



Middle Tennessee State University Board of Trustees

Quarterly Board Meeting
April 10, 2017



Middle Tennessee State University Board of Trustees

Call to Order





Middle Tennessee State University Board of Trustees

Welcome and Introductions



Andy Adams



J.B. Baker



Pete Delay



Darrell Freeman



Joey Jacobs



Middle Tennessee State University Board of Trustees

Welcome and Introductions



Chris Karbowski



Steve Smith



Pam Wright



Tony Johnston



Middle Tennessee State University Board of Trustees

Roll Call





Middle Tennessee State University Board of Trustees Review and Adoption of Bylaws





Middle Tennessee State University Board of Trustees

Election of Officers





Middle Tennessee State University Board of Trustees Selection of Student Trustee





Middle Tennessee State University Board of Trustees Affirmation of the President





Middle Tennessee State University Board of Trustees Affirmation of Secretary to the Board





Middle Tennessee State University Board of Trustees Review and Approval of Board Policies





Middle Tennessee State University Board of Trustees
Committee Appointments





Middle Tennessee State University Board of Trustees

Committee Appointments

1. Executive and Governance Standing Committee
2. Audit and Compliance Standing Committee
3. Finance and Personnel Standing Committee
4. Academic Affairs, Student Life, and Athletics Standing Committee



Middle Tennessee State University Board of Trustees Confirmation of the Director of Audit and Consulting Services





Middle Tennessee State University Board of Trustees General Confirmation Authority for Accreditation and Federal / State Commitments





Middle Tennessee State University Board of Trustees

President's Report





Division of Academic Affairs

Academic Leadership

- ◆ Provost—leader of all academic functions
- ◆ Deans—leaders of our 10 colleges
- ◆ Chairs/Directors—leaders of our 38 departments/schools

Our Job

To educate students

We teach, engage in research and creative activities, and perform public service


In all things, we are dedicated to student success

Academic Affairs by Function

- ◆ Student Success
- ◆ Matters related to the Faculty
- ◆ Academic Programs
- ◆ Academic Resources
- ◆ International Education
- ◆ Planning, Assessment, and Partnerships

Academic Programs

We offer more than
140 programs of study



MTSU professors interact personally with students in and out of class

Programs of Study

[Undergraduate Programs A to Z](#) [Graduate Programs A to Z](#) [Programs by College](#) [Links to Colleges and Library](#)

MTSU offers the following majors and/or concentrations.

- [Accounting](#)
- [Actuarial Science](#)
- [Advertising \(and Public Relations\)](#)
- [Aerospace, Administration](#)
- [Aerospace, Flight Dispatch](#)
- [Aerospace, Maintenance Management](#)
- [Environmental Sustainability and Technology](#)
- [Exercise Science](#)
- [Fashion Merchandising](#)
- [Fermentation Science](#)
- [Finance](#)
- [Organizational Leadership](#)
- [Philosophy](#)
- [Photography](#)
- [Physical Education](#)
- [Physics](#)
- [Plant and Soil Science](#)

www.mtsu.edu/programs/index.php

Academic Degrees

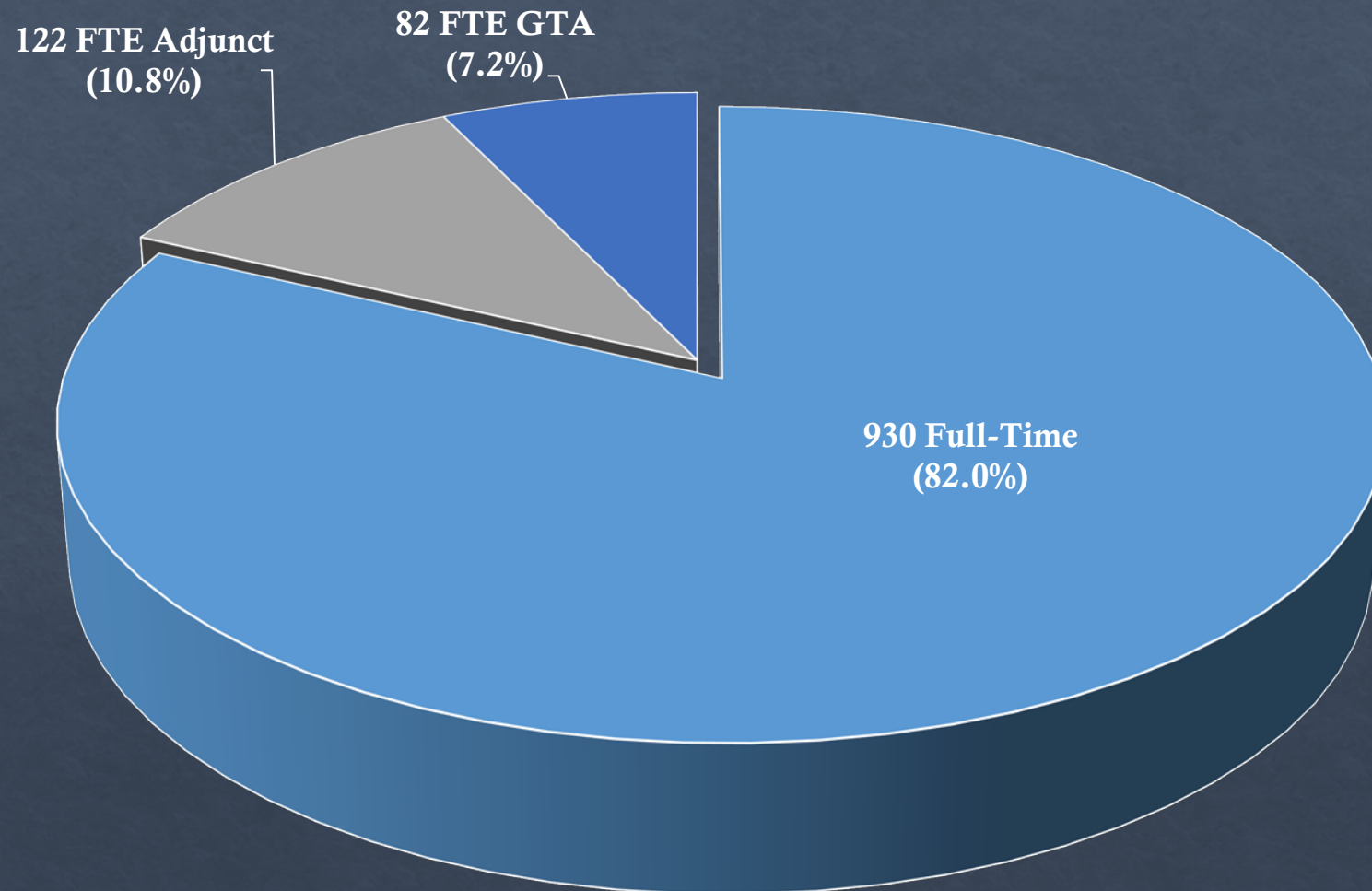
Bachelor's degrees (7): B.A., B.B.A., B.F.A., B.M., B.S., B.S.N., B.S.W.

Master's degrees (16): M.A., M.Acc., M.A.T., M.B.A., M.B.E.,
M.C.J., M.Ed., M.F.A., M.L.S., M.M., M.P.S., M.S., M.S.N.,
M.S.T., M.S.W., Ed.S.

Doctoral degrees (2): Ed.D., Ph.D.

