A. Sales of goods and services of a commercial nature, including bookstores, food services, vending, laundry, and similar activities. This includes the University's program which allows students to receive required course materials at a discounted rate on day one of a course.
- B. Rental of non-student housing and facilities.
- C. Admissions fees to athletic and other events open to the public, including special events sponsored by campus organizations and activities.
- D. Sales and services of educational activities such as clinical services, publications, etc.
- E. Registration for conferences, institutes, and non-credit activities.
- F. Fees for use of campus facilities for recreational purposes.
- G. Nonrefundable library fines, which apply to students, faculty, staff, and other library users.
- H. Thesis and dissertation fee - nonrefundable. The fee will be determined based upon cost to the University.
- I. Child Care Fees. Kindergarten, preschool, early childhood, day care, or similarly defined activities.
- J. Special Exam Fee - nonrefundable. The fee will be determined based upon cost to the University (i.e., certification fees, etc.).
- K. Standardized Test Fees - nonrefundable. The fee will be determined based upon the cost for administering the tests.
- L. Identification Card Replacement - nonrefundable. There will be no charge for the original identification card. A fee may be set by the University to offset the cost of replacing the card. This fee applies only to student ID cards and not to faculty and staff ID's.

- M. Returned Check Fee. The University will charge a nonrefundable returned check fee that is the maximum set by state law. This fee will apply to all returned checks received by the institution, whether from students, faculty, staff, or other parties. The University will review state statutes each spring to determine any changes.
- N. Diploma Fee. Students wanting a second (2nd) copy of their diploma will be charged for the reproduction.

VIII. Deposits

A deposit may be established by the University for rent or lease of buildings and facilities, or for the issuance of other University property or equipment. Deposits should be subject to a one hundred percent (100%) refund if no damage or loss occurs. The amount of such deposits should be related to the value of the facilities or equipment subject to loss and the general ability of the University to secure reimbursement should loss or damage occur.

IX. Student Residence Facilities

- A. All regular and special rental rates for student residence facilities shall be approved by the Board upon the recommendation of the University. The University may recommend special rates for non-student groups during summer periods, etc.
- B. Pursuant to [Policy 640 Payment of Student Fees and Enrollment of Students](#), rental for assigned living space in a student residence facility shall be payable in full in advance of the beginning of a term. However, students can participate in the installment payment plan. See [Policy 644 Installment Payment Plan](#).

X. Other Fee and Charge Considerations

- A. Fees may be established to control the utilization of facilities and services or to offset the cost of extraordinary requirements as a result of specific programs or activities. See [Policy 100 Use of Campus Property and Facilities Scheduling](#).
- B. When fees and charges are incorporated in agreements with outside contractors and vendors, specific rates, refunds, and conditions must be clearly stated.
- C. Fees for auxiliary services must take into consideration that auxiliary enterprises should be a break-even operation with rates and charges generating revenue sufficient to cover all expenses as defined in operating budget policies.
- D. Fees established for non-credit courses and activities shall be sufficient to cover the total costs incurred in providing instruction plus a minimum of twenty-five percent

(25%) of the annual instructional salary costs including contractual salary costs or personal services contracts.

- E. Students enrolled for six (6) or more hours are eligible for full-time privileges, i.e., access to social, athletic, and cultural functions, pursuant to T.C.A. § 49-8-109.

XI. Refunds and Fee Adjustments

- A. Adjustments to all fees and charges must be in accordance with the following provisions except as previously stated, or when required by federal law or regulation to be otherwise.
- B. Pursuant to T.C.A. §§ 49-7-2301 and 49-7-2302, students called to active military or National Guard service during the semester are entitled to a one hundred percent (100%) adjustment or credit of mandatory fees. Housing and meal ticket charges may be prorated based on usage.
- C. Maintenance Fee, Tuition, and Program Services Fee Refunds and Adjustments
 1. Refunds are one hundred percent (100%) for courses canceled by the University.
 2. Changes in courses involving the adding and dropping of equal numbers of SCH's for the same term at the same time require no refund or assessment of additional tuition or fees, unless the dropping and adding involves TN eCampus courses for which there would be a fee adjustment.
 3. The fee adjustment for withdrawals or drops during regular terms (fall and spring) is seventy-five percent (75%) from the first (1st) day of classes through the fourteenth (14th) calendar day of classes and then reduced to twenty-five percent (25%) for a period of time which extends twenty-five percent (25%) of the length of the term. When the first (1st) day of the academic term falls on a Saturday, the one hundred percent (100%) refund period is extended through the weekend until the following Monday morning (12:01 am). There is no fee adjustment after the twenty-five percent (25%) period ends. Dropping or withdrawing from classes during either the seventy-five percent (75%) or the twenty-five percent (25%) fee adjustment period will result in a fee adjustment of assessed tuition and fees based on the total credit hours of the final student enrollment.
 4. All fee adjustment periods will be rounded to whole days and included in all student communication. In calculating the seventy-five percent (75%) and twenty-five percent (25%) fee adjustment periods for other than the fall and spring (i.e., summer sessions), the number of calendar days during the term will be considered.

5. A full refund (one hundred percent [100%]) is provided on behalf of a student whose death occurs during the term. Any indebtedness should be offset against the refund.
 6. A one hundred percent (100%) refund will be provided for students who enroll under an advance registration system but who drop a course or courses prior to the beginning of the first day of class.
 7. A one hundred percent (100%) refund will be provided to students who are compelled by the University to withdraw when it is determined that through University error they were academically ineligible for enrollment or were not properly admitted to enroll for the course(s) being dropped. An appropriate official must certify in writing that this provision is applicable in each case.
 8. When courses are included in a regular term's registration process for administrative convenience, but the course does not begin until later in the term, the seventy-five percent (75%)/twenty-five percent (25%) fee adjustment periods will be based on the particular course's beginning and ending dates. This provision does not apply to classes during the fall or spring terms which may meet only once per week. Those courses will follow the same refund dates as other regular courses for the term.
 9. The fee adjustment is calculated as the difference between (1) the per credit hour cost of originally enrolled hours and (2) the per credit hour cost of the courses at final enrollment after adjustments have been applied for all courses dropped. Adjustments are calculated at the full per credit hour rate less the fee adjustment credit at the applicable fee adjustment percentage (regardless of the original number of hours enrolled). Not all drops/withdrawals will result in fee adjustments.
- D. Student Residence Facilities Rent and Meal Plan Refunds. Refund of student residence facility rent and meal plans after registration will be prorated on a weekly calendar basis when the student is forced to withdraw from the student residence facility or University:
1. Because of personal medical reasons confirmed in writing by a licensed physician, or
 2. At the request of the University for other than disciplinary reasons. Full refund will be made in the case of the death of the student. Withdrawals for other approved reasons will be subject to the same seventy-five percent (75%)/twenty-five percent (25%) fee adjustment periods as outlined for tuition and fees above.

Forms: none.

Revisions: June 5, 2017 (New); December 5, 2017; June 16, 2020; April 6, 2021; June 14, 2022.

Last Reviewed: June 2022.

References: T.C.A. §§ 49-4-930; 49-7-102; 49-7-113; 49-7-2301-2304; 49-8-109; 49-8-110;
Policies 100 Use of Campus Property and Facilities Scheduling; 501 Residency Classification; 640
Payment of Student Fees and Enrollment; 644 Installment Payment Plan.



641 Student Fees – Incidental Charges and Refunds

Approved by Board of Trustees

Effective Date: ~~June 14, 2022~~ June 20, 2023

Responsible Division: Business and Finance

Responsible Office: Business and Finance

Responsible Officer: Associate Vice President, Business and Finance

I. Purpose

This policy outlines significant provisions for the administration of fees, fines, charges, and refunds at Middle Tennessee State University (MTSU or University).

II. Establishment of Fees, Fines, and Charges

- A. The MTSU Board of Trustees (Board) must establish or approve all University fees, fines, and charges, unless specific exceptions are provided.
- B. The President is responsible for the enforcement and collection of all fees, fines, and charges. Fees, fines, and charges which specifically do not require Board approval must receive formal approval by the President or designee.
- C. The University should attempt to follow a general format in publishing information on fees, fines, and charges, including, but not limited to, the following:
 1. All statements which include the fee amount should be complete and specific enough to prevent misunderstanding by readers.
 2. When a fee is quoted, the refund procedures should be clearly stated. If there are qualifying conditions for refunds (i.e., specific dates), those conditions also should be stated. If there is no refund, it should be labeled as non-refundable.
 3. It should be made clear that all fees are subject to change at any time.
- D. Current tuition and fee rates, fee payment dates, and refund procedures can be found on the "[What Does it Cost](#)" webpage.

III. Approval of Exceptions

- A. In accordance with this policy, the President has the authority to determine the applicability of certain fees, fines, charges, and refunds, and to approve exceptions in instances of unusual circumstances or for special groups.
- B. All such actions should be properly documented for auditing purposes.

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The University has established separate appeals processes for different types of fees, charges, and refunds.

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- B. Appeals for tuition adjustments due to dropping or withdrawing: contact MT One Stop.
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 - 1. Rates are established by student level (undergraduate and graduate). The hourly rate will be discounted when undergraduate students enroll in greater than twelve (12) hours and graduate students in greater than ten (10) hours, unless stated otherwise elsewhere in this policy.
 - 2. For multiple summer sessions, maintenance fees and tuition are assessed by using the current part-time rate with no maximum amount for total credit hours enrolled.

3. For the Winter Session, maintenance fees and tuition are assessed by using the current part-time rate. Hours taken in the Winter Session do not count toward the twelve (12) undergraduate hours or ten (10) graduate hours needed to receive a discount in the Spring semester.
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- B. Out-of-State Tuition. An additional fee charged to students classified as non-residents who are enrolled in for-credit courses, including audit courses. This fee is in addition to the maintenance fee.
1. A separate hourly rate for out-of-state tuition will be set for undergraduate and graduate students. A full-time student is defined as an undergraduate enrolled in twelve (12) hours or a graduate student enrolled in ten (10) hours.
 2. Applicability of out-of-state tuition is determined pursuant to [Policy 501 Residency Classification](#). The Business Office will collect fees based upon student classification as determined under that policy.
- C. Regional Scholars Program
1. This program is restricted to:
 - a. admitted undergraduate students who graduate from a high school located in a county within a specified radius of the MTSU campus as determined by the Board of Trustees and published on the [Regional Scholars Program website](#), have at least a twenty-five (25) ACT, or the SAT equivalent, maintain full-time status (minimum of twelve [12] hours), and remain in good academic standing.
 - b. admitted graduate students who have a permanent address that is located in a county within the same specified radius of the MTSU campus as noted above, maintain full-time status (minimum of ten [10] hours), and remain in good academic standing.
 2. If a student drops below minimum hours stated above, they are assessed out-of-state fees for that term.
 3. ~~TheA separate hourly rate -out-of-state tuition- for rate charged to~~ students eligible for ~~the~~is program will be set for undergraduate and graduate students.~~rate will~~

- ~~equal the University's state subsidy per full-time equivalent for the prior fiscal year.~~
This rate is capped at twelve (12) hours for undergraduate students and ten (10) hours for graduate students.
4. The program rate does not impact students who otherwise qualify for border county classification or other in-state residency classification.
- D. eRate. Available to students who enroll at MTSU, who are classified as non-residents of Tennessee, and who are enrolled exclusively in online courses.
1. The eRate is one hundred fifty percent (150%) of the University's approved undergraduate or graduate maintenance fee.
 2. The hourly rate will not be discounted for students receiving the eRate and enrolling in greater than twelve (12) undergraduate hours or ten (10) graduate hours.
 3. To qualify for an eRate, students must meet all University admission requirements and be verified as an online out-of-state student enrolled exclusively in courses delivered online by a procedure documented by the University. Out-of-state students refers to geographic location and does not include undocumented students living in Tennessee.
 4. Students enrolled in any type courses other than ~~online (on-ground, telecourse, distance education, remote synchronous, etc.)~~ online asynchronous or online synchronous (such as in-person, blended, independent study, etc.) will not be eligible for the eRate specified in this policy and will instead incur traditional non-resident fees and charges. Students who enroll in both online courses and other type courses, and subsequently drop the other type courses, will not then become eligible for the eRate.
 5. Enrollment of eRate students as defined in this standard must mitigate any negative impact on the opportunity for Tennessee student enrollment in online courses.
- E. Corporate Partnership Rate. Available to corporations that have entered into a formal partnership with MTSU. The rate set will reflect an 18% discount off the approved undergraduate and graduate in-state rates.
- F. Dual Enrollment Rate. Available to high school students meeting the qualifications specified in T.C.A. § 49-4-930 and will be set at an amount equal to the maximum grant amount stipulated by the Tennessee Student Assistance Corporation (TSAC) each year. The hourly rate will not be discounted when undergraduate students enroll in greater than twelve (12) hours.

- G. Program Services Fee. A fee charged to students to support the following programs of the University:
1. Debt Service. Debt service fee revenue is used to retire debt on various capital projects of the University. At the conclusion of the debt retirement for a given project, the debt service fee attributed to the project will cease. Any new project requires the approval of a new debt service fee on its own merits without the reallocation of any existing fee. Any continuation of fees necessary for renewal and replacement of a project for which the debt is totally retired must be approved for that purpose by the Board.
 2. Student Government Activity Fee. A student government activity fee may be established pursuant to T.C.A. § 49-8-109. Any increase in this fee shall be subject to a referendum pursuant to T.C.A. § 49-8-110 for student body approval or rejection. The fee will be administered in accordance with the provisions adopted by the University. These fees will be recorded as restricted revenue.
 3. Technology Access Fee. Assessed by the University for the purpose of providing student access to computing and similar technologies.
 - a. The revenue from Technology Access Fees (TAF) should be used by the University for direct student benefit, for items such as new and improved high technology laboratories and classrooms, appropriate network and software, computer and other equipment, and technological improvements that enhance instruction. Specifically, TAF funds may be used for the following items:
 - (1) Computers and other technical laboratory supplies, equipment, software, and maintenance.
 - (2) Network costs (internet, interactive video, etc.)
 - (3) Classroom equipment and classroom modifications.
 - (4) Lab, helpdesk, and instructional support staffing by student employees.
 - (5) Renewal and replacement reserves as necessary.
 - (6) New machines for faculty use when faculty are actively engaged in developing and conducting on-line courses.
 - (7) Faculty and staff development directly related to the introduction or application of new technology which impacts students. Travel costs are not to be funded from TAF revenues
 - (8) Infrastructure (wiring, network, servers, etc.) necessary to provide students maximum computing capability.
 - b. As part of the budget process, the University shall prepare a detailed spending plan for the use of funds generated by TAF.
 - c. The spending plan will be maintained by the University and will be updated throughout the year as needed. The President shall ensure that the spending

plan is prepared. At the end of the fiscal year, a summary of the actual money generated and actual use of the money shall be prepared and maintained by the University.

- d. Compliance with this policy will be audited by the internal audit staff and reported as determined by the internal auditor's annual risk-based planning process or other appropriate means.
4. Campus Access Fee. Assessed to all students each academic term for services provided related to parking and transportation on campus, as well as maintenance of the transportation infrastructure.
5. Postal Services Fee. Charged for U.S. postal services provided on campus to students.
6. Facilities Fee. Used to improve facilities and fund expenditures such as replacing carpets in student lounges, remodeling classrooms, provide matching funds for new academic building projects, etc. The fee is used to make improvements to areas that have an impact on students.
7. Student Recreation Fee. Used to improve facilities and fund expenditures related to operating the student recreation center for student, faculty, staff, and alumni use. The Student Recreation center is an auxiliary fully funded by this fee and sales revenue from fitness programs, locker rental, facility rental, etc.
8. Sustainable Campus Fee. A project voted on and approved by the students to support MTSU's participation in the TVA Green Power Switch program and clean energy initiatives on campus. A campus committee reviews proposals and assigns the funds to various projects.
9. Athletics Fee. A fee used to support athletics which allows students access to all athletic events with no additional entrance fee. This fee, along with general fund support from the education and general fund, ticket sales, game guarantees, concessions, etc. fully supports athletics.
10. Health Services Fee. Used to improve facilities and fund expenditures related to operating a Health Services facility for students, including a pharmacy. The Health Services center is an auxiliary fully supported by this fee and sales revenue.
11. International Education Fee. A fee charged to all students to support international programs. Fees are used to provide travel support for study abroad students participating in consortia programs, MTSU faculty led programs, bilateral exchange

programs, and international experiential and service learning experiences and for internationalization of courses across the curriculum.

- H. Specialized Academic Course Fees. Certain academic programs require expensive maintenance/updating of equipment and software and the employment of highly qualified staff. The high costs of instruction for these programs can be offset by establishing specialized academic fees, with the Board's approval. Specialized academic course fee revenues are limited to funding only the related costs for providing these courses. To receive approval for a specialized academic fee, a program will be required to submit documentation to establish that the following criteria are met:
1. High Cost of Instruction. Programs qualifying for charging specialized academic fees must demonstrate that they are more costly than other programs offered by the University. If appropriate, the extraordinary cost of the program must be validated including benchmarking with similar programs in the region and nation.
 2. High Demand. The number of students enrolled in the program and the student credit hours generated are sufficient to justify additional fees.
 3. High Cost of Updating/Maintaining Equipment and Software. Programs qualifying for charging specialized academic fees are expected to be those that require extensive maintenance and regular updating of equipment and/or software, all of which are very expensive. An average hardware/software cost per student credit hour serves as the basis for determining the amount of the fee.
 4. Accreditation. Meeting standards of specific accrediting agencies may also qualify a specialized program for charging specialized academic fees. The accrediting standards that justify a fee are those that specify the possession and use of certain equipment and unique software that are extraordinarily costly and/or the employment of faculty with specific credentials that demand high salaries.
 5. High Recognition and Quality. The programs approved for specialized academic fees are expected to be distinctive and with a regional or national reputation. The program must demonstrate that it has achieved exceptional recognition in its particular enterprise.
 6. High Value to Tennessee. The program must demonstrate that it is a good investment for the State of Tennessee to justify charging extra fees to the student. The program should be distinctive and of integral value to Tennessee. The graduates' earning potential and the associated benefit to the state economy should be projected, as well as the efforts taken by the University to aid graduates in finding appropriate employment in Tennessee.

