



# **Middle Tennessee State University**

## **Board of Trustees**

### **Spring Quarterly Board Meeting**

---

**Tuesday, April 6, 2021**  
**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, April 6, 2021  
1:00 p.m.

**AGENDA**

Call to Order

Pledge of Allegiance

Introduction of Student-Veteran

Welcome and Opening Remarks

Roll Call

Minutes .....Tab 1  
December 8, 2020 Board Meeting

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

1. Expedited Tenure
2. Policy Revisions
  - a. 50 Timely Reporting of a Substantive Change
3. New Academic Programs
  - a. Bachelor of Business Administration in Supply Chain Management
  - b. Bachelor of Science in Media Management
  - c. Bachelor of Science in Photography
4. Degree under Consideration
  - a. Master of Fine Arts in Independent Film and Television

Audit and Compliance Committee Report and Recommendations .....Tab 3

1. Policy Revision
  - a. 90 Athletics Integrity and Conduct of Athletics Staff

Executive and Governance Committee Report and Recommendations .....Tab 4

1. Institutional Mission / Mission Profile

Finance and Personnel Committee Report and Recommendations .....Tab 5

1. Policy Revisions
  - a. 641 Student Fees, Incidental Charges and Refunds
  - b. 730 Campus Crisis and Emergency Management
2. Capital Disclosures

Board Secretary's Report .....Tab 6

President's Report

Closing Remarks

Adjournment



**Middle Tennessee State University  
Board of Trustees**

**Action Item**

DATE: April 6, 2021

SUBJECT: **Minutes of December 8, 2020  
Winter Quarterly Board Meeting**

PRESENTER: Chairman Steve Smith

---

**BACKGROUND INFORMATION:**

Approval of minutes of December 8, 2020 Winter Quarterly Board Meeting



**MIDDLE TENNESSEE STATE UNIVERSITY**  
**BOARD OF TRUSTEES**  
**MINUTES**

The Middle Tennessee State University Board of Trustees met on December 8, 2020, 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 U.S. Army veteran Brian Galaz. Mr. Galaz enlisted in the U.S. Army at the age of 17, immediately upon graduating from high school, and served in the most difficult position the Army offers, the basic infantryman. He deployed to combat in Afghanistan with the 101<sup>st</sup> Airborne division, Air Assault, in 2016-2017. He will be a junior at MTSU, majoring in economics with the goal of becoming involved in international finance. Mr. Galaz stated that he chose to come to MTSU because he admired its economics program. He expressed thanks for the Daniels Center for their support during his transition out of the military and gave special thanks to Dr. Hilary Miller.

**Roll Call**

Board Secretary Heidi Zimmerman called the roll. The following trustees were in attendance: J.B. Baker, Pete DeLay, Darrell Freeman, Joey Jacobs, Mary Martin, Stephen Smith, Pam Wright, and Delanie McDonald. Trustee Chris Karbowski participated electronically. Based on T.C.A. § 8-44-108(c)(3), Ms. Zimmerman asked whether she could hear clearly in order to participate in the meeting and whether there was anyone present in the room with her. Trustee Karbowski indicated that she could hear clearly and that there was no one in the room with her. Trustee Tom Boyd was absent. A quorum was declared. President Sidney A. McPhee; Mark Byrnes,

University Provost; Joe Bales, Vice President for University Advancement; Bruce Petryshak, Vice President for Information Technology and Chief Information Officer; Deb Sells, Vice President for Student Affairs and Vice Provost for Enrollment and Academic Services; Andrew Oppmann, Vice President for Marketing and Communications; Brenda Burkhart, Chief Audit Executive; Heidi Zimmerman, University Counsel and Board Secretary; and, Kim Edgar, Executive Assistant to the President and Chief of Staff, were also in attendance. Alan Thomas, Vice President for Business and Finance, participated electronically.

**Approval of September 15, 2020 and October 20, 2020 Meeting Minutes – Action**

The first agenda item was approval of the minutes from the September 15, 2020 Board Meeting and the October 20, 2020 Special Called Board Meeting. Trustee Freeman made the motion to approve the minutes from the September 15, 2020 and the October 20, 2020 meetings, and Trustee DeLay seconded the motion. A roll call vote was taken and the motion to approve the minutes from the September 15, 2020 and October 20, 2020 Board meetings passed unanimously.

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

Committee Chair Pam Wright gave the report from the November 10, 2020, meeting of the Academic Affairs, Student Life, and Athletics Committee. The meeting began with approval of the minutes from the August 18, 2020 meeting. The Committee report contained five (5) action items approved by the Committee to be considered and voted on by the Board. Several information items were also presented. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

**New Academic Degree Program: Master of Science in Physician Assistant Studies – Action**

University Policy 251 Approval of Academic Programs, Units, and Modifications states that all academic actions that require review and approval by the Tennessee Higher Education Commission (THEC) must be approved by the Board of Trustees. The proposal for the M.S. Physician Assistant Studies degree was approved by the Committee for recommendation to the

Board.

### **Approval of Expedited Tenure – Action**

The University may find it necessary to expedite tenure review in order to recruit high-quality faculty for administrative positions. Departmental input regarding tenure for an administrator is necessary since tenure is awarded in a specific department (Policy 204 Tenure, Section VII).

Dr. Trey Martindale, the new Chief Online Learning Officer and faculty member in University Studies, has been reviewed for tenure by his department chair, department committee, and college dean according to Policy 204 Tenure and the respective college and department policies. The President and University Provost recommended that tenure be granted effective December 8, 2020. The Committee approved the recommendation.

### **New Policy 204-A Tenure Policy Amendment – Action**

This new policy provides tenure-track faculty with an additional stop-the-clock opportunity to address the interruption in their progress towards tenure caused by COVID-19. This action item was approved.

### **Revision to Policy 206 Tenure and Promotion Appeals – Action**

Proposed revisions to Policy 26 include separating and expanding sections on “Nature of an Appeal” (Section IV) and “Procedure for an Appeal” (Section V), as well as, streamlining language. The revision also proposes replacing paper copies with scanned documents to be transmitted electronically. The Committee approved the policy.

### **MTSU’s Campus COVID-19 Response – Action**

Dr. McPhee, along with representatives from MTSU Health Services and from Athletics, briefly outlined plans and actions that have been taken to manage the virus on campus beginning in January through the time of the Committee meeting. The Committee voted unanimously to acknowledge, to commend, to support, and endorse the administration’s actions and responses

to COVID-19.

### **Updates – Information**

Updates were presented to this Committee on performance metrics, athletics, and diversity efforts.

All action items were approved unanimously by the Committee.

### **Motion**

Trustee Baker made the motion to approve the action items recommended by the Committee and Trustee Freeman seconded the motion. A roll call vote was taken and the motion to approve the action items from the Academic Affairs, Student Life, and Athletics Committee passed unanimously.

### **Diversity**

Trustee Freeman spoke on the issue of diversity indicating his concern with the low percentage rate at which African American males are graduating. He reminded the trustees that the issue of diversity was discussed at the last two Board meetings. Trustee Freeman reported that after the last Board meeting, he contacted the Governor's Office, the Chair of the Tennessee Board of Regents, Emily Reynolds, and Mike Krause, THEC Director to discuss African American graduation rates, and it was agreed that this is a problem across the state. Trustee Freeman, Chairperson Reynolds and Mr. Krause, who appointed a staff member to assist with this matter, have begun an initiative to help improve graduation rates. They have met several times in the past weeks and will continue those meetings to devise a plan to address this issue.

### **Committee Report: Audit and Compliance Committee**

Committee Chair Pete DeLay stated that the Audit and Compliance Committee met on November 10, 2020. The Committee approved minutes from its August 18, 2020 meeting. There were no action items before the Committee. Two (2) information items were presented to the

Committee: the results of an external review and a quarterly report of the results of two internal audit reports.

### **Office of Compliance and Enterprise Risk Management**

Prior to discussing the Committee's information items, and at the request of Committee Chair DeLay, Dr. McPhee provided information concerning the resources available for audit and compliance responsibilities. Dr. McPhee stated that the Office of Compliance and Enterprise Risk Management reports to the Vice President for Business and Finance. It was created in January 2017 with an initial budget of \$115,000. In fiscal year 2017-2018, funding for a part-time position was provided by the Vice President's office and amounted to \$35,000 annually. In December 2019, the Board of Trustees approved Policy 90 Athletics Integrity and Conduct of Athletics Staff, which required the University to have an investigator on staff for complaints submitted by student athletes. This position, along with funding of \$50,000 plus benefits, was added to the department. In fiscal year 2019-2020, an additional \$25,000 in base funding was provided for travel and operating expenses. An office suite consisting of 837 square feet was created for this department in 2019. In 2020, the office began using the services of a student worker to assist with routine office duties. Recruiting for the athletic investigator position was put on hold in the spring due to the pandemic and budget concerns. Dr. McPhee approved an exception to proceed with filling this position shortly after information was received on the State budget; recruiting is now underway. The office is also currently looking for a person to fill a part-time position. The current budget for the department is \$243,758 inclusive of salary, benefits, travel, and operating expenses. Dr. McPhee noted that MTSU was the first LGI to create an Office of Compliance and Enterprise Risk Management, and that it is a hub for compliance activities across the campus. Dr. McPhee assured the trustees that, despite tight budgetary constraints, compliance and the integrity of the institution is a priority and, therefore, funds have been allocated for the operation of this office. Trustee DeLay stated that this information makes it clear that necessary resources are available for this area and that if additional resources are needed, he is confident Dr. McPhee will address those needs.

### **External Review Results - Information**

The Tennessee Department of Finance and Administration, Office of Criminal Justice Programs, conducted an on-site monitoring review of the VOCA (Victims of Crime Act) contract for the fiscal year ending June 30, 2020. There were no findings of noncompliance.

### **Quarterly Report of Internal Audit Results – Information**

The quarterly report concerned two internal audit reports. First, an audit of inventories for fiscal year ended June 30, 2020 concluded the inventory counts were accurate and in compliance with the inventory procedures. There were no reportable issues.

Second, a review of the use of the MTSU mobile production lab for the period July 1, 2018 – June 30, 2020 concluded the risk of personal use was minimal and the procedures for managing the use of the asset were adequate. The report contained no findings or recommendation.

### **Committee Report: Finance and Personnel Committee**

Committee Chair Joey Jacobs reported that the Finance and Personnel Committee met on November 10, 2020. The Committee approved the minutes from its August 18, 2020 meeting. There was one (1) action item to be considered and voted on by the Board, and three (3) informational items. Materials outlining these items were made available for review prior to the meeting and were included in the Board notebooks.

### **2020-21 October Revised Budget - Action**

The Board of Trustees is charged with approving the operating budgets and setting the fiscal policies for MTSU. As required by THEC, one of the three budgets submitted by the University annually is an October (Revised) budget. The Committee unanimously approved the recommended changes made to the budget since the original July budget was approved.

## **Informational Items**

Informational items brought before the Committee included THEC 2021-22 Capital Outlay/Maintenance Recommendations, THEC 2021-22 Operating Recommendations, and a philanthropy report.

## **Motion**

Trustee Freeman made the motion to approve the action item recommended by the Committee and Trustee Baker seconded the motion. A roll call vote was taken and the motion to approve the action item passed unanimously.

## **Board and Committee Meeting Dates for 2021 – Action Item**

Dates for Board and Committee meetings for 2021 were provided to the trustees. Trustee Baker made the motion to approve the dates for Board and Committee meetings for 2021 and Trustee DeLay seconded the motion. A roll call vote was taken and the motion to approve the dates for Board and Committee meetings passed unanimously.

## **Board Secretary's Report**

Ms. Zimmerman stated that there were revisions to two (2) policies. Revisions to Policy 540 Student Conduct and Policy 541 Residential Life and Housing Rules were updated to reflect the change in a position title. Ms. Zimmerman then called on Mr. Bales to make a special presentation.

## **Philanthropy Report – Information**

Mr. Bales addressed the Board regarding the extraordinary leadership shown by a unique group of donors who have made a continuous financial commitment to the University. To honor these remarkable individuals, he stated that the MTSU Foundation created the Signal Society to recognize donors who have sustained their philanthropic support of the University through continuous years of giving. Mr. Bales and the MTSU Foundation believe it appropriate to recognize leaders who not only talk about the importance of giving but also choose to lead by

example. He stated that when Dr. McPhee became president 20 years ago, one of the first things he did was begin a regular contribution to the institution. Annually, he and his wife provide support for a number of activities and programs and he presented them with their Signal Society 20-year medallion. Next, he presented a medallion to Trustee Jacobs for his 25 years of continuous giving to the University. Finally, he presented the Signal Society medallion to Chairman Smith and his wife, Denise, marking their 40 years of continuous giving.

## **Report of the President**

### **Enrollment and Recruitment Efforts, and Academic Programs**

Dr. McPhee stated that for the first time, MTSU will have a winter session for students interested in completing an online course during the holiday break. This is consistent with efforts to help students move quickly through their degree programs and graduate. He gave credit to the Provost and his staff, and to Student Affairs and the Registrar's Office for putting this in place. Approximately fifty (50) courses will be offered starting December 21, 2020 and ending January 21, 2021. As of November 30, more than 1,000 students had enrolled in the inaugural winter session.

Despite concerns related to the pandemic, enrollment for the upcoming spring semester was equivalent to enrollment from the prior spring semester. Throughout the past fall term, MTSU maintained an active calendar of online and socially distanced new student recruiting events. With regard to Fall 2021, more than 675 students and families logged into one of the online True Blue Tour events. Recruiters have also been busy working with students through more than 300 online information sessions and 150 virtual college fairs and high school visits. In-person campus tours for more than 1,250 prospective students and family members have taken place since the beginning of September. The College of Basic and Applied Sciences had 37 prospective students visit for two special Saturday events focused on the sciences.

Unfortunately, despite these efforts, and as is true across the country, both freshman and transfer applications and admits for Fall 2021 are down significantly. Unlike previous years in which MTSU imposed a strict December 1 deadline for freshman scholarships, work will continue

through December to qualify students for scholarships. In January, awards will be made of additional guaranteed scholarships to students who make late decisions to apply. A focus on providing on-campus tour experiences and a calendar of online live events where prospective students can chat with Admissions staff and academic advisors will continue through next year. There are plans for a hybrid model for CUSTOMS orientations during the summer with some content provided online and a shorter on-campus experience for students and their families.

### **COVID-19 Update**

In-person, on-campus classes were successfully completed on November 25. Dr. McPhee credited the faculty, staff and administrators for this. He indicated that no hospitalizations of students were initiated by MTSU Student Health during the semester due to the coronavirus. He then shared some noteworthy statistics from the fall semester. Student Health Services staff worked about 500 hours of overtime; administered 2,402 COVID tests; and, issued 231 self-test kits. Counseling Services offered a weekly pandemic support group for students. Housing placed 240 residential students in isolation/quarantine spaces. Each student in quarantine or isolation received delivery of three meals, plus snacks, every day throughout their stay. Aramark provided almost 3,500 meals (breakfast, lunch, and dinner) for isolated/quarantined students on campus during the fall semester. Housing sent a daily dose of inspiration (i.e. an e-mail and a video of a “campus celebrity”) to students in isolation/quarantine to let them know they were not forgotten and were missed. These are the extra efforts staff implemented to make this very challenging time for the university one in which students can thrive and survive. Students did not return to campus after Thanksgiving, and final exams will be given online and remotely.

Dr. McPhee also shared some challenges and lessons learned. When the decision was initially made to designate every room in on-campus housing as single occupancy, the higher standard single occupancy rate was charged. However, within 48 hours, after receiving immediate feedback that the additional cost would prove to be a barrier for many students, that decision was revised to provide for single occupancy but at no additional charge. That cost the Housing operation millions of dollars. Prior to the pandemic, most computing was based on desktop technology. The institution is now transitioning to laptops and docking stations when

replacements are needed, allowing staff to be able to work from home, either due to quarantining or closure due to inclement weather. The assumption that students are comfortable and competent using technology for learning remotely was not entirely accurate and students should have been provided with training opportunities. Further, the differences in course delivery modes, especially regarding remote course delivery, could have been better defined. The Provost has made needed clarifications in explaining the various delivery modes. Technology opened up new ways to conduct the learning experience but not everyone had access to the technology they needed. In response, the free loan program for internet and laptops was created. Dr. McPhee admitted that there were occasions when too much information may have been provided to students so that the number of communications are now being sent less frequently.

Dr. McPhee praised the work of the faculty, staff, and executive team as being the reason the university was able to complete the semester without any major pandemic outbreaks. He particularly singled out the health care employees under the leadership of Dr. Eric Clark and Mr. Rick Chapman who spent long hours to ensure that the campus was safe and healthy for students and employees during the fall semester. Dr. McPhee thanked the Board for entrusting the administration to make appropriate and timely operational decisions regarding its response to the pandemic because there were some very tough decisions that had to be made.

### **Graduation**

On Saturday, November 21, MTSU held three historic ceremonies, honoring more than 1,700 December graduates, as well as almost 400 May and August graduates who wanted to experience an in-person celebration after their commencements for spring and summer were moved to a virtual format. These ceremonies were held in Floyd Stadium under strict social distancing and health protocols due to the COVID-19 pandemic. These were the first such ceremonies in Floyd Stadium since 1972 and, by most accounts, were very successful and much appreciated by the graduates and their families.

### **Sunset Audit Hearing**

The Tennessee Division of State Audit recently concluded its performance audit of MTSU and the five other locally governed higher education institutions. This comprehensive review of operations was conducted to comply with the State Sunset Law which requires each public entity be audited at least once every eight years to determine whether it should be continued, restructured, or terminated. Chairman Smith and Trustee DeLay, along with Dr. McPhee and staff, attended a hearing before the Tennessee General Assembly's Joint Subcommittee for Education, Health, and General Welfare. Based on the results of this audit, that Committee voted unanimously to extend MTSU's operations through 2027. Not every university that went before the Committee got the six-year extension. This audit was the first for MTSU since governance transitioned in 2017 from the Tennessee Board of Regents to the Board of Trustees.

MTSU had only one audit finding from among 23 major areas reviewed. This finding related to administrative processes in preparing the Clery crime log. Under the leadership of Vice President for Business and Finance, Mr. Thomas, corrective actions have already been implemented. Dr. McPhee also thanked General Counsel, Heidi Zimmerman, who managed the process in working with the auditors.

Dr. McPhee stated that he was appreciative of this thorough review of MTSU as a locally governed institution, as well as observations provided concerning how to further enhance and improve operations. The audit outcome confirms the excellent and responsible work by MTSU's faculty, staff, and administration, and is a positive reflection of the governance by the Board of Trustees.

### **Upcoming Budget Hearings**

As in the past, Dr. McPhee and appropriate administrators will be attending legislative budget hearings before various committees in Spring 2021. The Governor's budget is anticipated to be released in late January with budget hearings to soon follow. Dr. McPhee was unable to provide further budget details as there has been no information released from the Governor's Office.