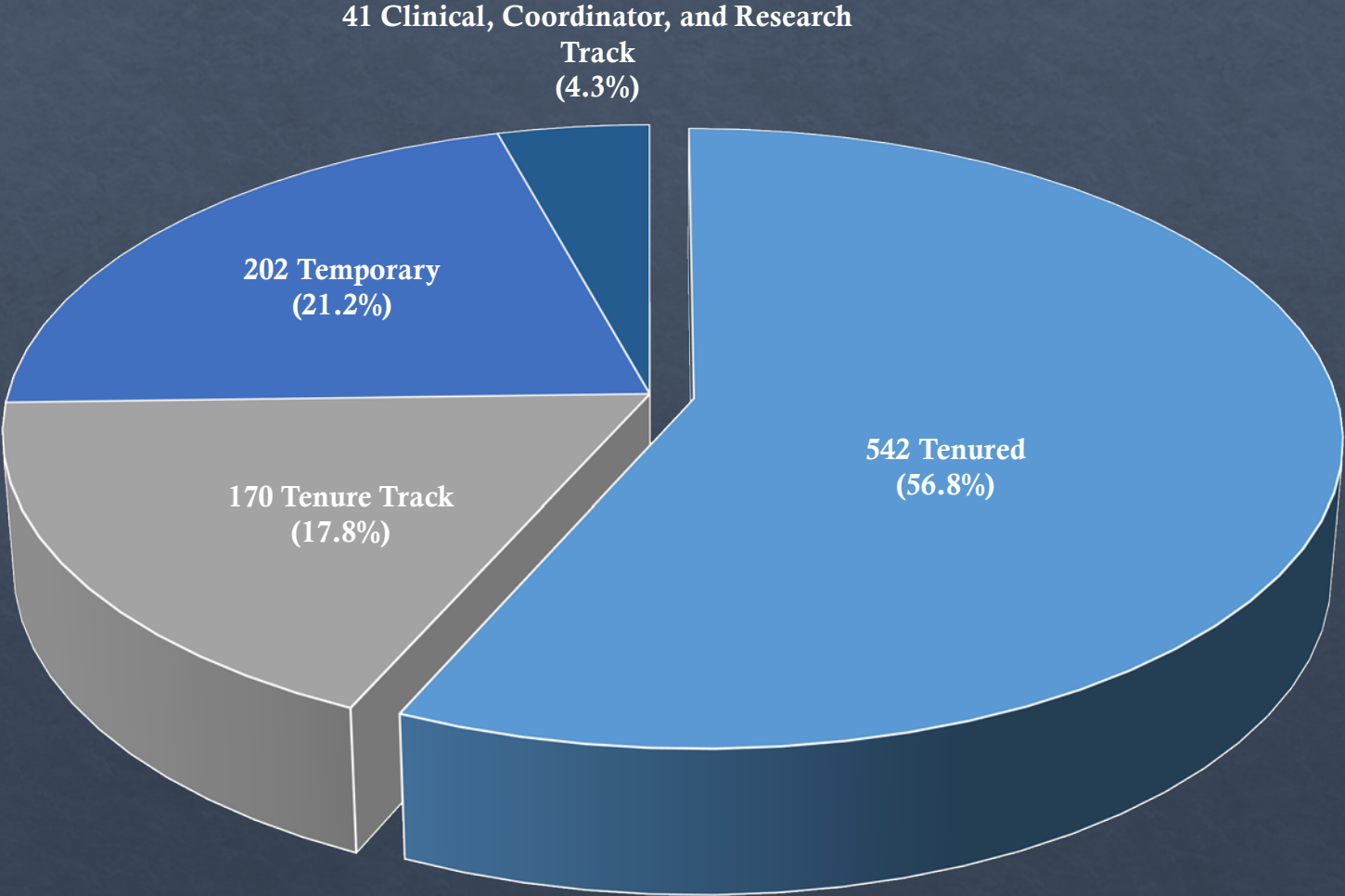
Total Instructional Faculty, Fall 2016

1134 Total



Full-Time Faculty by Tenure Status, Fall 2016

955 Total



Tenure

What is academic tenure?

A tenured faculty member holds an appointment that can be terminated only for cause or under extraordinary circumstances, such as financial emergency or program discontinuation. It does not mean a job for life.

Tenure

Why is tenure important?

- ◆ To safeguard academic freedom, which is necessary for all who teach and conduct research in higher education
- ◆ To foster free inquiry, free expression, and open discussion by students and faculty
- ◆ To attract and retain high-quality faculty members

Adapted in part from the American Association of University Professors. See www.aaup.org/issues/tenure.

Shared Governance

Faculty have a meaningful role in governing the University

- ◆ Service on department, college and university committees
(including key bodies such as Tenure and Promotion Committees, Undergraduate Curriculum Committee, Graduate Council)
- ◆ Faculty Senate

Accreditation

Our overall accrediting body is the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC)

In 2016, we were reaffirmed, with flying colors, for 10 years

QEP: MT Engage—a five-year student learning improvement project

In addition, every MTSU degree program that has a national accrediting body is accredited

Our Roadmap

Academic Master Plan: The Reach to Distinction

- ◆ Enhance Academic Quality
- ◆ Foster Student-Centered Learning
- ◆ Leverage Resources through Partnerships

Our plan is aligned with the THEC Master Plan, the FOCUS Act, and the Drive to 55.

Interaction between Academic Affairs and the Board

We will ask the Board to:

- ◆ Approve or deny tenure and promotion recommendations
- ◆ Create or terminate academic majors and degrees
- ◆ Establish or abolish academic units (colleges, schools, and departments)
- ◆ Approve changes to university admission or graduation standards



Division of Student Affairs and Enrollment Services

Division of Student Affairs and Enrollment Services

Vice President	Student Services	CSIL	Enrollment Services
Disability and Access Center	Student Health	Student Government Association	Undergraduate Recruitment
Student Athlete Enhancement Center	Counseling and Testing	Fraternity and Sorority Life	Registrar and Scheduling
Career Development Center	Child Care Lab	Student Organizations and Service	MT One Stop
Student Support Services TRIO Grant	Judicial Affairs	Intercultural and Diversity Affairs	Enrollment Technical Services
Daniels Center for Veterans and Military Families	New Students and Family Programs	June Anderson Center for Women and Nontraditional Students	Financial Aid and Scholarships
	Housing and Residential Life		
	Student Unions		
	Campus Recreation		
	Student Programming		

How will the Board interact with Student Affairs and Enrollment Services?

- ◆ Rate setting for Housing, Campus Recreation, Student Health
- ◆ Dormitory construction and renovation
- ◆ Freshman and transfer student recruitment
- ◆ Financial aid and scholarships
- ◆ Mental health and student conduct
- ◆ Regulatory and reporting requirements: federal financial aid, VA benefits, VR benefits, Title IX/VAWA, ADA, Clery Act and others.
- ◆ Post-graduation success and employment