7. Impact on Affected Students. Through surveys, questionnaires, or other suitable means, the program must demonstrate that the charging of additional fees will not diminish enrollment. The program should demonstrate that enrolled students realize that the potential earning power in the work force justifies their additional investment.
- I. Materials Fees. A fee charged for certain academic labs requiring students have specialized consumable materials. These supplies should be consumable products that the student will use up during the semester. Non-hazardous materials may be retained by the student at the end of the semester. Each request should include course number and a list of expendable supplies that will be purchased as a convenience to the students. It should be financially advantageous to students for the University to purchase the course materials.
 - J. Miscellaneous Course Fees. Assessed for courses with additional requirements outside the normal instructional classroom or to provide additional support services to students (i.e., flight training fees, distance education fees, private instruction music fees, etc.)
 - K. Other Fees, Fines, and Charges
 1. Application Fee. This is a non-refundable fee paid by an individual who applies for admission to the University. A student is required to pay this fee when he/she applies for admission as a graduate student even if the student attended another institution as an undergraduate student. Additionally, the student is required to pay this fee when he/she applies for admission to a doctoral-level program after receiving a masters-level degree from the institution.
 2. Applied Music Fees. This fee is charged for private music lessons or small group training sessions. It is refundable on the same basis as maintenance fees or as established by the University.
 3. Late Registration Fee. A late registration fee will be charged to students registering on or after the first day of the term or part-of-term.
 4. Orientation Fee. An orientation fee will be charged to incoming students and their family who attend Customs Orientation.
 5. Study Abroad Fee. Students participating in Study Abroad are charged a fee to cover a range of services available to them before, during, and after their abroad program. It also covers the Study Abroad online application fees.
 6. Installment Payment Service Fee. Students who choose to participate in the installment plan will be charged a service charge.

7. Installment Payment Plan Late Fee. Students who do not pay their installment plan payments by the due date will be charged a late fee each month they are late.

VII. Fees, Fines, and Charges to be Established and Administered by the University

The following fees, fines, and charges may be established and administered by the University. No specific approval or notification to the Board will be required, unless subject to other Board or State requirements. These charges should be governed by an approved contract and/or approved by the Provost or the appropriate Vice President. The University will establish appropriate refund policies. Approval documents should be sent to the Office of Business and Finance.

- A. Sales of goods and services of a commercial nature, including bookstores, food services, vending, laundry, and similar activities. This includes the University's program which allows students to receive required course materials at a discounted rate on day one of a course.
- B. Rental of non-student housing and facilities.
- C. Admissions fees to athletic and other events open to the public, including special events sponsored by campus organizations and activities.
- D. Sales and services of educational activities such as clinical services, publications, etc.
- E. Registration for conferences, institutes, and non-credit activities.
- F. Fees for use of campus facilities for recreational purposes.
- G. Nonrefundable library fines, which apply to students, faculty, staff, and other library users.
- H. Thesis and dissertation fee - nonrefundable. The fee will be determined based upon cost to the University.
- I. Child Care Fees. Kindergarten, preschool, early childhood, day care, or similarly defined activities.
- J. Special Exam Fee - nonrefundable. The fee will be determined based upon cost to the University (i.e., certification fees, etc.).
- K. Standardized Test Fees - nonrefundable. The fee will be determined based upon the cost for administering the tests.

- L. Identification Card Replacement - nonrefundable. There will be no charge for the original identification card. A fee may be set by the University to offset the cost of replacing the card. This fee applies only to student ID cards and not to faculty and staff ID's.
- M. Returned Check Fee. The University will charge a nonrefundable returned check fee that is the maximum set by state law. This fee will apply to all returned checks received by the institution, whether from students, faculty, staff, or other parties. The University will review state statutes each spring to determine any changes.
- N. Diploma Fee. Students wanting a second (2nd) copy of their diploma will be charged for the reproduction.

VIII. Deposits

A deposit may be established by the University for rent or lease of buildings and facilities, or for the issuance of other University property or equipment. Deposits should be subject to a one hundred percent (100%) refund if no damage or loss occurs. The amount of such deposits should be related to the value of the facilities or equipment subject to loss and the general ability of the University to secure reimbursement should loss or damage occur.

IX. Student Residence Facilities

- A. All regular and special rental rates for student residence facilities shall be approved by the Board upon the recommendation of the University. The University may recommend special rates for non-student groups during summer periods, etc.
- B. Pursuant to [Policy 640 Payment of Student Fees and Enrollment of Students](#), rental for assigned living space in a student residence facility shall be payable in full in advance of the beginning of a term. However, students can participate in the installment payment plan. See [Policy 644 Installment Payment Plan](#).

X. Other Fee and Charge Considerations

- A. Fees may be established to control the utilization of facilities and services or to offset the cost of extraordinary requirements as a result of specific programs or activities. See [Policy 100 Use of Campus Property and Facilities Scheduling](#).
- B. When fees and charges are incorporated in agreements with outside contractors and vendors, specific rates, refunds, and conditions must be clearly stated.

- C. Fees for auxiliary services must take into consideration that auxiliary enterprises should be a break-even operation with rates and charges generating revenue sufficient to cover all expenses as defined in operating budget policies.
- D. Fees established for non-credit courses and activities shall be sufficient to cover the total costs incurred in providing instruction plus a minimum of twenty-five percent (25%) of the annual instructional salary costs including contractual salary costs or personal services contracts.
- E. Students enrolled for six (6) or more hours are eligible for full-time privileges, i.e., access to social, athletic, and cultural functions, pursuant to T.C.A. § 49-8-109.

XI. Refunds and Fee Adjustments

- A. Adjustments to all fees and charges must be in accordance with the following provisions except as previously stated, or when required by federal law or regulation to be otherwise.
- B. Pursuant to T.C.A. §§ 49-7-2301 and 49-7-2302, students called to active military or National Guard service during the semester are entitled to a one hundred percent (100%) adjustment or credit of mandatory fees. Housing and meal ticket charges may be prorated based on usage.
- C. Maintenance Fee, Tuition, and Program Services Fee Refunds and Adjustments
 1. Refunds are one hundred percent (100%) for courses canceled by the University.
 2. Changes in courses involving the adding and dropping of equal numbers of SCH's for the same term at the same time require no refund or assessment of additional tuition or fees, unless the dropping and adding involves TN eCampus courses for which there would be a fee adjustment.
 3. The fee adjustment for withdrawals or drops during regular terms (fall and spring) is seventy-five percent (75%) from the first (1st) day of classes through the fourteenth (14th) calendar day of classes and then reduced to twenty-five percent (25%) for a period of time which extends twenty-five percent (25%) of the length of the term. When the first (1st) day of the academic term falls on a Saturday, the one hundred percent (100%) refund period is extended through the weekend until the following Monday morning (12:01 am). There is no fee adjustment after the twenty-five percent (25%) period ends. Dropping or withdrawing from classes during either the seventy-five percent (75%) or the twenty-five percent (25%) fee adjustment period will result in a fee adjustment of assessed tuition and fees based on the total credit hours of the final student enrollment.

4. All fee adjustment periods will be rounded to whole days and included in all student communication. In calculating the seventy-five percent (75%) and twenty-five percent (25%) fee adjustment periods for other than the fall and spring (i.e., summer sessions), the number of calendar days during the term will be considered.
 5. A full refund (one hundred percent [100%]) is provided on behalf of a student whose death occurs during the term. Any indebtedness should be offset against the refund.
 6. A one hundred percent (100%) refund will be provided for students who enroll under an advance registration system but who drop a course or courses prior to the beginning of the first day of class.
 7. A one hundred percent (100%) refund will be provided to students who are compelled by the University to withdraw when it is determined that through University error they were academically ineligible for enrollment or were not properly admitted to enroll for the course(s) being dropped. An appropriate official must certify in writing that this provision is applicable in each case.
 8. When courses are included in a regular term's registration process for administrative convenience, but the course does not begin until later in the term, the seventy-five percent (75%)/twenty-five percent (25%) fee adjustment periods will be based on the particular course's beginning and ending dates. This provision does not apply to classes during the fall or spring terms which may meet only once per week. Those courses will follow the same refund dates as other regular courses for the term.
 9. The fee adjustment is calculated as the difference between (1) the per credit hour cost of originally enrolled hours and (2) the per credit hour cost of the courses at final enrollment after adjustments have been applied for all courses dropped. Adjustments are calculated at the full per credit hour rate less the fee adjustment credit at the applicable fee adjustment percentage (regardless of the original number of hours enrolled). Not all drops/withdrawals will result in fee adjustments.
- D. Student Residence Facilities Rent and Meal Plan Refunds. Refund of student residence facility rent and meal plans after registration will be prorated on a weekly calendar basis when the student is forced to withdraw from the student residence facility or University:
1. Because of personal medical reasons confirmed in writing by a licensed physician, or
 2. At the request of the University for other than disciplinary reasons. Full refund will be made in the case of the death of the student. Withdrawals for other approved reasons will be subject to the same seventy-five percent (75%)/twenty-five percent (25%) fee adjustment periods as outlined for tuition and fees above.

Forms: none.

Revisions: June 5, 2017 (New); December 5, 2017; June 16, 2020; April 6, 2021; June 14, 2022.

Last Reviewed: June 2022.

References: T.C.A. §§ 49-4-930; 49-7-102; 49-7-113; 49-7-2301-2304; 49-8-109; 49-8-110;
Policies 100 Use of Campus Property and Facilities Scheduling; 501 Residency Classification; 640
Payment of Student Fees and Enrollment; 644 Installment Payment Plan.



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Capital Outlay Project Request**

BACKGROUND INFORMATION:

As part of the annual Capital Budget request process, Tennessee institutions of Higher learning must submit their capital outlay project requests for state funding to the Tennessee Higher Education Commission (THEC). THEC ranks these project requests and issues project funding recommendations to the Governor of Tennessee based on their review scoring. The deadline for Capital Outlay projects to THEC is Friday, July 28, 2023.

The proposed MTSU capital outlay request for FY 2024-2025 is the New Academic Building project. This project provides academic classroom, class lab, faculty and staff office, and support space for selected Liberal Arts departments and the associated Center for Innovation and Leadership, History Museum, and MTSU archives and exhibit spaces that provide extensive community and educational outreach and scholarly initiative opportunities.

Academic usage includes the following departments: History, Political Science and International Relations, Sociology and Anthropology, and Global Studies and Human Geography, as well as the Center for Historic Preservation.

A 300-seat lecture hall is included in the scope of work to host public lectures and other community events in addition to academic classroom and University usage. Copies of the redline policy and the final revised policy are attached for your review and approval.

New Academic Building

Proposed FY 2024/2025 Capital Outlay Project Request

Estimated Gross Square Footage:	130,000 gross square feet
Estimated Construction Cost:	\$87,500,000
Total Project Cost:	\$99,500,000
University Match funding:	\$ 7,921,000 (includes required gift funds)
Required Gift Funds:	\$ 2,601,000

The proposed project provides a state-of-the-art facility that will serve MTSU academics and strengthen broad community outreach and engagement.

In partnership with the included academic departments, the proposed facility contains exhibit, research, office, and support space for the Center for Innovation and Leadership, History Museum, and MTSU historical archives. Educational program includes classroom, class-lab, faculty and staff offices and support space for selected MTSU Liberal Arts Departments including History, Political Science and International Relations, Sociology and Anthropology, and Global Studies and Human Geography, as well as the Center for Historic Preservation, a THEC Center of Excellence.

The heart of these program functions will be extensive campus and community outreach and scholarly initiatives that engage multiple aspects of teaching and research. Faculty experts will draw upon primary sources in these archives to create civic engagement and educational outreach programs and develop innovative initiatives in the areas of Political Science, Civic Engagement, Public History, Communications, Journalism, International Relations, Health Sciences Policy, Leadership, and Entrepreneurship. A 300-seat lecture hall is included to host public lectures and other community events in addition to academic classroom and University use.

The MTSU 2016 Campus Master Plan prioritizes a Liberal Arts building as a “highest priority” project with the site location identified at the north end of the East Quad and directly east of the Academic Classroom Building housing Behavioral Health and Sciences.



Legend:

- 1. Proposed Site**
- 2. Academic Classroom Building
- 3. East Quadrangle
- 4. Student Union
- 5. Student Services and Admissions Center
- 6. Cummings Hall

Site Vicinity Map



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Capital Disclosures**

BACKGROUND INFORMATION:

In accordance with THEC Policy 4.0.6C concerning disclosure of projects funded through bonds, gifts, grants, or local funds, MTSU plans to submit five projects as part of the FY 2024/2025 MTSU Capital Budget Request.

Disclosure of a capital project is the first step in the project approval process and indicates an institution is considering a large-scale project investment but does not obligate the University to carry out the work identified.

Disclosure projects include: the P3 Student Housing Development, Student-Athlete Enhancement Center Addition, EV Charging Stations, New Parking Structure, and the Recreation Center Renovations projects.

Included in the materials is a summary of disclosure requests that is provided for review and approval.

Proposedd FY 2024/2025 Capital Disclosure List

The proposed projects will be added to the MTSU Disclosure List upon Board approval:

Project	Project Description	Project Cost	Plant Funds	Funding Sources	
				Gifts	TSSBA Bonds
P3 Student Housing Development	Provide new student housing including dorm rooms, common areas, and support spaces. Site development, including demolition of the Womack Lane housing complex, will be required to facilitate the new development. Project will utilize a public-private partnership delivery.	\$84,000,000			
Student-Athlete Enhancement Center Addition	Provide an addition and renovations to the Student-Athlete Enhancement Center located at Floyd Stadium. Project scope includes required site work and utility re-locations.	\$ 5,800,000	\$ 5,800,000		
EV Charging Stations	Provide electric vehicle charging stations to existing parking locations campus-wide including necessary electrical infrastructure renovations and site improvements.	\$ 750,000	\$ 750,000		
New Parking Structure	Construct a parking deck structure, site utility infrastructure, and all related work.	\$30,700,000			\$30,700,000
Recreation Center Renovations	Renovations to the MTSU Recreation Center including entrance modifications, site improvements, new access controls, and renovations to existing building systems.	\$ 6,700,000	\$ 6,700,000		

Full MTSU Capital Disclosure List

Capital Disclosure List as it will appear July 1, 2024 with approval of proposed FY2024/2025 projects:

Project	Project Description	Disclosure Year	Project Cost	Funding Sources	
				Plant Funds	TSSBA Bonds
Addition and Renovations to the Murphy Center	Additions and renovations to the Murphy Center including but not limited to: addition of a new entry and lobby space and renovations to the arena seating, basketball locker rooms, and practice courts. Site work includes a new plaza serving multiple MTSU Athletic facilities, site utilities, and all related work. Minor modifications to Floyd Stadium including replacement of aging fire sprinkler system and addition of modular boilers are also included in the scope of work.	FY 23/24	\$ 59,000,000		\$ 59,000,000
Multi-sport Indoor Practice Facility	Provide an enclosed, multi-sport indoor training facility to serve MTSU Athletics and student athletes. Project scope also includes site development, site utilities, and all related work.	FY 23/24	\$ 28,400,000		\$ 28,400,000
Athletic Video Board Upgrades	Replace video board, related audio systems, and control boards at Floyd Stadium and the Murphy Center that are at the end of their useful life	FY 23/24	\$ 3,900,000		\$ 3,900,000
P3 Student Housing Development	Provide new student housing including dorm rooms, common areas, and support spaces. Site development, including demolition of the Womack Lane housing complex, will be required to facilitate the new development. Project will utilize a public-private partnership delivery.	FY 24/25	\$ 84,000,000		
Student-Athlete Enhancement Center Addition	Provide an addition and renovations to the Student-Athlete Enhancement Center located at Floyd Stadium. Project scope includes required site work and utility re-locations.	FY 24/25	\$ 5,800,000	\$ 5,800,000	
EV Charging Stations	Provide electric vehicle charging stations to existing parking locations campus-wide including necessary electrical infrastructure renovations and site improvements.	FY 24/25	\$ 750,000	\$ 750,000	
New Parking Structure	Construct a parking deck structure, site utility infrastructure, and all related work.	FY 24/25	\$ 30,700,000		\$ 30,700,000
Recreation Center Renovations	Renovations to the MTSU Recreation Center including entrance modifications, site improvements, new access controls, and renovations to existing building systems.	FY 24/25	\$ 6,700,000	\$ 6,700,000	



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Capital Maintenance Projects Submittal**

BACKGROUND INFORMATION:

The Board of Trustees is charged with approving the Capital Maintenance Project requests for Middle Tennessee State University for FY 2024-25 in conjunction with instructions received from the Tennessee Higher Education Commission (THEC).

Included in these materials are the FY 2024-25 Governing Board Maintenance Pools and Allocation(s) as provided by THEC for all public institutions.

