Middle Tennessee State University
Board of Trustees

Quarterly Board Meeting
April 10, 2017
Middle Tennessee State University Board of Trustees

Call to Order
Middle Tennessee State University Board of Trustees

Welcome and Introductions

Andy Adams  J.B. Baker  Pete Delay  Darrell Freeman  Joey Jacobs
Middle Tennessee State University Board of Trustees

Welcome and Introductions

Chris Karbowiak  Steve Smith  Pam Wright  Tony Johnston
Middle Tennessee State University Board of Trustees

Roll Call
Middle Tennessee State University Board of Trustees

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

Election of Officers
Middle Tennessee State University Board of Trustees

Selection of Student Trustee
Affirmation of Secretary to the Board
Middle Tennessee State University Board of Trustees

Committee Appointments
Committee Appointments

1. Executive and Governance Standing Committee
2. Audit and Compliance Standing Committee
3. Finance and Personnel Standing Committee
4. Academic Affairs, Student Life, and Athletics Standing Committee
Middle Tennessee State University Board of Trustees

Confirmation of the Director of Audit and Consulting Services
Academic Leadership

◊ Provost—leader of all academic functions
◊ Deans—leaders of our 10 colleges
◊ Chairs/Directors—leaders of our 38 departments/schools
Our Job

To educate students

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

In all things, we are dedicated to student success
Academic Affairs by Function

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

We offer more than 140 programs of study

www.mtsu.edu/programs/index.php
Academic Degrees


Doctoral degrees (2): Ed.D., Ph.D.
Total Instructional Faculty, Fall 2016
1134 Total

- 930 Full-Time (82.0%)
- 82 FTE GTA (7.2%)
- 122 FTE Adjunct (10.8%)
Full-Time Faculty by Tenure Status, Fall 2016
955 Total

- 542 Tenured (56.8%)
- 170 Tenure Track (17.8%)
- 202 Temporary (21.2%)
- 41 Clinical, Coordinator, and Research Track (4.3%)
Tenure

What is academic tenure?

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

*Why is tenure important?*

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

Adapted in part from the American Association of University Professors. See [www(aaup.org/issues/tenure](http://www.aauop.org/issues/tenure).
Shared Governance

Faculty have a meaningful role in governing the University

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

- Faculty Senate
Accreditation

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

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

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

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

*Academic Master Plan: The Reach to Distinction*

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

Our plan is aligned with the THEC Master Plan, the FOCUS Act, and the Drive to 55.
Interaction between Academic Affairs and the Board

We will ask the Board to:

◊ Approve or deny tenure and promotion recommendations
◊ Create or terminate academic majors and degrees
◊ Establish or abolish academic units (colleges, schools, and departments)
◊ Approve changes to university admission or graduation standards
Division of Student Affairs and Enrollment Services
<table>
<thead>
<tr>
<th>Vice President</th>
<th>Student Services</th>
<th>CSIL</th>
<th>Enrollment Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability and Access Center</td>
<td>Student Health</td>
<td>Student Government Association</td>
<td>Undergraduate Recruitment</td>
</tr>
<tr>
<td>Student Athlete Enhancement Center</td>
<td>Counseling and Testing</td>
<td>Fraternity and Sorority Life</td>
<td>Registrar and Scheduling</td>
</tr>
<tr>
<td>Career Development Center</td>
<td>Child Care Lab</td>
<td>Student Organizations and Service</td>
<td>MT One Stop</td>
</tr>
<tr>
<td>Student Support Services TRIO Grant</td>
<td>Judicial Affairs</td>
<td>Intercultural and Diversity Affairs</td>
<td>Enrollment Technical Services</td>
</tr>
<tr>
<td>Daniels Center for Veterans and Military Families</td>
<td>New Students and Family Programs</td>
<td>June Anderson Center for Women and Nontraditional Students</td>
<td>Financial Aid and Scholarships</td>
</tr>
<tr>
<td></td>
<td>Housing and Residential Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Unions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus Recreation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Programming</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How will the Board interact with Student Affairs and Enrollment Services?