Latest demographic data

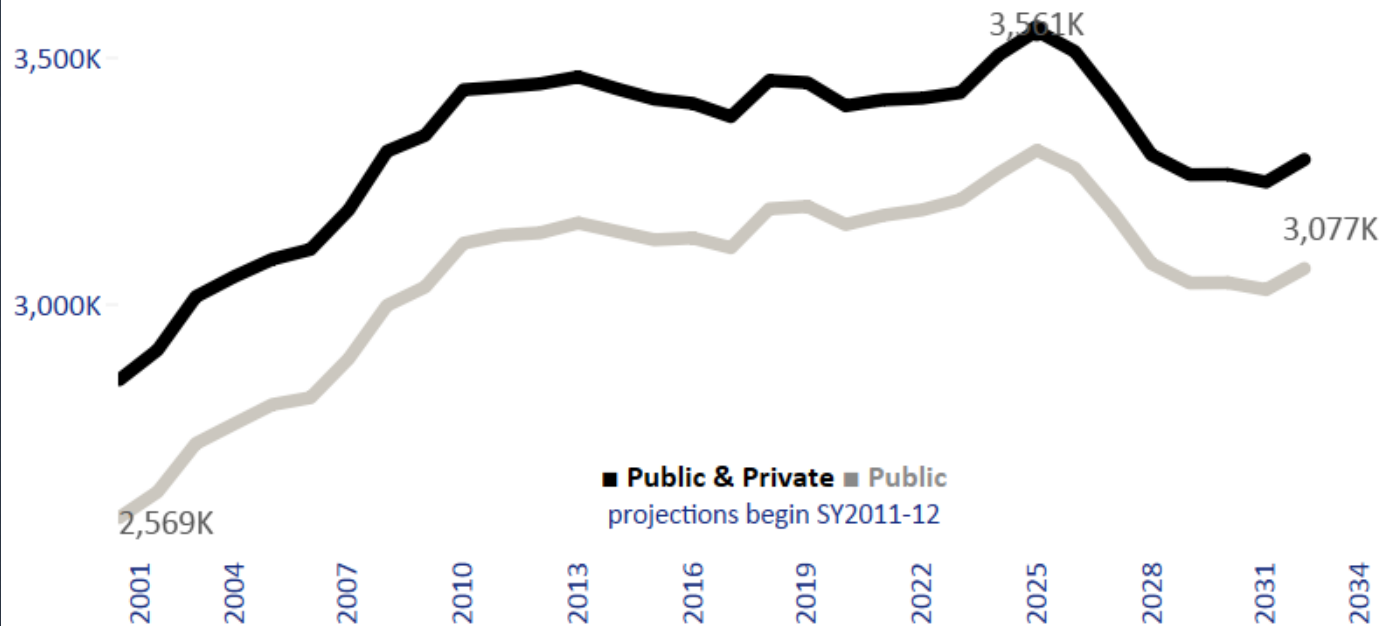
<http://knocking.wiche.edu/>



Profile for the Nation

Nation

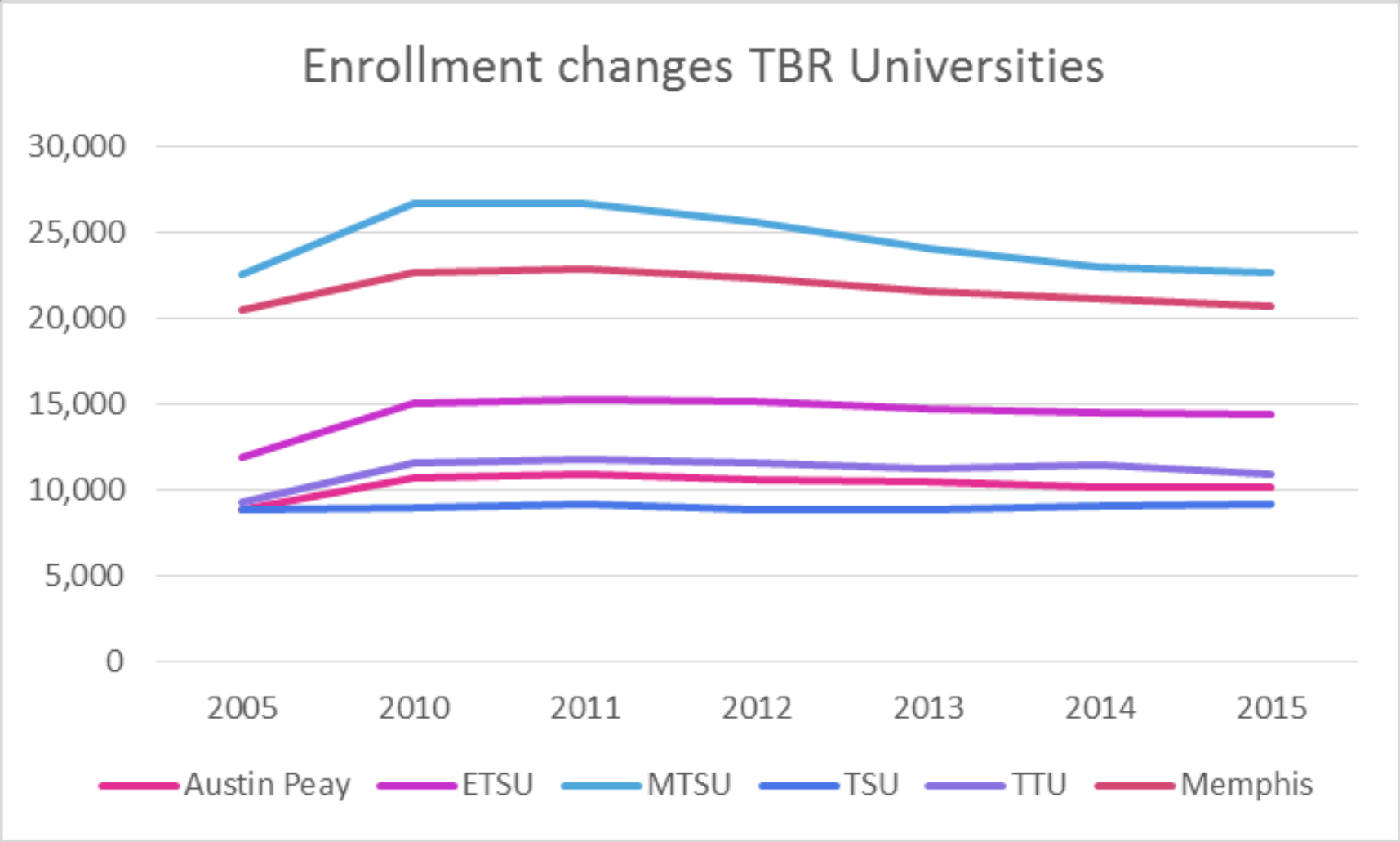
Overall High School Graduate Trends



- 3,409,100 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

- The total number of graduates is projected to increase by 3.1% between 2011-12 and 2024-25, the next highest year for the United States.

TBR enrollment trends



Projections of TN high school graduates

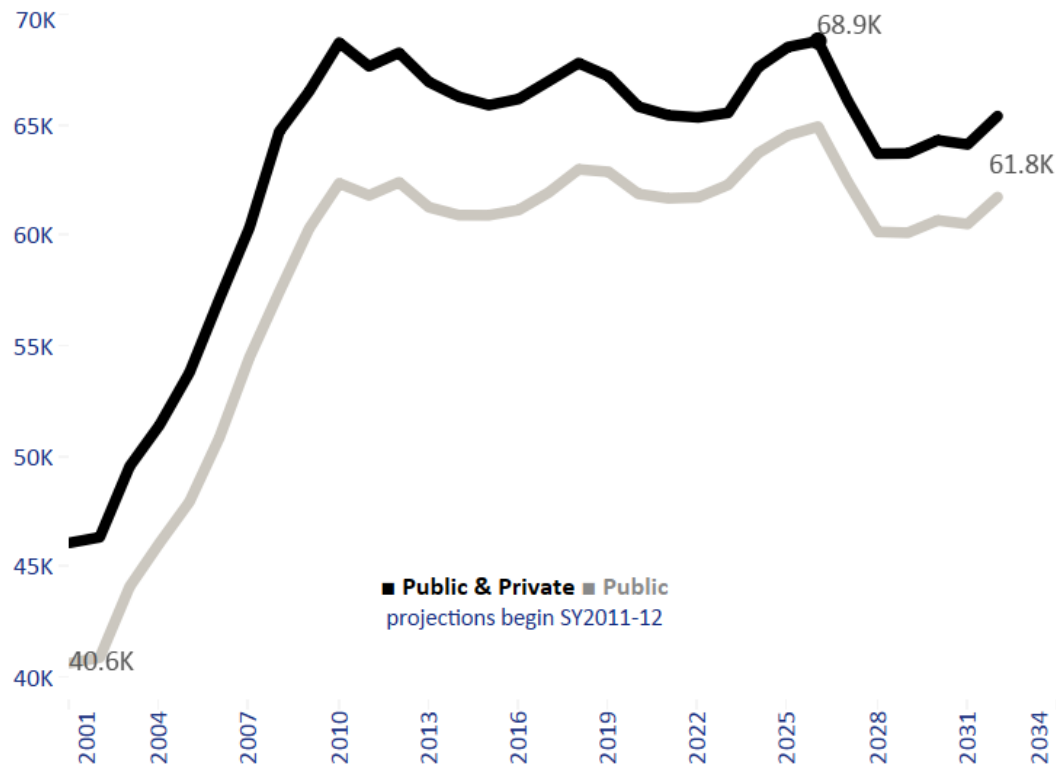
<http://knocking.wiche.edu/state-profiles/>

State Profile for Tennessee

Tennessee



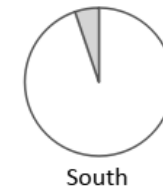
Overall High School Graduate Trends



- 66,200 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

- The total number of graduates is projected to increase by 0.8% between 2011-12 and 2025-26, the next highest year for Tennessee.