These materials provide documentation to be submitted to THEC as follows:

- Summary of Capital Maintenance potential project requests for five years, FY 2024-25 thru FY 2028-29
- Capital Maintenance requests for thirteen (13) projects for FY 2024-25 totaling \$17,400,000

**THEC FY2024-25 Governing Board
Maintenance Pools and Allocations**

(Total Recommendation \$250,000,000)

Governing Board	Maintenance Pool (%)	Maintenance Allocation (\$)
MTSU	7.0%	\$17,400,000
APSU	3.4%	\$8,490,000
ETSU	6.8%	\$16,940,000
TSU	4.7%	\$11,780,000
TTU	5.1%	\$12,870,000
UoM	11.7%	\$29,290,000
LGI Subtotal	38.7%	\$87,879,000
UT System Subtotal	39.1%	\$97,650,000
TBR System Subtotal	22.2%	\$55,580,000
Grand total	100%	\$250,000,000

Note: Recent MTSU Capital Maintenance Allocation by FY
 FY 2023-24; \$5.0 million (2 projects)
 FY 2022-23; \$7.2 million (5 projects)
 FY 2021-22; \$9.9million (7 projects)
 FY 2020-21; \$4.6million (1 project)
 FY 2019-20; \$4.7million (5 projects)
 FY2018-19; \$8.2million (7 projects)
 FY2017-18; \$8.9million (5 projects)
 FY2016-17; \$6.7million (5 projects)
 FY2015-16; \$2.6million (1 project)

Capital Maintenance Request: FY2024-25

Governing Board: **Middle Tennessee**

2024-25

Maintenance **\$17,400,000** Total costs must fall within allocation.

Allocation:

Fiscal Year	Priority*	Institution	Project	Project Cost	Project Description
2024-25	1	MTSU	Campus Fire/Life Safety Systems Updates Phase 1	\$ 2,500,000	Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents phase 1 of a 3 phase project.
2024-25	2	MTSU	Multiple Bldgs. Roof Repairs/Replacements Phase 1	\$ 2,000,000	Roof repairs and replacements for multiple buildings on campus and all related work. This request represents phase 1 of a 4 phase project.
2024-25	3	MTSU	Campus wide Lighting and Electrical Updates Phase 1	\$ 1,000,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 1 of a 5 phase project.
2024-25	4	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 1	\$ 750,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 1 of a 6 phase project.
2024-25	5	MTSU	Multiple Bldgs Structural/Envelope Repairs Phase 1	\$ 1,000,000	Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 1 of a 5 phase project.
2024-25	6	MTSU	Campus Wide Access Controls and Security Updates Phase 1	\$ 1,000,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 1 of a 3 phase project.
2024-25	7	MTSU	Central Plant and Campus Utilities Updates Phase 2	\$ 1,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 2 of a 6 phase project.

Capital Maintenance Request: FY2024-25

Fiscal Year	Priority*	Institution	Project	Project Cost	Project Description
2024-25	8	MTSU	Multiple Buildings Elevator Modernizations Phase 1	\$ 2,400,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 1 of a 5 phase project.
2024-25	9	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 2	\$ 750,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 2 of a 6 phase project.
2024-25	10	MTSU	Campus wide Lighting and Electrical Updates Phase 2	\$ 2,000,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 2 of a 5 phase project.
2024-25	11	MTSU	Multiple Bldgs. Roof Repairs/Replacements Phase 2	\$ 1,000,000	Roof repairs and replacements for multiple buildings on campus and all related work. This request represents Phase 2 of a 4 phase project.
2024-25	12	MTSU	Multiple Bldgs Structural/Envelope Repairs Phase 2	\$ 1,000,000	Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 2 of a 5 phase project.
2024-25	13	MTSU	Central Plant and Campus Utilities Updates Phase 3	\$ 1,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and decentralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 3 of a 6 phase project.
Total Project Cost				\$ 17,400,000	

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2025-26	1	MTSU	Multiple Bldgs. Roof Repairs/Replacements Phase 3	\$ 3,000,000	Roof repairs and replacements for multiple buildings on campus and all related work. This request represents Phase 3 of a 4 phase project.
2025-26	2	MTSU	Multiple Buildings Elevator Modernizations Phase 2	\$ 1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 2 of a 5 phase project.
2025-26	3	MTSU	Central Plant and Campus Utilities Updates Phase 4	\$ 1,500,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and decentralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 4 of a 6 phase project.
2025-26	4	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 3	\$ 2,000,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 3 of a 6 phase project.
2025-26	5	MTSU	Campus Wide Access Control and Security Updates Phase 2	\$ 1,500,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 2 of a 3 phase project.

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2025-26	6	MTSU	Several Buildings Plumbing and Restroom Upgrades Phase 1	\$ 2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.
2025-26	7	MTSU	Non-Commercial Building Updates Phase 1	\$ 500,000	Address major HVAC, electrical, plumbing, interiors and exterior envelope for non-commercially constructed buildings on campus. This request represents phase 1 of a 2 phase project.
2025-26	8	MTSU	Campus wide Lighting and Electrical Updates Phase 3	\$ 1,500,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 3 of a 5 phase project.
2025-26	9	MTSU	Multiple Buildings Hydronic Systems Renovation Phase 1	\$ 500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.
2025-26	10	MTSU	Campus Wide Sidewalk Repairs Phase 1	\$ 500,000	Repair and replacement of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 1 of a 3 phase project.
Total Project Cost				\$15,000,000	

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2026-27	1	MTSU	Campus Fire/Life Safety Systems Updates Phase 2	\$ 1,750,000	Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 2 of a 3 phase project.
2026-27	2	MTSU	Multiple Bldgs. Roof Repairs/Replacements Phase 4	\$ 2,000,000	Roof repairs and replacements for multiple buildings on campus and all related work. This request represents Phase 4 of a 4 phase project.
2026-27	3	MTSU	Multiple Buildings Elevator Modernizations Phase 3	\$ 1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 3 of a 5 phase project.
2026-27	4	MTSU	Central Plant and Campus Utilities Updates Phase 5	\$ 1,500,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and decentralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 5 of a 6 phase project.
2026-27	5	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 4	\$ 2,000,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 4 of a 6 phase project.

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2026-27	6	MTSU	Multiple Bldgs Structural/Envelope Repairs Phase 3	\$ 2,000,000	Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 3 of a 5 phase project.
2026-27	7	MTSU	Science Building HVAC and Exhaust Updates	\$ 2,500,000	Replace and upgrade existing HVAC components to address operational deficiencies, re-balance and retro-commission existing systems, and implement energy conservation measures.
2026-27	8	MTSU	Campus Wide Access Control and Security Updates Phase 3	\$ 1,500,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 3 of a 3 phase project.
2026-27	9	MTSU	Storm Water BMP Updates	\$ 750,000	Storm water improvements to meet best management practices.
Total Project Cost				\$13,750,000	

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2027-28	1	MTSU	Multiple Bldgs Structural/Envelope Repairs Phase 4	\$ 2,000,000	Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 4 of a 5 phase project.
2027-28	2	MTSU	Multiple Buildings Elevator Modernizations Phase 4	\$ 1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 4 of a 5 phase project.
2027-28	3	MTSU	Multiple Bldgs. Roof Repairs/Replacements Phase 4	\$ 2,000,000	Roof repairs and replacements for multiple buildings on campus and all related work. This request represents Phase 4 of a 4 phase project.
2027-28	4	MTSU	Central Plant and Campus Utilities Updates Phase 6	\$ 2,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and decentralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 6 of a 6 phase project.
2027-28	5	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 5	\$ 1,500,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 5 of a 6 phase project.

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2027-28	6	MTSU	Several Buildings Plumbing and Restroom Upgrades	\$ 2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 2 of a 3 phase project.
2027-28	7	MTSU	Non-Commercial Building Updates Phase 2	\$ 500,000	Address major HVAC, electrical, plumbing, interiors and exterior envelope for non-commercially constructed buildings on campus. This request represents phase 2 of a 2 phase project.
2027-28	8	MTSU	Campus wide Lighting and Electrical Updates Phase 4	\$ 1,500,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 4 of a 5 phase project.
2027-28	9	MTSU	Multiple Buildings Hydronic Systems Renovation	\$ 500,000	Identification and replacement of existing hydronic systems across campus that have met or exceeded the anticipated service life. This request represents phase 2 of a 3 phase project.
2027-28	10	MTSU	Campus Wide Sidewalk Repairs Phase 2	\$ 500,000	Repair and replacement of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 2 of a 3 phase project.
Total Project Cost				\$14,500,000	

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2028-29	1	MTSU	Campus Fire/Life Safety Systems Updates Phase 3	\$ 1,750,000	Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 3 of a 3 phase project.
2028-29	2	MTSU	Multiple Bldgs. Roof Repairs/Replacements	\$ 2,000,000	Roof repairs and replacements for multiple buildings on campus and all related work.
2028-29	3	MTSU	Multiple Buildings Elevator Modernizations Phase 5	\$ 1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 5 of a 5 phase project.
2028-29	4	MTSU	Central Plant and Campus Utilities Updates	\$ 1,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxiliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and decentralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, storm water infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work.
2028-29	5	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 6	\$ 1,000,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 6 of a 6 phase project.
2028-29	6	MTSU	Multiple Bldgs Structural/Envelope Repairs Phase 5	\$ 2,000,000	Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 5 of a 5 phase project.

Capital Maintenance Out-Years: FY 2025-26 through 2028-29

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2028-29	7	MTSU	Campus wide Lighting and Electrical Updates Phase 5	\$ 2,000,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 5 of a 5 phase project.
2028-29	8	MTSU	Several Buildings Plumbing and Restroom Upgrades	\$ 2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 3 of a 3 phase project.
2028-29	9	MTSU	Multiple Buildings Hydronic Systems Renovation	\$ 500,000	Identification and replacement of existing hydronic systems across campus that have met or exceeded the anticipated service life. This request represents phase 3 of a 3 phase project.
2028-29	10	MTSU	Campus Wide Sidewalk Repairs Phase 3	\$ 500,000	Repair and replacement of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 3 of a 3 phase project.
Total Project Cost				\$ 13,000,000	

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Fire/Life Safety Systems Updates Phase 1
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

3		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 1 of a 3 phase project.

Proj. Type:

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

If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="4,750,000"/>	<input type="text" value="1,990,000"/>	<input type="text" value="0"/>
	<input type="text" value="475,000"/>	<input type="text" value="199,000"/>	
	<input type="text" value="5,225,000"/>	<input type="text" value="2,189,000"/>	
	<input type="text" value="410,543"/>	<input type="text" value="184,517"/>	
	<input type="text" value="0"/>	<input type="text" value="0"/>	
	<input type="text" value="364,457"/>	<input type="text" value="126,483"/>	
	<input type="text" value="6,000,000"/>	<input type="text" value="2,500,000"/>	

<input type="text" value="0"/>	Building Construction
<input type="text" value="0"/>	Site & Utilities
<input type="text" value="0"/>	Built-in Equipment
<input type="text" value="10.00"/>	Bid Target
<input type="text" value="10.00 percent"/>	Contingency:
<input type="text" value="7.85727765"/>	MACC (Maximum Allowable Construction Cost)
<input type="text" value="35/LogP-1.15= 7.85727765"/>	Fee:
<input type="text" value="Renovation"/>	
<input type="text" value="0"/>	Movable Equipment
<input type="text" value="0"/>	first other
<input type="text" value="0"/>	second other
<input type="text" value="0"/>	Administration & Miscellaneous
<input type="text" value="0"/>	Total Cost

6 Funding Request:	THIS REQUEST
<input type="text" value="6,000,000"/>	<input type="text" value="2,500,000"/>
<input type="text" value="0"/>	STATE funds
<input type="text" value="0"/>	FEDERAL funds
<input type="text" value="0"/>	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="2,500,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Campus Fire/Life Safety Systems Updates Phase 1

A. Architectural Program Scope

Modernization of the Fire Alarm and Fire Sprinkler Systems shall take place in the following buildings to include, but are not limited to Cope Administration, John C. Bragg Media and Entertainment, Dyslexia Center, Kirksey Old Main,/Midgett, Todd Hall, Alumni Memorial Gym, and the Paul Martin Honors buildings. This is a multi-phase project that consists of the fire sprinkler and fire alarms systems in the buildings listed above as well as any systems not funded in the FY 2017-2018 Life Safety Fire Alarm System Upgrades Phase I project list.

B. Evidence of Physical Facility Need

A review of the fire alarm systems in the listed buildings has revealed that the combination of age, condition, past work order history, occurrence of repair, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

Systems were installed in the following years: Cope Administration Building - 2002, John C. Bragg Media and Entertainment Building - 1997, Dyslexia Center Building - 2, KOM/Midgett Building - 2002, Andrew Todd Hall - 2004, Alumni Memorial Gym - 2006, Paul W. Martin Honors College - 2003.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

Cope Administration Building: 70; John C. Bragg Media and Entertainment Building:70; Dyslexia Center Building:70; KOM/Midgett Building:70; Andrew Todd Hall:70; Alumni Memorial Gym:70; Paul W. Martin Honors College:70

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs. Roof Repairs/Replacements Phase 1
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	0	Gross Sq.Ft.	0
<input type="checkbox"/>	Disclosure	0	Net Sq.Ft.	0
<input checked="" type="checkbox"/>	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Roof repair and replacements for multiple buildings on campus and all related work. This request represents Phase 1 of a 4 phase project.

Proj. Type:

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

If new will it add to E&G?

5	Total Project	This Request	Estimated Building Construction Cost:
	6,350,000	1,575,000	0
	6,350,000	1,575,000	
	635,000	157,500	
	6,985,000	1,732,500	
	536,679	148,952	
	0	0	
	478,321	118,548	
	8,000,000	2,000,000	

Building Construction	0
Site & Utilities	0
Built-in Equipment	0
Bid Target	
Contingency:	10.00 percent
MACC (Maximum Allowable Construction Cost)	
Fee:	35/LogP-1.15= 7.68330197
Movable Equipment	0
first other	
second other	
Administration & Miscellaneous	
Total Cost	

6 Funding Request:	THIS REQUEST
8,000,000	2,000,000
0	0
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	0	
plus This Request	0	
2,000,000	0	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Multiple Bldgs. Roof Repairs/Replacements Phase 1

A. Architectural Program Scope

The repair and/or replacement of the roofs are necessary to maintain overall building conditions for Peck Hall, Storage Warehouse, 1403 East Main, Jones Hall, College Heights, Greenhouse, Bragg, Pittard Campus School, ROTC Annex, and other non-commercial campus and off-campus buildings. This project needs to include replacement roofing and flashing: rework of coping, parapets, and other roof details as required; provide insulation to comply with current standards; provide drainage for roof surfaces & gutters; and provide roof ice snow guards where needed to prevent the build up of ice on roofs.

B. Evidence of Physical Facility Need

Each building has lapsed warranties for the existing roofs, deterioration of the roofing material, and poor performance of the existing roofs which necessitates replacement. Increased occurrence of leaks requires flashings to be reworked or replaced. The increase in the quantity and severity of roof, flashing, parapet wall leaks is causing an increase in the cost of repairs needed to the interior of the buildings due to the leaks.

C. Historical Profile

Peck Hall was constructed in 1968 and is used for classrooms and offices. Peck Hall's last roofing project occurred in 1985 with SBC project 166/09-01-1985. The Storage Warehouse was originally constructed in 1978. 1403 East Main St building roof was installed in 1986.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2022 Peck Hall Roof PFIS Score:60; 2022 Storage Warehouse Roof PFIS Score:50; 2022 1403 East Main St. Roof PFIS Score: 80, 2022 ROTC Annex Roof PFIS Score: 50, 2022 James Union Building Roof PFIS Score: 70, College Heights Roof PFIS Score: 70, 2022 1403 East Main St. Roof PFIS overall score of 80 includes older unrestored portions of the roof that would have a PFIS score at or below 70 if scored separately.

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus wide Lighting and Electrical Updates Phase 1
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 1 of a 5 phase project.

Proj. Type:

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

If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="6,300,000"/>	<input type="text" value="750,000"/>	<input type="text" value="0"/>
	<input type="text" value="0"/>	<input type="text" value="0"/>	Building Construction
	<input type="text" value="0"/>	<input type="text" value="0"/>	Site & Utilities
	<input type="text" value="0"/>	<input type="text" value="0"/>	Built-in Equipment
	<hr/>	<hr/>	
	<input type="text" value="6,300,000"/>	<input type="text" value="750,000"/>	Bid Target
	<input type="text" value="630,000"/>	<input type="text" value="75,000"/>	Contingency: <input type="text" value="10.00"/> <input type="text" value="10.00"/> percent
	<hr/>	<hr/>	
	<input type="text" value="6,930,000"/>	<input type="text" value="825,000"/>	MACC (Maximum Allowable Construction Cost)
	<input type="text" value="532,774"/>	<input type="text" value="75,725"/>	Fee: <input type="text" value="35/LogP-1.15="/> <input type="text" value="7.68793725"/> <input type="text" value="Renovation"/>
	<input type="text" value="0"/>	<input type="text" value="0"/>	0 Movable Equipment
	<input type="text" value="0"/>	<input type="text" value="0"/>	0 first other
	<input type="text" value="0"/>	<input type="text" value="0"/>	0 second other
	<hr/>	<hr/>	
	<input type="text" value="537,226"/>	<input type="text" value="99,275"/>	Administration & Miscellaneous
	<hr/>	<hr/>	
	<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>	Total Cost

6 Funding Request:	THIS REQUEST
<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	<input type="text" value="0"/>
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	<input type="text" value="0"/>	
<input type="text" value="0"/>	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="1,000,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Campus wide Lighting and Electrical Updates Phase 1

A. Architectural Program Scope

The project will include repair and replacement of existing building electrical systems including panelboards, breakers, switches, receptacles, wiring, metering, and all related work. The campus is also currently served by 13 different interior lighting control systems of varying age and condition. Interior lighting, lighting controls, and the associated components (i.e. controllers, mechoshades, etc.) will be re-configured and replaced as necessary to provide a consolidated and updated system to serve the campus. Site lighting and lighting controls associated with multiple buildings on campus will also be updated to provide improved illumination and increased security.

B. Evidence of Physical Facility Need

The electrical systems identified for removal and replacement are at or near the end of the anticipated service life. In addition, the existing condition and work order history demonstrates the need for updating these systems. Building lighting and lighting controls to be replaced in this project are either past their expected service life span or currently present ongoing maintenance and operational issues that require frequent attention. Consolidation around a campus standard approach for these systems will reduce time and effort spent troubleshooting and repairing these systems. Site lighting and lighting controls are needed to address improve light levels in various locations to increase campus security.