### **Trustee Martin and Colleagues**

Dr. McPhee stated that even with the many distractions due to the pandemic, the faculty continue to do outstanding work. A writing team of MTSU faculty led by Trustee Mary Martin and including Teresa Schmidt, Dovie Kimmins, and Tammy Jones, has had three chapters accepted in a new book focused on STEM education. Submitted to a nationally competitive process, these chapters were selected as part of the ATE/NASA Joint Commission on STEM Education in the Future book project. The three chapters will appear in 2021 in a book entitled “Cultivating a Scientific Mindset in the Age of Inference.” Congratulations were extended to Trustee Martin and her colleagues.

#### **UT - Martin Methodist**

Dr. McPhee distributed a document regarding the UT – Martin Methodist proposal that includes pertinent talking points regarding the concerns and issues related to this proposal. He and Chairman Smith have been working to get information out to policymakers about the impact this proposal would have if it is approved by the General Assembly and the Governor.

#### **Recognition of Retiring Cabinet Members**

With mixed emotions, Dr. McPhee announced that two key administrators have informed him they will be leaving MTSU. Dr. Marian Wilson, Assistant to the President for Institutional Equity and Compliance, is returning home to the East Coast. She has worked at the University for a number of years in a critical position that advises the President and served an important role in this area. Dr. Deb Sells will chair the search committee for this important senior level executive position.

General Counsel Heidi Zimmerman has indicated her intent to retire from the University effective January 20, 2021. Dr. McPhee thanked her for her many years of extraordinary service, first as General Counsel and, over the past three years, as Secretary to the Board. He stated that this is also a very critical position that advises the President and the Board on policy and legal matters related to the operation of the University. Dr. McPhee stated that Ms. Zimmerman worked at the Tennessee Board of Regents at the same time he was there and also worked at the Attorney General’s Office. He stated that she brought tremendous experience and historical knowledge

about higher education and will certainly be missed. Alan Thomas will chair this search committee.

Dr. McPhee stated his appreciation for the commitment of the Board in supporting the University. He wished them a very restful, happy, healthy holiday.

### **Concluding Remarks**

Chairman Smith congratulated and thanked the leadership and staff in getting through an unknown pandemic. He stated that none of the decisions made were easy and they all had consequences. He recognized that it was aggressive leadership that caused that to happen. Chairman Smith stated that everyone he has met at MTSU has a common goal in trying to give one more student a better life. He stated it is a great honor to serve as Board Chairman and wished everyone a very Merry Christmas and New Year.

### **Adjournment**

Chairman Smith adjourned the meeting at 2:00 p.m.

Respectfully Submitted,

Heidi Zimmerman

Board Secretary





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

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

DATE: April 6, 2021

PRESENTER: Pam Wright  
Committee Chair

---

- Approval of Expedited Tenure
- Approval of Policy Revision
  - a. 50 Timely Reporting of a Substantive Change for Accredited Institutions
- Approval of New Academic Degree Programs
  - a. Bachelor of Business Administration in Supply Chain Management
  - b. Bachelor of Science in Media Management
  - c. Bachelor of Science in Photography
- Approval of Degree under Consideration
  - a. Master of Fine Arts in Independent Film and Television





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting  
DATE: April 6, 2021  
SUBJECT: **Approval of Expedited Tenure**

---

**BACKGROUND INFORMATION:**

The University may find it necessary to expedite tenure review in order to recruit high-quality faculty for administrative positions. Departmental input regarding tenure for an administrator is necessary since tenure is awarded in a specific department. [Policy 204 Tenure, Section VII]

The following faculty members have been reviewed for tenure by their department chair and dean according to MTSU Policy 204 Tenure and their respective college and department policies. The President and University Provost recommend that tenure be granted effective April 6, 2021.

Name	Department	Rank
Currie, Kenneth	Engineering Technology	Professor
Schmand, Kathleen	Library	Professor





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of Revision to Policy 50  
Timely Reporting of a Substantive Change for  
Accredited Institutions of the SACSCOC**

---

**BACKGROUND INFORMATION:**

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) adopted a revised Substantive Change Policy and Procedures in December 2020. The proposed revision to Policy 50 clarifies and updates the University's substantive change policy and procedures to align with SACSCOC requirements.





## **50 Timely Reporting of a Substantive Change for Accredited Institutions of the SACSCOC**

**Approved by Board of Trustees**

**Effective Date:** \_\_\_\_\_, 2021

**Responsible Division:** Academic Affairs

**Responsible Office:** Provost

**Responsible Officer:** Associate Provost for Strategic Planning and Partnerships

### **I. Purpose**

The Southern Association of Colleges and Schools Commission on Colleges (Commission or SACSCOC) requires its member institutions to have a written policy and procedure to ensure that all substantive changes are reported to the Commission in a timely fashion. Middle Tennessee State University (MTSU or University), as an accredited member institution, adheres to the Commission's Substantive Change Policy and Procedures.

### **II. Designated Responsibility**

The MTSU SACSCOC accreditation liaison is responsible for notifying or seeking approval from the Commission as appropriate for a substantive change. MTSU's academic (Deans) and administrative (divisional Vice Presidents) officers are responsible for informing the MTSU SACSCOC accreditation liaison of any University changes that fall under SACSCOC's substantive change policy in a timely manner to ensure internal review and approval before submitting to the Commission. It is the responsibility of the MTSU SACSCOC accreditation liaison to provide guidance in determining whether potential changes are substantive and information about revisions to the SACSCOC substantive change policy.

### **III. Procedures for Implementation**

- A. An MTSU academic or administrative officer must inform the MTSU SACSCOC accreditation liaison in writing when planning a substantive change as defined by SACSCOC Substantive Change Policy and Procedures.
- B. The academic or administrative officer planning the substantive change is responsible for timely submission to the MTSU SACSCOC accreditation liaison of all information and materials needed for the substantive change notification, proposal, prospectus, and/or other documentation associated with the specific type of proposed substantive change

per SACSCOC requirements.

C. The MTSU SACSCOC accreditation liaison:

1. Initiates the timely reporting and completion of required SACSCOC notification and/or approval documentation for a substantive change upon receipt of information from academic and administrative officers;
2. Assembles the notification, prospectus, and/or other documentation required to meet SACSCOC policies and standards for completeness and appropriateness. And forwards to the President for review and approval;
3. With the President's approval, submits the substantive change and supporting documentation to SACSCOC; and
4. Tracks SACSCOC actions related to substantive change submissions.

**IV. Publication of SACSCOC Substantive Change Policy and Timeline**

The SACSCOC Substantive Change Policy and Procedures, a Timeline for Completion of Substantive Change Procedures, and a Reporting the Various Types of Substantive Change chart are published on the Office of the University Provost website. The Timeline for Completion of Substantive Change Procedures is also included in the Selected List of Deadlines for Department Chairs maintained through the Office of the University Provost. The MTSU SACSCOC accreditation liaison electronically distributes the Substantive Change Policy and Procedures to MTSU's academic and administrative officers annually at the beginning of the fall semester.

**V. Annual Review of Policy**

This policy, the Timeline for Completion of Substantive Change Procedures, and Reporting the Various Types of Substantive Change will be reviewed and updated by the MTSU SACSCOC accreditation liaison annually by the beginning of the fall semester to ensure continuing compliance with the SACSCOC Substantive Change Policy and Procedures.

Attachments:

Reporting the Various Types of Substantive Change (Revised 2/23/21)

Timeline for Completion of Substantive Change Procedures (Revised 2/23/21)

Revisions: June 5, 2017 (original); \_\_\_\_\_, 2021.

Last Reviewed: \_\_\_\_\_, 2021.

References: [SACSCOC Substantive Change Policy and Procedures](#)



## 50 Timely Reporting of a Substantive Change for Accredited Institutions of the SACSCOC

Approved by Board of Trustees

Effective Date: \_\_\_\_\_, 2021

~~June 5, 2017~~

Responsible Division: Academic Affairs

Responsible Office: Provost

Responsible Officer: Associate Provost for Strategic Planning and Partnerships

### I. Purpose

The Southern Association of Colleges and Schools Commission on Colleges (Commission or SACSCOC) requires its member institutions to have a written policy and procedure to ensure that all substantive changes are reported to the Commission in a timely fashion. Middle Tennessee State University (MTSU or University), as an accredited member institution, adheres to the Commission's Substantive Change Policy and Procedures.

### II. Designated Responsibility

The MTSU SACSCOC accreditation liaison is responsible for notifying or seeking approval from the Commission as appropriate for timely reporting of a substantive change to the Commission on Colleges (COC), in accordance with the requirements of the COC. MTSU's academic (Deans) and administrative (divisional Vice Presidents) officers are responsible for compliance with the COC substantive change policy and for informing MTSU's the MTSU SACSCOC accreditation liaison of any University changes that fall under the SACSCOC's substantive change policy in a timely manner that to ensures that the University can internal review and approval before submitting to the Commission. meet the required notification, review, and approval processes of the COC. It is the responsibility of the MTSU SACSCOC accreditation liaison to provide guidance in determining whether potential changes are substantive and information about keep the academic and administrative officers informed of any changes in revisions to the SACSCOC substantive change policy.

### III. Procedures for Implementation

- A. An MTSU academic or administrative officer must inform the MTSU SACSCOC accreditation liaison in writing when initiating planning a substantive change as defined by the SACSCOC Substantive Change Policy and Procedures. Reporting the Various Types

~~of Substantive Change chart, must complete the The completed form is submitted to the MTSU SACSCOC accreditation liaison to inform the liaison of an intended and/or proposed substantive change. The form must be submitted in accordance with the time frame for contacting the COC and the COC approval process noted in the Reporting the Various Types of Substantive Change chart.~~

B. The academic or administrative officer ~~initiating planning~~ the substantive change is responsible for timely submission to the MTSU SACSCOC accreditation liaison of all information and materials needed for the substantive change notification, proposal, prospectus, and/or other documentation associated with the specific type of proposed substantive change being initiated per SACSCOC requirements.

~~1. Preparation of the substantive change letter of intent, proposal, prospectus, and/or other documentation associated with the specific type of substantive change being initiated per COC requirements, and~~

~~2. Submission of the substantive change letter of intent, proposal, prospectus, and/or other documentation associated with the specific type of substantive change being initiated per COC requirements to the MTSU SACSCOC liaison.~~

C. The MTSU SACSCOC accreditation liaison:

1. ~~Initiates Tracks~~ the timely reporting and completion of required SACSCOC notification and /or approval documentation for a substantive change upon receipt of information from academic and administrative officers; the Substantive Change Initiation Form, and
2. ~~Assembles Reviews~~ the letter of intent, proposal notification, prospectus, and/or other documentation required to meet against SACSCOC policies and standards for completeness and appropriateness. ~~And Upon completion of this review, the liaison forwards the substantive change notification of intent, proposal, prospectus, and/or other documentation to the President for review and approval;~~
3. ~~With the D. The President's approval, reviews the initiated substantive change, and, if the President approves, the MTSU SACSCOC accreditation liaison submits the~~ substantive change and supporting documentation ~~is submitted to SACSCOC~~ SACSCOC by the MTSU SACSCOC accreditation liaison; and
4. ~~E.4. The MTSU SACSCOC accreditation liaison t~~Tracks SACSCOC actions related to substantive change ~~requests-submitted~~ tioned.

#### IV. Publication of SACSCOC Substantive Change Policy and Timelines

The SACSCOC Substantive Change Policy- and Procedures, for Accredited Institutions of the

~~Commission on Colleges Policy Statement, the SACSCOC Reporting the Various Types of Substantive Change chart, the Substantive Change Initiation Form, and a~~ Timeline for Institutional Completion of [Substantive Change Procedures](#), ~~and a~~ Reporting the Various Types of Substantive Change ~~chart are~~ published on the Office of the University Provost website. The Timeline for ~~Institutional~~ Completion of [Substantive Change Procedures](#) is also ~~published or included in~~ the Selected List of Deadlines for Department Chairs maintained through the Office of the University Provost ~~and distributed annually to Department Chairs and Deans~~. The [MTSU SACSCOC accreditation liaison Office of the University Provost](#) electronically distributes the Substantive [Change Policy and Procedures Change for Accredited Institutions of the Southern Association of Colleges and Schools Commission on Colleges Policy](#) to MTSU's academic and administrative officers annually at the beginning of the fall semester.

## V. Annual Review of Policy

~~This policy, the Timeline for Completion of Substantive Change Procedures, and Reporting the Various Types of Substantive Change Reporting the Various Types of Substantive Change and Substantive Change Initiation Form to this policy~~ will be reviewed and ~~continually~~ updated by the MTSU SACSCOC accreditation liaison ~~annually by the beginning of the fall semester~~ to ensure continuing compliance with the [SACSCOC Substantive Change Policy and Procedures Substantive Change Policy for Accredited Institutions of the Commission on Colleges Policy Statement](#) ~~and minimally will be reviewed and updated annually by the beginning of the fall semester~~.

### AttachmentsForms:

Reporting the Various Types of Substantive Change (Revised ~~2/23/21-11/4/15~~)

~~(Revised 5/20/15)~~

Timeline for Completion of Substantive Change Procedures (~~Revised 2/23/21~~Effective ~~4/4/12~~)

Revisions: ~~June 5, 2017 (original); \_\_\_\_\_, 2021~~none.

Last Reviewed: \_\_\_\_\_, ~~2021~~April 2018.

References: ~~none~~[SACSCOC Substantive Change Policy and Procedures](#)



**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of New Academic Degree Program  
B.B.A., Supply Chain 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.

Proposal for the following new academic program is attached:

Elevate the existing concentration in Supply Chain Management within the Bachelor of Business Administration (B.B.A.) in Management to a free-standing B.B.A. degree with a major in Supply Chain Management effective Summer 2021.



# Academic Program Modification: Bachelor of Business Administration

## Major: Supply Chain Management

This proposal changes the previous B.B.A in Management–Supply Chain Management concentration to a stand-alone major, B.B.A. in Supply Chain Management.

### Table of Contents

Table of Contents	i
Current and Proposed Program Name, Degree Designation, and CIP Code	1
Proposed Implementation Date	1
Proposed Termination Date for Any Concentrations Proposed as Free Standing	1
Anticipated Delivery Site	1
Name and Contact Information of MTSU Academic Program Liaison (APL)	1
Background for Proposed Academic Program Modification	2
Need for Program	3
Potential Impact of Modification on Current Program	4
Existing Programs Offered at Public and Private Tennessee Institutions	4
Enrollment and Degrees Awarded by Concentration	5
Student Learning Outcomes	6
Assessment	6
Accreditation	6
Current and Proposed Curriculum Requirements	6
New Courses Needed	7
Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies	7
Distance Learning	7
Current and Proposed Admission, Retention and Graduation Policies	7
Current Faculty	7
Finance	7
Comparison of Before & After Curriculum	Attachment A

**Current and Proposed Program Name (and any concentrations), Degree Designation, and CIP Code**

<b>Before Proposed Change</b> <i>(List as it now appears on the official Academic Program Inventory at THEC.)</i>			<b>After Proposed Change</b> <i>(List as it should appear on the official Academic Program Inventory at THEC, once approved.)</i>		
<b>Title</b> Title of Existing Academic Program (Including all existing concentrations before program modification)	<b>Degree</b>	<b>CIP Code</b>	<b>Title</b> Title of New Program after program modification is approved (including all concentrations)	<b>Degree</b>	<b>CIP Code</b>
Management <ul style="list-style-type: none"> <li>• Supply Chain Management concentration</li> </ul>	B.B.A.	52.0201	Supply Chain Management	B.B.A.	52.0203

**Proposed Implementation Date:**

Summer 2021

**Proposed Termination Date for Any Concentrations Proposed as Free Standing:**

The existing Supply Chain Management concentration as part of the B.B.A. Management major will be phased-out at the end of the 2023 summer term.

**Anticipated Delivery Site:**

Middle Tennessee State University campus — Murfreesboro, TN

**Name and Contact Information of MTSU Academic Program Liaison (APL):**

Dr. Nita Brooks  
 Interim Vice Provost for Academic Programs  
 Middle Tennessee State University  
 Cope Administration Building, Room 111  
 Phone: 615-494-7611  
 E-Mail – [nita.brooks@mtsu.edu](mailto:nita.brooks@mtsu.edu)

## **Background for Proposed Academic Program Modification:**

The Department of Management in the Jones College of Business requests establishment of a stand-alone Bachelor of Business Administration degree with a major in Supply Chain Management from the existing B.B.A in Management with a concentration in Supply Chain Management.

Supply chain management is an important industry segment in the mid-state area. The Nashville Chamber of Commerce long-term economic development strategy includes five target industries that drive Middle Tennessee's economy and provide a concentrated focus for strategically growing the region. Supply Chain Management is one of those five target industries. As more Supply Chain organizations locate to the area, the demand for Supply Chain professionals continues to grow. Supply Chain talent is needed within manufacturing, distribution, logistics, and procurement organizations.

Offering a major in supply chain management rather than the concentration offers several opportunities for students:

1. A major in Supply Chain Management (SCM) will provide students a better opportunity to compete for the numerous Supply Chain jobs in the Middle Tennessee area since many of these jobs require a degree in supply chain management.
2. SCM degree graduates will have the specialized skill sets needed to compete for these jobs since a major allows students to have more supply chain management content than the concentration.
3. This major will also give students a better understanding of the strategies, technologies and operational decisions encountered in the supply chain environment since they will complete more SCM courses.

Two benefits of a SCM major to the department are:

4. A SCM major will demonstrate MTSU's commitment to supply chain among the local supply chain focused companies. Many of these industry leaders have encouraged the faculty to develop a more focused SCM degree.
5. A named undergraduate major in SCM at MTSU directly connects undergraduate graduates with the Master of Science in Management supply chain program. This may lead to more students working toward both degrees at MTSU.

The proposed B.B.A. in Supply Chain Management was reviewed and approved by the Management department in the Jones College of Business.

## **Need for Program:**

The Nashville Chamber of Commerce has identified supply chain management as one of five industries that drive the middle Tennessee economy. The other four target industries for Nashville include corporate operations, advanced manufacturing, healthcare, and music & entertainment. Although these other four industries are not specifically named supply chain, each industry listed has major supply chain functions. Many supply chain graduates are employed at corporate operations in various planning roles for logistics or inventory/material management. Likewise, every manufacturing entity has a significant supply chain network to provide raw materials. Healthcare and music & entertainment organizations are highly involved with group purchasing organizations and other strategies to leverage purchasing power.

According to data from the Tennessee Department of Labor, employment projections for 2014 – 2024, Tennessee employment in production operations will increase from 267,630 to 296,410 employees and employment in transportation and material moving occupations will increase from 264,460 to 295,380 employees. More specifically in the Nashville area (Nashville-Davidson-Murfreesboro-Franklin MSA), U.S. Bureau of Labor Statistics data indicates that transportation and material moving accounted for 102,930 jobs in May 2019, representing 10.3 % of local employment. While these employees are wage earners such as truck drivers, transportation inspectors, and first-line material moving supervisors, this large percent of workers will need managers to organize SCM work. More specifically in Rutherford County, the Supply Chain Council (part of Rutherford Works, a division of the Rutherford County Chamber of Commerce) has identified supply chain management as one of five key workforce sectors in the county based on a labor market demand based on a study in 2015. Currently, the demand for supply chain talent in Middle TN outpaces the supply of new graduates. Globally, the shortage of supply chain talent is even more pronounced. A recent study by DHL, a global logistics provider, indicates that for every supply chain graduate, there are six to nine unfilled job openings. According to Rutherford Works, Tennessee is projected to have more than 9,200 annual openings within the supply chain management sector.