- Tennessee generates about 5.4% of the South's total, on average



South

Characteristics of MTSU student body, 2016

- ◆ **Fall 2016 headcount:** 22,050
- ◆ **Total undergrads:** 19,696
- ◆ **Total grads:** 2,357
- ◆ **In-State:** 19,817 students
- ◆ **Out-of-State:** 1,151 students
- ◆ **International enrollment:** 948 students. (134 “other”)
- ◆ **First generation students:** 40% of undergraduates
- ◆ **Average age (undergraduate):** 24 years

- ◆ **Current in-state tuition and fees:** \$4360/16 credits
- ◆ **Current average cost of room and board:** \$4425/semester

Top transfer student feeder institutions, fall 2016

Motlow State	1,507 students
Nashville State	902 students
Columbia State	853 students
Volunteer State	838 students
Southwest State	294 students
Pellissippi State	281 students

* 54.02% of the total undergraduate population have transferred to MTSU from another institution

Top 15 feeder high schools, fall 2015

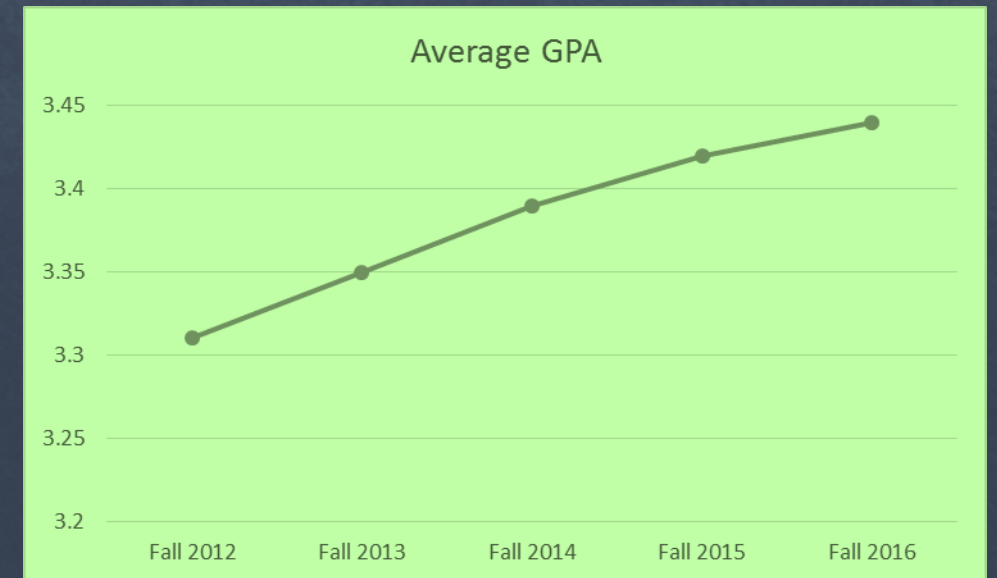
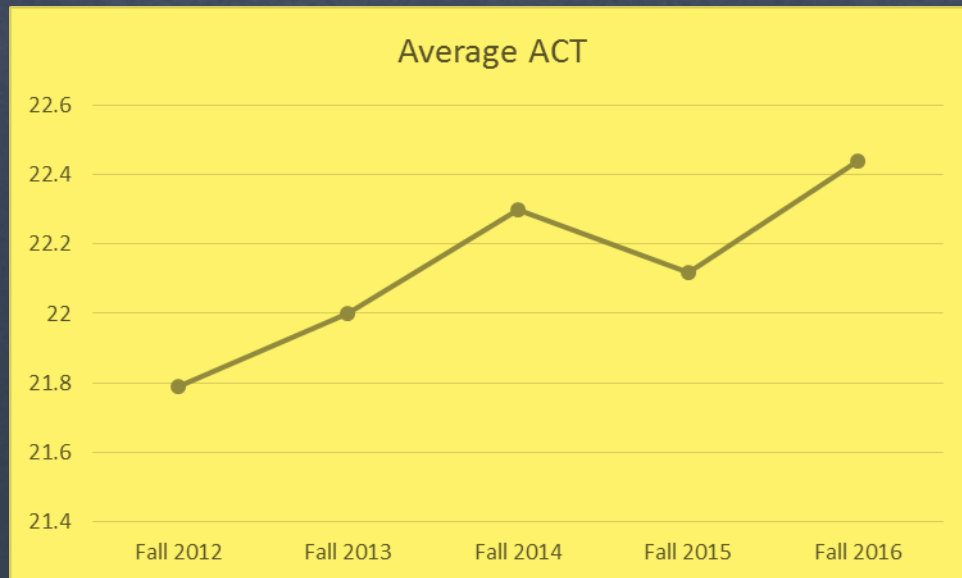
ACT Class profile report

		Applications received by MTSU	Average ACT of applications received	Enrolled at MTSU	Average ACT of students enrolled
Siegel	Mboro	321	21.1	100	23.2
Blackman	Mboro	320	21.3	99	22.9
Riverdale	Mboro	329	19.8	90	22.6
Oakland	Mboro	252	19.2	74	20.9
Central Magnet	Mboro	118	27.8	61	27.5
Antioch	Antioch	169	18.3	44	19.4
LaVergne	LaVergne	219	18.1	41	20.5
Smyrna	Smyrna	230	20.1	41	23
Cane Ridge	Antioch	127	17	35	17.6
John Overton	Nashville	163	17.7	34	20.1
Central	Memphis	89	19.1	31	19.9
Whitehaven	Memphis	113	17.2	30	18.5
Southwind	Memphis	96	17.3	28	18.8
Arlington	Arlington	102	21	27	22.3
Wilson Central	Lebanon	132	20.2	27	22.1

MTSU freshmen, ACT/GPA averages

	Average ACT
Fall 2012	21.79
Fall 2013	22
Fall 2014	22.3
Fall 2015	22.12
Fall 2016	22.44

	Average GPA
Fall 2012	3.31
Fall 2013	3.35
Fall 2014	3.39
Fall 2015	3.42
Fall 2016	3.44



MTSU freshmen: family income

**Tennessee Promise began fall 2015

Estimated total family income before taxes

Percentage of total reporting

ACT freshman student profile, fall 2015

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
less than \$24,000	17%	15%	13%	13%	11%
about \$24,000 to \$50,000	30%	27%	27%	26%	27%
about \$50,000 to \$60,000	9%	11%	10%	9%	9%
about \$60,000 to \$80,000	12%	13%	13%	12%	12%
about \$80,000 to \$100,000	9%	10%	10%	10%	10%
more than \$100,000	11%	12%	13%	15%	15%

Average family income of dependent students receiving federal aid fall 2016: \$64,938

Average family income of independent students receiving federal aid fall 2016: \$27,355

Financial aid awards: 2015-16 (last completed year)

- ◇ Federal Pell Grant for low income students: 9,060 students received a total of \$36,161,325.
- ◇ 18,984 unduplicated students received some sort of federal, state, institutional, or external financial aid administered by the Financial Aid Office, with an average award per student of \$10,513.
- ◇ MTSU Financial Aid **processed a total of \$199,581,443** in all forms of aid during the 2015-16 award year.
 - ◇ Nearly \$137M in federal funds
 - ◇ Nearly \$35M in state funds
 - ◇ Nearly \$18M in institutional aid
 - ◇ Nearly \$2M in Foundation Scholarships
 - ◇ Approximately \$9M in external loans and scholarships

How are we shaping up for fall?

UNDERGRADUATE ADMISSION STATISTICS by LEVEL

Fall 2017 as of April 1, 2017

Point in Time Application Activity Comparison

	RECEIVED			+/-	%	ADMITTED			+/-	%
Categories	2015	2016	2017	Chg	Change	2015	2016	2017	Chg	Change
Freshman	7,509	7,633	8,884	1,251	16.4%	5,965	6,016	6,700	684	11.4%
Transfer	1,896	1,854	2,000	146	7.9%	1,073	1,034	1,153	119	11.5%
Readmit	310	255	257	2	0.8%	234	199	205	6	3.0%
Special	165	91	173	82	90.1%	8	34	42	8	23.5%
TOTAL	9,880	9,833	11,314	1,481	15.1%	7,280	7,283	8,100	817	11.2%



Division of Business and Finance

Divisional Units

- ◆ Budget and Financial Accounting
- ◆ Human Resources
- ◆ Contracts and Auxiliary Services
- ◆ Campus Planning
- ◆ Facilities Services
- ◆ Compliance and Enterprise Risk Management
- ◆ Events and Transportation
- ◆ University Police

Business and Finance

How will the Board of Trustees
interact with
Business and Finance?