C. Historical Profile

N/A

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Multiple Bldgs HVAC and Controls Updates Phase 1

A. Architectural Program Scope

The project will replace aged mechanical equipment on campus including, but not limited to Variable Frequency Drives (VFDs), pumps, heat exchangers, fans, motors, fan coil units, Variable Air Volume (VAV) boxes, etc. The project will also identify all legacy hardware and software control elements on campus served by the Siemens control system. All legacy pneumatics, valves, dampers, actuators, sensors, wiring, freeze protection, flow meters, airflow measuring stations, VFDs, etc. in multiple buildings will be removed and replaced. Hydronic piping including HVAC piping, domestic water piping, sanitary sewer piping, and all related work is also included.

B. Evidence of Physical Facility Need

The mechanical equipment and piping identified for removal and replacement is at or near the end of the anticipated service life. In addition, the condition, work order history, and lack of availability of parts demonstrates the need for updating this equipment. With the migration of all control components to Direct Digital Control (DDC) over the past 20 years, the remaining pneumatic components on campus are outdated and in need of immediate replacement. The remaining legacy devices (sensors, flow stations, dampers, actuators, etc.) are at the end of their anticipated service life and in need of replacement.

C. Historical Profile

The American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) lists the anticipated service life for the following equipment: VAV boxes and fan coil units - 20 years, Dampers - 20 years, Fans - 15-25 years, Heat Exchangers - 24 years, Pumps - 20 years, motors - 18 years, starters - 17 years, Controls - 15-20 years, actuators - 15-20 years. The equipment and controls to be replaced in this project are currently at or exceed the ages included in this list.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs Structural/Envelope Repairs Phase 1
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This project represents phase 1 of a 5 phase project.

Proj. Type:

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

If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="6,220,000"/>	<input type="text" value="750,000"/>	<input type="text" value="0"/>
	<input type="text" value="6,220,000"/>	<input type="text" value="750,000"/>	
	<input type="text" value="622,000"/>	<input type="text" value="75,000"/>	
	<input type="text" value="6,842,000"/>	<input type="text" value="825,000"/>	
	<input type="text" value="526,522"/>	<input type="text" value="75,725"/>	
	<input type="text" value="0"/>	<input type="text" value="0"/>	
	<input type="text" value="631,478"/>	<input type="text" value="99,275"/>	
	<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>	

<input type="text" value="0"/>	Building Construction
<input type="text" value="0"/>	Site & Utilities
<input type="text" value="0"/>	Built-in Equipment
<input type="text" value="0"/>	Bid Target
<input type="text" value="10.00"/>	Contingency: <input type="text" value="10.00"/> percent
<input type="text" value="0"/>	MACC (Maximum Allowable Construction Cost)
<input type="text" value="35/LogP-1.15= 7.69544260"/>	Fee: <input type="text" value="7.69544260"/>
<input type="text" value="0"/>	Movable Equipment
<input type="text" value="0"/>	first other
<input type="text" value="0"/>	second other
<input type="text" value="0"/>	Administration & Miscellaneous
<input type="text" value="0"/>	Total Cost

6 Funding Request:

Funding Request	THIS REQUEST
<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	<input type="text" value="0"/>
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="1,000,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs Structural/Envelope Repairs Phase 1](#)

A. Architectural Program Scope

To repair or replace existing doors, windows, overhands, and exterior building cladding in multiple buildings as necessary to improve the integrity of the exterior envelope and to reduce water intrusion into buildings. To repair or replace existing structural components of multiple buildings including the supports for the WMOT tower.

B. Evidence of Physical Facility Need

Reviewing the Facilities Surveys for various buildings, combined with visual inspections, shows the need for reconditioning and improving the exterior conditions of buildings on campus to prevent damage from water intrusion and to improve energy efficiency.

C. Historical Profile

Buildings on campus 35 years old or greater to be addressed including but not limited to Tennessee Livestock Center, Miller Education Center, Kirksey Old Main, Alumni Memorial Gym, Boutwell Dramatic Arts, Tucker Theater, Saunders Fine Arts, Wright Music, Jones Hall, McFarland, Stark Ag, Keathley University Center, Learning Resource Center, Peck Hall, and Todd Hall.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Wide Access Control and Security Updates
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Update of campus access control and security systems including hardware, software, and system components. This request represents phase 1 of a 3 phase project.

Proj. Type:

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

If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="3,100,000"/>	<input type="text" value="760,000"/>	<input type="text" value="0"/>
		Building Construction	
		0 Site & Utilities	
		0 Built-in Equipment	
	<hr/>	<hr/>	
	<input type="text" value="3,100,000"/>	<input type="text" value="760,000"/>	Bid Target
	<input type="text" value="310,000"/>	<input type="text" value="76,000"/>	Contingency: <input type="text" value="10.00"/> <input type="text" value="10.00"/> percent
	<hr/>	<hr/>	MACC (Maximum Allowable Construction Cost)
	<input type="text" value="3,410,000"/>	<input type="text" value="836,000"/>	Fee: <input type="text" value="35/LogP-1.15="/> <input type="text" value="8.12780910"/> <input type="text" value="Renovation"/>
	<input type="text" value="277,158"/>	<input type="text" value="76,642"/>	0 Movable Equipment
		<input type="text" value="0"/>	first other
		<input type="text" value="0"/>	second other
	<hr/>	<hr/>	Administration & Miscellaneous
	<input type="text" value="312,842"/>	<input type="text" value="87,358"/>	Total Cost
	<hr/>	<hr/>	
	<input type="text" value="4,000,000"/>	<input type="text" value="1,000,000"/>	

6 Funding Request:	THIS REQUEST
<input type="text" value="4,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	STATE funds
<input type="text" value="0"/>	FEDERAL funds
<input type="text" value="0"/>	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	<input type="text" value="0"/>	
<input type="text" value="0"/>	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="1,000,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide Access Control and Security Updates](#)

A. Architectural Program Scope

To provide new control boards, panels, servers, card readers, door hardware, door controllers, security cameras, and associated hardware and software elements required for updating the existing Lenel and Avigilon electronic access and security systems on campus.

B. Evidence of Physical Facility Need

Various components of the electronic access control and security systems on campus are in poor condition and past their anticipated service life. Lack of available of parts and ongoing service issues present operational challenges for the university. Modernization is required to provide consistently reliable serves of these critical systems.

C. Historical Profile

Most components identified for replacement are between 10-20 years old and are either at or past their anticipated service life.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Central Plant and Campus Utilities Updates Phase 2
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This project represents phase 2 of a 6 phase project.

Proj. Type:
 If new const., is it in the Master Plan:
 If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="10,400,000"/>	<input type="text" value="760,000"/>	<input type="text" value="0"/>
		0 Building Construction	
		0 Site & Utilities	
		0 Built-in Equipment	
	<hr/>	<hr/>	
	<input type="text" value="10,400,000"/>	<input type="text" value="760,000"/>	
	<input type="text" value="1,040,000"/>	<input type="text" value="76,000"/>	Bid Target
	<hr/>	<hr/>	
	<input type="text" value="11,440,000"/>	<input type="text" value="836,000"/>	MACC (Maximum Allowable Construction Cost)
	<input type="text" value="847,095"/>	<input type="text" value="76,642"/>	Fee: <input type="text" value="35/LogP-1.15="/> <input type="text" value="7.40467932"/>
	<hr/>	<hr/>	<input type="text" value="Renovation"/>
	<input type="text" value="0"/>	0 Movable Equipment	
		first other	
		second other	
	<input type="text" value="712,905"/>	<input type="text" value="87,358"/>	Administration & Miscellaneous
	<hr/>	<hr/>	
	<input type="text" value="13,000,000"/>	<input type="text" value="1,000,000"/>	Total Cost

6 Funding Request:	THIS REQUEST
<input type="text" value="13,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	0 STATE funds
	0 FEDERAL funds
	Local and Institutional Funds <input type="text"/>

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	<input type="text" value="5,000,000"/>	<input type="text" value="23/24"/> Pending
<input type="text" value="5,000,000"/>	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="1,000,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Central Plant and Campus Utilities Updates Phase 2](#)

A. Architectural Program Scope

Taking place throughout the nearly 500 acre boundary of the main campus, this project is intended to address necessary repairs, replacement, and updating of the aging central chilled water plant and utilities infrastructure. All aging equipment in the Central Chilled Water and Satellite Chilled Water plants is included in this scope. The site utilities include, but are not limited to, the underground electrical, chilled water, steam, steam condensate, steam manhole, sanitary sewer, domestic water, hot water, and backflow preventers, and stormwater infrastructure. The project also includes all decentralized chilled water systems, hot water systems, heat exchangers, pumps, and all related work.

B. Evidence of Physical Facility Need

Age, condition, and available capacity for the centralized chilled water equipment on campus necessitates the replacement of equipment. Due to age, condition, settling, and localized disturbances, portions of the campus' utility infrastructure is in various stages of considerable deterioration and is at risk for failure. Potential power outages, local failures at various sections of sanitary sewer, deteriorated piping insulation systems, and steaming manholes have been observed and noted in the campus' work order system. Infrared surveys have shown evidence of steam and steam condensate leaks underground. In addition, a survey completed by the Murfreesboro Water Resources Dept. showed numerous locations around campus that need to be addressed.

C. Historical Profile

Existing sanitary sewer line installations date back to 1911 in some cases. Other sewer lines needing improvement are over 50 years old and were installed as brittle clay pipe. Refer to the 2016 Master Plan info for age of chilled water, steam, and steam condensate piping. Underground domestic water piping installations range from 1960 to 1968 in various sections. Thermal imaging of the steam and steam condensate systems is also provided from a 2016 report.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

Central Chilled Water Utility Plant: 80

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Buildings Elevator Modernizations Phase 1
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	0	Gross Sq.Ft.	0
<input type="checkbox"/>	Disclosure	0	Net Sq.Ft.	0
<input checked="" type="checkbox"/>	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This project represents phase 1 of a 5 phase project.

Proj. Type:

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

If new will it add to E&G?:

5 Total Project		This Request		Estimated Building Construction Cost:	
6,600,000		1,910,000	Building Construction		0
		0	Site & Utilities		
		0	Built-in Equipment		
6,600,000		1,910,000	Bid Target		
660,000		191,000	Contingency:	10.00	10.00 percent
7,260,000		2,101,000	MACC (Maximum Allowable Construction Cost)		
556,170		177,709	Fee:	35/LogP-1.15= 7.66073989	<input type="text" value="Renovation"/>
		0	Movable Equipment		
		0	first other		
		0	second other		
583,830		121,291	Administration & Miscellaneous		
8,400,000		2,400,000	Total Cost		

6 Funding Request:		THIS REQUEST	
8,400,000		2,400,000	STATE funds
0		0	FEDERAL funds
			Local and Institutional Funds

7 Previous SBC Approved Funding:		fund year	description
already approved for existing SBC project	0		
plus This Request	2,400,000		

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Buildings Elevator Modernizations Phase 1](#)

A. Architectural Program Scope

To provide the necessary modernization and/or repairs of passenger and freight elevators including but not limited to those located in James Walker Library, Miller Education Center, Business and Aerospace Building, Bragg Media and Entertainment Building, Jones Hall, Telecom Building, Todd Art Building, Wright Music Building, James Union Building, Murphy Center, and Honors College Building

B. Evidence of Physical Facility Need

A review of the facilities' elevator inventory for these buildings, combined with age, general condition, past work order history, visual inspections, occurrence of repair, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

Elevators were installed in the buildings listed in the following year:

James Walker Library - 1997, Peck Hall - 2005, Miller Education Center - 1998, Cason Kennedy Nursing Building - 1994, Business and Aerospace Building - 1995, Bragg Media and Entertainment Building - 1990, Andrew Todd Hall - 2004, James Union Building - 2002, Murphy Center - 2004.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

James Walker Library - Score 60 based on survey in 2021; Peck Hall - Score of 70 based on survey in 2021 review; Miller Education Center scored a 70 based on a 2019 review; Cason Kennedy scored a 60 based on a 2021 survey; BAS scored a 70 based on a 2019 survey; Bragg scored a 70 based on a 2017 survey; Todd Hall scored a 70 based on a 2021 survey; JUB scored a 70 based on a 2019 review; and Murphy Center scored a 70 based on a 2021 survey.

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs HVAC and Controls Updates Phase 2](#)

A. Architectural Program Scope

The project will replace aged mechanical equipment on campus including, but not limited to Variable Frequency Drives (VFDs), pumps, heat exchangers, fans, motors, fan coil units, Variable Air Volume (VAV) boxes, etc. The project will also identify all legacy hardware and software control elements on campus served by the Siemens control system. All legacy pneumatics, valves, dampers, actuators, sensors, wiring, freeze protection, flow meters, airflow measuring stations, VFDs, etc. in multiple buildings will be removed and replaced. Hydronic piping including HVAC piping, domestic water piping, sanitary sewer piping, and all related work is also included.

B. Evidence of Physical Facility Need

The mechanical equipment and piping identified for removal and replacement is at or near the end of the anticipated service life. In addition, the condition, work order history, and lack of availability of parts demonstrates the need for updating this equipment. With the migration of all control components to Direct Digital Control (DDC) over the past 20 years, the remaining pneumatic components on campus are outdated and in need of immediate replacement. The remaining legacy devices (sensors, flow stations, dampers, actuators, etc.) are at the end of their anticipated service life and in need of replacement.

C. Historical Profile

The American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) lists the anticipated service life for the following equipment: VAV boxes and fan coil units - 20 years, Dampers - 20 years, Fans - 15-25 years, Heat Exchangers - 24 years, Pumps - 20 years, motors - 18 years, starters - 17 years, Controls - 15-20 years, actuators - 15-20 years. The equipment and controls to be replaced in this project are currently at or exceed the ages included in this list.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus wide Lighting and Electrical Updates Phase 2
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	0	Gross Sq.Ft.	0
<input type="checkbox"/>	Disclosure	0	Net Sq.Ft.	0
<input checked="" type="checkbox"/>	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 2 of a 5 phase project.

Proj. Type:

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

If new will it add to E&G?:

5 Total Project		This Request		Estimated Building Construction Cost: <input type="text" value="0"/>	
6,300,000		1,585,000	Building Construction		
0		0	Site & Utilities		
0		0	Built-in Equipment		
6,300,000		1,585,000	Bid Target		
630,000		158,500	Contingency:	10.00	10.00 percent
6,930,000		1,743,500	MACC (Maximum Allowable Construction Cost)		
532,774		149,817	Fee:	35/LogP-1.15=	7.68793725 <input type="text" value="Renovation"/>
			0 Movable Equipment		
			0 first other		
			0 second other		
537,226		106,683	Administration & Miscellaneous		
8,000,000		2,000,000	Total Cost		

6 Funding Request:	THIS REQUEST	
8,000,000	2,000,000	STATE funds
0	0	FEDERAL funds
		Local and Institutional Funds <input type="text"/>

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
2,000,000	0	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Campus wide Lighting and Electrical Updates Phase 2

A. Architectural Program Scope

The project will include repair and replacement of existing building electrical systems including panelboards, breakers, switches, receptacles, wiring, metering, and all related work. The campus is also currently served by 13 different interior lighting control systems of varying age and condition. Interior lighting, lighting controls, and the associated components (i.e. controllers, mechoshades, etc.) will be re-configured and replaced as necessary to provide a consolidated and updated system to serve the campus. Site lighting and lighting controls associated with multiple buildings on campus will also be updated to provide improved illumination and increased security.

B. Evidence of Physical Facility Need

The electrical systems identified for removal and replacement are at or near the end of the anticipated service life. In addition, the existing condition and work order history demonstrates the need for updating these systems. Building lighting and lighting controls to be replaced in this project are either past their expected service life span or currently present ongoing maintenance and operational issues that require frequent attention. Consolidation around a campus standard approach for these systems will reduce time and effort spent troubleshooting and repairing these systems. Site lighting and lighting controls are needed to address improve light levels in various locations to increase campus security.

C. Historical Profile

N/A

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs. Roof Repairs/Replacements Phase 2
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Roof repair and replacements for multiple buildings on campus and all related work. This request represents Phase 2 of a 4 phase project.

Proj. Type:

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

If new will it add to E&G?

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="6,350,000"/>	<input type="text" value="750,000"/>	<input type="text" value="0"/>
	<input type="text" value="635,000"/>	<input type="text" value="75,000"/>	
	<input type="text" value="6,985,000"/>	<input type="text" value="825,000"/>	
	<input type="text" value="536,679"/>	<input type="text" value="75,725"/>	
	<input type="text" value="0"/>	<input type="text" value="0"/>	
	<input type="text" value="478,321"/>	<input type="text" value="99,275"/>	
	<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>	

<input type="text" value="0"/>	Building Construction
<input type="text" value="0"/>	Site & Utilities
<input type="text" value="0"/>	Built-in Equipment
Bid Target	
<input type="text" value="10.00"/>	Contingency: <input type="text" value="10.00"/> percent
MACC (Maximum Allowable Construction Cost)	
<input type="text" value="35/LogP-1.15= 7.68330197"/>	Fee: <input type="text" value="7.68330197"/>
<input type="text" value="0"/>	Movable Equipment
<input type="text" value="0"/>	first other
<input type="text" value="0"/>	second other
<input type="text" value="0"/>	Administration & Miscellaneous
Total Cost	

6 Funding Request:

Funding Request	THIS REQUEST
<input type="text" value="8,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	STATE funds
<input type="text" value="0"/>	FEDERAL funds
<input type="text" value="0"/>	Local and Institutional Funds

7 Previous SBC Approved Funding:

	fund year	description
already approved for existing SBC project	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
Total	<input type="text" value="1,000,000"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Multiple Bldgs. Roof Repairs/Replacements Phase 2

A. Architectural Program Scope

The repair and/or replacement of the roofs are necessary to maintain overall building conditions for Peck Hall, Storage Warehouse, 1403 East Main, Jones Hall, College Heights, Greenhouse, Bragg, Pittard Campus School, ROTC Annex, and other non-commercial campus and off-campus buildings. This project needs to include replacement roofing and flashing: rework of coping, parapets, and other roof details as required; provide insulation to comply with current standards; provide drainage for roof surfaces & gutters; and provide roof ice snow guards where needed to prevent the build up of ice on roofs.