Like all Tennessee high schools, Rutherford county high schools utilize the Pathway system to help guide student course selections. There are now seven local high schools with a supply chain pathway. These schools include; Blackman, Riverdale, Stewarts Creek, Rockvale, Eagleville, Holloway and Smyrna. Backman, Riverdale, and Stewarts Creek represent the number 1, 3, and 5 feeder high schools for Middle Tennessee State University. The MTSU supply chain faculty have been actively involved with the high school pathway program. As these high school students transition to college, many will seek to continue their supply chain focus at a four-year university.

The Middle TN region is centrally located and offers expansive modes of transportation, allowing businesses to reach U.S. and international locations with ease and affordability. Fifty percent of the U.S. population lives within 650 miles of Nashville, and 24 states are located within that 650-mile radius. Tennessee borders eight states. These location advantages translate to one- and two-day truck delivery times to more than 75 percent of all U.S. markets. As a result of these geographic advantages, Middle Tennessee is an attractive location for many industrial manufacturers and distributors. Major local employers of Supply Chain professionals include; Nissan North America, UPS, Ingram Distribution, Amazon, OHL/Geodis, Under Armour, Dollar General, Tractor Supply, Kasai, Geodis, Bridgestone, Frito Lay, and Gap Inc.

The Jones College of Business' Department of Management has a strong relationship and provides talent to many of the mid-state supply chain organizations. Letters of Support for a supply chain management major at MTSU are included with this proposal. These letters of support are from several of the largest employers in Middle Tennessee, including: Geodis, Nissan, Rutherford County Chamber of Commerce, Frito Lay, General Mills, Ingram Content Group, Kasai, NDC, and Schwan Cosmetics.

The supply chain management concentration began in the fall of 2018 with 18 students. Enrollment for the fall of 2020 was 110 students representing a 511% increase in over a two-year period. This makes the supply chain management concentration one of the fastest growing programs at MTSU. To support the student interest in supply chain management, a student organization was established in the summer of 2020. This student organization has registered 105 members in MYMT in just over two months of existence.

### **Potential Impact of Modification on Current Program**

Changing the supply chain management concentration to a major in supply chain management will have no adverse impact on fiscal resources, diversity or other clientele. It will not cause any change for current students in curriculum or requirements for graduation. Students currently enrolled will not be required to transition, but will have the option.

While a stand-alone B.B.A. in supply chain management will reduce the number of graduates with a degree in management because the graduates of the new supply chain management major will be listed under a separate degree, it will not adversely impact the B.B.A in management. The management program will have a fall enrollment headcount of almost 200 majors after subtracting the supply chain management concentration, so it will not be adversely impacted by this action (see Enrollment and Degrees awarded by Concentration, below).

The same number of supply chain management faculty members will be needed through either program, meaning that additional faculty are not needed to make a transition from a concentration to a major. As demand for the program increases, additional faculty will be needed, but will be justified through enrollment growth.

The department and faculty already have access to needed technology and partnerships to access company data for class analysis. Additional resources are not needed for operational budgetary items.

### **Existing Programs Offered at Public and Private Tennessee Institutions**

University of Tennessee Knoxville offers an undergraduate major in supply chain management. This program is very logistics focused. MTSU supply chain faculty have been in contact with the UTK supply chain management department chair concerning the creation of this program at MTSU. Not only have UTK faculty been agreeable to the potential addition of the MTSU major, they have also offered advice and support on how to best establish and recruit students to this new program.

Tennessee State University offers Students a BBA, Bachelor of Business Administration, degree with concentration in supply chain management. The TSU program differentiates itself as a concentration that combines both e-business and supply chain management. That is not the focus of the proposed MTSU major in supply chain management. The University of Memphis also offers a major in supply chain management; their program has fewer SCM courses required than the MTSU proposal and also

offers a more marketing/information systems focused degree. The focus of the MTSU major is built on the demonstrated needs of mid-state supply chain management operations; this focus is in two areas: distribution and manufacturing support and supervision/supply chain problem solving and analysis. There are two programs at community colleges in the mid-state (Motlow State Community College and Volunteer State Community College). These programs are two-year technical degrees and do not prepare students for the same types of jobs as the proposed B.B.A. major in supply chain management. As the data from page 3 indicates, there are expected to be more jobs than can be filled through all of the supply chain programs mentioned above.

### Enrollment and Degrees Awarded by Concentration

For the last three years, enrollment rates in the Supply Chain concentration have exceeded benchmarks required for major programs. Fall Headcount Enrollment and Degrees Awarded for both Management and Supply Chain concentration are documented in the following table. There is a clear upward trend to enrollment and graduation rates for the Supply Chain program. The Fall 2020 census data shows the undergraduate Supply Chain concentration had the largest single year gain in enrollment of all Jones College of Business programs (concentrations or majors).

	Fall Headcount Enrollment				Degrees Awarded			
	Fall 2018	Fall 2019	Fall 2020	3-Year Fall Average	Academic Year 2017-18	Academic Year 2018-19	Academic Year 2019-20	3-Year Average
Management (excluding SCM)	208	181	183	191	58	59	52	56
• <b>SCM concentration</b>	<b>18</b>	<b>72</b>	<b>110</b>	<b>67</b>	<b>0</b>	<b>7</b>	<b>15</b>	<b>7</b>
Total	226	253	293	258	58	66	67	63

In addition to the degrees awarded shown in the table above, 20 students in the SCM concentration have filed an intent to graduate in fall 2020.

### Student Learning Outcomes

Following are the program learning outcomes for the proposed major in supply chain management:

1. Students will evaluate supply chain management (SCM) functions and careers in dedicated SCM companies and in supporting functions of service organizations across the spectrum of the SCOR model (Plan-Source-Make-Deliver-Return) and should be able to identify leadership opportunities in different SCM roles.
2. Students will apply demand / supply forecasting technique results using error analysis and graphical techniques for planning future purchases and staffing levels.
3. Students will apply the Define-Measure-Analyze-Improve-Control strategy of the Lean Six Sigma Methodology to solve management problems. This process includes analyzing

operational alternatives and selecting / explaining preferred options using data-driven decisions, and recognizing leadership / motivational challenges associated with organizational change.

4. Students will create appropriate management metrics to monitor performance covering cost, quality, quantity, and timing perspectives. This includes comparing different forms of metrics, emphasizing the use of visual communication. Explaining possible reasons for specific examples of performance shortfalls.
5. Students will analyze sourcing and delivering options for global supply chains, including differentiating between outsourcing alternatives and make options. This includes explaining sustainability, social responsibility, and ethical issues associated with sourcing selections; understanding the roles of different modes of transportation; understanding the special issues of managing distribution centers; and planning to manage risk in international supply chains.
6. Students will apply lean management and Agile concepts to project management for non-professional project managers. This includes planning, initiating, and executing projects (as contrasted with ongoing operations) in Agile SCM environments with basic tools.

### **Assessment**

The university requires assessment of student learning outcomes through the Southern Association of Colleges and Schools (SACS) institutional effectiveness process. Specific learning outcomes for the proposed supply chain management major will be operationalized through the development of benchmarks, rubrics, and skills assessment activities. Faculty will develop and test measures before finalizing the assessment process. Program learning outcomes will be completed on a routine basis, either yearly or every other year.

### **Accreditation:**

The university is accredited by the Southern Association of colleges and Schools (SACS). As noted above, the supply chain management major will be actively participate in the assessment required by SACS. Additionally, the Jennings A. Jones College of Business is accredited by AACSB International—The Association to Advance Collegiate Schools of Business; the supply chain management major will become one of the programs evaluated through the AACSB re-affirmation process.

### **Current and Proposed Curriculum Requirements:**

The proposed curriculum for the Supply Chain Management major is listed in Attachment A– Comparison of Current & Proposed Curriculum.

Much of the B.B.A. in the Supply Chain Management curriculum will remain the same as the current B.B.A. in Management – Supply Chain Management concentration. Minor changes are easily visible in the Attachment.

## **New Courses Needed**

There are no new courses that must be developed in order to elevate this concentration to a B.B.A. in Supply Chain Management major.

## **Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies**

Not Applicable.

## **Distance Learning**

Most of the major courses in the B.B.A. in supply chain management will be offered on-campus in the traditional student learning format. A few courses will be offered online. This program is not designed to be an online program. (Currently, university general education courses and required courses for all majors in the college are offered online.)

## **Current and Proposed Admission, Retention and Graduation Policies**

Compared to the current B.B.A Management – Supply Chain Management concentration, there will be no change in the admission or retention in the stand-alone B.B.A. Supply Chain Management.

## **Current Faculty**

<b>Name</b>	<b>Rank</b>	<b>Highest Degree</b>	<b>Primary Department</b>	<b>FTE in Program</b>
Kimball Bullington	Professor	Ph.D.	Management	100%
Bryan Kethley	Professor	Ph.D.	Management	100%
Tom Morgan	Assistant Professor	Ph.D.	Management	100%
Richard Tarpey	Assistant Professor	DBA	Management	100%
Cliff Welborn	Professor	Ph.D.	Management	100%
Jinfeng Yue	Professor	Ph.D.	Management	100%

## **Finance**

Because the Supply Chain Management program has existed at MTSU for three years, and because this is the elevation of a concentration to a stand-alone major, no changes in the current financial status are needed.

ATTACHMENT: Comparison of Before and After Curriculum – **PROPOSED B.B.A. Major SUPPLY CHAIN MANAGEMENT**

**CURRENT CURRICULUM**

**PROPOSED CURRICULUM**

	Hours		Hours
<b>General Education</b>	<b>41</b>	<b>General Education</b>	<b>41</b>
<b>College of Business Core</b>	<b>39</b>	<b>College of Business Core</b>	<b>39</b>
ECON 2420 - Principles of Econ Micro (3 hrs)		ECON 2420 - Principles of Econ Micro (3 hrs)	
ACTG 2110 – Principles of Accounting I (3 hrs)		ACTG 2110 – Principles of Accounting I (3 hrs)	
ACTG 2120 – Principles of Accounting II (3 hrs)		ACTG 2120 – Principles of Accounting II (3 hrs)	
BIA 2610 – Statistical Methods (3 hrs)		BIA 2610 – Statistical Methods (3 hrs)	
BIA 3620/3621 - Intro Bus Analytics (3 hrs)		BIA 3620 - Intro Bus Analytics (3 hrs)	
INFS 3100 - Principles of MIS (3 hrs)		INFS 3100 - Principles of MIS (3 hrs)	
MGMT 3610 - Principles of Management (3 hrs)		MGMT 3610 - Principles of Management (3 hrs)	
MGMT 3620 - Supply Chain Ops (3 hrs)		MGMT 3620 - Supply Chain Ops (3 hrs)	
MKT 3820 – Principles of Mkt (3 hrs)		MKT 3820 – Principles of Mkt (3 hrs)	
FIN 3010 - Business Finance (3 hrs)		FIN 3010 - Business Finance (3 hrs)	
BLAW 3400 - Legal Environment of Business (3 hrs)		BLAW 3400 - Legal Environment of Business (3 hrs)	
BUS 3000 - Dale Carnegie (3 hrs)		BUS 3000 - Dale Carnegie (3 hrs)	
BUAD 4980 - Strategic Management (3 hrs)		BUAD 4980 - Strategic Management (3 hrs)	
<b>Management Major Core</b>	<b>15</b>	<b>Supply Chain Management Major Core</b>	<b>15</b>
MGMT 3810 – Human Resources Mgmt (3 hrs)		MGMT 3750 - International SCM (3 hrs)	
MGMT 4710 - International Business (3 hrs)		MGMT 3715 - International Sourcing (3 hrs)	
MGMT 3640 - Managing KPI's (3 hrs)		MGMT 3640 - Managing KPI's (3 hrs)	
MGMT 4680 - Organization Behavior (3 hrs)		MGMT 3705 - Continuous Improvement (3hrs)	
MGMT 3940 - Business Ethics (3 hrs)			
		Choose 3 hours from following: MGMT 3800, 3810, 3940 Change Management, HRM, Business Ethics (3 hrs)	

<b>Supply Chain Management Required</b> MGMT 3750 - International SCM (3 hrs)	<b>12</b>	<b>Supply Chain Management Major Required</b> Choose 3 hours from following: MGMT or ENTR Upper-Division Elective (3 hrs)	<b>12</b>
<b>Supply Chain Management Electives Required</b> <b>(Choose 9 hours from the following)</b> MGMT 3705 - Continuous Improvement (3 hrs) MGMT 3715 - International Sourcing (3 hrs) MGMT 3720 - Supply Chain Distribution (3 hrs) MGMT 3725 - Lean Project Management Principles (3 hrs) MGMT 3730 - Management of Innovation (3 hrs) MGMT 4700 - Problems in Supply Chain Operations (3 hrs)		<b>Supply Chain Management Major Electives Required</b> <b>(Choose 9 hours from the following)</b> MGMT 3710 - Mgt of Quality (3 hrs) MGMT 3720 - Supply Chain Distribution (3 hrs) MGMT 3725 – Lean Project Mgt (3 hrs) MGMT 3730 - Mgt of Innovation (3 hrs) MGMT 4700 - Applications in Supply Chain Mgt (3 hrs)	
Total Major	<b>27</b>	Total Major	<b>27</b>

<b>Supporting Coursework</b> ACTG 3020 - Mgrl Actg or FIN 4110 Mgrl Fin (3 hrs) MGMT 1500 or Elective (1 hr) Business Elective (3 hrs) MATH 1630 or 1810 (3 hrs)	<b>10</b>	<b>Supporting Coursework</b> ACTG 3020 - Mgrl Actg or BIA 4010 BA Visualization (3 hrs) MGMT 1500 or Elective (1 hr) Business Elective (3 hrs) MATH 1630 or 1810 (3 hrs)	<b>10</b>
Electives (to 120)	0-6	Electives (to 120)	0-6
<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>	<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>



**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of New Academic Degree Program  
B.S., Media 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.

Proposal for the following new academic program is attached:

Elevate the existing concentration in Media Management within the Bachelor of Science (B.S.) in Media and Entertainment to a free-standing B.S. degree with a major in Media Management effective Summer 2021.



# Academic Program Modification: Bachelor of Science in Media Management

This proposal changes the previous B.S. in Media and Entertainment–Media Management concentration to a stand-alone major, B.S. in Media Management.

## Table of Contents

<b>Current and Proposed Program Name, Degree Designation, and CIP Code</b>	1
<b>Proposed Implementation Date</b>	1
<b>Proposed Termination Date for Any Concentrations Proposed as Free Standing</b>	1
<b>Anticipated Delivery Site</b>	1
<b>Name and Contact Information of MTSU Academic Program Liaison (APL)</b>	1
<b>Background for Proposed Academic Program Modification</b>	1
<b>Need for Program</b>	2
<b>Potential Impact of Modification on Current Program</b>	3
<b>Existing Programs Offered at Public and Private Tennessee Institutions</b>	3
<b>Enrollment and Degrees Awarded by Concentration</b>	5
<b>Student Learning Outcomes</b>	6
<b>Assessment</b>	6
<b>Accreditation</b>	6
<b>Current and Proposed Curriculum Requirements</b>	7
<b>New Courses Needed</b>	7
<b>Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies</b>	7
<b>Distance Learning</b>	7
<b>Current and Proposed Admission, Retention and Graduation Policies</b>	7
<b>Current Faculty</b>	7
<b>Finance</b>	7

**Current and Proposed Program Name (and any concentrations), Degree Designation, and CIP Code**

<b>Before Proposed Change</b> <i>(List as it now appears on the official Academic Program Inventory at THEC.)</i>			<b>After Proposed Change</b> <i>(List as it should appear on the official Academic Program Inventory at THEC, once approved.)</i>		
<b>Title</b> Title of Existing Academic Program (Including all existing concentrations before program modification)	<b>Degree</b>	<b>CIP Code</b>	<b>Title</b> Title of New Program after program modification is approved (including all concentrations)	<b>Degree</b>	<b>CIP Code</b>
<u>Media and Entertainment</u> • Media Management concentration	B.S.	05.09.0102.00	Media Management	B.S.	05.09.0102.00

**Proposed Implementation Date**

Fall 2021

**Proposed Termination Dates for Any Concentrations Proposed as Free Standing Academic Programs**

End of summer term 2024.

**Anticipated Delivery Site**

Middle Tennessee State University, Murfreesboro, TN

**Academic Program Liaison (APL) Name and Contact Information**

Nita Brooks, Ph.D.  
Interim Vice Provost for Academic Programs  
Middle Tennessee State University  
Cope Administration Building, Rm. 111  
(615) 494-7611  
[nita.brooks@mtsu.edu](mailto:nita.brooks@mtsu.edu)

**Background for Proposed Academic Program Modification**

Courses in media management began at MTSU prior to 1988 and have run continuously since that time. Media management was later included as a concentration under the Bachelor of Science in Mass Communication along with a variety of other media-based programs including

television, radio, photography, journalism, advertising, and public relations. The B.S. in Mass Communication was renamed B.S. in Media and Entertainment to reflect the name change of the college. Currently, two of the original fields remain in the B.S. in Media and Entertainment; media management is one of those. The other programs have since been moved to individual freestanding degrees.

Students in the current B.S. in Media and Entertainment – Media Management concentration study how to implement and manage media business processes as well as lead, supervise, and motivate employees in the media industry. Program professors are skilled teachers whose backgrounds include academic and professional achievement at the highest levels. The curriculum covers marketing, sales, distribution, programming, and management for the media industry. Students learn about the inner workings of media production, management, and distribution companies such as video and television, film, digital media, and radio. Outside of the classroom, students are encouraged to become involved in student media organizations which provide hands-on opportunities in management, marketing, sales, and production. Students are also encouraged to complete internships with the Department of Media Arts many internship partners.

### **Need for Program**

Media Management has been taught with a full curriculum at MTSU for over 30 years. Prior to July 2017 Media Management existed as a specialty within the concentration of Electronic Media Communication under the Bachelor of Science in Mass Communication. In July 2017, the program was elevated to a concentration in the B.S. Mass Communication in anticipation of eventually being converted to a freestanding degree. Also, in July 2017 the name of the department was changed from Electronic Media Communication to Media Arts. In Fall of 2018, the name of the B.S. in Mass Communication was changed to Media and Entertainment. All these changes and more were in response to needs to be in better alignment with the marketplace in terms of structure and nomenclature. Media Management has been run the same way as a concentration for decades with its own curriculum, faculty, enrollment, and graduation numbers, etc. It is a long-running program with many highly accomplished alumni who have progressed to management positions in the industry throughout the state.

As one of Tennessee's largest undergraduate universities, MTSU provides leading programs in the field of media and entertainment. The media management area is an important part of those programs offering curriculum that connects aspects of business with media and entertainment. It serves a critical need for our state in preparing students for job opportunities in station management, media production, product management, and distribution. Alumni of this program can be found serving in the state's media and entertainment industry, health, commerce, manufacturing, and real estate.