Financial Reporting

➤ **Financial Report**

- Based on a Fiscal Year End of June 30
- Based on Governmental Accounting Standards Board (GASB)
- Completed by September/October Each Year

➤ **Annual Audit**

- Performed by Comptroller of the Treasury (Division of State Audit)
- Timeframe: July – November
- Report Released: Spring of Following Year

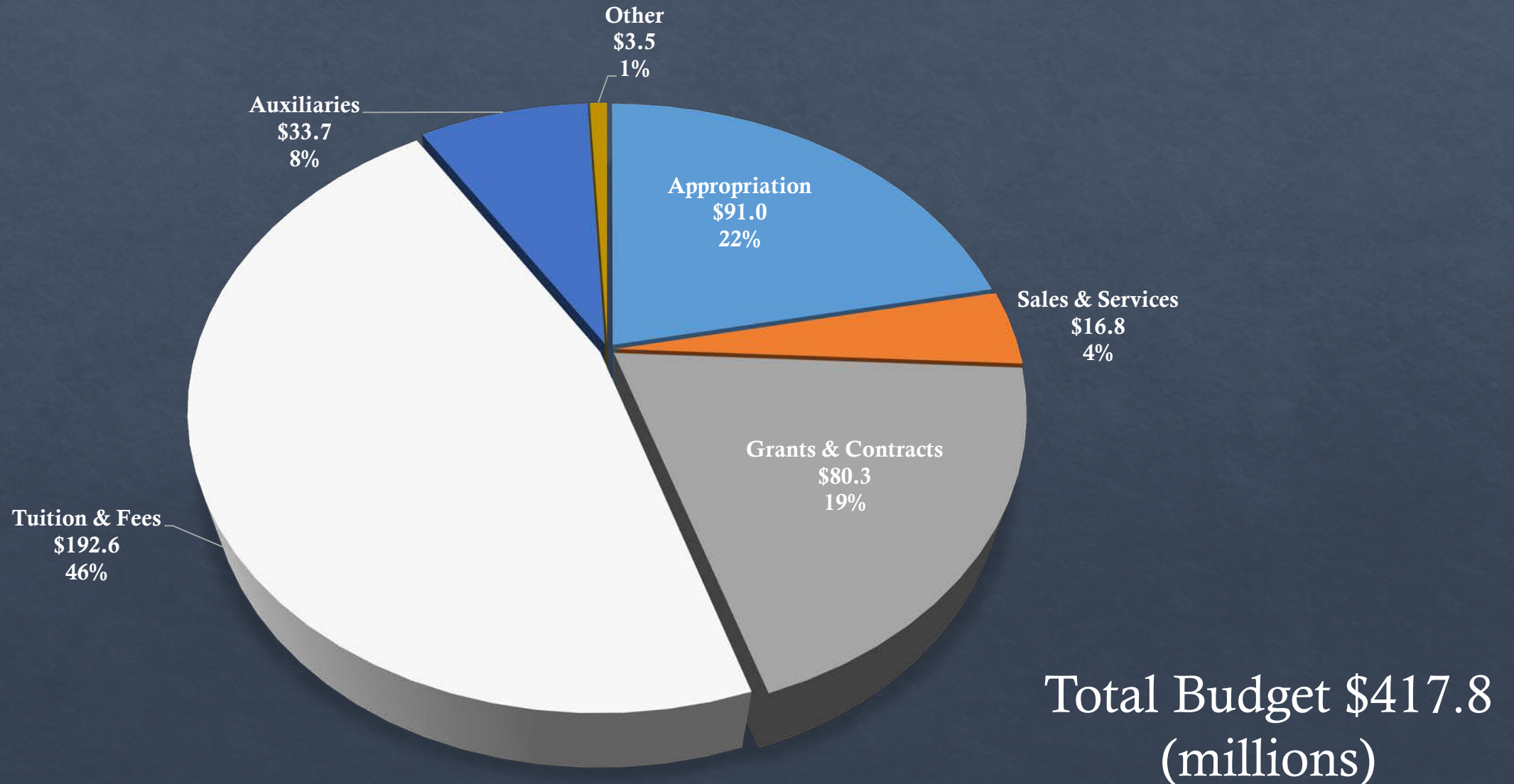
Prior Audit Reports

FISCAL YEAR	FINDING	FISCAL YEAR	FINDING
2000-01	None	2008-09	Foundation Accounting (1)
2001-02	None	2009-10	None
2002-03	None	2010-11	None
2003-04	None	2011-12	None
2004-05	None	2012-13	None
2005-06	Software Design (1)	2013-14	System Access (1)
2006-07	None	2014-15	IT controls (1)
2007-08	None	2015-16	None

Budget Development

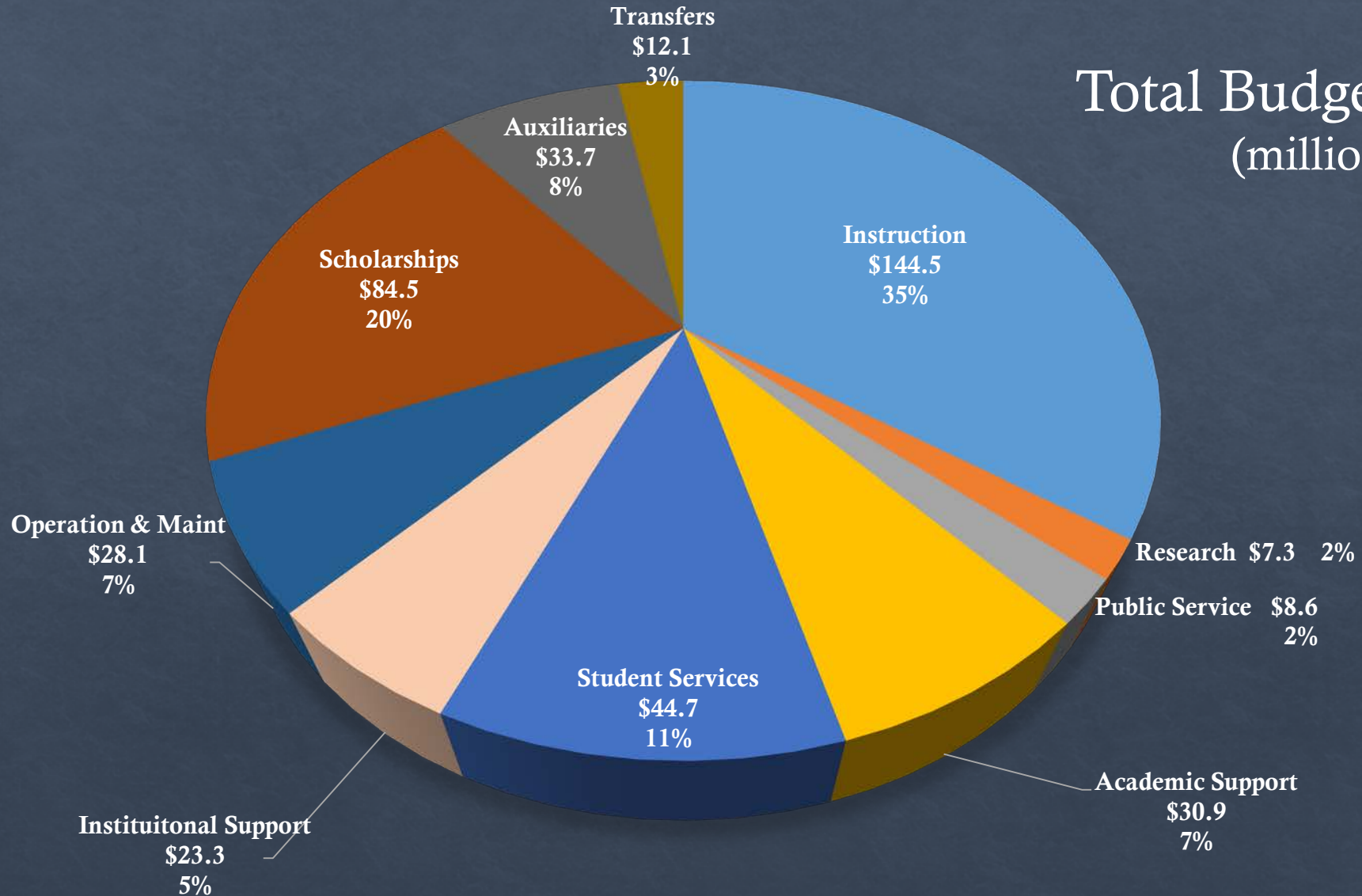
- **Proposed/Original/July Budget**
- **Revised/October Budget**
- **Estimated Budget**

University Revenue Budget - 2016-17



University Expenditure Budget - 2016-17

Total Budget \$417.8
(millions)



Budget Reductions By Year

Fiscal Year	Reductions
2008-09*	\$ 6,200,000
2009-10*	19,300,000
2010-11*	6,000,000
2011-12	1,700,000
2012-13	1,600,000
2013-14	1,600,000
2014-15	-
2015-16	1,300,000
2016-17	1,000,000
TOTAL	\$ 38,700,000

* One-time stimulus funding received.