B. Evidence of Physical Facility Need

Each building has lapsed warranties for the existing roofs, deterioration of the roofing material, and poor performance of the existing roofs which necessitates replacement. Increased occurrence of leaks requires flashings to be reworked or replaced. The increase in the quantity and severity of roof, flashing, parapet wall leaks is causing an increase in the cost of repairs needed to the interior of the buildings due to the leaks.

C. Historical Profile

Peck Hall was constructed in 1968 and is used for classrooms and offices. Peck Hall's last roofing project occurred in 1985 with SBC project 166/09-01-1985. The Storage Warehouse was originally constructed in 1978. 1403 East Main St building roof was installed in 1986.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2022 Peck Hall Roof PFIS Score:60; 2022 Storage Warehouse Roof PFIS Score:50; 2022 1403 East Main St. Roof PFIS Score: 80, 2022 ROTC Annex Roof PFIS Score: 50, 2022 James Union Building Roof PFIS Score: 70, College Heights Roof PFIS Score: 70, 2022 1403 East Main St. Roof PFIS overall score of 80 includes older unrestored portions of the roof that would have a PFIS score at or below 70 if scored separately.

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs Structural/Envelope Repairs Phase 2
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	0	Gross Sq.Ft.	0
<input type="checkbox"/>	Disclosure	0	Net Sq.Ft.	0
<input checked="" type="checkbox"/>	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Repair or replacement of various exterior envelope components in multiple buildings on campus including exterior cladding, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This project represents phase 2 of a 5 phase project.

Proj. Type:

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

If new will it add to E&G?:

5 Total Project		This Request		Estimated Building Construction Cost:	
	6,220,000		750,000		0
	6,220,000		750,000	Building Construction	
	622,000		75,000	Site & Utilities	
	6,842,000		825,000	Built-in Equipment	
	526,522		75,725	Bid Target	
	0		0	Contingency: 10.00 10.00 percent	
	631,478		99,275	MACC (Maximum Allowable Construction Cost)	
	8,000,000		1,000,000	Fee: 35/LogP-1.15= 7.69544260	<input type="text" value="Renovation"/>
				0 Movable Equipment	
				first other	
				second other	
				Administration & Miscellaneous	
				Total Cost	

6 Funding Request:	THIS REQUEST	
8,000,000	1,000,000	STATE funds
0	0	FEDERAL funds
		Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	0	
plus This Request	0	
1,000,000	0	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs Structural/Envelope Repairs Phase 2](#)

A. Architectural Program Scope

To repair or replace existing doors, windows, overhands, and exterior building cladding in multiple buildings as necessary to improve the integrity of the exterior envelope and to reduce water intrusion into buildings. To repair or replace existing structural components of multiple buildings including the supports for the WMOT tower.

B. Evidence of Physical Facility Need

Reviewing the Facilities Surveys for various buildings, combined with visual inspections, shows the need for reconditioning and improving the exterior conditions of buildings on campus to prevent damage from water intrusion and to improve energy efficiency.

C. Historical Profile

Buildings on campus 35 years old or greater to be addressed including but not limited to Tennessee Livestock Center, Miller Education Center, Kirksey Old Main, Alumni Memorial Gym, Boutwell Dramatic Arts, Tucker Theater, Saunders Fine Arts, Wright Music, Jones Hall, McFarland, Stark Ag, Keathley University Center, Learning Resource Center, Peck Hall, and Todd Hall.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.1 DB70

1 Department: Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Central Plant and Campus Utilities Updates Phase 3
City/County: Murfreesboro/Rutherford

2 Fiscal Year:

		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	<input type="text" value="0"/>	Gross Sq.Ft.	<input type="text" value="0"/>
<input type="checkbox"/>	Disclosure	<input type="text" value="0"/>	Net Sq.Ft.	<input type="text" value="0"/>
<input checked="" type="checkbox"/>	Designer Required	<input type="text" value="0.00"/>	Cost/Sq.Ft.	<input type="text" value="0.00"/>

4 Project Description:

Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This project represents phase 3 of a 6 phase project.

Proj. Type:
 If new const., is it in the Master Plan:
 If new will it add to E&G?:

5	Total Project	This Request	Estimated Building Construction Cost:
	<input type="text" value="10,400,000"/>	<input type="text" value="760,000"/>	<input type="text" value="0"/>
	<input type="text" value="10,400,000"/>	<input type="text" value="0"/>	Building Construction
	<input type="text" value="1,040,000"/>	<input type="text" value="0"/>	Site & Utilities
	<input type="text" value="11,440,000"/>	<input type="text" value="0"/>	Built-in Equipment
	<input type="text" value="847,095"/>	<input type="text" value="760,000"/>	Bid Target
	<input type="text" value="0"/>	<input type="text" value="76,000"/>	Contingency: <input type="text" value="10.00"/> <input type="text" value="10.00"/> percent
	<input type="text" value="712,905"/>	<input type="text" value="836,000"/>	MACC (Maximum Allowable Construction Cost)
	<input type="text" value="13,000,000"/>	<input type="text" value="76,642"/>	Fee: <input type="text" value="35/LogP-1.15="/> <input type="text" value="7.40467932"/> <input type="text" value="Renovation"/>
		<input type="text" value="0"/>	Movable Equipment
		<input type="text" value="0"/>	first other
		<input type="text" value="0"/>	second other
		<input type="text" value="87,358"/>	Administration & Miscellaneous
		<input type="text" value="1,000,000"/>	Total Cost

6 Funding Request:	THIS REQUEST
<input type="text" value="13,000,000"/>	<input type="text" value="1,000,000"/>
<input type="text" value="0"/>	<input type="text" value="0"/>
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	<input type="text" value="5,000,000"/>	<input type="text" value="23/24"/> Pending
<input type="text" value="5,000,000"/>	<input type="text" value="0"/>	
plus This Request	<input type="text" value="0"/>	
<input type="text" value="1,000,000"/>	<input type="text" value="0"/>	

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

9 Designer:

3.2 Project Support Documentation Sheet 1

Institution: Middle Tennessee State University

Project: Central Plant and Campus Utilities Updates Phase 3

A. Architectural Program Scope

Taking place throughout the nearly 500 acre boundary of the main campus, this project is intended to address necessary repairs, replacement, and updating of the aging central chilled water plant and utilities infrastructure. All aging equipment in the Central Chilled Water and Satellite Chilled Water plants is included in this scope. The site utilities include, but are not limited to, the underground electrical, chilled water, steam, steam condensate, steam manhole, sanitary sewer, domestic water, hot water, and backflow preventers, and stormwater infrastructure. The project also includes all decentralized chilled water systems, hot water systems, heat exchangers, pumps, and all related work.

B. Evidence of Physical Facility Need

Age, condition, and available capacity for the centralized chilled water equipment on campus necessitates the replacement of equipment. Due to age, condition, settling, and localized disturbances, portions of the campus' utility infrastructure is in various stages of considerable deterioration and is at risk for failure. Potential power outages, local failures at various sections of sanitary sewer, deteriorated piping insulation systems, and steaming manholes have been observed and noted in the campus' work order system. Infrared surveys have shown evidence of steam and steam condensate leaks underground. In addition, a survey completed by the Murfreesboro Water Resources Dept. showed numerous locations around campus that need to be addressed.

C. Historical Profile

Existing sanitary sewer line installations date back to 1911 in some cases. Other sewer lines needing improvement are over 50 years old and were installed as brittle clay pipe. Refer to the 2016 Master Plan info for age of chilled water, steam, and steam condensate piping. Underground domestic water piping installations range from 1960 to 1968 in various sections. Thermal imaging of the steam and steam condensate systems is also provided from a 2016 report.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

Central Chilled Water Utility Plant: 80



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting
DATE: June 20, 2023
SUBJECT: **Tuition, Fees, and Housing Rates**

BACKGROUND INFORMATION:

Under the FOCUS Act, the Tennessee Higher Education Commission (THEC) now sets a binding range in which institutions can increase undergraduate in-state tuition, as well as a binding range for the combined undergraduate in-state tuition plus mandatory fees. For 2023-24, THEC approved both of these ranges at 0 – 3% at its May 11, 2023 Commission meeting.

Attached is a calculation of the University’s unmet financial needs for 2023-24. The amount represented is net of funds provided through new state appropriations. This additional financial need is comprised of the following: (1) enhanced scholarship programs, (2) faculty promotions, (3) new academic programs, (4) increases in classroom and administrative software maintenance agreements, (5) technology infrastructure, and (6) increases in utility costs.

Included in the materials for this section is a comparison of MTSU fee rates to other public institutions in Tennessee. The University is proposing a 2.6%

increase in tuition for all students, which complies with THEC's binding range of 0 – 3%. Schedules are provided showing the effect on the current in-state rate for students taking 15 credit hours.

In addition to tuition, materials are provided for mandatory fees as well as housing rates. Mandatory fees are subject to THEC's binding range.

The Finance and Personnel Committee's recommendation of a 2.6% increase in undergraduate in-state tuition complies with THEC's approved tuition range. As well, the recommended combined increase in undergraduate tuition and mandatory fees of 2.98% complies with THEC's total binding range of 0 – 3%.

Tuition and Mandatory Fees

FY 2023-2024 Tuition Increase Proposal

	<u>Amount</u>
Salary Pool - COLA	\$ 6,095,000
Faculty Promotions	342,000
Additional Salary Increases	2,298,000
Scholarships & Discounts	1,174,100
Software Maintenance Agreements	1,200,000
New / Expanded Academic Programs	437,650
Data Science Pipeline Match	66,750
Utilities and Other Inflationary Adjustments	750,000
Technology Infrastructure	500,000
FY 2023-2024 Budget Need	<u>\$ 12,863,500</u>
State Appropriations - Operating	3,017,900
State Appropriations - Salary Pool	6,095,000
FY 2023-24 Funds Available	<u>\$ 9,112,900</u>
Unmet Need	\$ 3,750,600
Equivalent Tuition Increase	2.60%

Tuition and Fees Comparison

Summary of Tuition and Mandatory Fees Compared to Peers, AY 2021-22 In-State/Resident, Undergraduate

Institution	Tuition & Fees		10 Year Compound Annual Growth Rate	
	21-22	TN Rank	Growth Rate	
UTK	\$ 13,244	1	5.8%	
UTS	10,200	2	N/A	
UM	10,056	3	6.1%	
TTU	10,000	4	4.9%	
UTM	9,912	5	4.8%	
ETSU	9,674	6	4.8%	
MTSU	9,592	7	3.7%	
UTC	9,452	8	4.1%	
APSU	8,761	9	3.1%	
TSU	8,335	10	3.1%	
University Average	9,923		4.2%	

Source: THEC 2022 Factbook

In-State and Out-of-State Tuition (per credit hour)

Fee	Current	New	Increase
Undergraduate In-State Maintenance Fee	\$ 306	314	\$ 8
Over 12 hours	60	62	2
Undergraduate Out-of-State Tuition	1,099	1,128	29
Over 12 hours	220	226	6
Graduate In-State Maintenance fee	522	536	14
Over 10 hours	104	107	3
Graduate Out-of-State Tuition	1,445	1,483	38
Over 10 hours	288	295	7

MTSU E-Rate (per credit hour)

<u>Fee</u>	<u>Current</u>	<u>New</u>	<u>Increase</u>
Undergraduate eRate	\$ 459	\$ 471	\$ 12
Graduate eRate	783	804	21

eRate is available to students who are classified as non-residents of Tennessee and who are enrolled exclusively in online courses.

Regional Scholars (per credit hour)

Fee	Current	New	Increase
Undergraduate Rate	\$ 549	\$ 563	\$ 14
Graduate Rate	813	\$ 834	21

- Regional Scholars are non-residents of Tennessee who mainly live in a state that borders Tennessee and meet specific academic requirements.
 - Graduated from a high school located in a county within a 250 mile radius of MTSU or in a state that borders Tennessee (undergrad) or have a permanent address in a county within a 250 mile radius of MTSU or in a state that borders Tennessee (graduate)
 - Have an ACT composite of 25 (SAT 1130) or above (undergrad)
 - Maintain full time enrollment (12 hours undergrad / 10 hours graduate)
 - Remain in good academic standing
- Increase reflects proposed adjustments to policy.

FY 2023-2024 Mandatory Fee Requests

Fee	Current	Proposed	Increase
Student Debt Service	\$ 204.00	\$ 194.00	(10.00)
Student Recreation	61.00	63.00	2.00
Student Government Association	40.00	40.00	-
Postal Services	12.00	12.00	-
Sustainable Campus Fee	8.00	8.00	-
Athletics	240.00	278.00	38.00
Parking Services	117.00	119.00	2.00
Technology Access Fee	117.50	122.50	5.00
Health Services	92.50	96.50	4.00
International Fee	16.00	16.00	-
Facilities Fee	36.00	36.00	-
Total	\$ 944.00	\$ 985.00	\$ 41.00

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Student Debt Service Fee	\$ 204	\$ 194	-\$ 10	None	FY2008-09 \$ 60	-\$ 350,000

The student debt service fee covers debt payments for projects supporting the University. This reduction reflects the decreased need for debt service for the Student Union Building due to refinancing of debt over the years to obtain a lower interest rate.

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Recreation Center	\$ 61	\$ 63	\$ 2	Fee increase was approved by SGA Executive Committee 11/21/2022	FY2019-20 \$ 2	\$ 70,000

Campus Recreation is a 100% auxiliary enterprise operation and is totally dependent on the Recreation Center fee for its services to students and operations and its portion of the shared capital cost (with Student Health) for the 202,000 square foot building. The \$2 increase is needed for proposed salary and benefit increases, as well as to cover inflationary costs of recreational programs and services provided to the student body.

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Athletics Fee (Capital)	\$ 240	\$ 278	\$ 38	None	FY2019-20 \$ 15	\$ 1,330,000

A portion of this increase (\$15) supports interest adjustments on the Student Athlete Performance Center that occurred after the initial financing proforma was completed for this project. The remaining \$23 increase was recommended by the Finance and Personnel Committee to be used specifically for future athletic capital projects.

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Parking	\$ 117	\$ 119	\$ 2	Fee increase approved by SGA Executive Committee 11/21/2022	FY2021-22 \$ 2	\$ 70,000

Parking Services is a 100% auxiliary enterprise operation and is totally dependent on the Parking fee for its shuttle services for students, utilities and maintenance cost of the Parking office and shuttle buses, and various parking lots, campus lighting, and sidewalk maintenance projects. The \$2 increase is also needed for proposed salary and benefit increases.

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Technology Access Fee	\$ 117.50	\$ 122.50	\$ 5	Fee increase approved by SGA Executive Committee 11/21/2022	FY2021-22 \$ 5	\$ 175,000

The technology access fee (TAF) is a per semester fee required by each student to help offset a portion of the technology related cost on campus. The fee itself covers about \$4 million in technology related expenses annually. The fee is used to supplement classroom infrastructure costs, classroom equipment, computer lab equipment, break/fix expenses, lab related software, etc.

Proposals are submitted each year by deans, department chairs, faculty, and our classroom design and support team to make improvements in our students' technology access and experience. Currently, requests are approaching \$6.0 million annually, which this incremental increase in the fee will help address.

FY 2023-2024 Mandatory Fee Requests

<u>Fee</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>	<u>Student Exposure</u>	<u>Prior Increase</u>	<u>Revenue Generated</u>
Health Services	\$ 92.50	\$ 96.50	\$ 4	Fee increase approved by SGA Executive Committee 11/21/2022	FY2021-22 \$ 2	\$ 140,000

Student Health Services is a 100% auxiliary enterprise operation and is totally dependent on the Student Health Services fee for its services to students and operations and its portion of the shared capital cost (with Campus Recreation) for the 202,000 square foot building. The \$4 increase is needed for: proposed salary and benefit increases, as well as inflationary cost of software support and medical supplies. Student demand for health and mental health services continues to be strong.