The media and entertainment industry has changed substantially over the past three decades, and the media management program has changed with it. Changes in the media management curriculum reflect what is happening in industry to provide students with the knowledge and skills needed to enter the workforce. The program has added courses in producing, finance, accounting, entrepreneurship, and interactive media to requirements, which has greatly

strengthened the program. Additionally, a new capstone course is included that serves as a culminating experience for students providing experience in management positions in professional work environments.

The highly qualified faculty is comprised of individuals providing a combined experience and expertise of over 70 years of industry experience; they are uniquely skilled to guide students through the curriculum. Because the program is pre-existing, no new facilities are required.

**Potential Impact of Modification on Current Program**

Changing the media management concentration to a freestanding degree will have no adverse impact on fiscal resources, diversity, or other clientele. It will not cause any change for current students in curriculum or requirements for graduation. Students currently enrolled will not be required to transition to the program but will have the option.

Media management is one of three concentrations currently under the Bachelor of Science in Media and Entertainment degree; the other two include photography and interdisciplinary media.

While a stand-alone B.S. in Media Management will reduce the number of graduates in the current degree program, because the graduates of the media management major will be listed under a separate degree, it will not adversely impact the B.S. in Media and Entertainment. The program is expected to continue to have strong enrollment after removal of the media management concentration. Enrollment numbers and information on degrees awarded are provided in a later section.

Additional faculty will not be needed to make a transition from a concentration to a major. The department and faculty already have access to needed technology and partnerships to continue providing students with a high-quality experience. Additional resources are not needed for operational budgetary items.

**Existing Programs Offered at Public and Private Tennessee institutions – List all programs within the same CIP code definition at the same academic level (Bachelor’s, Master’s, Doctoral) currently offer in public and private higher education in Tennessee**

While there are programs that exist at public institutions in Tennessee in the same CIP code, as noted in the following table, there are no programs which have substantially similar aspects to the media management program at MTSU. The other programs identified do not address the specific aspects of media management as covered in MTSU’s media management curriculum, such as: electronic media advertising, radio station operations, media sales, media programming, and media management.

<b>Public Institution</b>	<b>Degree</b>	<b>Major</b>
Austin Peay State University	B.S. and B.A.	Professional Communication
East Tennessee State University	B.S. and B.A.	Media and Communication
University of Memphis	B.A.	Communication

Austin Peay State University offers B.S. and B.A. degrees in Professional Communication which include concentrations in Broadcast Media, Sports Broadcasting, Information Specialist, Internet Technology, Media Technology to Print and Web Journalism, Corporate Communication, and Public Relations but do not cover the business of Media Management. Broadcast Media refers to those interested in broadcast journalism and on camera media. Sports Broadcasting has a similar slant to Broadcast Media, except focused on sports broadcasting. Information Specialist relates to public relation skills, effective written and speaking skills, and can learn more about communication law and theories. Media Technology is where students “learn both the theory and the practice of communication giving them skills that translate directly into the professional world.” Print and Web Journalism clearly is in journalism, not business, and Corporate Communication is geared toward current social trends through the use of social, and students will develop effective professional writing skills as well. Public Relations is again its own specialized arena, stressing relationships, public communication while developing research skills. None of these areas at Austin Peay, again, deals with the business of media: law, programming, finance, management, etc.

The Media and Communication department at East Tennessee State University has major core requirements of Media Writing, Multimedia Production, Media and Society, Communications Law, and Media Laboratory. They have “Focus Blocks” of Principles of Brand Communication, Issues in News and Social Media, and Introduction to Radio-TV-Film. There is a Writing Block and Research Block. All of these slant more toward Brand Communication, Journalism, or Radio/Film/TV Production and do not stress the business side of media, but a more generalist approach to media careers in journalism, advertising, public relations, marketing communication, social media, sports media, radio, television and film.

University of Memphis offers a B.A. in Communication and stresses account management, corporate communications, development and fundraising, human resources, marketing and events planning, non-profit management, and social media, among other fields. It stresses more interpersonal and extra-personal relationships such as how people form relationships and work in groups (Professional & Relational Communication), how citizens and politicians argue and advocate to solve problems and advance causes (Rhetoric & Public Advocacy), or how film, television, and new media shape our identities and society (Media & Society). Again, the business aspect of communication is tangential to the degree and very different from MTSU’s B.S. in Media Management.

Additionally, there are programs at private institutions that are in the area, but these programs are much more limited and are often cost prohibitive to students. None of the programs offer the same focus or breadth of content. Lipscomb offers an online program in entertainment management, which includes courses in Entertainment Management, Entrepreneurship in the Arts, Applied Drive/Energy; Applied Influence; Applied Relationship Building. The program does not provide specific media management courses as taught in MTSU’s media management curriculum. Lipscomb is also a private university, which can be cost prohibitive to many individuals wanting to obtain a degree in the area. Additionally, Belmont University programs offer standard general business courses, but none offer a B.S. in Media Management.

## Enrollment and Degrees Awarded by Concentration

	Fall Headcount Enrollment				Degrees Awarded			
	Fall 2017*	Fall 2018	Fall 2019	3-Year Fall Average	Academic Year 2017-18	Academic Year 2018-19	Academic Year 2019-20	3-Year Average
Major (excluding Media Management)	560	210	83	284	104	80	40	75
• <b>Media Management concentration</b>	<b>17</b>	<b>77</b>	<b>72</b>	<b>55</b>	<b>1</b>	<b>12</b>	<b>27</b>	<b>13</b>
<b>Total</b>	<b>577</b>	<b>287</b>	<b>155</b>	<b>339</b>	<b>105</b>	<b>92</b>	<b>67</b>	<b>88</b>

*\*In 2017-2018, the degree was a B.S. in Mass Communications. In 2018-2019, the degree was renamed to a B.S. in Media and Entertainment. These degrees contained different concentrations that result in the variation in the totals over time. Additionally, the numbers presented are specific to the Department of Media Arts.*

As described on page 2, the Media Management program was converted from a specialty to a concentration in Summer 2017. From that point onward, enrollment and graduation for the specialty and the concentration have been tracked separately, even though the curriculum and student experience were identical. Enrollment and graduation information for the specialty and the concentration are provided in the following table. By including the specialization, the numbers more accurately represent the impact of the program.

	Fall Headcount Enrollment				Degrees Awarded			
	Fall 2017	Fall 2018	Fall 2019	3-Year Fall Average	Academic Year 2017-18	Academic Year 2018-19	Academic Year 2019-20	3-Year Average
Media Management Specialty	59	4	4	22	14	5	3	7
Media Management Concentration	<b>17</b>	<b>77</b>	<b>72</b>	<b>55</b>	<b>1</b>	<b>12</b>	<b>27</b>	<b>13</b>
<b>Total</b>	<b>76</b>	<b>81</b>	<b>76</b>	<b>77</b>	<b>15</b>	<b>17</b>	<b>30</b>	<b>20</b>

## **Student Learning Outcomes**

Our unique curriculum covers media law, station operations, programming, producing, finance, accounting, and interactive media.

Current graduating student learning outcomes for media management include the following:

1. Exhibit advanced knowledge in general field of management and finance, including a historical and cultural understanding of media;
2. Demonstrate detailed understanding of fields as they relate to media management (law, sales, finance, operations, intellectual property, media marketing/branding/promotion, and management);
3. Demonstrate the ability to effectively communicate ideas through media, oral, and written means; and
4. Demonstrate skills in effective self-marketing.

## **Assessment**

The university requires assessment of student learning outcomes through the Southern Association of Colleges and Schools (SACS) institutional effectiveness process. Specific learning outcomes for the proposed media management degree major will be achieved through the development of benchmarks, rubrics, and skills assessment activities in courses as well as evaluation of results from a field test given to prospective graduates. Faculty will develop and test measures before finalizing the assessment process. Program learning outcomes will be completed on a routine basis, either yearly or every other year.

Media management recently completed the development of a new locally designed major field test as a concentration in the B.S. in Media and Entertainment degree. If this proposal for a freestanding degree is approved, we will be able to design a new completely discipline-specific major field test for the program.

The media management capstone course will run for the first time in the Spring 2021 semester and will be fully enrolled by fall of 2023. This course is required starting with the 2020-21 catalog and offers a perfect opportunity to assess graduating student learning outcomes. Following the model of two other programs in the Department of Media Arts, a rubric will be established and used to assess learning outcomes for graduating students in media management.

The program also uses an assessment rubric with its internship partners. The internship partners complete the rubric for their interns providing a regular means of external industry assessment of graduating student learning outcomes.

## **Accreditation**

There is no nationally recognized accrediting body for this program. If approved, the program will undergo the required 5-year external review per MTSU and THEC policy and will be placed on annual post-approval monitoring for the first five years following THEC approval.

## Current and Proposed Curriculum Requirements

The curriculum required for the media management program is provided in the side-by-side comparison. The Department of Media Arts recently completed a multi-year strategic planning process, which culminated in substantial curriculum enhancements approved in 2019-20, the Department of Media arts does not see an immediate need for additional curriculum changes in the media management program.

## New Courses Needed

Not Applicable

## Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies (if applicable)

Not Applicable

## Distance Learning

The B.S. in Media Management is planned as an on-ground program, but some classes may be offered in an online format.

## Current and Proposed Admission, Retention and Graduation Policies

Compared to the current B.S. Media and Entertainment – Media Management concentration, there will be no change in the admission or retention requirements in the stand-alone degree in Media Management. Students graduating from MTSU with a B.S. in Media Management must complete a total of 54 hours in the major. This requirement is like that of other majors across the University.

## Current Faculty

Name	Rank	Highest Degree	Primary Department	FTE in Program
Roger Heinrich	Professor	Ph.D.	Media Arts	100%
Tom Neff	Assistant Professor	MFA	Media Arts	100%

## Finance – Complete THEC Financial Projection Form:

Due to the strong history of this subject area at MTSU and because this is the elevation of an existing concentration to a stand-alone degree, no changes in the current financial status are needed.

ATTACHMENT: Comparison of Before and After Curriculum – **PROPOSED B.S. in Media Management**

<b>CURRENT CURRICULUM</b>	<b>Hours</b>	<b>PROPOSED CURRICULUM</b>	<b>Hours</b>
<b>General Education</b>	<b>41</b>	<b>General Education</b>	<b>41</b>
		<b>MAJOR</b>	<b>48</b>
<b>College Core</b>	<b>9</b>	<b>College Core</b>	<b>9</b>
EMC/JOUR/RIM/IAM 1020 - American Media and Social Institutions VFP 2020, or IAM 3060, or JOUR 2710 (writing course) EMC/JOUR 4250 - Mass Media Law		EMC/JOUR/RIM/IAM 1020 - American Media and Social Institutions VFP 2020, or IAM 3060, or JOUR 2710 (writing course) EMC/JOUR 4250 - Mass Media Law	
<b>Media Arts Core</b>	<b>3</b>	<b>Media Arts Core</b>	<b>3</b>
EMC 1010 – Orientation to Media Arts EMC 3001 – Success in Media Arts EMC 4001 – Professional Practices in Media Arts		EMC 1010 – Orientation to Media Arts EMC 3001 – Success in Media Arts EMC 4001 – Professional Practices in Media Arts	
<b>Media Management Requirements</b>	<b>42</b>	<b>Media Management Requirements</b>	<b>36</b>
VFP 1060 – Basic Video Production EMC 2120 - Sight, Sound, and Motion VFP 2410 - History of American Television EMC 3030 - Electronic Media Advertising EMC 3110 - Radio Station Operations EMC 4010 - Media Sales EMC 4140 - Media Programming EMC 4430 - Media Management EMC 4960 – Capstone Course for Media Management EMC 3750 – Producing for Film & TV IAM 3065 - Audiences and Messaging ACTG 3000 – Survey of Accounting for General Business FIN 3000 – Survey of Finance		VFP 1060 – Basic Video Production EMC 2120 - Sight, Sound, and Motion VFP 2410 – History of American Television EMC 3030 - Electronic Media Advertising EMC 3110 - Radio Station Operations EMC 4010 - Media Sales EMC 4140 - Media Programming EMC 4430 - Media Management EMC 4960 – Capstone Course for Media Management EMC 3750 – Producing for Film & TV IAM 3065 - Audiences and Messaging	

**Choose one of the following:**

- IAM 3070 – Introduction to Social Media Practice
- IAM 4450 - Understanding Digital Analytics
- ENTR 2900 – Entrepreneurship
- ENTR 3600 – Innovation Acceleration
- ENTR 3650 – New Venture Creation

**Choose one of the following:**

- IAM 3070 – Introduction to Social Media Practice
- IAM 4450 - Understanding Digital Analytics
- ENTR 2900 – Entrepreneurship\*
- ENTR 3600 – Innovation Acceleration
- ENTR 3650 – New Venture Creation

*NOTE: Students selecting an Entrepreneurship Minor may not use ENTR 2900 to fulfill this area.*

**Auxiliary** **6**  
 ACTG 3000 – Survey of Accounting for General Business  
 FIN 3000 – Survey of Finance

<b>Minor</b>	<b>15-18</b>	<b>Minor</b>	<b>15-18</b>
<b>Electives (to 120)</b>	<b>7-13</b>	<b>Electives (to 120)</b>	<b>7-13</b>
<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>	<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>



**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of New Academic Degree Program  
B.S., Photography**

---

**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.

Proposal for the following new academic program is attached:

Elevate the existing concentration in Photography within the Bachelor of Science (B.S.) in Media and Entertainment to a free-standing B.S. degree with a major in Photography effective Summer 2021.



## Academic Program Modification: Bachelor of Science in Photography

This proposal changes the previous B.S. in Media and Entertainment–Photography concentration to a stand-alone major, B.S. in Photography.

### Table of Contents

Current and Proposed Program Name, Degree Designation, and CIP Code	1
Proposed Implementation Date	1
Proposed Termination Date for Any Concentrations Proposed as Free Standing	1
Anticipated Delivery Site	1
Name and Contact Information of MTSU Academic Program Liaison (APL)	1
Background for Proposed Academic Program Modification	2
Need for Program	2
Potential Impact of Modification on Current Program	3
Existing Programs Offered at Public and Private Tennessee Institutions	3
Enrollment and Degrees Awarded by Concentration	4
Student Learning Outcomes	5
Assessment	6
Accreditation	6
Current and Proposed Curriculum Requirements	6
New Courses Needed	6
Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies	7
Distance Learning	7
Current and Proposed Admission, Retention and Graduation Policies	7
Current Faculty	7
Finance	7

**Current and Proposed Program Name (and any concentrations), Degree Designation, and CIP Code**

<b>Before Proposed Change</b> <i>(List as it now appears on the official Academic Program Inventory at THEC.)</i>			<b>After Proposed Change</b> <i>(List as it should appear on the official Academic Program Inventory at THEC, once approved.)</i>		
<b>Title</b> Title of Existing Academic Program (Including all existing concentrations before program modification)	<b>Degree</b>	<b>CIP Code</b>	<b>Title</b> Title of New Program after program modification is approved (including all concentrations)	<b>Degree</b>	<b>CIP Code</b>
<u>Media and Entertainment</u> • Photography concentration	B.S.	05.09.0102.00	Photography	B.S.	05.09.0102.00

**Proposed Implementation Date**

Fall 2021

**Proposed Termination Dates for Any Concentrations Proposed as Free-Standing Academic Programs**

End of summer term 2024.

**Anticipated Delivery Site**

Middle Tennessee State University, Murfreesboro, TN

**Academic Program Liaison (APL) Name and Contact Information**

Nita Brooks, Ph.D.  
Interim Vice Provost for Academic Programs  
Middle Tennessee State University  
Cope Administration Building, Rm. 111  
(615) 494-7611  
[nita.brooks@mtsu.edu](mailto:nita.brooks@mtsu.edu)

## **Background for Proposed Academic Program Modification**

Photography classes began at MTSU in 1962 and have run continuously since that time. In 1971 photography was absorbed into the Bachelor of Science in Mass Communication program along with a variety of other media-based programs including television, radio, media management, journalism, advertising, and public relations. In 2018, The B.S. in Mass Communication was renamed to a B.S. in Media and Entertainment to reflect the name change of the college. Currently, photography is one of only two of the original fields of study still under that degree program. The other programs have since been moved to individual freestanding degrees. The Photography Program combines aesthetic and technical skills with a foundation of photographic theory and history to prepare students for careers in commercial photography, creative/artistic photography, and documentary photography. The program is housed in a modern freestanding building with secured ID card swipe access for students. Facilities include two digital classrooms with camera obscuras, a digital lab with small format and large format scanners and small format and large format printers, a spacious studio with an infinity wall (cyclorama wall), a large tabletop studio, 850 square feet of traditional darkroom space with enlargers accommodating media up to 8x10 inches, an alternative process darkroom, and a Student Photography Gallery. The Photography Program is also home of the Baldwin Photographic Gallery, known for its exhibits of works by many of the world's most renowned photographers. The Baldwin Photographic Collection and Archive is also part of the Photography Program and this collection contains numerous masterpieces of photography. Students are encouraged to participate in the MTSU Photo Society, a student organization that conducts various photography activities and events.

## **Need for Program**

Photography has been taught at MTSU for almost sixty years with steady and substantial enrollment and graduation rates. It is the largest and longest-running photography program in the State of Tennessee. The program boasts many highly accomplished alumni who are among the top photographers in the state and in the region. The Photography Program serves an essential need for Tennessee and the region. Job opportunities include commercial and portrait photography, artistic photography, and photojournalism. Alumni of this program can be found serving in the state's music industry, newspapers, consumer needs such as wedding photography, and commercial photography such as product photography, and real estate. A \*recent search for active jobs in the field of photography in the Middle Tennessee area yielded jobs involving production artist for photography, training documentation, automobile photography for webpage sales, portrait photographer, product photographer for catalogs, and real estate photography. The Photography Program teaches the importance of the entrepreneurship spirit and problem-solving skills. This encourages the students to create their own opportunities and will prepare the students to meet the market demand before and after graduation. \*\*Employment of self-employed photographers is projected to grow 7 percent from 2016 to 2026. Demand for portrait photographers will remain as people continue to want new portraits. In addition, corporations will continue to require the services of commercial photographers to develop compelling advertisements to sell products.

\* *Recent search from active jobs from indeed.com in December 2020*

\*\* *Information from CareerPlanner.com*

The curriculum begins with introductory level classes in digital photography and from there, students gain experience in film and alternative processes, studio and location lighting, portfolio production, gallery management, critical theory, large format cameras, archiving methods, and advanced digital imaging techniques. Internship and study abroad possibilities are also available for upper division students. The curriculum is led by three full time faculty and supplemented by adjunct faculty.

**Potential Impact of Modification on Current Program** (including other concentrations within the current Program) and other similar programs within the institution)

Photography is one of three concentrations currently under the Bachelor of Science in Media and Entertainment degree. The other two are Media Management and Interdisciplinary Media. The Interdisciplinary Media program was started in fall 2018 as an alternative for students interested in a broader view of the area. As such, it is the only program that is not part of one of the three long-standing departments in the college and has no faculty or facilities of its own. While a stand-alone B.S. in Photography will reduce the number of graduates in the current degree program, because the graduates of the photography major will be listed under a separate degree, it will not adversely impact the B.S. in Media and Entertainment. The program is expected to continue to have strong enrollment after removal of the photography concentration. Enrollment numbers and information on degrees awarded are provided in a later section. Additional faculty will not be needed to make a transition from a concentration to a major. The department and faculty already have access to needed technology and partnerships to continue providing students with a high-quality experience. Additional resources are not needed for operational budgetary items.