Tuition and Fees

- **Maintenance Fees and Out-of-State Tuition**
- **Mandatory Fees**
- **Non-Mandatory Fees**

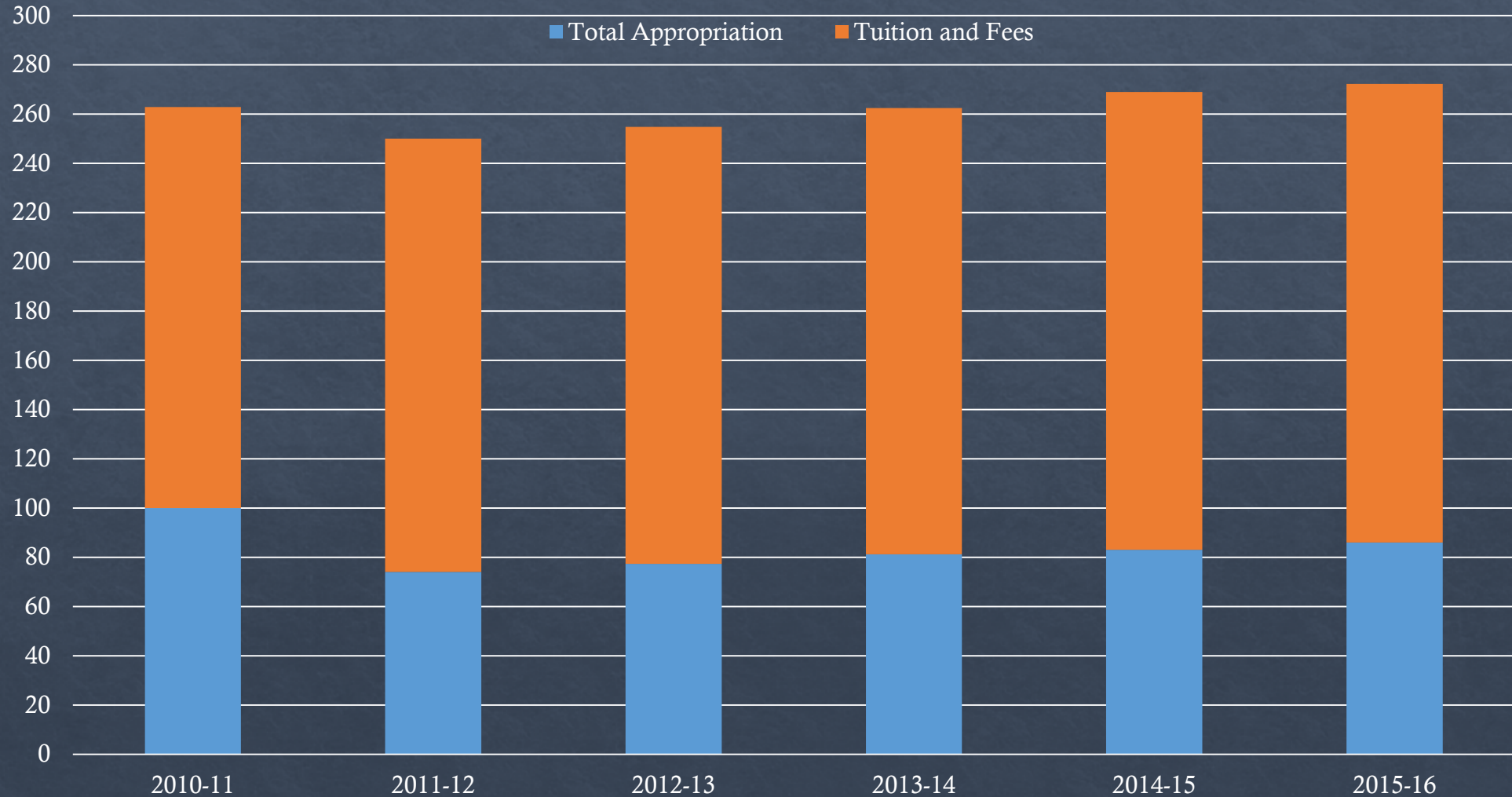
Tuition and Fees Comparison

Summary of Fees Compared to Peers, FY 2016-17

Resident Undergrad	Fees 2016-17	Peer Fees 2016-17	+/- %	TN Rank	Peer Max	Peer Min
TSU	\$7,567	\$8,314	-9.0%	8	\$10,686	\$5,775
APSU	\$7,995	\$8,032	-0.5%	8	\$9,516	\$5,775
UTC	\$8,544	\$7,429	15.0%	3	\$9,516	\$5,775
TTU	\$8,551	\$7,706	11.0%	5	\$9,842	\$5,775
MTSU	\$8,590	\$8,498	1.1%	7	\$11,300	\$6,193
ETSU	\$8,599	\$7,667	12.1%	5	\$9,882	\$5,775
UTM	\$8,783	\$9,109	-3.6%	7	\$14,890	\$6,951
UM	\$9,497	\$10,197	-6.9%	10	\$13,130	\$6,410
UTK	\$12,668	\$10,632	19.1%	3	\$15,722	\$6,380

Appropriations vs Tuition and Fees

(millions)



How Did MTSU Respond?

- **Complete College Tennessee Act of 2010** – A comprehensive reform agenda that seeks to transform public higher education through changes in academic, fiscal, and administrative policies at the state and institutional level.
 - Completion-Focused Master Plan for Higher Education
 - **Outcomes Based Funding Formula**
 - Articulation and Transfer
 - Remediate Courses Offered Only by Community Colleges
- **Positioning the University for the Future** – Dr. McPhee’s initiative designed to help the campus address the budgetary issues that are impacting the University.
 - External Resource Development
 - Energy Efficiency and Conservation Initiatives
 - Realignment, Restructuring, Consolidation, or Elimination of Non-Academic Support Units
 - Academic and Instructional Review

State's Current Initiative

➤ **Drive to 55** – Governor's initiative to increase the number of Tennesseans with a postsecondary degree or credential to 55 percent by the year 2025.

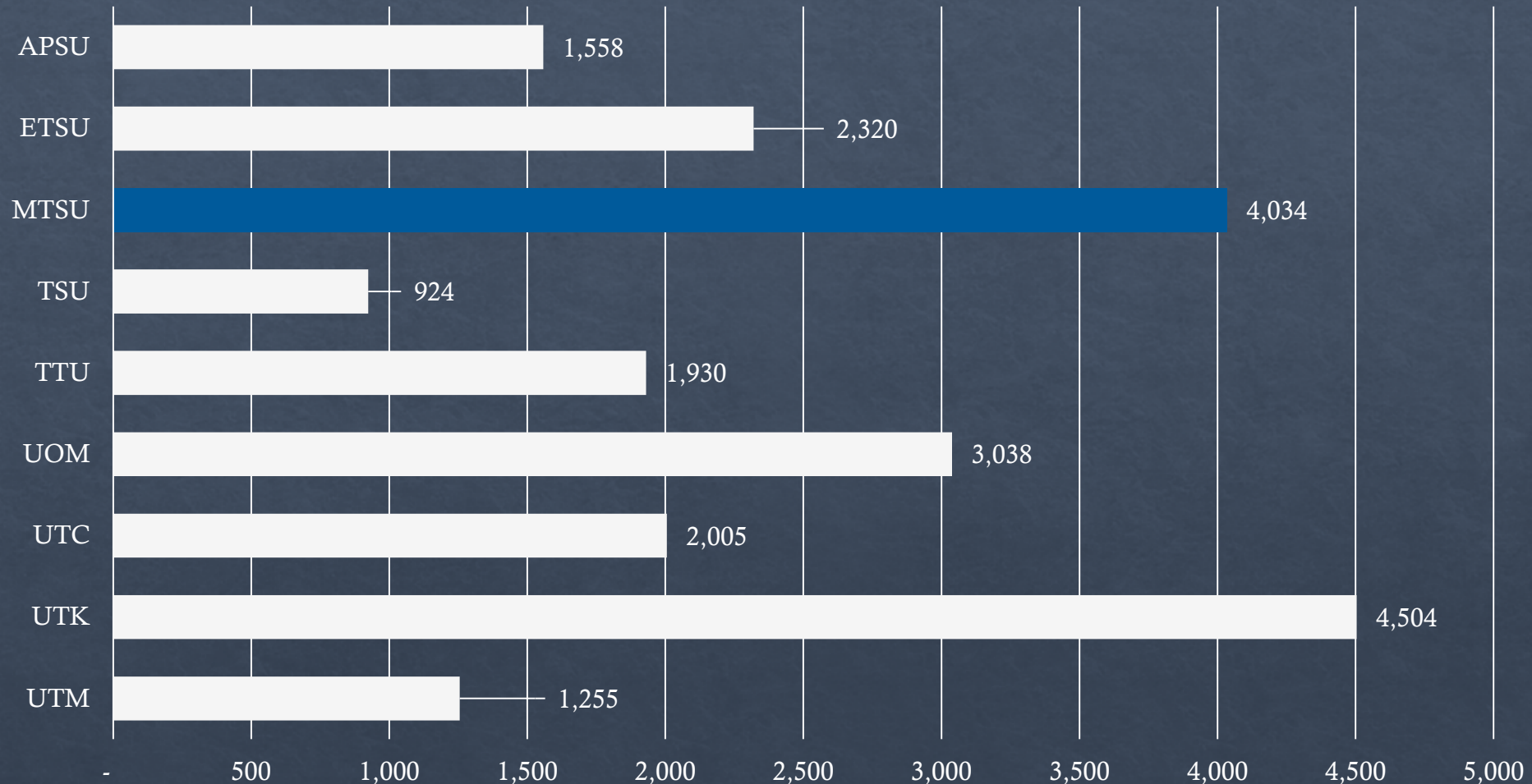
- Tennessee Promise
- Tennessee Reconnect
- Labor Education Alignment Program (LEAP)
- Advise Tennessee