Projected Annual Impact of Requested Fee Increases Based on 15 hour Enrollment Fall and Spring

		% Increase
Current In-State Tuition	\$ 7,704	
Current Mandatory Fees	<u>1,888</u>	
Total In-State Tuition & Mandatory Fees	<u>\$ 9,592</u>	
2.60% In-State Tuition Increase**	\$ 204	
Requested Mandatory Fees	<u>82</u>	
Total Fee Increase	<u>\$ 286</u>	
New In-State Tuition	\$ 7,908	
New Mandatory Fees	<u>1,970</u>	
New In-State Tuition & Mandatory Fees	<u>\$ 9,878</u>	2.98%

**THEC's guidance for the combined maintenance fee and mandatory fee increase is 0 - 3.0%.

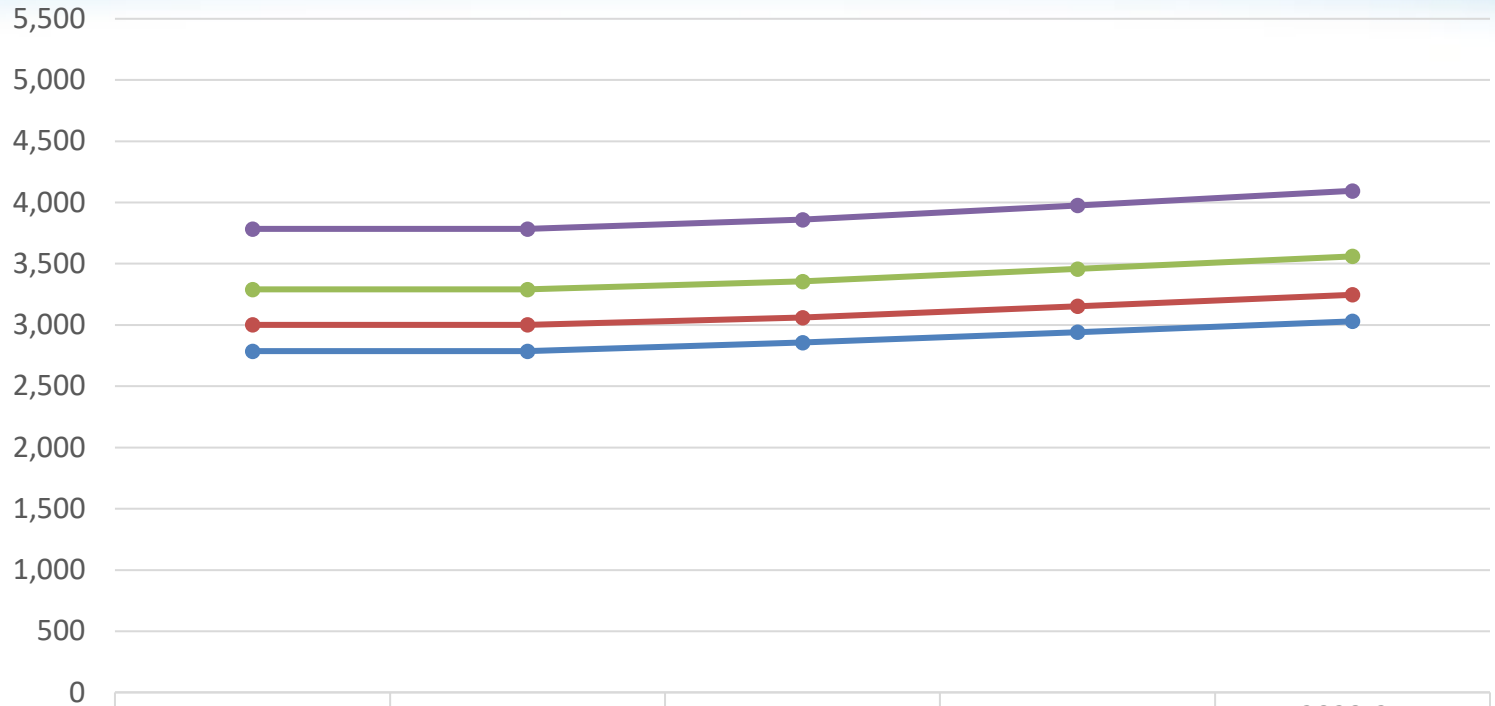
Housing Rates FY 2023-2024

FY 2023-2024 Housing Rates

Fee	Current	Proposed	Increase	Prior Increase	Revenue Generated
Residence Halls	\$ 536 - \$ 3,457	\$ 552 - \$ 3,560	\$ 16 - \$ 103	FY22-23 \$ 0 - \$ 101	\$ 234,835
Apartments	\$ 839 - \$ 3,976	\$ 864 - \$ 4,095	\$ 25 - \$ 119	FY22-23 \$ 34 - \$ 116	\$ 27,500

Housing is a 100% auxiliary enterprise operation and is totally dependent on residence hall and apartment rental fees to cover all costs associated with maintaining and replacing facilities. The increase is needed for proposed salary and benefit increases, as well as to cover inflationary costs of maintaining facilities provided to the students living on campus. A 3% increase is proposed for apartments and residence halls.

Housing History Rates Per Semester



	2019-20	2020-21	2021-22	2022-23	2023-24 (Proposed)
Residence Halls	2,786	2,786	2,856	2,942	3,030
Single Apt	3,001	3,001	3,061	3,153	3,247
Scarlett Commons	3,290	3,290	3,356	3,457	3,560
Family Housing	3,784	3,784	3,860	3,976	4,095

Revenue Summary

Summary of Revenue Generated

	Revenue
Tuition	\$ 3,750,600
Mandatory Fees	1,435,000
Housing	262,335
Total Revenue	<u>\$ 5,447,935</u>



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Compensation**

BACKGROUND INFORMATION:

Policy 808 – Compensation Reporting and Approvals requires the Board of Trustees to approve salary increases of MTSU employees.

The Governor’s budget provided partial recurring funding for a 5% salary pool for higher education. As in previous years, the \$6.1 million appropriated to the University represents only about 60% of the amount needed to fully fund the salary pool, which is estimated at \$9.4 million.

University administration is recommending using the salary funding received by the State to provide employees with a cost-of-living adjustment (COLA). Specifically, the recommendation is a 3.2% COLA increase, with a \$1,250 minimum. Therefore, any employee earning \$31,250 or less will receive a \$1,250 increase while other employee increases will be based on 3.2% of their annual salary.

Based on the availability of funding from additional resources this fall, the University may recommend additional salary increases. Updated market data for these compensation plan increases will be presented at the November 2023 committee meeting for your consideration.

Additional information has been included in your materials related to the above recommendations, as well as the guidelines for implementation.

Salary Pool Allocation Recommendation and Guidelines

The President recommends your approval of the following:

- 3.2% Cost of Living Allowance (COLA) or \$1,250, whichever is greater for regular employees, both full and part-time, employed as of June 30, 2023 and in an active pay status on July 1, 2023.
- Funding will be from state appropriations, of which \$6.1 million was appropriated in the 2023-23 Governor's Budget.
- The COLA will be distributed to all unrestricted and restricted regular full-time and part-time employees and participants in the post-retirement service program.
- Increases will not apply to adjunct faculty, temporary employees, graduate assistants, or student workers.
- Unless specifically excluded by statute or on terminal leave status, all eligible persons employed as of June 30, 2023, shall receive the increase, with the exception of employees with unsatisfactory work performance.

If approved, the following are the guidelines that are recommended for implementing the increase:

- 3.2% COLA or \$1,250 minimum payment is pro-rated for part-time employees.
- Reclassifications, degree changes, etc. previously approved to be effective prior to or on July 1, 2023, are to be applied before the COLA increase.
- Faculty promotions are to be applied before the COLA increase.
- Provide an employee appeal process for those who don't receive the COLA increase due to an unsatisfactory evaluation. This is to allow the employee an opportunity to provide supporting evidence that an administrative error was made in the implementation process.



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Operating Budgets**

BACKGROUND INFORMATION:

Under the FOCUS Act, the Board of Trustees is charged with approving the operating budgets and setting the fiscal policies for Middle Tennessee State University.

The Estimated Budget is the final budget for any given fiscal year and allows the University to reflect any adjustments needed for spring enrollment, additional funding provided through state appropriations, and other miscellaneous adjustments. The July Budget is the base budget for the upcoming fiscal year. It is based on a 2.5% tuition increase and includes mandatory fee increases, salary and operating appropriation increases approved by the General Assembly for 2023-24, and a flat enrollment.

The materials that follow represent the 2022-23 Estimated Budget and the 2023-24 Proposed Budget and are being presented for your review and approval.

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR REVENUE CATEGORIES
ESTIMATED BUDGET 2022-23**

<u>Revenue</u>	<u>2022-23 July Budget</u>	<u>2022-23 October Budget</u>	<u>2022-23 Estimated Budget</u>	<u>Difference</u>
Tuition and Fees	\$ 207,084,800	\$ 202,730,100	\$ 202,154,900	\$ (575,200)
State Appropriations	127,729,400	134,721,900	134,721,900	-
Federal Grants and Contracts	1,150,000	1,150,000	1,150,000	-
Local Grants and Contracts	60,000	60,000	60,000	-
State Grants & Contracts	45,000	45,000	45,000	-
Private Grants & Contracts	282,500	282,500	282,500	-
Private Gifts	-	-	-	-
Sales & Services of Educ Activities	667,800	667,800	669,900	2,100
Sales & Services of Other Activities	17,623,700	17,666,700	18,525,200	858,500
Other Sources	<u>1,656,900</u>	<u>1,656,900</u>	<u>1,656,900</u>	<u>-</u>
Total Revenue	<u>\$ 356,300,100</u>	<u>\$ 358,980,900</u>	<u>\$ 359,266,300</u>	<u>\$ 285,400</u>

MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY FUNCTIONAL CATEGORY
ESTIMATED BUDGET 2022-23

	July Budget 2022-23	October Budget 2022-23	Estimated Budget 2022-23	Difference
Instruction	\$ 169,386,100	\$ 192,060,700	\$ 191,368,700	\$ (692,000)
Research	6,690,400	12,123,200	12,075,300	(47,900)
Public Service	4,849,200	9,291,200	9,370,000	78,800
Academic Support	36,037,900	38,218,000	37,139,600	(1,078,400)
Student Services	38,445,500	42,083,600	42,855,100	771,500
Institutional Support	27,305,800	29,484,100	29,939,900	455,800
Operation and Maintenance	29,946,100	30,779,300	31,237,200	457,900
Scholarships and Fellowships	32,414,100	36,342,800	36,379,200	36,400
Transfers	11,225,000	12,950,600	13,286,600	336,000
Total	\$ 356,300,100	\$ 403,333,500	\$ 403,651,600	\$ 318,100

**MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY NATURAL CATEGORY
ESTIMATED BUDGET 2022-23**

	<u>July Budget 2022-23</u>	<u>October Budget 2022-23</u>	<u>Estimated Budget 2022-23</u>	<u>Difference</u>
Professional Salaries	159,073,000	\$ 158,606,300	\$ 157,217,700	\$ (1,388,600)
Other Salaries	23,939,300	24,512,400	24,484,300	(28,100)
Employee Benefits	67,682,300	70,900,200	70,550,300	(349,900)
Travel	4,832,400	5,262,300	5,809,600	547,300
Operating Expense	85,905,400	126,622,000	127,829,400	1,207,400
Capital Outlay	3,642,700	4,479,700	4,473,700	(6,000)
Transfers	11,225,000	12,950,600	13,286,600	336,000
Total	<u>\$ 356,300,100</u>	<u>\$ 403,333,500</u>	<u>\$ 403,651,600</u>	<u>\$ 318,100</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR AUXILIARIES
ESTIMATED BUDGET 2022-23**

<u>Auxiliary</u>	<u>2022-23 July Budget</u>	<u>2022-23 October Budget</u>	<u>2022-23 Estimated Budget</u>	<u>Difference</u>
Bookstore	\$ 322,473	\$ 310,792	\$ 313,125	\$ 2,333
Food Service	2,951,681	2,938,135	2,940,468	2,333
Housing	16,324,640	16,324,640	16,687,000	362,360
Vending	110,000	145,500	145,500	-
Recreational Center	2,893,244	2,758,380	2,758,380	-
Post Office	479,800	479,800	512,300	32,500
Parking Services	5,120,173	4,989,626	4,990,960	1,334
Residential & Commercial Rentals	290,000	290,000	290,000	-
Health Services	4,180,700	3,987,500	4,007,500	20,000
TN Miller Coliseum	640,598	681,598	681,598	-
Student LD Service	100	100	20	(80)
TOTAL	<u><u>\$ 33,313,409</u></u>	<u><u>\$ 32,906,071</u></u>	<u><u>\$ 33,326,851</u></u>	<u><u>\$ 420,780</u></u>

**MIDDLE TENNESSEE STATE UNIVERSITY
SUMMARY OF RESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED
ESTIMATED BUDGET 2022-23**

Revenues	2022-23 July Budget	2022-23 October Budget	2022-23 Estimated Budget	Difference
Tuition and Fees	\$ 1,500,000	\$ (2,000,000)	\$ (2,750,000)	\$ (750,000)
Federal Grants and Contracts	53,000,000	53,000,000	48,500,000	(4,500,000)
State Appropriations: Centers of Excellence	420,000	420,700	420,700	-
State Appropriations: Special Allocations	489,500	489,500	489,500	-
State Grants & Contracts	40,500,000	40,500,000	47,500,000	7,000,000
Local Grants & Contracts	50,000	50,000	40,000	(10,000)
Private Grants & Contracts	550,000	525,000	525,000	-
Private Gifts	2,300,000	2,500,000	2,500,000	-
Endowment Income	600,000	600,000	650,000	50,000
Other Income	1,500,000	1,500,000	1,500,000	-
Total Revenues	<u>\$ 100,909,500</u>	<u>\$ 97,585,200</u>	<u>\$ 99,375,200</u>	<u>\$ 1,790,000</u>
Expenses				
Instruction	\$ 7,000,000	\$ 7,500,000	\$ 5,600,000	\$ (1,900,000)
Research	6,000,000	6,250,000	4,700,000	(1,550,000)
Public Service	6,500,000	7,250,000	5,650,000	(1,600,000)
Academic Support	1,000,000	1,500,000	800,000	(700,000)
Student Services	4,000,000	2,000,000	3,750,000	1,750,000
Institutional Support	100,000	100,000	100,000	-
Operation and Maintenance	250,000	50,000	80,000	30,000
Scholarships and Fellowships	75,500,000	72,150,000	77,000,000	4,850,000
Auxiliary Enterprises	-	200,000	1,650,000	1,450,000
Total Expenses	<u>\$ 100,350,000</u>	<u>\$ 97,000,000</u>	<u>\$ 99,330,000</u>	<u>\$ 2,330,000</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR REVENUE CATEGORIES
JULY BUDGET 2023-24**

	2022-23 October Budget	2022-23 Estimated Budget	2023-24 July Budget	Difference
Tuition and Fees	\$ 202,730,100	\$ 202,154,900	\$ 207,928,700	\$ 5,773,800
State Appropriations	134,721,900	134,721,900	135,845,500	1,123,600
Federal Grants and Contracts	1,150,000	1,150,000	1,150,000	-
Local Grants and Contracts	60,000	60,000	60,000	-
State Grants & Contracts	45,000	45,000	45,000	-
Private Grants & Contracts	282,500	282,500	282,500	-
Sales & Services of Educ Activities	667,800	669,900	646,700	(23,200)
Sales & Services of Other Activities	17,666,700	18,525,200	17,635,200	(890,000)
Other Sources	<u>1,656,900</u>	<u>1,656,900</u>	<u>1,667,900</u>	<u>11,000</u>
	<u><u>\$ 358,980,900</u></u>	<u><u>\$ 359,266,300</u></u>	<u><u>\$ 365,261,500</u></u>	<u><u>\$ 5,995,200</u></u>

**MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY FUNCTIONAL CATEGORY
JULY BUDGET 2023-24**

	October Budget 2022-23	Estimated Budget 2022-23	July Budget 2023-24	Difference
Instruction	\$ 192,060,700	\$ 191,368,700	\$ 175,593,100	\$ (15,775,600)
Research	12,123,200	12,075,300	6,840,400	(5,234,900)
Public Service	9,291,200	9,370,000	4,981,500	(4,388,500)
Academic Support	38,218,000	37,139,600	36,645,100	(494,500)
Student Services	42,083,600	42,855,100	40,264,200	(2,590,900)
Institutional Support	29,484,100	29,939,900	28,219,200	(1,720,700)
Operation and Maintenance	30,779,300	31,237,200	31,593,300	356,100
Scholarships and Fellowships	36,342,800	36,379,200	30,874,100	(5,505,100)
Transfers	12,950,600	13,286,600	10,250,600	(3,036,000)
Total	<u>\$ 403,333,500</u>	<u>\$ 403,651,600</u>	<u>\$ 365,261,500</u>	<u>\$ (38,390,100)</u>

The following items are reflected above:
Salary Pool
July Budget Figures are Base Budget

**MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY NATURAL CATEGORY
JULY BUDGET 2023-24**

	October Budget 2022-23	Estimated Budget 2022-23	July Budget 2023-24	Difference
Professional Salaries	\$ 158,606,300	\$ 157,217,700	\$ 164,599,000	\$ 7,381,300
Other Salaries	24,512,400	24,484,300	25,206,200	721,900
Employee Benefits	70,900,200	70,550,300	70,390,600	(159,700)
Travel	5,262,300	5,809,600	5,199,300	(610,300)
Operating Expense	126,622,000	127,829,400	85,962,100	(41,867,300)
Capital Outlay	4,479,700	4,473,700	3,653,700	(820,000)
Transfers	12,950,600	13,286,600	10,250,600	(3,036,000)
Total	\$ 403,333,500	\$ 403,651,600	\$ 365,261,500	\$ (38,390,100)

The following items are reflected above:
Salary Pool
July Budget Figures are Base Budget

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR AUXILIARIES
JULY BUDGET 2023-24**

<u>Auxiliary</u>	<u>2022-23 October Budget</u>	<u>2022-23 Estimated Budget</u>	<u>2023-24 July Budget</u>	<u>Difference</u>
Bookstore	\$ 310,792	\$ 313,125	\$ 348,928	\$ 35,803
Food Service	2,938,135	2,940,468	3,059,950	119,482
Housing	16,324,640	16,687,000	16,710,000	23,000
Vending	145,500	145,500	145,500	-
Recreational Center	2,758,380	2,758,380	2,858,030	99,650
Post Office	479,800	512,300	512,300	-
Parking Services	4,989,626	4,990,960	4,994,628	3,668
Residential & Commercial Rentals	290,000	290,000	290,000	-
Health Services	3,987,500	4,007,500	4,207,500	200,000
TN Miller Coliseum	681,598	681,598	683,592	1,994
Student LD Service	100	20	20	-
TOTAL	<u>\$ 32,906,071</u>	<u>\$ 33,326,851</u>	<u>\$ 33,810,448</u>	<u>\$ 483,597</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
SUMMARY OF RESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED
JULY BUDGET 2023-24**