**Existing Programs Offered at Public and Private Tennessee institutions** – List all programs within the same CIP code definition at the same academic level (Bachelor’s, Master’s, Doctoral) currently offer in public and private higher education in Tennessee.

Middle Tennessee State University’s Photography Program offers a unique experience for students which integrates technical competence and visual awareness. The Photography Program promotes personal and professional growth toward careers in commercial photography, creative photography, and photojournalism. The Photography Program offers classes in a freestanding recently renovated facility that was designed for the photography classes and the learning experience and retention of the students in the classes. The Photography Program provides the option for paid student workers within the facilities. Students are also given the opportunity to learn through the experiences of the Baldwin Photographic Gallery, the Baldwin Photographic Archive, and the Student Organization of the Photo Society. There are other programs at public universities in the State of Tennessee that have degrees in the same CIP code, but these programs do not offer the same depth in photography provided by the MTSU program. In the Middle Tennessee region, Austin Peay State University offers students a minor in photography as part of its B.F.A. in Studio Arts. In terms of private institutions in Middle Tennessee, Belmont University provides a minor in photography. A minor does not expose students to the breadth and depth provided in the MTSU program. In addition to the differences in what is provided in the curriculum, private universities are often cost prohibitive for students.

School	School Type	Program & Degree(s)
University of Memphis	Public, 4 yr	BFA in Photography, MFA in Photography
University of Tennessee - Knoxville	Public, 4 yr	BFA in 2D Studies/Photography, BA in Art/Photography, Certificate in Photography
Austin Peay State University	Public, 4 yr	BFA in Studio Arts, Minor in Photography
University of Tennessee Chattanooga	Public, 4 yr	BFA Art: Photography and Media Art
East Tennessee State University	Public, 4 yr	BFA in Photography
Nossi College of Art	Public, 4 yr	Bachelor of Graphic Arts Commercial Photography, Associate of Occupational Studies Commercial Digital Photography
Carson-Newman	Private, 4 yr	4 yr BA in Photography
King University	Private, 4 yr	BS in Digital Media Art and Design, Photography Concentration
Southern Adventist University	Private, 4 yr	BS in Mass Communication, Photography Concentration
Belmont/Watkins College of Art	Private, 4 yr	BFA in Studio Arts, Minor in Photography
Vanderbilt University	Private, 4 yr	BFA Studio Arts

### Enrollment and Degrees Awarded by Concentration

	Fall Headcount Enrollment				Degrees Awarded			
	Fall 2017*	Fall 2018	Fall 2019	3-Year Fall Average	Academic Year 2017-18	Academic Year 2018-19	Academic Year 2019-20	3-Year Average
Major (excluding Photography)	516	232	99	282	89	83	52	75
• Photography concentration	61	55	56	57	16	9	15	13
<b>Total</b>	<b>577</b>	<b>287</b>	<b>155</b>	<b>339</b>	<b>105</b>	<b>92</b>	<b>67</b>	<b>88</b>

*\*In 2017-2018, the degree was a B.S. in Mass Communications. In 2018-2019, the degree was renamed to a B.S. in Media and Entertainment. These degrees contained different concentrations that result in the variation in the totals over time. Additionally, the numbers presented are specific to the Department of Media Arts.*

**Student Learning Outcomes** - Describe what students should know, understand and/or be able to do at the conclusion of the program.

Our unique curriculum covers commercial artistic, and journalistic photography.

- Demonstrate an internalized knowledge of the technical skills needed to fully control both digital and film cameras toward a personal vision.
- Demonstrate an advanced facility with industry standard image editing software and analog darkroom methodologies, printing, and relevant contemporary modes of image dissemination.
- Demonstrate an advanced understanding of the capture and control of light both available and introduced.
- Demonstrate a working critical vocabulary for understanding contemporary and traditional issues in the photographic arts.
- Demonstrate capacity to examine and respond to contemporary and historical issues that affect their creative development and which bring their work into dialogue with other linked and relevant perspectives.
- Demonstrate increased independence in the development of a photographic project through self- identification of goals and priorities.
- Production of a strong final portfolio, with a professional presentation, and symbolic of their aptitude to sustain a viable practice after graduation.

**Assessment** - Provide a plan for assessing student learning outcomes while the students are in the program and after they have completed the program.

The university requires assessment of student learning outcomes through the Southern Association of Colleges and Schools (SACS) institutional effectiveness process. Specific learning outcomes for the proposed photography degree major will be achieved through the development of benchmarks, rubrics, and skills assessment activities in courses as well as the introduction of a major field test and capstone. The field test and the capstone will be useful in assessing our success specifically in the more technical aspects of the curriculum. There are several qualitative measures that will be employed and reinforced through contact with faculty in each course. These can include quality of discussions in which students can engage in the classroom, quality of end-of-semester projects, eloquence and quality of student exhibitions, and involvement of students in internships and other extra-curricular pursuits. Faculty will develop and test measures before finalizing the assessment process. Program learning outcomes will be completed on a routine basis, either yearly or every other year.

Perhaps the greatest indicator of our success as a program is the work our students do after graduation. Tracking their placement in creative fields and keeping in good touch with their success will be critical in our self-assessment. Establishing a connection between our graduates and our students creates an ecosystem of inspiration and possibility inside our program. Examples of career trajectories that indicate our success include photojournalists, photo editors, commercial and photo retouching, fine art and commercial photographic printing, facility technicians and managers, photographic assistants, fashion, advertising and editorial photography, art educators, wedding photographers, independent book publishers, etc.

**Accreditation** - Where appropriate, indicate any professional organizations that accredit the proposed academic program and any substantive change that may require a SACSCOC review.

Accreditation for photography programs is provided by the National Association of Schools of Art and Design (NASAD). MTSU currently has other programs accredited by NASAD. If approved, the Department of Media Arts would review the requirements and determine an appropriate path to seek program accreditation.

If approved, the program will undergo the required 5-year external review per MTSU and THEC policy and will be placed on annual post-approval monitoring for the first five years following THEC approval.

### **Current and Proposed Curriculum Requirements**

**New Courses Needed** - List any new courses which must be added to initiate the program; include a catalog description for each of these courses.

The curriculum required for the Photography Program is provided in the side-by-side comparison. No changes have been made to the curriculum.

**Curriculum Crosswalk of Proposed Curriculum to Accreditation Competencies (if applicable)**

Not Applicable

**Distance Learning** – Indicate whether this program will be offered via distance learning and which courses are available via distance learning.

The B.S. in Photography is planned as an on-ground program, but some classes may be offered in an online format.

**Current and Proposed Admission, Retention and Graduation Policies**

Compared to the current B.S. in Media and Entertainment – Photography concentration, there will be no change in the admission or retention requirements in the stand-alone degree in photography. Students graduating from MTSU with a B.S. in Photography must complete a total of 46 hours in the major. This requirement is like that of other majors across the University.

**Current Faculty** - List the name, rank, highest degree, primary department and estimate of the level of involvement of all faculty members who will participate in the proposed program. If the program is at the graduate level, also list the number of masters’ theses and doctoral dissertations each of these faculty members have directed to completion. (Please utilize the following tabular format).

<b>Name</b>	<b>Rank</b>	<b>Highest Degree</b>	<b>Primary Department</b>	<b>FTE in Program</b>
Potter, Kristine	Assistant Professor, Tenure Track	M.F.A.	Media Arts	100%
Randol, Shannon	Assistant Professor, Tenure Track	M.F.A.	Media Arts	100%
Trundle, Jonathan	Associate Professor, Tenured	M.F.A.	Media Arts	100%

**Finance** – Complete THEC Financial Projection Form

Due to the strong history of this subject area at MTSU and because this is the elevation of an existing concentration to a stand-alone degree, no changes in the current financial status are needed.

ATTACHMENT: Comparison of Before and After Curriculum – **PROPOSED B.S. in Photography**

<b>CURRENT CURRICULUM</b>		<b>PROPOSED CURRICULUM</b>	
		Hours	Hours
<b>General Education</b>	<b>41</b>	<b>General Education</b>	<b>41</b>
<b>College Core</b>	<b>9</b>	<b>College Core</b>	<b>9</b>
EMC/JOUR/RIM 1020 - American Media and Social Institutions		EMC/JOUR/RIM 1020 - American Media and Social Institutions	
VFP 3020, or IAM 3060, or JOUR 2710 (writing course)		VFP 3020, or IAM 3060, or JOUR 2710 (writing course)	
EMC 4250, or JOUR 4250 - Mass Media Law, or PHOT 4190 – Ethics and Law for Visual Communicators		EMC 4250, or JOUR 4250 - Mass Media Law, or PHOT 4190 – Ethics and Law for Visual Communicators	
<b>Photography Requirements</b>	<b>33</b>	<b>Photography Requirements</b>	<b>33</b>
EMC 1010 – Orientation to Media Arts		EMC 1010 – Orientation to Media Arts	
EMC 3001 – Success in Media Arts		EMC 3001 – Success in Media Arts	
EMC 4001 – Professional Practices in Media Arts		EMC 4001 – Professional Practices in Media Arts	
PHOT 1050 – Basic Digital Photography and Imaging		PHOT 1050 – Basic Digital Photography and Imaging	
PHOT 2050 – Basic Black and White Photography		PHOT 2050 – Basic Black and White Photography	
PHOT 3040 – History of Photography		PHOT 3040 – History of Photography	
PHOT 3110 – Intermediate Photography I		PHOT 3110 – Intermediate Photography I	
PHOT 3200 or EMC 3200 – Still Digital Imaging		PHOT 3200 or EMC 3200 – Still Digital Imaging	
PHOT 3810 – Color Photo Communication I		PHOT 3810 – Color Photo Communication I	
PHOT 4040 – Color Photo Communication II		PHOT 4040 – Color Photo Communication II	
PHOT 4060 or EMC 4060 – Photojournalism		PHOT 4060 or EMC 4060 – Photojournalism	
PHOT 4280 – Editorial Photography		PHOT 4280 – Editorial Photography	
PHOT 4900 – Photography Capstone		PHOT 4900 – Photography Capstone	
<b>Photography Electives (Choose at least 4 credit hours)</b>	<b>(4-12)</b>	<b>Photography Electives (Choose at least 4 credit hours)</b>	<b>(4-12)</b>
EMC 4800 - Seminar in Media Issues		EMC 4800 - Seminar in Media Issues	
EMC 4900 - Individual Problems in Mass Communication		EMC 4900 - Individual Problems in Mass Communication	
ANIM 4910 - Advanced Seminar - Animation		ANIM 4910 - Advanced Seminar - Animation	
PHOT 3580 - Photography Practicum		PHOT 3580 - Photography Practicum	
PHOT 4000 - Photography Internship		PHOT 4000 - Photography Internship	
PHOT 4270 - Photo Illustration		PHOT 4270 - Photo Illustration	
PHOT 4290 - Documentary Photography		PHOT 4290 - Documentary Photography	

<b>Auxiliary Major Requirement</b> ART 1610 – Two-Dimensional Design	<b>3</b>	<b>Auxiliary Major Requirement</b> ART 1610 – Two-Dimensional Design	<b>3</b>
<b>Minor</b>	<b>15-18</b>	<b>Minor</b>	<b>15-18</b>
<b>Electives (to 120)</b>	<b>12-18</b>	<b>Electives (to 120)</b>	<b>12-18</b>
<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>	<b>TOTAL CREDITS REQUIRED FOR DEGREE</b>	<b>120</b>



**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of Degree under Consideration  
M.F.A., Independent Film and Television**

---

**BACKGROUND INFORMATION:**

Per THEC Policy A1.0 (New Academic Programs: Approval Process), “upon consideration by an institution to develop a new academic program in excess of 24 SCH and notification to the institutional governing board, the institution may submit a Letter of Notification to THEC.”

The following academic program is under consideration. Pending the results of feasibility studies, the university may submit a Letter of Notification to THEC.

**Master of Fine Arts in Independent Film and Television**

The Department of Media Arts in the College of Media and Entertainment is seeking to create a Master of Fine Arts (M.F.A.) in Independent Film and Television. The program would be composed of three tracks: Documentary, Creative Producing, and Live Event TV.

The program's focal tracks create a unique offering both in the region and the state. Film and TV remain burgeoning industries, as noted by the Atlanta film commission. Additional supporting factors include the program-ready infrastructure, strong faculty representation in the track areas, and a clear advantage in the rapidly growing documentary market. Finally, based on the interest already expressed for this degree, this program would offer a diverse student body, including many first-generation college students, an accessible and affordable means to career advancement, as well as offering those with established careers a means of transitioning to a terminal degree to teach.



**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Audit and Compliance Committee**

DATE: April 6, 2021

PRESENTER: Pete DeLay  
Committee Chair

---

- Approval of Policy Revision
  - a. 90 Athletics Integrity and Conduct of Athletics Staff





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of Policy Revision 90  
Athletics Integrity and Conduct of Athletics Staff**

---

**BACKGROUND INFORMATION:**

The proposed revisions are drafted to clarify that matters covered by the University's discrimination-based investigation policies (Policies 26, 27, and 29) and matters covered by NCAA or Conference-USA rules are not subject to review under Policy 90. In addition, cross-references and policy names are updated and corrected.





## 90 Athletics Integrity and Conduct of Athletics Staff

Approved by Board of Trustees

Effective Date: ~~December 10, 2019~~ \_\_\_\_\_, 2021

Responsible Division: Business and Finance

Responsible Office: Compliance and Enterprise Risk Management

Responsible Officer: Assistant Vice President for Compliance and Enterprise Risk Management

### I. Purpose

Coaches, administrators, staff, and volunteers of the University Athletics Department (collectively "Athletics Staff") are covered by the laws, regulations, policies, and procedures applicable to other members of the University community. In addition, Athletics Staff and the University itself are subject to a wide variety of special requirements including those of the National Collegiate Athletic Association (NCAA), Conference USA (C-USA) or other applicable conferences, professional coaches' and sports' organizations, and federal and state government authorities (collectively "special requirements"). Such special requirements are designed to protect student-athletes, ensure the integrity of the University's athletic programs, and promote fair competition.

Middle Tennessee State University (MTSU or University) is committed to full compliance with all of these special requirements and engages in extensive oversight, education, and training to ensure that all Athletics Staff understand and are in compliance.

### II. Scope

This policy applies to all Athletics Staff insofar as their job responsibilities are primarily in support of student-athletes or the MTSU athletic program, regardless of whether employed full-time, part-time, or temporary. The policy applies to volunteers, student workers, interns, and graduate assistants, where appropriate.

### III. Definitions

- A. Athletics Staff. Includes all employees insofar as their job responsibilities are primarily in support of student-athletes or the MTSU athletic program, regardless of whether employed full-time, part-time, or temporary. The policy includes volunteers, interns, graduate assistants, and student workers, where appropriate.

- B. Special requirements. Those policies and other expectations of the NCAA, C-USA, or other applicable conferences, professional coaches' and sports organizations, and federal and state government authorities.

#### IV. Policy

- A. General. [Policy 851 Disciplinary Policy for Administrative and Classified Personnel](#) applies to all Athletics Staff. In addition, all Athletics Staff are required to abide by the [MTSU Statement on the Conduct of Athletics Staff](#).
- B. Statement of Athletics Values. Student athletic programs are an integral piece of MTSU's mission and purpose. These programs strive to provide opportunities for academic success, competitive excellence, personal and physical development, and involvement in the campus community. These programs further strive to reflect a commitment to the spirit of fair, honest, skillful, and civil competition.

The University is also committed to the core values of honesty, integrity, respect for diversity, engagement in the community, and commitment to non-violence. As part of the University's core values, all Athletics Staff are expected to promote the best interests of students; treat others with respect and civility; conduct all activities with the highest level of ethical standards and integrity; utilize resources in a manner that avoids waste, fraud, and abuse; and maintain a culturally rich and diverse environment in which to work and learn.

All MTSU Athletics Staff will adhere to the highest standards of conduct, including all elements of the [MTSU Statement on the Conduct of Athletics Staff](#).

- C. Procedures for responding to grievances or complaints from student-athletes. As noted, MTSU is committed to the core values of honesty, integrity, respect for diversity, engagement in the community, and commitment to non-violence. Accordingly, all Athletics Staff are expected to promote the best interests of student-athletes and to treat student-athletes with respect and civility while teaching and encouraging students to meet their full competitive potential. Athletics Staff shall conduct themselves in accordance with the rules of their sports and of the University, and shall avoid conduct that demeans, harasses, or threatens any person.

These expectations are contextual, however, as some behaviors that are common on the playing field would be considered disrespectful in the classroom. The intent and force of this policy are to prevent clearly prohibited behavior, including bullying, physical abuse, verbal abuse, or harassment.

Student-athletes who wish to report Athletics Staff behavior that is believed to be in violation of this policy may initiate a complaint based upon the approved [MTSU](#)

[Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook. The process includes provisions for anonymous reporting and third-party reporting, as may be appropriate. The process outlines the procedures and goals of reporting, the method of investigation, and resolution.

It is the intent of this policy that complaints be effectively resolved at the lowest possible level. However, the student-athlete may enter the conflict resolution process at any level by contacting any Athletics Staff member. It is the responsibility of all Athletics Staff to be familiar with this policy and with the [MTSU Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook, so that they can assist any student-athlete bringing forward a concern.

- D. The MTSU Student-Athlete Conflict Resolution Process set forth above will not apply to the following:
1. Allegations of misconduct, discrimination, or harassment based on protected status that are covered under Policy 26 Discrimination and Harassment Based on Protected Categories Other than Sex and Policy 27 Misconduct, Discrimination, and Harassment Based on Sex Including Pregnancy, Sexual Orientation, and Gender Identity/Expression, and Policy 29 Title IX Compliance. These allegations will be addressed in the manner set forth in the appropriate policy.
  2. Allegations of violations of NCAA or Conference-USA rules that do not involve mistreatment of one (1) or more student-athletes. These alleged rule violations will be investigated by the Athletic Compliance Office. If, however, the alleged rule violation also results in mistreatment of one (1) or more student-athletes, the allegation will be reviewed as set forth in the MTSU Student-Athlete Conflict Resolution Process.
- E. Risk Management. Primary leadership, direction, oversight, and advocacy of the Athletics Department rests with the Director of Athletics. However, the activities of collegiate athletics programs on university campuses carry unique risks related to policy compliance, student safety and wellness, public perception, and legal issues.

In an effort to effectively manage student-athlete wellness and institutional risk, the Office of Compliance and Enterprise Risk Management is charged with serving as an unbiased third party for the purposes of providing effective training of Athletics Staff; appropriate oversight of compliance and risk-related issues; referrals to the Office of the University Counsel (where appropriate) on legal matters; advocacy for student-athletes (in collaboration with other University departments including, but not limited to, Athletics); and timely investigation and resolution of serious student-athlete complaints that cannot be resolved through the internal procedures of the Athletics Department.