Outcomes Based Funding Formula

Outcomes Formula Data Collection	Weights Based on Mission
Students Accumulating 30 Hrs	3.0%
Students Accumulating 60 Hrs	4.5%
Students Accumulating 90 Hrs	7.5%
Bachelors and Associates Degrees Awarded	22.5%
Masters/Ed Specialists Degrees Awarded	20.0%
Doctoral/ Law Degrees Awarded	7.5%
Research, Service and Sponsored Programs	10.0%
Degrees per 100 FTE	10.0%
Six-Year Graduation Rate	15.0%

2015-16 Bachelor's Degrees Granted

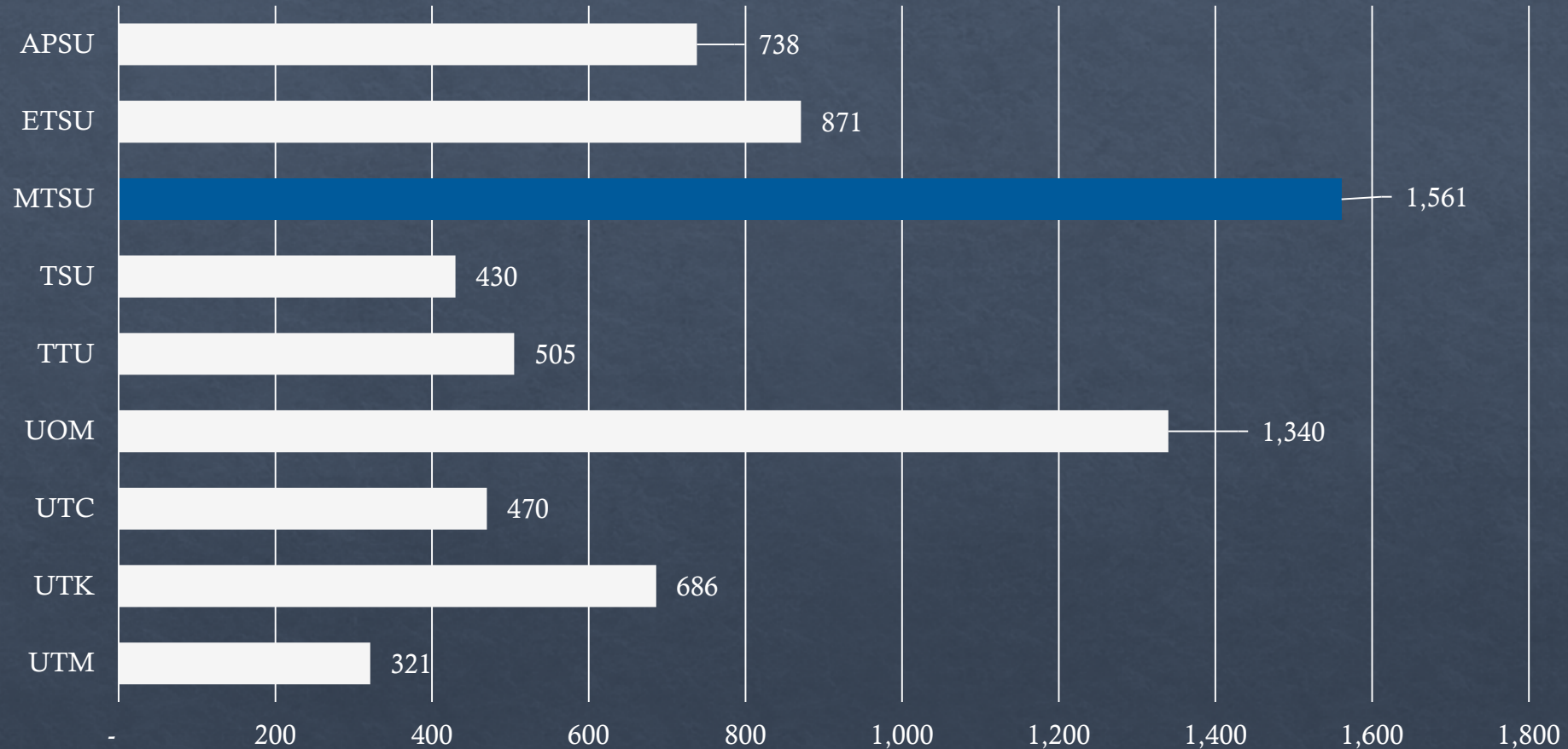
MTSU Second Highest in the State



Source: THEC 2017-18 Public Display Data

2015-16 Adult Population* Bachelor's Degrees Granted

MTSU Highest in the State

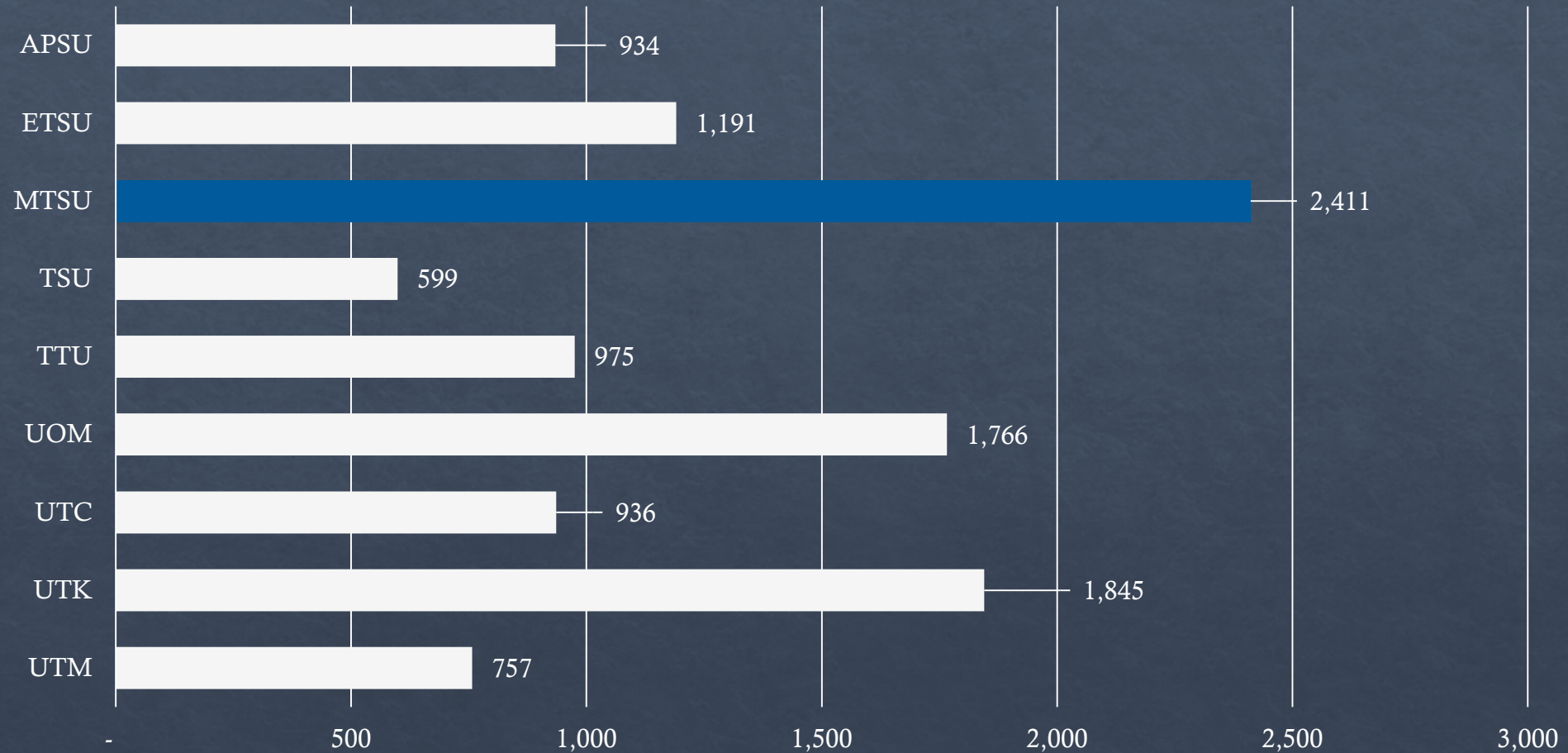


*Age 25+ at time of
Graduation

Source: THEC 2017-18 Public Display Data

2015-16 Low-Income Population* Bachelor's Degrees Granted

MTSU Highest in the State

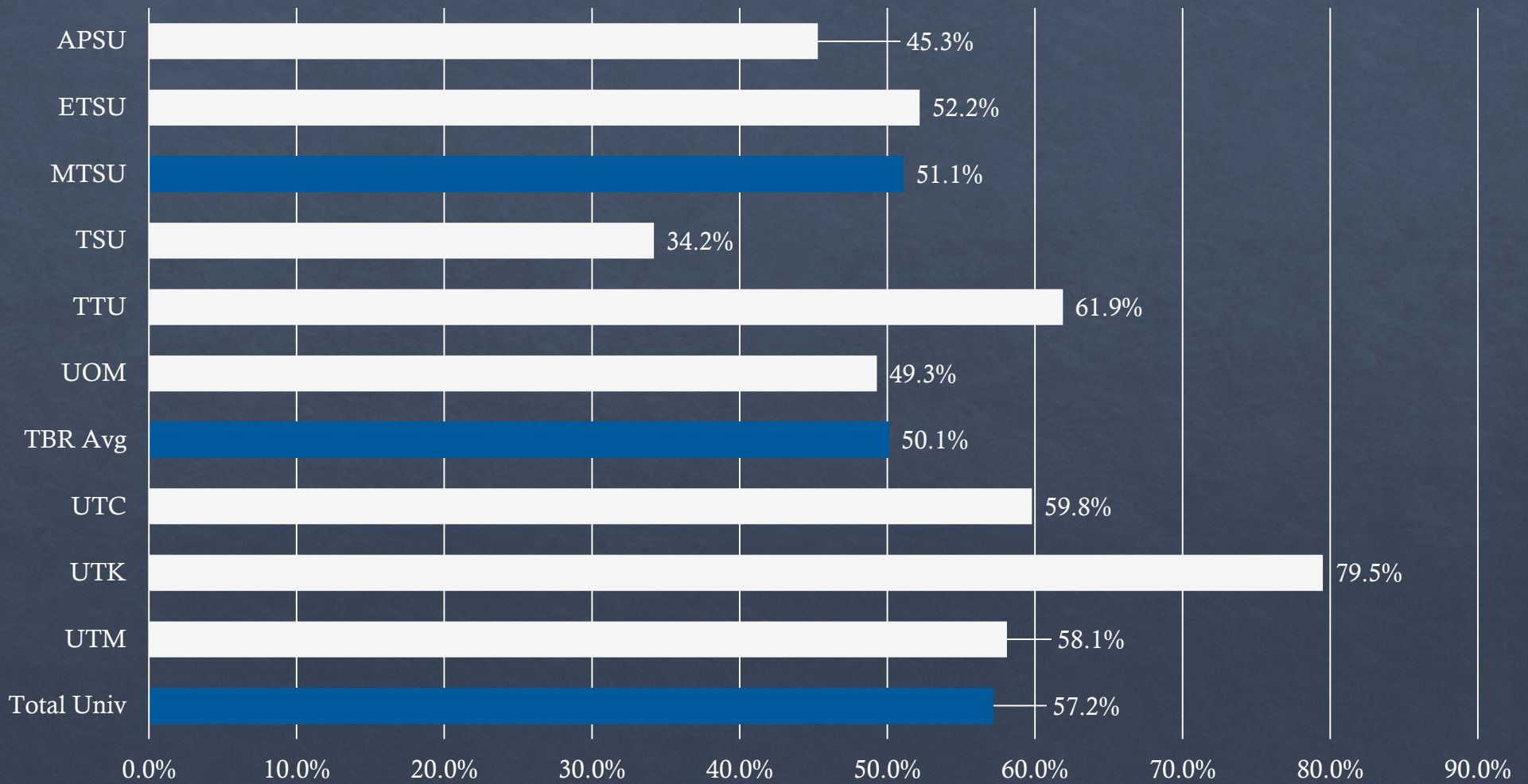


*Pell Grant
Eligible

Source: THEC 2017-18 Public Display Data

Six-Year Graduation Rates

Fall 2009 Cohort



Funding Formula Summary

- ◆ MTSU excels in the awarding of Bachelor's degrees and is committed to the primary goal of the Drive to 55
- ◆ Funding is highly dependent on how other institutions perform on the metrics
- ◆ MTSU was already a high performer – smaller growth area
- ◆ Low performers have room to “move the needle”

Other Divisional Interests

- ◆ Compensation Plans
- ◆ Capital Projects
 - ◆ Campus Master Plan
 - ◆ Acquisitions/Disposals of Real Property
 - ◆ Capital Outlay Funding Requests
 - ◆ Capital Maintenance Funding
- ◆ Compliance
 - ◆ State Risk Assessment Reporting
 - ◆ Enterprise Risk Management (Corporate Compliance)

Campus Master Plan Development

- ◆ Current campus master plan approved by the State Building Commission (SBC) in August, 2016.