Revenues	2022-23 October Budget	2022-23 Estimated Budget	2023-24 July Budget	Difference
Tuition and Fees	\$ (2,000,000)	\$ (2,750,000)	\$ 1,450,000	\$ 4,200,000
Federal Grants and Contracts	53,000,000	48,500,000	37,500,000	(11,000,000)
State Appropriations: Centers of Excellence	420,700	420,700	439,400	18,700
State Appropriations: Special Allocations	489,500	489,500	489,500	-
State Grants & Contracts	40,500,000	47,500,000	46,000,000	(1,500,000)
Local Grants & Contracts	50,000	40,000	40,000	-
Private Grants & Contracts	525,000	525,000	525,000	-
Private Gifts	2,500,000	2,500,000	2,500,000	-
Endowment Income	600,000	650,000	600,000	(50,000)
Other Income	1,500,000	1,500,000	1,500,000	-
Total Revenues	<u>\$ 97,585,200</u>	<u>\$ 99,375,200</u>	<u>\$ 91,043,900</u>	<u>\$ (8,331,300)</u>
Expenses				
Instruction	\$ 7,500,000	\$ 5,600,000	\$ 2,500,000	\$ (3,100,000)
Research	6,250,000	4,700,000	4,500,000	(200,000)
Public Service	7,250,000	5,650,000	4,800,000	(850,000)
Academic Support	1,500,000	800,000	300,000	(500,000)
Student Services	2,000,000	3,750,000	3,000,000	(750,000)
Institutional Support	100,000	100,000	100,000	-
Operation and Maintenance	50,000	80,000	2,500	(77,500)
Scholarships and Fellowships	72,150,000	77,000,000	75,750,000	(1,250,000)
Auxiliary Enterprises	200,000	1,650,000	-	(1,650,000)
Total Expenses	<u>\$ 97,000,000</u>	<u>\$ 99,330,000</u>	<u>\$ 90,952,500</u>	<u>\$ (8,377,500)</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
BUDGET SUMMARY
JULY BUDGET 2023-24**

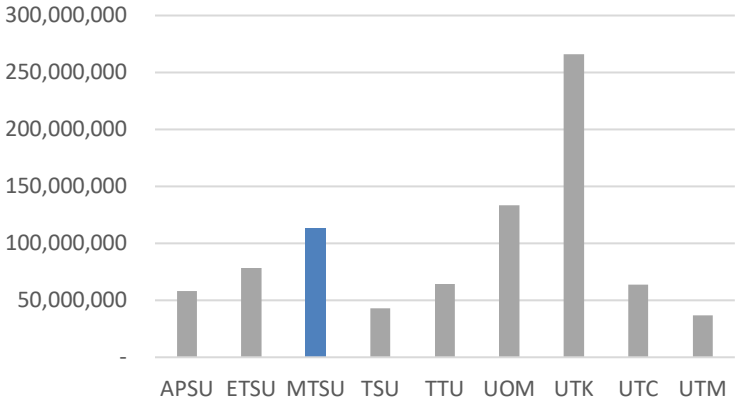
	<u>2022-23</u>	<u>2022-23</u>	<u>2023-24</u>
	<u>Revised Budget</u>	<u>Estimated Budget</u>	<u>July Budget</u>
Beginning Fund Balance	\$ 58,859,400	\$ 58,859,400	\$ 14,519,300
Revenue	489,472,200	491,968,400	490,115,800
Expenses	<u>533,239,600</u>	<u>536,308,500</u>	<u>490,024,400</u>
Ending Fund Balance	<u>\$ 15,092,000</u>	<u>\$ 14,519,300</u>	<u>\$ 14,610,700</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
TSSBA DEBT SERVICE COVERAGE - DISCLOSED PROJECTS ADJUSTMENT
July Budget 2023-24**

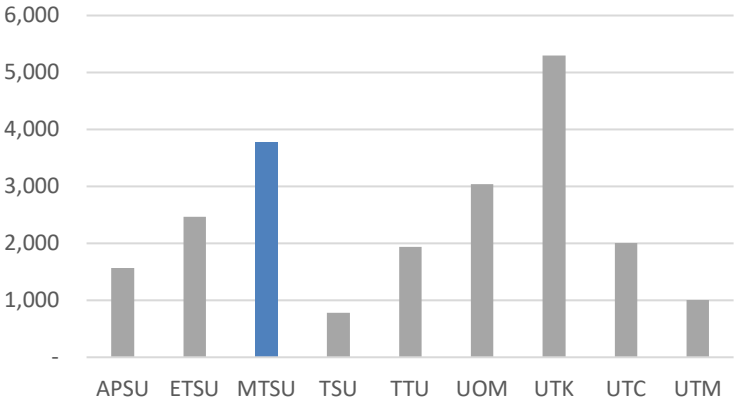
<u>Project Name</u>	<u>Total Project Budget</u>	<u>Amt. Financed by TSSBA</u>	<u>Est. Annual Debt Service</u>	<u>Est. Annual Related Fee Rev</u>
Estimated Budget:				
Athletic Video Board Upgrades	3,900,000	3,900,000		
July Budget:				
Athletic Video Board Upgrades	3,900,000	3,900,000		

Most Efficient Producer of Graduates

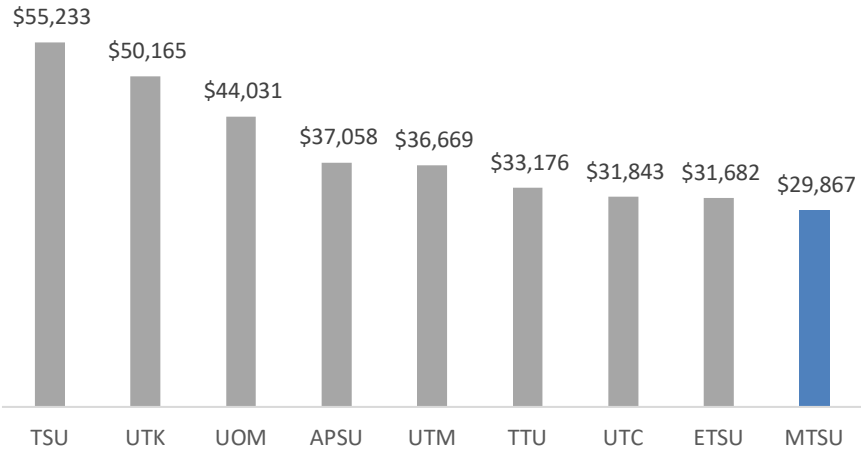
Appropriations



Bachelor's Degrees Awarded



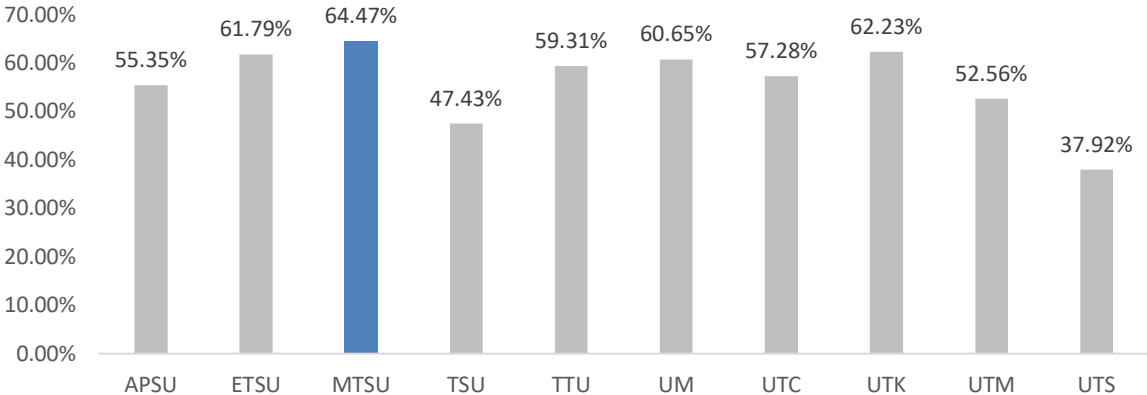
State Cost Per Grad



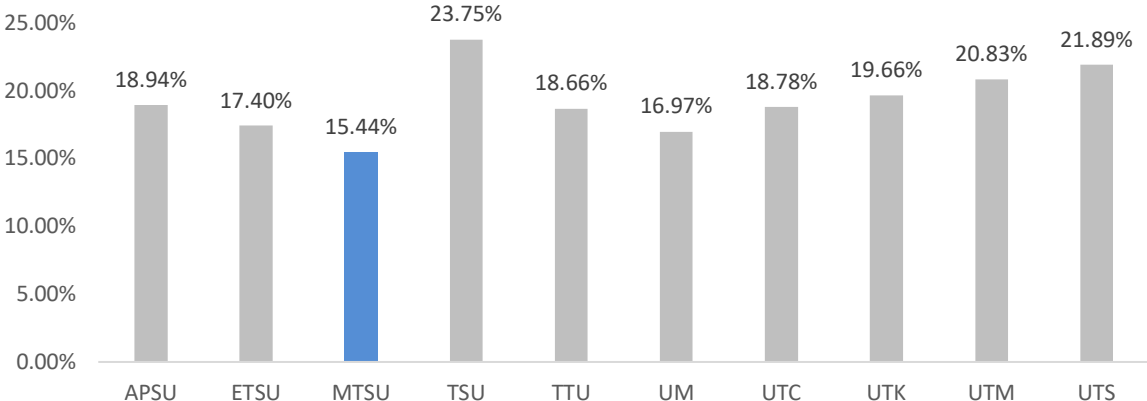
Data is for
2021-2022

Academics vs Administrative Costs

Academics as % of Budget

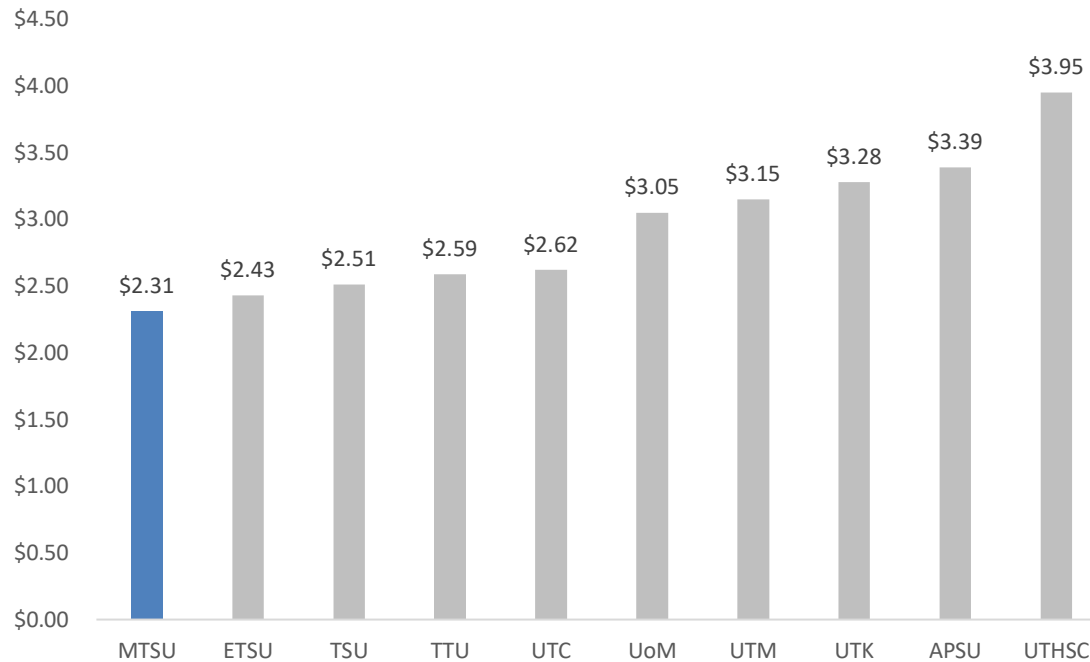


Administrative as % of Budget



Operations and Maintenance

Operation and Maintenance Costs Per Sq Ft



2014-15
Analysis



**Middle Tennessee State University
Board of Trustees**

MEETING: Summer Quarterly Board Meeting

SUBJECT: **Introduction of Faculty Trustee**

DATE: June 20, 2023

PRESENTER: Dr. Sidney A. McPhee
President



**Middle Tennessee State University
Board of Trustees**

Information Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Faculty Trustee
Dr. Mary Martin**

BACKGROUND INFORMATION:

The Bylaws of the Board of Trustees provide that a University faculty member selected by the University Faculty Senate shall serve as a voting member of the Board of Trustees, serving a two-year term.

Dr. Mary Martin was selected by the Faculty Senate to serve as the Faculty Trustee with a term expiring at the conclusion of the June 2025 Board of Trustees meeting.

Memo

To: All Faculty

From: Stephen Salter, Faculty Senate President 2022-3

Date: Monday, October 24, 2022

Re: Nominations for Faculty Trustee

The Faculty Senate President and members of the steering committee of the Middle Tennessee State faculty Senate are seeking nominations for the university trustee representing the faculty (Faculty Trustee).

Responsibility The Board is responsible for the governance of the University, as allowed by and subject to limitations imposed by applicable federal and state law and certain powers and duties maintained by the Tennessee Higher Education Commission. The bylaws of the Board of Trustees provide that a University faculty member shall serve as one (1) voting Board member to be selected by the University Faculty Senate. Further details of the Board's role can be found at <https://www.mtsu.edu/boardoftrustees/bylaws.php>.

The Faculty Trustee is part of the discussion and decision process of the trustees. While all trustees are responsible for the good of the University, the Faculty Trustee will be expected to be faculty centric in their approach and will be expected to make regular presentations at the MTSU Faculty Senate and receive feedback from same. The Faculty Trustee will attend Trustee board and committee meetings and fulfill fiduciary responsibility as required by the membership of the Board. Additionally, the Faculty Trustee shall serve as an ex-officio, non-voting member of the Faculty Senate, Faculty Senate Steering Committee, President's Liaison Committee, and Academic Affairs Committee. The term of the Faculty Trustee on the Board will be two years, as established by state law.

Faculty Trustees get three credit hours of release time. The rules on release time are contained in the Provost's workload guidelines. Please advise your Department Chair of this.

Eligibility

To be eligible to serve as the Faculty Trustee, the faculty member must be a tenured and full-time faculty member who has worked at least seven (7) consecutive years at MTSU and who has performed less than 50% of their work in the area of administration during these seven (7) years. Candidates will have served at least one year on Faculty Senate.

Applications

Faculty who are eligible and wish to be considered will need to submit a resume and a letter saying why they want to be a Trustee, what issues they consider important, and how they can contribute. Nominations should be submitted to faculty senate@mtsu.edu by 11:59 pm on December 10, 2022. Persons who nominate a candidate other than themselves are responsible for encouraging said candidate to submit a full package. Packages not completed by December 10, 2022, will not be considered.

December 3, 2022

Please accept this letter and the accompanying documents as a response to the request for nomination to run for election to the position of Faculty Trustee on the Board of Trustees for Middle Tennessee State University. Accompanying this letter is a position statement and a copy of my vita.

The position of Faculty Trustee is a critical position in the structure of Shared Governance at MTSU. While one person cannot outvote nine others, it is nevertheless axiomatic that one person can provide facts and leadership that influence the outcome of decisions. The following ideas influence my submission of the materials required to be considered in the Senate vote:

- A broad pool of candidates with widely differing characteristics gives the Senate the best range of candidates from which to select.
- As a candidate, I have a range of experience and knowledge that is still current and of potential importance for Board decision-making.
- I have substantial experience of MTSU policy that is still valuable and current.
- My experience with the Board and MTSU policy is unique and arises from the specific timing of my term as Faculty Senate President. My past performance in those roles also supports my willingness to energetically pursue the activities of Faculty Trustee for one more additional term.

The attached document elaborates on these four themes; the attached vita outlines my activities as a member of the MTSU Faculty. The vita in particular is submitted as per the requirements for being in the final election pool.

Thank you for your attention to my materials. Please let me know that you have received all the expected materials; feel free to contact me by phone (615-904-8236) or by email (Mary.Martin@mtsu.edu) if I can answer any questions or provide more insight.

Sincerely,



Mary Barone Martin, PhD
Professor of Mathematical Sciences

Faculty Trustee Election - Statement from Mary Martin

Thank you for considering me as a choice for Faculty Trustee. My goal in seeking this position is to continue to strengthen and develop the role of the Faculty Trustee within the Board; in doing so, I hope to further advance the efficacy of the Board in its shared governance of Middle Tennessee State University. I believe my past experiences, especially those experiences involving University Policy and the Board of Trustees, afford a unique opportunity to continue to support the academic endeavors as well as the entire mission of the University. I offer my reasons here for seeking the role of Faculty Trustee for a second term and follow those with statements that reflect my understanding of the role of Faculty Trustee.

Seeking a Second Term

I served as the second Faculty Trustee to the Board of Middle Tennessee State University from 2019 to 2021. A second non-consecutive term is allowed under the Faculty Senate By-Laws. There are several reasons my serving a second term as a Faculty Trustee could be benefit MTSU:

- Of primary importance, the position of Faculty Trustee requires the service of a knowledgeable person who is familiar with and supportive of the mission of the University, and who is willing to expend energy in support of the University as a learning and research community. I have demonstrated these characteristics in the past and feel that I can continue to demonstrate them for an additional term.
- During my previous term as Faculty Trustee, I established a path of communication with a majority of the current Board Members. We were able to work well and established a mutual respect. I believe that this understanding and ability to communicate can be resumed with positive effect within a new term at this time.
- My knowledge base of university policy and governance is extensive and based in three roles at MTSU within the past ten years: serving as Faculty Senate President, serving on multiple policy committees during the transition moving from TBR to independent institution, and serving as the second Faculty Trustee to the Board at MTSU. This is a unique combination of experiences. It is my belief that the knowledge gained during this process has an expiration date; I would like this experience to benefit the University for as long as is appropriate before it is less useful.
- Finally, there is a technical reason I am submitting my credentials. The Faculty Senate By-Laws require a plentiful pool of candidates from which to select; this is critical for the health and effectiveness of the development of the role of Faculty Trustee. For this reason, as many people should apply as can and as are qualified. I am willing to be one more person in the pool.