- F. Scope and Coordination with Athletics. As is true for every other MTSU student, the full range of MTSU staff are available to assist student-athletes as they navigate their university experience. In addition, approved MTSU procedures for responding to student-athlete wellness and complaints are outlined in the Student-Athlete Handbook. In most cases, student-athletes should address their concerns directly with their coach, the athletics administrator assigned to their sport, the Senior Associate AD, or the Athletics Director.

However, in circumstances in which the student-athlete does not feel that consulting with Athletics Staff will be effective, the student-athlete may instead consult with Compliance and Risk Manager in the Office of Compliance and Enterprise Risk Management. Specific processes for addressing student-athlete issues with that office are also included in the approved [MTSU Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook.

- G. Education and Training. MTSU Athletics is charged with primary responsibility for providing effective initial and on-going training to Athletics Staff related to NCAA and C-USA compliance, policies, and procedures. In addition, MTSU Athletics is responsible for providing both individual and team training for student-athletes related to NCAA and C-USA compliance, eligibility, team and university rules, drug testing, and other Athletics Department policies and procedures.

In collaboration with MTSU Athletics and other University offices and departments, as appropriate, the MTSU Office of Compliance and Enterprise Risk Management is responsible for ensuring that student-athletes also receive training regarding student-athlete rights and responsibilities, procedures for reporting and resolving conflicts and complaints, and University resources available to assist with personal development, safety, health, wellness, counseling needs, and/or referrals for such resources.

- H. Student-Athlete Mental Health. Athletics Staff may refer student-athletes to MTSU Counseling Services for assistance with a variety of mental health issues. In addition, student-athletes may access MTSU Counseling Services on their own, without contacting their coach, or through a referral by a coach or other member of the Athletics or University staff. Student contact with MTSU Counseling Services is confidential. Information about appointments or content of counseling sessions will not be shared with Athletics Staff, except as permitted by law and required to protect the life/safety of the student-athlete or when the student-athlete grants permission to share specific information.

MTSU Athletics and MTSU Counseling Services will work in collaboration to develop programs, protocols, and best practices to serve the mental health and wellness needs of student-athletes.

## V. Athletics Staff Disciplinary Procedures

Athletics Staff are subject to [Policy 851 Disciplinary Policy for Administrative and Classified Personnel](#), which outlines a progressive disciplinary policy, [Policy 852 Administrative, Professional, and Faculty Grievance or Complaint](#), and [Policy 853 Classified Grievance and Complaint Policy](#), which outline employee grievance processes. ~~In addition, [Policy 26 Discrimination and Harassment Based on Protected Categories Other than Sex](#) and [Policy 27 Misconduct, Discrimination, and Harassment Based on Sex Including Pregnancy, Sexual Orientation, and Gender Identity/Expression](#), which prohibit misconduct, discrimination, and harassment based on various protected categories, may contain other specific investigative and discipline procedures.~~

While MTSU will generally take disciplinary action in a progressive manner, it reserves the right, in its sole discretion, to determine whether and what disciplinary action will be taken in a given situation.

Forms: none.

Revisions: ~~[December 10, 2019 \(original\)](#); \_\_\_\_\_, 2021. none.~~

Last Reviewed: ~~[December 2019](#)~~ 2021.

References: Policies 26 Discrimination and Harassment Based on Protected Categories Other than Sex; 27 Misconduct, Discrimination, and Harassment Based on Sex Including Pregnancy, Sexual Orientation, and Gender Identity/Expression; [29 Title IX Compliance](#); 851 Disciplinary Policy for Administrative and Classified Personnel; 852 Administrative, Professional, and Faculty Grievance or Complaint; 853 Classified Grievance and Complaint Policy; Student-Athlete Handbook.





## **90 Athletics Integrity and Conduct of Athletics Staff**

**Approved by Board of Trustees**

**Effective Date:** \_\_\_\_\_, 2021

**Responsible Division:** Business and Finance

**Responsible Office:** Compliance and Enterprise Risk Management

**Responsible Officer:** Assistant Vice President for Compliance and Enterprise Risk Management

### **I. Purpose**

Coaches, administrators, staff, and volunteers of the University Athletics Department (collectively "Athletics Staff") are covered by the laws, regulations, policies, and procedures applicable to other members of the University community. In addition, Athletics Staff and the University itself are subject to a wide variety of special requirements including those of the National Collegiate Athletic Association (NCAA), Conference USA (C-USA) or other applicable conferences, professional coaches' and sports' organizations, and federal and state government authorities (collectively "special requirements"). Such special requirements are designed to protect student-athletes, ensure the integrity of the University's athletic programs, and promote fair competition.

Middle Tennessee State University (MTSU or University) is committed to full compliance with all of these special requirements and engages in extensive oversight, education, and training to ensure that all Athletics Staff understand and are in compliance.

### **II. Scope**

This policy applies to all Athletics Staff insofar as their job responsibilities are primarily in support of student-athletes or the MTSU athletic program, regardless of whether employed full-time, part-time, or temporary. The policy applies to volunteers, student workers, interns, and graduate assistants, where appropriate.

### **III. Definitions**

- A. Athletics Staff. Includes all employees insofar as their job responsibilities are primarily in support of student-athletes or the MTSU athletic program, regardless of whether employed full-time, part-time, or temporary. The policy includes volunteers, interns, graduate assistants, and student workers, where appropriate.

- B. Special requirements. Those policies and other expectations of the NCAA, C-USA, or other applicable conferences, professional coaches' and sports organizations, and federal and state government authorities.

#### IV. Policy

- A. General. [Policy 851 Disciplinary Policy for Administrative and Classified Personnel](#) applies to all Athletics Staff. In addition, all Athletics Staff are required to abide by the [MTSU Statement on the Conduct of Athletics Staff](#).
- B. Statement of Athletics Values. Student athletic programs are an integral piece of MTSU's mission and purpose. These programs strive to provide opportunities for academic success, competitive excellence, personal and physical development, and involvement in the campus community. These programs further strive to reflect a commitment to the spirit of fair, honest, skillful, and civil competition.

The University is also committed to the core values of honesty, integrity, respect for diversity, engagement in the community, and commitment to non-violence. As part of the University's core values, all Athletics Staff are expected to promote the best interests of students; treat others with respect and civility; conduct all activities with the highest level of ethical standards and integrity; utilize resources in a manner that avoids waste, fraud, and abuse; and maintain a culturally rich and diverse environment in which to work and learn.

All MTSU Athletics Staff will adhere to the highest standards of conduct, including all elements of the [MTSU Statement on the Conduct of Athletics Staff](#).

- C. Procedures for responding to grievances or complaints from student-athletes. As noted, MTSU is committed to the core values of honesty, integrity, respect for diversity, engagement in the community, and commitment to non-violence. Accordingly, all Athletics Staff are expected to promote the best interests of student-athletes and to treat student-athletes with respect and civility while teaching and encouraging students to meet their full competitive potential. Athletics Staff shall conduct themselves in accordance with the rules of their sports and of the University, and shall avoid conduct that demeans, harasses, or threatens any person.

These expectations are contextual, however, as some behaviors that are common on the playing field would be considered disrespectful in the classroom. The intent and force of this policy are to prevent clearly prohibited behavior, including bullying, physical abuse, verbal abuse, or harassment.

Student-athletes who wish to report Athletics Staff behavior that is believed to be in violation of this policy may initiate a complaint based upon the approved [MTSU](#)

[Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook. The process includes provisions for anonymous reporting and third-party reporting, as may be appropriate. The process outlines the procedures and goals of reporting, the method of investigation, and resolution.

It is the intent of this policy that complaints be effectively resolved at the lowest possible level. However, the student-athlete may enter the conflict resolution process at any level by contacting any Athletics Staff member. It is the responsibility of all Athletics Staff to be familiar with this policy and with the [MTSU Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook, so that they can assist any student-athlete bringing forward a concern.

- D. The MTSU Student-Athlete Conflict Resolution Process set forth above will not apply to the following:
1. Allegations of misconduct, discrimination, or harassment based on protected status that are covered under [Policy 26 Discrimination and Harassment Based on Protected Categories Other than Sex](#) and [Policy 27 Misconduct, Discrimination, and Harassment Based on Sex Including Pregnancy, Sexual Orientation, and Gender Identity/Expression](#), and [Policy 29 Title IX Compliance](#). These allegations will be addressed in the manner set forth in the appropriate policy.
  2. Allegations of violations of NCAA or Conference-USA rules that do not involve mistreatment of one (1) or more student-athletes. These alleged rule violations will be investigated by the Athletic Compliance Office. If, however, the alleged rule violation also results in mistreatment of one (1) or more student-athletes, the allegation will be reviewed as set forth in the MTSU Student-Athlete Conflict Resolution Process.
- E. Risk Management. Primary leadership, direction, oversight, and advocacy of the Athletics Department rests with the Director of Athletics. However, the activities of collegiate athletics programs on university campuses carry unique risks related to policy compliance, student safety and wellness, public perception, and legal issues.

In an effort to effectively manage student-athlete wellness and institutional risk, the Office of Compliance and Enterprise Risk Management is charged with serving as an unbiased third party for the purposes of providing effective training of Athletics Staff; appropriate oversight of compliance and risk-related issues; referrals to the Office of the University Counsel (where appropriate) on legal matters; advocacy for student-athletes (in collaboration with other University departments including, but not limited to, Athletics); and timely investigation and resolution of serious student-athlete complaints that cannot be resolved through the internal procedures of the Athletics Department.

- F. Scope and Coordination with Athletics. As is true for every other MTSU student, the full range of MTSU staff are available to assist student-athletes as they navigate their university experience. In addition, approved MTSU procedures for responding to student-athlete wellness and complaints are outlined in the Student-Athlete Handbook. In most cases, student-athletes should address their concerns directly with their coach, the athletics administrator assigned to their sport, the Senior Associate AD, or the Athletics Director.

However, in circumstances in which the student-athlete does not feel that consulting with Athletics Staff will be effective, the student-athlete may instead consult with Compliance and Risk Manager in the Office of Compliance and Enterprise Risk Management. Specific processes for addressing student-athlete issues with that office are also included in the approved [MTSU Student-Athlete Conflict Resolution Process](#) as outlined in the Student-Athlete Handbook.

- G. Education and Training. MTSU Athletics is charged with primary responsibility for providing effective initial and on-going training to Athletics Staff related to NCAA and C-USA compliance, policies, and procedures. In addition, MTSU Athletics is responsible for providing both individual and team training for student-athletes related to NCAA and C-USA compliance, eligibility, team and university rules, drug testing, and other Athletics Department policies and procedures.

In collaboration with MTSU Athletics and other University offices and departments, as appropriate, the MTSU Office of Compliance and Enterprise Risk Management is responsible for ensuring that student-athletes also receive training regarding student-athlete rights and responsibilities, procedures for reporting and resolving conflicts and complaints, and University resources available to assist with personal development, safety, health, wellness, counseling needs, and/or referrals for such resources.

- H. Student-Athlete Mental Health. Athletics Staff may refer student-athletes to MTSU Counseling Services for assistance with a variety of mental health issues. In addition, student-athletes may access MTSU Counseling Services on their own, without contacting their coach, or through a referral by a coach or other member of the Athletics or University staff. Student contact with MTSU Counseling Services is confidential. Information about appointments or content of counseling sessions will not be shared with Athletics Staff, except as permitted by law and required to protect the life/safety of the student-athlete or when the student-athlete grants permission to share specific information.

MTSU Athletics and MTSU Counseling Services will work in collaboration to develop programs, protocols, and best practices to serve the mental health and wellness needs of student-athletes.

## V. Athletics Staff Disciplinary Procedures

Athletics Staff are subject to [Policy 851 Disciplinary Policy for Administrative and Classified Personnel](#), which outlines a progressive disciplinary policy, [Policy 852 Administrative, Professional, and Faculty Grievance or Complaint](#), and [Policy 853 Classified Grievance and Complaint Policy](#), which outline employee grievance processes.

While MTSU will generally take disciplinary action in a progressive manner, it reserves the right, in its sole discretion, to determine whether and what disciplinary action will be taken in a given situation.

Forms: none.

Revisions: December 10, 2019 (original); \_\_\_\_\_, 2021.

Last Reviewed: \_\_\_\_\_ 2021.

References: Policies 26 Discrimination and Harassment Based on Protected Categories Other than Sex; 27 Misconduct, Discrimination, and Harassment Based on Sex Including Pregnancy, Sexual Orientation, and Gender Identity/Expression; 29 Title IX Compliance; 851 Disciplinary Policy for Administrative and Classified Personnel; 852 Administrative, Professional, and Faculty Grievance or Complaint; 853 Classified Grievance and Complaint Policy; Student-Athlete Handbook.





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Executive and Governance Committee**

DATE: April 6, 2021

PRESENTER: Steve Smith  
Committee Chair

---

- Approval of Institutional Mission / Mission Profile





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

SUBJECT: **Approval of Institutional  
Mission Statement / Mission Profile**

---

**BACKGROUND INFORMATION:**

T.C.A. §49-8-101(d) requires the institution to annually submit its institutional mission statement to THEC for review and approval. On February 12, 2021, the University Planning Committee reviewed the mission statement and mission profile. It approved revisions to the mission profile, which were then reviewed and approved by the President. Once approved by the Board at its April meeting, the mission statement and mission profile will be provided to THEC to fulfill this statutory requirement.



## Statement of Mission

Middle Tennessee State University, a comprehensive, innovative institution, attracts students to distinctive bachelor's, master's, specialist, and doctoral programs that prepare graduates to thrive in their chosen professions and a changing global society. Students and faculty generate, preserve, and disseminate knowledge and collaboratively promote excellence through teaching and learning, research, creative activity, and public engagement.

Approved ~~March 31, 2020~~ [date] by the MTSU Board of Trustees

## Institutional Mission Profile

Middle Tennessee State University is a selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while its distinctive programs draw students from across the nation and around the world. Through innovative undergraduate and graduate programs, MTSU attracts, **welcomes, and supports** a diverse, largely full-time student population with **significant numbers of Pell-eligible, first-generation, non-traditional, and minority students a broad range of academic preparedness and is the top Tennessee choice for transfer students.** The University is committed to using advanced research-based practices to help students recognize their academic promise and achieve success: it confers approximately 5,000 degrees annually. Dedicated faculty prepare students for lifelong learning **with global perspectives that adapts to and shapes a rapidly changing world** through an understanding of culture and history, scholarship, and creative undertakings **to adapt to and shape a rapidly changing world.** MTSU's signature Honors College, experiential and integrative learning, **international**, and cross-disciplinary programs deliver a value-added education rich in research, service learning, and civic engagement. Graduate offerings foster the pursuit of scholarly research, creative endeavors, and professional advancement through programs spanning the arts and humanities, education, business, STEM, the social, behavioral, and health sciences, and media and entertainment. MTSU houses centers of excellence in historic preservation and popular music and notable chairs of excellence. **MTSU is a Doctoral/Professional University holds the Doctoral Moderate Research and holds the** Community Engagement Carnegie Classifications.

Approved ~~March 31, 2020~~ [date] by the MTSU Board of Trustees



## Statement of Mission

Middle Tennessee State University, a comprehensive, innovative institution, attracts students to distinctive bachelor's, master's, specialist, and doctoral programs that prepare graduates to thrive in their chosen professions and a changing global society. Students and faculty generate, preserve, and disseminate knowledge and collaboratively promote excellence through teaching and learning, research, creative activity, and public engagement.

*Approved [date] by the MTSU Board of Trustees*

## Institutional Mission Profile

Middle Tennessee State University is a selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while its distinctive programs draw students from across the nation and around the world. Through innovative undergraduate and graduate programs, MTSU attracts, welcomes, and supports a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and minority students and is the top Tennessee choice for transfer students. The University is committed to using advanced research-based practices to help students recognize their academic promise and achieve success: it confers approximately 5,000 degrees annually. Dedicated faculty prepare students for lifelong learning with global perspectives through an understanding of culture and history, scholarship, and creative undertakings to adapt to and shape a rapidly changing world. MTSU's signature Honors College, experiential and integrative learning, international, and cross-disciplinary programs deliver a value-added education rich in research, service learning, and civic engagement. Graduate offerings foster the pursuit of scholarly research, creative endeavors, and professional advancement through programs spanning the arts and humanities, education, business, STEM, the social, behavioral, and health sciences, and media and entertainment. MTSU houses centers of excellence in historic preservation and popular music and notable chairs of excellence. MTSU is a Doctoral/Professional University and holds the Community Engagement Carnegie Classification.

*Approved [date] by the MTSU Board of Trustees*





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Finance and Personnel Committee**

DATE: April 6, 2021

PRESENTER: Joey Jacobs  
Committee Chair

---

- Approval of Revisions of Policies
  - a. 641 Student Fees, Incidental Charges and Refunds
  - b. 730 Campus Crisis and Emergency Management
  
- Capital Disclosures





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting  
DATE: April 6, 2021  
SUBJECT: **Policy Revisions**

---

**BACKGROUND INFORMATION:**

**Policy 641 Student Fees-Incidental Charges and Refunds**

- The revision is to update the policy to include the charging of maintenance fees and tuition for the Winter Session. Section VI.A.3.

**Policy 730 Campus Crisis and Emergency Management**

- The main revision to Policy 730 is to add the Academic Continuity Committee to evaluate needs and provide guidance to ensure continuity of instruction, research, and service and maintain quality and integrity of courses and programs. Section VI.M.
- Other revisions are minor edits and corrections.





## **641 Student Fees – Incidental Charges and Refunds**

**Approved by Board of Trustees**

**Effective Date:** \_\_\_\_\_, 2021

**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**

- A. An appeals process should be established by the University, and communicated to students, faculty, and staff.
- B. The process should provide for final appeal to the President or designee.
- C. Separate appeals processes may exist for different types of fees, charges, and refunds.

### **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. The out-of-state tuition rate charged to students eligible for the program 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, 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 to develop and deliver a degree completion program to their employees. The rate is equal to the approved undergraduate and graduate in-state rates.
- F. 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.
- G. 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.
- H. 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.
- I. 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.)

## J. 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 (2<sup>nd</sup>) 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 (1<sup>st</sup>) day of classes through the fourteenth (14<sup>th</sup>) 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 (1<sup>st</sup>) 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; \_\_\_\_\_, 2021.

Last Reviewed: \_\_\_\_\_ 2021.

References: T.C.A. §§ 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: \_\_\_\_\_, ~~2021~~

Responsible Division: Business and Finance

Responsible Office: Business and Finance

Responsible Officer: Associate Vice President, Business and Finance

Deleted: June 16,

Deleted: 0

### 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

- A. An appeals process should be established by the University, and communicated to students, faculty, and staff.
- B. The process should provide for final appeal to the President or designee.
- C. Separate appeals processes may exist for different types of fees, charges, and refunds.

### 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

Deleted: s

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. The out-of-state tuition rate charged to students eligible for the program 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, 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 to develop and deliver a degree completion program to their employees. The rate is equal to the approved undergraduate and graduate in-state rates.
- F. 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.
- G. 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.
- H. 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.
- I. 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.)