- ◆ Team consisted of an oversight/working committee, executive committee with VP's, and separate review committees representing issues related to:
 - ◆ Academic Affairs
 - ◆ Student Life and Enrollment (with a detailed emphasis on housing)
 - ◆ Building Conditions and Infrastructure / ITD
 - ◆ Athletics
 - ◆ City and Community Partners
 - ◆ Campus Open Space (Parking and Transportation, Grounds, Security, Operations, Wayfinding, Bikes/Pedestrian Access, and Signage).

Campus Master Plan Timeline

◆ Timeline for the Most Recent Plan:

- ◆ June 2014 – August 2015: Observation and Detailed Analysis
- ◆ August – December 2015: Concept Development and Synthesization
- ◆ December 2015 – April 2016: Documentation and Recommendations
- ◆ April – August 2016: Master Plan Approvals to TBR, THEC, and SBC

◆ Historical Timeline:

- ◆ Every Five (5) to Eight (8) Years
- ◆ Next Plan Would Start in 2021 With Completion by 2023



Middle Tennessee State University Board of Trustees

President's Report





Middle Tennessee State University Board of Trustees

Adoption of Meeting Calendar

Full Board Meeting:

Summer Meeting: Monday, June 5, 2017
Fall Meeting: Tuesday, September 12, 2017
Winter Meeting: Tuesday, December 5, 2017
Spring Meeting: Tuesday, March 27, 2018
Summer Meeting: Tuesday, June 12, 2018
Fall Meeting: Tuesday, September 11, 2018
Winter Meeting: Tuesday, December 4, 2018

Proposed dates for committee meetings or informational sessions:

Monday, May 15, 2017
Monday, August 14, 2017
Monday, October 9, 2017
Monday, January 8, 2018
Monday, May 14, 2018
Monday, July 9, 2018
Monday, November 12, 2018

Special Note:

The Southern Association of Schools and Colleges – Commission on Colleges site visit for our Governance Change is scheduled for September 26-28, 2017.



Middle Tennessee State University Board of Trustees

Adjourn





Middle Tennessee State University Board of Trustees