I believe I could serve as a Faculty Trustee one more term and continue to benefit the University. I offer to do so with no expectation either way of the outcome of the selection process; I simply want the Faculty Senate to have access to the most variety of candidates. The following paragraphs establish my overall view of the role of Faculty Trustee and my understanding of the responsibilities.

Definition of Faculty Trustee

The Faculty Trustee is a Board of Trustees member; other than being distinguished as a member of the Faculty and having a different length of term, there is no difference between the Faculty Trustee and the other (non-student) Trustees. The Board is to oversee and approve the University Mission statement, fiscal policy and property acquisition, administrative and faculty employment, and academic functions including degree requirements and curricula. All of this is to be accomplished in the context of respecting, preserving, and being part of shared governance. As a participant in each of these activities, the Faculty Trustee should play a vital role in decision-making in each of these areas. Because of the Faculty Trustee being an experienced faculty member, the Faculty Trustee can serve as a unique and critical source of information and balance to benefit the entire governance structure of the Board.

Unique Aspects of the Faculty Trustee

Clearly, the Faculty Trustee possesses attributes and experiences distinct from the other trustees. In addition to participation in general governance responsibilities, the original intent for the creation of the Faculty Trustee was twofold: 1) provide additional information to the Board, primarily from the academic/professorial perspective; and, 2) ensure an additional channel of communication between the academic community and the Board governing that community. It is the unique opportunity of the Faculty Trustee to help clarify the insights and details of the mission of the University with respect to the mission, responsibilities, and qualities central to MTSU and its role in Tennessee. The Faculty Trustee must place the long-term health of the institution of primary importance; this necessarily includes keeping the other Board members fully informed and knowledgeable of faculty and student issues. Accordingly, it is a responsibility of the Faculty Trustee to maintain a complete and current understanding of faculty concerns, issues, and interests. The Faculty Trustee must maintain a thorough understanding of influencing factors: state economic condition, higher education trends, management practices, employment conditions, and national educational imperatives. It is very important that the Faculty Trustee also bring to the table the “view on the ground”. This fundamental purpose and value of the Faculty Trustee’s role also contributes to the particular difficulty in being a Faculty Trustee: The Faculty Trustee knows the faculty and the academic environment very well and yet is internal to that environment. Over time, a tradition

for the Faculty Trustee which includes the selection of extremely objective, knowledgeable, and energetic faculty trustees will bring continuing development of respect and value for the role. In all cases, the Faculty Trustee is an advocate for the understanding and pursuit of the mission of the University.

Vision and Experience

Given my terms as Faculty Senate President/President-elect/Past and past years on the Steering Committee and Secretary/Treasurer of the Faculty Senate, I am aware of on-campus dynamics, culture and issues; additionally, I have a wide cross-campus acquaintance with faculty and faculty issues in a variety of roles. Finally, my experience with MTSU policy is extensive and recent. Because of my breadth of knowledge, I believe I am positioned to serve in a way that will support current governance as well as the development of an effective Board culture. While each trustee has only one vote, the Faculty Trustee can have a unique influence through expressing the nuances of the academic mission. This will promote open communication, understanding of the campus governance structure, and the continued development of the role of the Faculty Trustee on the Board. I believe I have the experience, both internal to MTSU and external in other higher educational and professional roles, to make informed Board decisions and to continue to establish an effective standing for future Faculty Trustees.

Issues of Importance

The list of individual issues important to the future of MTSU is unending in detail and impossible to linearly order. To summarize the primary concern of the Faculty Trustee: the Trustee must provide the right information and knowledge at the right time and in a manner that makes the information useful and pivotal to the entire Board and the Administration. This must be done within the guardrails of appropriate shared governance and fiduciary responsibility. The state legal requirements of a Trustee define all aspects of the position. Of primary importance in the context of a locally governed institution are the activities addressing Board responsibilities:

- Maintaining the legal fiduciary position of the individual trustee and the Board collectively;
- Fulfilling all contracts, audit requirements, and legal structure for the University;
- Encouraging the establishment of infrastructure and management that supports the mission and vision of the University in the near and distant future;
- Securing the financial stability and resources to grow the University into a position to fulfill its mission and vision.

To try to break these overarching priorities into any smaller implementation steps would deny the reality of the position of a Trustee.

Mary Barone Martin
Curriculum Vita - Summary

Department of Mathematical Sciences
Middle Tennessee State University
Murfreesboro, TN 37132
615-904-8236
Mary.Martin@mtsu.edu

EDUCATION

Ph.D. In Mathematics, 1984, University of North Carolina at Chapel Hill
M.S. In Mathematics, 1981, University of North Carolina at Chapel Hill
B.S. In Mathematics, Summa Cum Laude, 1979, Middle Tennessee State University

EMPLOYMENT

1998-present Professor of Mathematics, Department of Mathematical Sciences, Middle Tennessee State University
2001-2002 Interim Associate Dean, College of Basic and Applied Sciences, Middle Tennessee State University
1999-2001 Assistant Chair, Department of Mathematical Sciences, Middle Tennessee State University
1989-1998 Professor, Department of Mathematics, and Director of the University Honors Program (6 years),
Winthrop University
1984- 1989 Assistant Professor of Mathematics, Colgate University (including 1 semester Visiting Professorship
at Cornell University and 1 semester Visiting Professorship at Florida State University)

SELECTED PUBLICATIONS AND PRESENTATIONS

Martin, M.B. et al. 2021. *Mathematics: Language, Modeling, and Comparison Assisting Inference. Age of Inference: Cultivating a Scientific Mindset*. Information Age Publishing. Section 1, ch 1: p 59 - 74.
Martin, M.B. et al. 2021. *Statistics: Developing Impactful Teaching and Learning. Age of Inference: Cultivating a Scientific Mindset*. Information Age Publishing. Section 1, Ch 2: p 75 - 90.
Martin, M.B. et al. 2021. *Statistics: Assessing success in the Inference Process. Age of Inference: Cultivating a Scientific Mindset*. Information Age Publishing. Section 1, Ch 3: p 91-108.
Martin, M. B. "Tea, Guinness, & Crop Yields: The Many Faces of Statistics", National Council of Teachers of Mathematics International Convention, San Antonio TX, April 2017. *Martin, M.B. et al. 2021*.
Martin, M. B., and Robbie Melton, "Technological Encounters in Mathematics Classrooms", Featured Co-speaker, American Mathematical Association of Two-Year Colleges, National Convention, Nashville TN, November 2014.
Jones, T.L. and Martin, M.B., coeditors (2011). *Tennessee Senior Bridge Mathematics*. Boston, MA: Pearson
Jones, T.L. and Martin, M.B. (2011). *Tennessee Senior Bridge Mathematics Mathematician's Notebook*. Boston, MA: Pearson
Martin, M.B. "Why Care about Math History?" National Council of Teachers of Mathematics, Regional Conference, Nashville, November 2009.
Martin, M.B. *Mindmaps: Planning, Teaching, and Learning*; 15th Annual Conference on Teaching and Learning, Jacksonville, FL, April, 2004.
Martin, M. B., *Asynchronous Learning Networks and the Nuts and Bolts of an Effective Workshop*; Proceedings of the Sloan-C 12th conference on Asynchronous Learning, Orlando, November 2002.
Martin, M.B. and Kimmins, D.K. *Scientific Notebook, Snag-it, and PowerPoint: Technology Tools for Teaching Mathematics and Science*, Workshop for Mid-South Instructional Technology Conference, April 2002.
Martin, M. B., & Zafrullah, M., *T-Linked Overrings of Noetherian Weakly Factorial Domains*, Proceedings of the American Mathematical Society, 115(1992), 601-604.
Martin, M. B. & Smith, W. W., *The Picard Groups of Certain Polynomial Rings*, Communications in Algebra, 16(1988), 715-733.
Martin, M. B., *Bounding the Number of Generators of an Invertible Idea*, Communications in Algebra, 14(1986), 323-331.

SELECTED SERVICE AND RECOGNITION

Graduate Student exams, Thesis committee member, and Doctoral Committee members for 53 graduate students, 2000 – present
 Member, State of Tennessee 7-12 Licensure Revision Team, 2010.
 Member, Executive Curriculum Team, Ready2Learn, Tennessee Board of Regents, 2009-2010
 MTSU Foundation Award for Public Service, Fall 2009.
 Member, State of Tennessee K-12 Mathematics Curriculum Construction Team, 2008 – 2009
 Conference “Best Paper” Award: Martin, M.B., Kimmins, Dovie, & Phillips, E. Ray, *Technology and Professional Development: Integrated Strategies for Delivery*: Proceedings *EISTA 2006 Conference*, Orlando FL, July, 2006.
 Member, Implementation Team, Teaching Quality Initiative, State of Tennessee and Tennessee Board of Regents, 2006 to 2009.
 Planning committee, P-16 Mathematics Curriculum Alignment, State of Tennessee, 2006 to 2009.

TEACHING EXPERIENCE

▪ College Algebra#	▪ Finite Math#	▪ Sets and Logic*^
▪ Plane Trigonometry#	▪ Foundations of Higher Mathematics*	▪ Linear Algebra*#
▪ Precalculus	▪ Abstract Algebra*^	▪ Module Theory I*^
▪ Calculus I – Differential Calculus*	▪ Abstract Algebra II*^	▪ College Math for Mgt & Life Sciences#
▪ Calculus II – Integral Calculus*	▪ Algebra for Teachers^	▪ Business Calculus
▪ Calculus III – Differential and Multivariable Calculus*	▪ Topology*^	▪ Galois Theory*^
▪ Calculus IV – Integral Multivariable Calculus and Vector Analysis	▪ Technologies for Teaching Mathematics (Grades 9-16)^	▪ Mathematics for General Studies#
▪ Advanced Linear Algebra*^#	▪ Applied Calculus	▪ Module Theory II^
▪ Introductory Statistics	▪ Topics in Secondary School Mathematics^	▪ Online course developer for multiple courses

*Taught in last 5 years ^Graduate course #Developed online course

SELECTED ADMINISTRATIVE AND COMMITTEE EXPERIENCE

Faculty Trustee, Board of Trustees for Middle Tennessee State University, 2019 - 2021
 President, Faculty Senate, MTSU, 2016-17
 Secretary/Treasurer, Faculty Senate, MTSU, 2007 – 2011.
 Member, Faculty Senate, MTSU, 2005- 2009
 Conference organizer, Mathematics and Technology Workshop, sponsored by Addison-Wesley/ICTCM, 2003
 Academic Coordinator, McNair Program, Middle Tennessee State University, 2002 - present
 Interim Associate Dean, College of Basic and Applied Sciences, Middle Tennessee State University, 2001 to 2002.
 Assistant Chair, Department of Mathematical Sciences, Middle Tennessee State University, 1999 to 2001.
 Director, Graduate Assistance in Areas of National Need, Tennessee Regional Consortium, 2000 to present
 Director, University Honors Program, Winthrop University, 1991 – 1997

SELECTED PROFESSIONAL ACTIVITIES

Algebra I Employment Standards Training for State of Tennessee, yearly, 2009 – present.
 Associate Editor, for Mathematics, MERLOT electronic journal, 2012 – 2021.
Project design consultant and coordinator, Texas Instrument, Higher Education Leadership Summit, 2018, 2019, and 2021.
 State Board of Examiner, Tennessee TBR Auditing Team, 2011 – 2017.
 Member, P-16 Council, Mathematics Curriculum Alignment, State of Tennessee, 2006 to 2010.

Certificate of Recognition, Tennessee State Department of Education, for service on curriculum writing/alignment team for the State of Tennessee, 2008.
Standards Setting Judge, Educational Testing Service, CLEP College Algebra Exam, 2005
Software and Text Reviewer, various publishers 1997-1999
Grant reviewer, Graduate Assistantships in Areas of National Need, U.S. Department of Education (1988, 1989, 1990, 1991, 1997); Minority Science Improvement Program, U.S. Department of Education (1998)
Field Reader, National Science Foundation: Curriculum, Course, Laboratory, and Instrumentation Program (1999), Curriculum Development Program (1989, 1991, & 1996), Regional Mathematics Institutes (1994), Bridge to Calculus Curriculum Reform (1993), Research Experience for Undergraduates (1991)
Reorganization of Honors Program, Winthrop University, 1992-93.

SELECTED GRANTS

Middle Tennessee State University Upward Bound Grant – Rutherford & Bedford Counties – U. S. Department of Education, \$1,436,000, 2022.
Financial Planning in Tennessee, (with Belcher, Deb et al), U. S. Department of Education, \$750,000, 2011.
umath: Understanding mathematics for 3rd – 5th Grades, (With Kimmins, Dovie), TN Department of Education MSP (Research competition), \$2.4 million over the three year period of January 2009 – December 2011, Year 1 funding was \$806,599 for January 1, 2009 – December 31, 2009.
Mathematics/Science Partnership Grant: Teacher Excellence: Ensuring Student Competitiveness. \$3,400,000, Fall 2006 (with D.L. Kimmins & E. R. Phillips)
Mathematics Partnership: Science Synergies; \$850,000, Fall, 2005 (with D. L. Kimmins & E. R. Phillips)
Mathematics Partnership: Excellence in Teaching and Learning in Middle Schools in Mid-State and Hamilton Hubs; Funded grant - \$900,000, Fall 2004 (with D. L. Kimmins & E. R. Phillips)
Council of Graduate Schools/Sloan Foundation Masters of Professional Science Planning Grant, Phase II proposal, 2003 (\$130,000) (one of nine institutions, receiving 20% of funding for year nationally) (with E. R. Phillips and P. Cunningham)
NSF Louis Stokes Grant (MTSU portion for submission with TSU proposal), 2002 (\$300,000)
Martin, M. B., editor and primary author, “*Great Expectations*” *Report on Mathematics Education*, for the State of South Carolina “Great Expectations” Project, 1996.

PROFESSIONAL ORGANIZATIONS

Sigma Xi – Professional Science
Kappa Mu Epsilon – Mathematics
Omicron Delta Kappa – University Honor
American Association of University Women – University Professional Women
Delta Kappa Gamma – Teaching Professional Honor
American Association of University Professors – Professional Standards for Universities

COMMUNITY ACTIVITIES AND SERVICE

Vice President of Education, Cheekwood Chapter, Nashville TN, Embroidery Guild of America, 2022 to present.
Member, Nashville Chapter, American Needlework Guild, Nashville TN, 2022 to present.
Member, Cheekwood Chapter, Embroidery Guild of America, 2011 to present.
Member, church handbell choir, 2004 to present.
Member, church choir, 2003 to present.
Grant writer, church project. \$50,000 successful funding, 2017.
Grant writer (\$5,000), York County Choral Society, 1991.



**Middle Tennessee State University
Board of Trustees**

MEETING: Summer Quarterly Board Meeting

SUBJECT: **Student Trustee**

DATE: June 20, 2023

PRESENTER: Dr. Sidney A. McPhee
President



**Middle Tennessee State University
Board of Trustees**

Action Item

MEETING: Summer Quarterly Board Meeting

DATE: June 20, 2023

SUBJECT: **Student Trustee
Ms. Molly R. Mihm**

BACKGROUND INFORMATION:

The Bylaws of the Board of Trustees provide that a student representative shall be appointed by the Board of Trustees as a non-voting member of the Board of Trustees, serving a one-year term.

The Student Government Association recommended three highly qualified students to the University President for review and the President has recommended Ms. Molly R. Mihm for appointment as the Student Trustee for a term expiring at the conclusion of the June 2024 Board of Trustees meeting.



MTSU BOARD OF TRUSTEES

STUDENT TRUSTEE

Eligibility Requirements and Application

Eligibility

Student must:

- have acquired at least 40 MTSU undergraduate credit hours by the application deadline.
- have at least a 3.0 MTSU cumulative grade point average by the application deadline.
- be in good standing with the University.
- be willing to serve starting June 12, 2022 - June 11, 2023 and must be available for academic year and summer meetings. Note: The term for the first student selected under this policy, as well as a permanent set of dates for successive terms, will be determined by a vote of the BOT.
- be a full-time student during the fall and spring semester of term.

Application

Application Process

- Applications are due by **March 11, 2022, by 2:00pm**. Applications are to be sent to sgapres@mtsu.edu.
- Once application is received, recipient will be sent a confirmation email.

Selection Process

- The Student Government Association Executive Board will review the applications and select applicants to be interviewed.
- Applicants will receive an email if they have been selected for an interview, which will take place March 14 through March 18, 2022.
- After the interviews are conducted, the three finalists will be sent to President McPhee for review.
- President McPhee will review the top three applications and recommend one of the three to the MTSU Board of Trustees.

Please note:

- Students who are serving as Student Government Association officers, senators or freshman council members must vacate their position if selected as the student trustee prior to being sworn in as student trustee.

Please email Danny.Kelley@mtsu.edu if you have any questions or concerns with the position or application.

2023-2024 MTSU Board of Trustees: Student Trustee Application

Short Answer Questions: Molly Mihm

42. Why are you interested in applying for the Student Trustee position?

I have enjoyed the past four years of my time here at Middle Tennessee State University, and I am excited to be continuing my education in the Master of Public Health Program. I welcome the opportunity for additional growth as a campus leader while also giving back to the university.

43. How has your university experience prepared you for this type of position?

Middle Tennessee State University has given me many opportunities to feel prepared for this position. Being a freshman in college during the start of Covid altered my college experience. It pushed me to seek out opportunities to not only be involved but to also be on campus. It was primarily my involvement with CUSTOMS orientation, that allowed me to become involved and to have first-hand experience in what it takes to make sure that each student is prepared, comfortable, and given the necessary tools to succeed. I think I can take these experiences and apply them to this position which would make me an asset to that process.