J. 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 (2<sup>nd</sup>) 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**

**Deleted:** Halls and Apartments

- 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](#).

**Deleted:** dormitories and student apartments

**Deleted:** student dormitory or residence hall units

**Deleted:** residence hall

**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 (1<sup>st</sup>) day of classes through the fourteenth (14<sup>th</sup>) 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 (1<sup>st</sup>) 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:

Deleted: Hall/Apartment

Deleted: hall

Deleted: hall

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; \_\_\_\_\_, 2021.

Last Reviewed: \_\_\_\_\_ 2021.

Deleted: June

Deleted: 0

References: T.C.A. §§ 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.



## 730 Campus Crisis and Emergency Management

**Approved by Board of Trustees**

**Effective Date:** \_\_\_\_\_, 2021

**Responsible Division:** Business and Finance

**Responsible Office:** University Police

**Responsible Officer:** Assistant Vice President, University Police

### I. Purpose

Middle Tennessee State University (MTSU or University) considers emergency preparedness and planning activities essential for maintaining the safety and security of the campus and our community. This policy ensures that the University develops and maintains plans and procedures utilizing emergency mitigation, preparedness, response, and recovery criteria consistent with the National Incident Management System and the Tennessee Emergency Management Plan. These plans and procedures will help ensure that the University is able to respond appropriately in the case of emergencies or disasters that could occur within or around the University in order to mitigate risks to students, faculty, staff, and property.

### II. Definitions, Types, and Levels of Crisis

The following definitions are provided as guidelines to assist personnel in determining the appropriate response:

- A. **Level 1 - Limited Crisis:** A limited crisis within the scope of this plan is any incident, potential or actual, that will not seriously affect the overall functional capacity of the University but requires some degree of action. A limited crisis may be small enough that the affected department can effectively resolve the issue. In other cases, assistance from the University Police Department and/or off-campus emergency response groups may be required according to the standard operating procedures of the MTSU Police Department. While some damage and/or interruptions may occur, conditions are localized and MTSU Emergency Operations Center (EOC) activation is not needed. Examples of Limited Crises in the context of this plan may include, but are not limited to, a localized chemical spill, plumbing failure, or water leak.
- B. **Level 2 - Issue-Driven Crisis:** Includes issue driven and/or slowly developing situations that negatively impact the University. The incident may be severe and cause damage and/or interruption to MTSU operations. A partial or full activation of the MTSU EOC may be needed. MTSU may be the only affected entity. Examples of issue-driven crises

may include, but are not limited to, unscheduled or planned protests or disruptions, civil disturbances, unauthorized occupancy of campus areas, sexual assaults, controversial speakers, and hate crimes.

- C. Level 3 - Major Crisis/Emergency: A major crisis or emergency, within the scope of this plan, is an incident posing major risk to University personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/or major damage. Such an incident is equivalent to a campus-wide state of emergency, and is expected to require activation of the MTSU EOC and Crisis Management Team (CMT) in order to provide an immediate emergency response. MTSU may request assistance from the City of Murfreesboro, Rutherford County, other state agencies or request federal assistance via the Rutherford County Emergency Operations Center. A Level 3 crisis may develop from incidents beginning at the Level 1 or 2 stages. Examples of major crises may include major emergencies, building emergencies, or disasters such as those listed in Section V.A. below.

### III. Emergency Operations Planning

- A. An Emergency Operations Plan (EOP) addresses all types of emergency functions. MTSU shall develop, maintain, and execute an EOP that meets state and federal requirements. The EOP will guide the MTSU community in responding to natural, man-made, and/or public health hazards with the goal of mitigating risks to students, faculty, staff, and property.
- B. The EOP shall be based on the concepts and principles of the National Incident Management System (NIMS), incorporating elements of the Incident Command System (ICS). The EOP should identify how the University fits within the overall NIMS structure.
- C. The University should utilize the [Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education](#).
- D. The EOP shall address how MTSU will integrate and coordinate with other governmental entities and the EOP will be shared, as appropriate, with relevant local, regional and/or state agencies in order to promote coordination among the various entities.
- E. Since emergencies normally occur without warning, plans and procedures should provide sufficient flexibility to accommodate contingencies of assorted types and magnitudes.
- F. The EOP must be reviewed and revised, as necessary, at least annually by senior administrators in conjunction with the University's CMT.
- G. Additionally, aspects of the EOP must be tested in training exercises and drills consistent with Federal and State law.

- H. The University should undertake emergency operations planning within the context of local or regional, state, and federal emergency planning. To promote coordination among these entities, the University should include a local or regional emergency planning representative to assist in developing its EOP.
- I. University units that do not maintain an independent emergency management plan are still responsible for developing and maintaining local building emergency procedures to address the safety of occupants with the assistance of and oversight by campus safety officers.
- J. The University's EOP should be developed and maintained in compliance with Federal Emergency Management (FEMA) standards.
- K. Maintenance of the EOP
  - 1. Environmental Health and Safety will properly maintain the EOP and review it at least annually.
  - 2. Electronic and/or hard copies of the EOP will be maintained by all members of the CMT and department/office heads with significant roles in responding to emergencies.
  - 3. The EOP will also be maintained in the University Police Department.
  - 4. A redacted version of the EOP shall be kept updated and posted on the University's website.
  - 5. An electronic copy of the EOP must be maintained in a manner that will permit access during an emergency.
  - 6. Department/office heads should establish appropriate procedures within their work units to facilitate EOP implementation.
  - 7. The President or Designee, in consultation with the CMT, will annually review the EOP and update/modify it as necessary.

#### **IV. Emergency Management Roles**

- A. The administrative emergency management roles of Environmental Health and Safety and the University Police are to:
  - 1. Provide necessary guidance for University officials to meet federal and state requirements;

2. Act as liaison with Rutherford County Emergency Management Agency (RCEMA), which will coordinate with the Tennessee Emergency Management Association (TEMA) directly on MTSU's behalf;
  3. Coordinate meetings of University emergency management planning staff;
  4. Assist in coordinating key personnel training;
  5. Monitor compliance with this policy; and
  6. Report periodically to the President or Designee on the status of emergency preparedness.
- B. MTSU will develop and maintain a system that assigns and trains people within campus units to develop department/building specific responses to general emergencies, helps communicate campus requirements, provides information during emergencies and coordinates department/building specific drills.

#### **V. Emergency Status**

- A. A state of emergency may be declared at any time an emergency reaches such proportions that it cannot be handled by routine measures. Such emergencies may include, but not be limited to:
1. tornados
  2. earthquakes
  3. winter storms
  4. fires
  5. infectious diseases
  6. hazardous chemical spills
  7. transportation accidents
  8. explosions
  9. utility outages
  10. civil disturbances

11. bombs
  12. hostage situations
  13. terrorist activities
  14. active threats
  15. technological hazards
- B. The EOP shall designate an employee (or group of employees) authorized to Declare an Emergency.
1. The EOP provides that the President or Designee, with or without consultation from the CMT, will determine whether declaration of an emergency is appropriate.
  2. If an emergency is declared, the employee(s) authorizing the declaration will cause CMT members (as well as others as directed by the President or Designee) to be contacted, advise them that an emergency has been declared, and direct them to respond to the EOC.
  3. A systematic calling plan must be established to ensure that CMT members receive timely notification of the official declaration of emergency.
  4. The EOP designates that the President or Designee is the highest University authority in any emergency situation. The EOP must establish a clear chain of command specifying University employees with authority to act in response to the emergency.
  5. The CMT will serve in a support role to the President or Designee during an emergency.
  6. MTSU senior administrators have discretion to determine whom to appoint from their areas to the CMT; however, it is advisable that administrators seriously consider including the following personnel with potentially significant operational responsibilities:
    - a. President
    - b. Chief Academic Affairs Officer/Provost
    - c. Chief Business/Finance and Administration Officer
    - d. Chief Student Affairs Officer

- e. Chief Public Relations Officer
- f. Chief of University Police Department
- g. Director of University Health Services
- h. Chief Information Officer
- i. Housing/Residence Life Director
- j. Physical Plant/Facilities Director

## **VI. Emergency Processes**

- A. The EOP will designate a location to serve as the University's EOC. An alternative location should also be designated in the event that the primary location is not available.
  - 1. Members of the CMT and others as designated by the President or Designee should be present in the EOC during emergencies, to the extent practicable.
  - 2. University administrators should consider having all activities, such as requests for personnel, equipment, and supplies, monitored from the EOC to ensure a coordinated effort and to ensure the best use of the resources needed to handle the emergency situation.
  - 3. A log should be maintained in the EOC that reflects all significant events and actions taken in the EOC.
  - 4. A communications log should also be maintained that notes the time, date, content, and source of every significant communication to/from the EOC; to whom the communication was directed; and any EOC action resulting from the communication.
- B. The EOP should authorize the establishment of a command post on campus that is near the scene of the emergency. The command post will maintain contact with the EOC for purposes of instruction, status reports, and requests for support.
- C. The EOP should authorize an appropriate administrator to determine that an evacuation is necessary and issue an evacuation order.
- D. The University should designate appropriate location(s) as safer areas at designated campus facilities.

- E. The University will develop and maintain a procedure to manage media inquiries during an emergency situation.
  - 1. The EOP will include a news/media procedure to direct the management of media inquiries during emergencies. The University's News and Media Relations office coordinates the University's response to news media inquiries at all times, including emergency situations.
  - 2. No University employee, other than employees of MTSU's News and Media Relations office or the designated administrator, should release information to news media representatives, unless instructed to do so.
  - 3. All news media requests should be directed to MTSU's News and Media Relations, the designated administrator, or the EOC.
  - 4. The news media procedures will designate a location for press conferences during emergency incidents.
  - 5. News media personnel should not be allowed into secure areas without an appropriate escort.
  
- F. MTSU will maintain a procedure to manage volunteers who respond to an emergency situation.
  - 1. Volunteers should be directed to the EOC or a central location for registration and assignment. During the registration process, volunteers will be required to provide some form of reliable identification.
  - 2. A volunteer log should be maintained to include the name, address, date of birth, driver's license or social security number, any particular skill of each volunteer, the name of the supervisor to whom they are assigned, and the number of the identification card issued to the volunteer. Access to this information should be limited to certain personnel and safeguarded at all times.
  - 3. If practical, each volunteer will sign a standard [Volunteer Release Form](#) and be issued an identification card that will be affixed to their outer clothing.
  - 4. Volunteers will be assigned to a supervisor involved in the emergency response.
  
- G. MTSU will document and maintain a procedure to manage purchases during an emergency situation.
  - 1. All emergency purchases will be handled in the shortest possible time frames.

2. To the greatest extent possible, University employees will make purchases using procurement cards.
  3. For those purchases that cannot be made by use of procurement cards, Business and Finance personnel will facilitate the timely acquisition of needed resources in a manner consistent with emergency situations.
  4. A record of all emergency related expenditures will be maintained by the work unit making those expenditures. A copy of those records will be forwarded to the EOC and the original purchase documents will be handled consistent with University purchasing guidelines.
- H. MTSU will develop and maintain a plan to transport persons and/or equipment during an emergency.
1. An appropriate University department should be designated to be responsible for providing vehicles for evacuations and other emergency related activities.
  2. Distribution of vehicles should be made in such a manner as to maintain accountability while being responsive to the emergency needs of the University.
  3. Facilities Services or appropriate personnel should be prepared to experience an increase in emergency maintenance to University vehicles, to include minor off-site repairs related to such problems as flat tires, dead batteries, etc.
- I. MTSU will establish a plan for alternate communication options for use during an emergency response period.
1. Generally, the primary means of communications during an emergency are telephones, cell phones, satellite phones, and two-way radios.
  2. If the University phone system has been rendered inoperable or if the emergency incident is a bomb threat, then the EOC, CMT, and other necessary personnel should use cell phones and radios.
  3. Radios should be the primary communications medium if landline phones, satellite phones, and cell phones are inoperable.
  4. If phones, cell phones, and radios become inoperable, consideration should be given to the use of “runners” to transmit messages.
- J. In response to an emergency, each department/office should be instructed to maintain a record of all emergency-related activities performed by the personnel of that

work unit. The record will reflect the personnel worker hours (for non-exempt staff), as well the assignments of personnel, the work performed by each work unit, and other resources expended in response to the emergency.

- K. MTSU will ensure that copies of campus maps, site maps, and building prints/records are in a central location and/or are disseminated to areas that will need access during emergency operations.
  - 1. To the extent that doing so does not compromise University security, the EOP should ensure that accurate copies of main and satellite campus maps/site plans, prints of buildings, and record plans of buildings are attached to the EOP.
  - 2. If the determination is made that security concerns outweigh the inclusion of such material in the EOP, then the University must ensure that accurate copies of campus maps and building prints are maintained in a secure location that is readily accessible by law enforcement personnel, the President or Designee, and the CMT.
  
- L. MTSU will maintain a Student Assistance Coordinating Committee/Threat Assessment Team.
  - 1. The University's Student Assistance Coordinating Committee will meet on a regular basis to evaluate the needs and provide necessary assistance to students who are identified as distressed, disturbed, disruptive, and/or dangerous.
  - 2. The Division of Student Affairs has the sole discretion to determine which administrators to appoint to the Committee from the following departments, if applicable:
    - a. Student Conduct
    - b. Disability and Access Center
    - c. Student Health
    - d. Counseling Services
    - e. Academic Support Services
    - f. Housing and Residential Life
    - g. University Police Department
  
- M. MTSU will maintain an Academic Continuity Committee.

1. The Academic Continuity Committee will meet on a regular basis to evaluate needs and provide guidance to ensure continuity of instruction, research, and service and maintain quality and integrity of courses and programs.
2. The Division of Academic Affairs has the sole discretion to determine Committee appointments from the following departments as applicable:
  - a. Provost's Office
  - b. Deans' Cabinet
  - c. Council of Chairs
  - d. Faculty Senate
  - e. Student Affairs
  - f. Student Health Services
  - g. Disability and Access Center
  - h. University Police Department
  - i. Campus Planning and Facilities Services
  - j. Institutional Equity and Compliance
  - k. University Counsel

## **VII. Training**

Emergency Operations Plan Training. MTSU shall conduct appropriate training for relevant personnel regarding the EOP.

- A. Members of the CMT and department/office heads should ensure that they and members of their staff are knowledgeable concerning the contents of the EOP.
- B. The CMT Members should receive training in the (NIMS) National Incident Management System method of handling emergency situations.
- C. All employees should have knowledge of the contents and procedures of the EOP. On a periodic basis different aspects of the EOP should be tested, either through simulated exercises or in-service training, as appropriate.

- D. A Safety Committee/Risk Management Committee may be established to assist in these training exercises as necessary. The Safety Committee/Risk Management Committee or appropriate personnel may consult the TEMA Training and Education Office to request information regarding special training seminars.

Forms:

[Volunteer Release](#)

Revisions: June 5, 2017 (original); \_\_\_\_\_, 2021.

Last Reviewed: \_\_\_\_\_ 2021.

References: none.





### 730 Campus Crisis and Emergency Management

Approved by Board of Trustees

Effective Date: \_\_\_\_\_, 2021

Responsible Division: Business and Finance

Responsible Office: University Police

Responsible Officer: Assistant Vice President, University Police

Deleted: June 5, 2017

#### I. Purpose

Middle Tennessee State University (MTSU or University) considers emergency preparedness and planning activities essential for maintaining the safety and security of the campus and our community. This policy ensures that the University develops and maintains plans and procedures utilizing emergency mitigation, preparedness, response, and recovery criteria consistent with the National Incident Management System and the Tennessee Emergency Management Plan. These plans and procedures will help ensure that the University is able to respond appropriately in the case of emergencies or disasters that could occur within or around the University in order to mitigate risks to students, faculty, staff, and property.

Deleted: which

#### II. Definitions, Types, and Levels of Crisis

The following definitions are provided as guidelines to assist personnel in determining the appropriate response:

- A. Level 1 - Limited Crisis: A limited crisis within the scope of this plan is any incident, potential or actual, that will not seriously affect the overall functional capacity of the University but requires some degree of action. A limited crisis may be small enough that the affected department can effectively resolve the issue. In other cases, assistance from the University Police Department and/or off-campus emergency response groups may be required according to the standard operating procedures of the MTSU Police Department. While some damage and/or interruptions may occur, conditions are localized and MTSU Emergency Operations Center (EOC) activation is not needed. Examples of Limited Crises in the context of this plan may include, but are not limited to, a localized chemical spill, plumbing failure, or water leak.
- B. Level 2 - Issue-Driven Crisis: Includes issue driven and/or slowly developing situations that negatively impact the University. The incident may be severe and cause damage and/or interruption to MTSU operations. A partial or full activation of the MTSU EOC may be needed. MTSU may be the only affected entity. Examples of issue-driven crises

Deleted: which

may include, but are not limited to, unscheduled or planned protests or disruptions, civil disturbances, unauthorized occupancy of campus areas, sexual assaults, controversial speakers, and hate crimes.

- C. Level 3 - Major Crisis/Emergency: A major crisis or emergency, within the scope of this plan, is an incident posing major risk to University personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/or major damage. Such an incident is equivalent to a campus-wide state of emergency, and is expected to require activation of the MTSU EOC and Crisis Management Team (CMT) in order to provide an immediate emergency response. MTSU may request assistance from the City of Murfreesboro, Rutherford County, other state agencies or request federal assistance via the Rutherford County Emergency Operations Center. A Level 3 crisis may develop from incidents beginning at the Level 1 or 2 stages. Examples of major crises may include major emergencies, building emergencies, or disasters such as those listed in Section V.A. below.

Deleted: '  
Deleted: '

### III. Emergency Operations Planning

- A. An Emergency Operations Plan (EOP) addresses all types of emergency functions. MTSU shall develop, maintain, and execute an EOP that meets state and federal requirements. The EOP will guide the MTSU community in responding to natural, man-made, and/or public health hazards with the goal of mitigating risks to students, faculty, staff, and property.
- B. The EOP shall be based on the concepts and principles of the National Incident Management System (NIMS), incorporating elements of the Incident Command System (ICS). The EOP should identify how the University fits within the overall NIMS structure.
- C. The University should utilize the [Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education](#).
- D. The EOP shall address how MTSU will integrate and coordinate with other governmental entities and the EOP will be shared, as appropriate, with relevant local, regional and/or state agencies in order to promote coordination among the various entities.
- E. Since emergencies normally occur without warning, plans and procedures should provide sufficient flexibility to accommodate contingencies of assorted types and magnitudes.
- F. The EOP must be reviewed and revised, as necessary, at least annually, by senior administrators in conjunction with the University's CMT.
- G. Additionally, aspects of the EOP must be tested in training exercises and drills consistent with Federal and State law.

Deleted: be designed to

Deleted: on at least an annual basis

H. The University should undertake emergency operations planning within the context of local or regional, state, and federal emergency planning. To promote coordination among these entities, the University should include a local or regional emergency planning representative to assist in developing its EOP.

Deleted: In order t

Deleted: it

I. University units that do not maintain an independent emergency management plan are still responsible for developing and maintaining local building emergency procedures to address the safety of occupants with the assistance of and oversight by campus safety officers.

Deleted: are not responsible for

Deleted: ing

J. The University's EOP should be developed and maintained in compliance with Federal Emergency Management (FEMA) standards.

K. Maintenance of the EOP

1. Environmental Health and Safety will properly maintain the EOP and review it at least annually.

Deleted: on an annual basis

2. Electronic and/or hard copies of the EOP will be maintained by all members of the CMT and department/office heads with significant roles in responding to emergencies.

Deleted: who will have

3. The EOP will also be maintained in the University Police Department.

Deleted:

4. A redacted version of the EOP shall be kept updated and posted on the University's website.

Deleted: internet

5. An electronic copy of the EOP must be maintained in a manner that will permit access during an emergency.

6. Department/office heads should establish appropriate procedures within their work units to facilitate EOP implementation.

7. The President or Designee, in consultation with the CMT, will annually review the EOP and update/modify it as necessary.

Deleted: On an annual basis, t

Deleted: D

Deleted: the EOP

#### IV. Emergency Management Roles

A. The administrative emergency management roles of Environmental Health and Safety and the University Police are to:

1. Provide necessary guidance for University officials to meet federal and state requirements;

2. Act as liaison with Rutherford County Emergency Management Agency (RCEMA), which will coordinate with the Tennessee Emergency Management Association (TEMA) directly on MTSU's behalf;

Deleted: who

3. Coordinate meetings of University emergency management planning staff;

4. Assist in coordinating key personnel training;

5. Monitor compliance with this policy; and

6. Report periodically to the President or Designee on the status of emergency preparedness.

Deleted: d

B. MTSU will develop and maintain a system that assigns and trains people within campus units to develop department/building specific responses to general emergencies, helps communicate campus requirements, provides information during emergencies and coordinates department/building specific drills.

Deleted: as necessary

#### V. Emergency Status

A. A state of emergency may be declared at any time an emergency reaches such proportions that it cannot be handled by routine measures. Such emergencies may include, but not be limited to:

1. tornados
2. earthquakes
3. winter storms
4. fires
5. infectious diseases
6. hazardous chemical spills
7. transportation accidents
8. explosions
9. utility outages
10. civil disturbances

11. bombs
  12. hostage situations
  13. terrorist activities
  14. active threats
  15. technological hazards
- B. The EOP shall designate an employee (or group of employees) authorized to Declare an Emergency.
1. The EOP provides that the President or Designee, with or without consultation from the CMT, will determine whether declaration of an emergency is appropriate.
  2. If an emergency is declared, the employee(s) authorizing the declaration will cause CMT members (as well as others as directed by the President or Designee) to be contacted, advise them that an emergency has been declared, and direct them to respond to the EOC.
  3. A systematic calling plan must be established to ensure that CMT members receive timely notification of the official declaration of emergency.
  4. The EOP designates that the President or Designee is the highest University authority in any emergency situation. The EOP must establish a clear chain of command specifying University employees with authority to act in response to the emergency.
  5. The CMT will serve in a support role to the President or Designee during an emergency.
  6. MTSU senior administrators have discretion to determine who m to appoint from their areas to the CMT; however, it is advisable that administrators seriously consider including the following personnel with potentially significant operational responsibilities:
    - a. President
    - b. Chief Academic Affairs Officer/Provost
    - c. Chief Business/Finance and Administration Officer
    - d. Chief Student Affairs Officer

**Deleted:** make a determination of

**Deleted:** outlining

**Deleted:** give serious consideration to the inclusion of

- e. Chief Public Relations Officer
- f. Chief of University Police Department
- g. Director of University Health Services
- h. Chief Information Officer
- i. Housing/Residence Life Director
- j. Physical Plant/Facilities Director

**VI. Emergency Processes**

- A. The EOP will designate a location to serve as the University's EOC. An alternative location should also be designated in the event that the primary location is not available.
  - 1. Members of the CMT and others as designated by the President or Designee should be present in the EOC during emergencies, to the extent practicable.
  - 2. University administrators should consider having all activities, such as requests for personnel, equipment, and supplies, monitored from the EOC to ensure a coordinated effort and to ensure the best use of the resources needed to handle the emergency situation.
  - 3. A log should be maintained in the EOC that reflects all significant events and actions taken in the EOC.
  - 4. A communications log should also be maintained that notes the time, date, content, and source of every significant communication to/from the EOC; to whom the communication was directed; and any EOC action resulting from the communication.
- B. The EOP should authorize the establishment of a command post on campus that is near the scene of the emergency. The command post will maintain contact with the EOC for purposes of instruction, status reports, and requests for support.
- C. The EOP should authorize an appropriate administrator to determine that an evacuation is necessary and issue an evacuation order.
- D. The University should designate appropriate location(s) as safer areas at designated campus facilities.

**Deleted:** that will serve as an  
**Deleted:** for the University

**Deleted:** a  
**Deleted:** nd coordinated

**Deleted:** which

**Deleted:** which reflects

**Deleted:** and

**Deleted:**

**Deleted:** ,

**Deleted:** was received from/sent by, to whom the communication

**Deleted:** ,

**Deleted:** the nature of the communication,

**Deleted:** C

**Deleted:** P

**Deleted:** will

**Deleted:** "sShelter lLocations" at each campus facility.

E. The University will develop and maintain a procedure to manage media inquiries during an emergency situation.

1. The EOP will include a news/media procedure to direct the management of media inquiries during emergencies. The University's News and Media Relations office coordinates the University's response to news media inquiries at all times, including emergency situations.

Deleted: must

Deleted: is responsible for coordinating

2. No University employee, other than employees of MTSU's News and Media Relations office or the designated administrator, should release information to news media representatives, unless instructed to do so.

3. All news media requests should be directed to MTSU's News and Media Relations, the designated administrator, or the EOC.

4. The news media procedures will designate a location for press conferences during emergency incidents.

Deleted: must

5. News media personnel should not be allowed into secure areas without an appropriate escort.

F. MTSU will maintain a procedure to manage volunteers who respond to an emergency situation.

1. Volunteers should be directed to the EOC or a central location for registration and assignment. During the registration process, volunteers will be required to provide some form of reliable identification.

2. A volunteer log should be maintained to include the name, address, date of birth, driver's license or social security number, any particular skill of each volunteer, the name of the supervisor to whom they are assigned, and the number of the identification card issued to the volunteer. Access to this information should be limited to certain personnel and safeguarded at all times.

Deleted: which will reflect

3. If practical, each volunteer will sign a standard Volunteer Release Form and be issued an identification card that will be affixed to their outer clothing.

4. Volunteers will be assigned to a supervisor involved in the emergency response.

G. MTSU will document and maintain a procedure to manage purchases during an emergency situation.

1. All emergency purchases will be handled in the shortest possible time frames.

2. To the greatest extent possible, University employees will make purchases using procurement cards.
  3. For those purchases that cannot be made by use of procurement cards, Business and Finance personnel will facilitate the timely acquisition of needed resources in a manner consistent with emergency situations.
  4. A record of all emergency related expenditures will be maintained by the work unit making those expenditures. A copy of those records will be forwarded to the EOC and the original purchase documents will be handled consistent with University purchasing guidelines.
- H. MTSU will develop and maintain a plan to transport persons and/or equipment during an emergency.
1. An appropriate University department should be designated to be responsible for providing vehicles for evacuations and other emergency related activities.
  2. Distribution of vehicles should be made in such a manner as to maintain accountability while being responsive to the emergency needs of the University.
  3. Facilities Services or appropriate personnel should be prepared to experience an increase in emergency maintenance to University vehicles, to include minor off-site repairs related to such problems as flat tires, dead batteries, etc.
- I. MTSU will establish a plan for alternate communication options for use during an emergency response period.
1. Generally, the primary means of communications during an emergency are telephones, cell phones, satellite phones, and two-way radios.
  2. If the University phone system has been rendered inoperable or if the emergency incident is a bomb threat, then the EOC, CMT, and other necessary personnel should use cell phones and radios.
  3. Radios should be the primary communications medium if landline phones, satellite phones, and cell phones are inoperable.
  4. If phones, cell phones, and radios become inoperable, consideration should be given to the use of "runners" to transmit messages.
- J. In response to an emergency, each department/office should be instructed to maintain a record of all emergency-related activities performed by the personnel of that

**Deleted:** which

**Deleted:** will

**Deleted:** will

**Deleted:** In the event that

**Deleted:** The University will have a procedure to document activities i

**Deleted:** .

**Deleted:** E

work unit. The record will reflect the personnel worker hours (for non-exempt staff), as well the assignments of personnel, the work performed by each work unit, and other resources expended in response to the emergency.

**Deleted:** and

K. MTSU will ensure that copies of campus maps, site maps, and building prints/records are in a central location and/or are disseminated to areas that will need access during emergency operations.

1. To the extent that doing so does not compromise University security, the EOP should ensure that accurate copies of main and satellite campus maps/site plans, prints of buildings, and record plans of buildings are attached to the EOP.

**Deleted:** of the University

**Deleted:** shall

2. If the determination is made that security concerns outweigh the inclusion of such material in the EOP, then the University must ensure that accurate copies of campus maps and building prints are maintained in a secure location that is readily accessible by law enforcement personnel, the President or Designee, and the CMT.

L. MTSU will maintain a Student Assistance Coordinating Committee/Threat Assessment Team.

**Deleted:** , which that meets regularly to discuss the needs of distressed, disturbed, disruptive, or dangerous students.

1. The University's Student Assistance Coordinating Committee will meet on a regular basis to evaluate the needs and provide necessary assistance to students who are identified as distressed, disturbed, disruptive, and/or dangerous.

2. The Division of Student Affairs has the sole discretion to determine which administrators to appoint to the Committee from the following departments, if applicable:

a. Student Conduct

b. Disability and Access Center

**Deleted:** Disabled Student Services

c. Student Health

d. Counseling Services

e. Academic Support Services

f. Housing and Residential Life

g. University Police Department

M. MTSU will maintain an Academic Continuity Committee.

1. The Academic Continuity Committee will meet on a regular basis to evaluate needs and provide guidance to ensure continuity of instruction, research, and service and maintain quality and integrity of courses and programs.
2. The Division of Academic Affairs has the sole discretion to determine Committee appointments from the following departments as applicable:
  - a. Provost's Office
  - b. Deans' Cabinet
  - c. Council of Chairs
  - d. Faculty Senate
  - e. Student Affairs
  - f. Student Health Services
  - g. Disability and Access Center
  - h. University Police Department
  - i. Campus Planning and Facilities Services
  - j. Institutional Equity and Compliance
  - k. University Counsel

## **VII. Training**

Emergency Operations Plan Training. MTSU shall conduct appropriate training for relevant personnel regarding the EOP.

- A. Members of the CMT and department/office heads should ensure that they and members of their staff are knowledgeable concerning the contents of the EOP.
- B. The CMT Members should receive training in the (NIMS) National Incident Management System method of handling emergency situations.
- C. All employees should have knowledge of the contents and procedures of the EOP. On a periodic basis different aspects of the EOP should be tested, either through simulated exercises or in-service training, as appropriate.

D. A Safety Committee/Risk Management Committee may be established to assist in these training exercises as necessary. The Safety Committee/Risk Management Committee or appropriate personnel may consult the TEMA Training and Education Office to request information regarding special training seminars.

Forms:

[Volunteer Release](#)

Revisions: June 5, 2017 (original); \_\_\_\_\_, 2021

**Deleted:** none

Last Reviewed: \_\_\_\_\_ 2021.

**Deleted:** June 2017

References: none.





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 6, 2021

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 submitted two projects as part of the FY 2021/2022 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.

On January 14, MTSU had the opportunity to amend our FY 21/22 Capital Budget Disclosure request to THEC. Included in the materials is a summary of proposed revisions, the original FY 21/22 Capital Budget Disclosure request, the amended FY21/22 Capital Budget Disclosure request, and the full MTSU disclosed project list as it will appear on July 1, 2021.

The amendments will be reflected in the MTSU disclosure list when they take effect on July 1, 2021.



**MTSU Disclosures FY 2021/2022**

As submitted to THEC via Capital Budget Request on July 31, 2020 and approved by the MTSU Board on June 16, 2020

Project	Project Description	Disclosure Year	Project Cost	Funding Sources		
				Gifts	Plant Funds	TSSBA Bonds
New Student Housing	Provide new student housing including dorm rooms, common areas, and support spaces. The project will contain a minimum of 500 beds. The project will be located on part of the existing Womack Lane housing complex. The project scope also includes partial demolition and abatement of the Womack Lane housing complex and associated infrastructure, site development, utilities, and all associated work.	Submitted for FY 21/22	\$ 63,200,000			\$ 63,200,000
Student Athlete Performance Center*	Provide a new Student Athlete Performance Center Building including athletic offices, locker rooms, training areas, football operations, and support spaces. The project scope also contains required site development including parking improvements and site utilities. To facilitate location identified in the 2016 MTSU Campus Master Plan, the Murphy Center loading dock will be relocated.	Submitted for FY 21/22	\$ 66,000,000	\$ 10,000,000		\$ 56,000,000

\* Note: The Student Athlete Performance Center will take the place of the "Football Operations Facility" project disclosed in FY 19/20

**MTSU Disclosures FY 2021/2022**

FY 2021/2022 Capital Budget Disclosure Amendment as submitted to THEC on January 14, 2021

Project	Project Description	Disclosure Year	Project Cost	Funding Sources		
				Gifts	Plant Funds	TSSBA
Student Athlete Performance Center	This disclosure to replace the "Football Operations Facility" disclosed in FY 19/20. Provide a new Student Athlete Performance Center Building including athletic offices, locker rooms, training areas, football operations, and support spaces. The project scope also contains required site development including parking improvements and site utilities. To facilitate desired location of the building, relocating the Murphy Center loading dock and demolition of the upper deck on the north side of Floyd Stadium is required.	Submitted for FY 21/22	\$ 66,000,000	\$ 5,000,000		\$ 61,000,000
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.	Submitted for FY 21/22	\$ 3,900,000			\$ 3,900,000
Parking Structure	Construct parking deck and associated site work.	Submitted for FY 21/22	\$ 22,800,000			\$ 22,800,000
Aerospace Instructional Center	Construct a new academic building and site improvements to support the MTSU Department of Aerospace. This disclosure is to amend/replace the "New Flight School Academic Building" disclosed in FY 2020/2021.	Submitted for FY 21/22	\$ 5,000,000		\$ 5,000,000	
Tennis Facility Improvements	Demolition and construction of new tennis courts, seating, and support facilities. This disclosure is to revise and replace the "Tennis Facility Improvements" project disclosed in FY 2020/2021.	Submitted for FY 21/22	\$ 5,000,000	\$ 1,000,000	\$ 1,500,000	\$ 2,500,000

## MTSU FY 21/22 Disclosure Amendment Revision Summary:

- **New Student Housing**
  - Project disclosure was included in the original FY 21/22 Capital Budget request and is to remain as part of MTSU's FY 21/22 request as originally submitted.
- **Student Athlete Performance Center**
  - Funding sources revised to \$61,000,000 in TSSBA bonds and \$5,000,000 in gifts.
  - Previously submitted funding sources included \$56,000,000 in TSSBA bonds and \$10,000,000 in gift funding.
- **Athletic Video Board Upgrades**
  - This project is currently on the disclosure list (FY 19/20) and is re-submitted to keep the project on the MTSU disclosure list.
  - The Total Project Budget increased to \$3,900,000 from \$3,000,000 to allow inclusion of additional scope items and construction escalation.
- **Parking Services Structure**
  - This project is currently on the disclosure list (FY 19/20) and is re-submitted to keep the project on the MTSU disclosure list.
  - The budget was increased to \$22,800,000 from \$17,000,000 based on updated cost information.
- **Aerospace Instructional Center**
  - This disclosure is to amend and replace the "New Flight School Academic Building" project disclosed in FY 20/21
  - Funding sources revised from TSSBA bonds to Plant Funds.
- **Tennis Facility Improvements**
  - This disclosure is to amend and replace the "Tennis Facility Improvements" project disclosed in FY 20/21
  - Funding sources revised to \$2,500,000 in TSSBA bonds, \$1,000,000 in gifts, and \$1,500,000 in non-auxiliary plant funds.
  - Original funding sources included \$3,500,000 in gifts and \$1,500,000 in non-auxiliary plant funds.

**MTSU Capital Disclosure List (As of July 1, 2021)**

Project	Project Description	Disclosure Year	Project Cost	Funding Sources		
				Gifts	Plant Funds	TSSBA Bonds
Campus Quadrangle	Site Improvements in the central campus quadrangle, including sidewalks lighting, landscaping, grading, drainage, and related work.	FY 20/21	\$ 1,700,000		\$ 1,700,000	
Renovations to Smith Baseball Clubhouse	Renovation to Smith Baseball Clubhouse to include weight training; previously disclosed FY 18-19 Q4 as "Baseball Weight Room"	FY 20/21	\$ 1,000,000	\$ 1,000,000		
New Student Housing	Provide new student housing including dorm rooms, common areas, and support spaces. The project will contain a minimum of 500 beds. The project will be located on part of the existing Womack Lane housing complex. The project scope also includes partial demolition and abatement of the Womack Lane housing complex and associated infrastructure, site development, utilities, and all associated work.	Submitted for FY 21/22	\$ 63,200,000			\$ 63,200,000
Student Athlete Performance Center	This disclosure to replace the "Football Operations Facility" disclosed in FY 19/20. Provide a new Student Athlete Performance Center Building including athletic offices, locker rooms, training areas, football operations, and support spaces. The project scope also contains required site development including parking improvements and site utilities. To facilitate desired location of the building, relocating the Murphy Center loading dock and demolition of the upper deck on the north side of Floyd Stadium is required.	Submitted for FY 21/22	\$ 66,000,000	\$ 5,000,000		\$ 61,000,000
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.	Submitted for FY 21/22	\$ 3,900,000			\$ 3,900,000
Parking Structure	Construct parking deck and associated site work.	Submitted for FY 21/22	\$ 22,800,000			\$ 22,800,000
Aerospace Instructional Center	Construct a new academic building and site improvements to support the MTSU Department of Aerospace. This disclosure is to amend/replace the "New Flight School Academic Building" disclosed in FY 2020/2021.	Submitted for FY 21/22	\$ 5,000,000		\$ 5,000,000	
Tennis Facility Improvements	Demolition and construction of new tennis courts, seating, and support facilities. This disclosure is to revise and replace the "Tennis Facility Improvements" project disclosed in FY 2020/2021.	Submitted for FY 21/22	\$ 5,000,000	\$ 1,000,000	\$ 1,500,000	\$ 2,500,000





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Board Secretary Report**

DATE: April 6, 2021

PRESENTER: Jeff Farrar  
Board Secretary

---

**BACKGROUND INFORMATION:**

The Board Secretary was delegated limited authority to make minor technical revisions in policies with the condition that a report be made to the Board of Trustees concerning what revisions were made.

Policy	Date Edited	Explanation
Policy 29 Title IX Compliance	1/7/2021	Replaced retired employee's (Marian Wilson) name and email address with interim's (Christy Sigler) name and email address.
Policy 605 Reports of Expenditures by the President	1/14/2021	Responsible Division changed from President's Division to Business and Finance.