- Rate setting for Housing, Campus Recreation, Student Health
- Dormitory construction and renovation
- Freshman and transfer student recruitment
- Financial aid and scholarships
- Mental health and student conduct
- Regulatory and reporting requirements: federal financial aid, VA benefits, VR benefits, Title IX/VAWA, ADA, Clery Act and others.
- Post-graduation success and employment
3,409,100 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

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

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

Overall High School Graduate Trends

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

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

- Tennessee generates about 5.4% of the South's total, on average.
Fall 2016 headcount: 22,050
Total undergrads: 19,696
Total grads: 2,357
In-State: 19,817 students
Out-of-State: 1,151 students
International enrollment: 948 students. (134 “other”)
First generation students: 40% of undergraduates
Average age (undergraduate): 24 years

Top transfer student feeder institutions, fall 2016

<table>
<thead>
<tr>
<th>Institution</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motlow State</td>
<td>1,507</td>
</tr>
<tr>
<td>Nashville State</td>
<td>902</td>
</tr>
<tr>
<td>Columbia State</td>
<td>853</td>
</tr>
<tr>
<td>Volunteer State</td>
<td>838</td>
</tr>
<tr>
<td>Southwest State</td>
<td>294</td>
</tr>
<tr>
<td>Pellissippi State</td>
<td>281</td>
</tr>
</tbody>
</table>

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

Current in-state tuition and fees: $4360/16 credits
Current average cost of room and board: $4425/semester
# Top 15 feeder high schools, fall 2015

## ACT Class profile report

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

<table>
<thead>
<tr>
<th></th>
<th>Average ACT</th>
<th></th>
<th>Average GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2012</td>
<td>21.79</td>
<td>Fall 2012</td>
<td>3.31</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>22</td>
<td>Fall 2013</td>
<td>3.35</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>22.3</td>
<td>Fall 2014</td>
<td>3.39</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>22.12</td>
<td>Fall 2015</td>
<td>3.42</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>22.44</td>
<td>Fall 2016</td>
<td>3.44</td>
</tr>
</tbody>
</table>

**Average ACT**

![Average ACT Graph]

**Average GPA**

![Average GPA Graph]
MTSU freshmen: family income
**Tennessee Promise began fall 2015**

### Estimated total family income before taxes

**ACT freshman student profile, fall 2015**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>less than $24,000</td>
<td>17%</td>
<td>15%</td>
<td>13%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>about $24,000 to $50,000</td>
<td>30%</td>
<td>27%</td>
<td>27%</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>about $50,000 to $60,000</td>
<td>9%</td>
<td>11%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>about $60,000 to $80,000</td>
<td>12%</td>
<td>13%</td>
<td>13%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>about $80,000 to $100,000</td>
<td>9%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>more than $100,000</td>
<td>11%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Average family income of dependent students receiving federal aid fall 2016: $64,938  
Average family income of independent students receiving federal aid fall 2016: $27,355
Financial aid awards: 2015-16
(last completed year)

◊ Federal Pell Grant for low income students: 9,060 students received a total of $36,161,325.

◊ 18,984 unduplicated students received some sort of federal, state, institutional, or external financial aid administered by the Financial Aid Office, with an average award per student of $10,513.

◊ MTSU Financial Aid **processed a total of $199,581,443** in all forms of aid during the 2015-16 award year.

  ◊ Nearly $137M in federal funds
  ◊ Nearly $35M in state funds
  ◊ Nearly $18M in institutional aid
  ◊ Nearly $2M in Foundation Scholarships
  ◊ Approximately $9M in external loans and scholarships
## UNDERGRADUATE ADMISSION STATISTICS by LEVEL

**Fall 2017 as of April 1, 2017**

Point in Time Application Activity Comparison

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

**How are we shaping up for fall?**
Divisional Units

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

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

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

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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Finding</th>
<th>Fiscal Year</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-01</td>
<td>None</td>
<td>2008-09</td>
<td>Foundation Accounting (1)</td>
</tr>
<tr>
<td>2001-02</td>
<td>None</td>
<td>2009-10</td>
<td>None</td>
</tr>
<tr>
<td>2002-03</td>
<td>None</td>
<td>2010-11</td>
<td>None</td>
</tr>
<tr>
<td>2003-04</td>
<td>None</td>
<td>2011-12</td>
<td>None</td>
</tr>
<tr>
<td>2004-05</td>
<td>None</td>
<td>2012-13</td>
<td>None</td>
</tr>
<tr>
<td>2005-06</td>
<td>Software Design (1)</td>
<td>2013-14</td>
<td>System Access (1)</td>
</tr>
<tr>
<td>2006-07</td>
<td>None</td>
<td>2014-15</td>
<td>IT controls (1)</td>
</tr>
<tr>
<td>2007-08</td>
<td>None</td>
<td>2015-16</td>
<td>None</td>
</tr>
</tbody>
</table>
Budget Development

- Proposed/Original/July Budget
- Revised/October Budget
- Estimated Budget
University Revenue Budget - 2016-17

- Total Budget: $417.8 (millions)
- Tuition & Fees: $192.6 (46%)
- Sales & Services: $16.8 (4%)
- Grants & Contracts: $80.3 (19%)
- Appropriation: $91.0 (22%)
- Other: $3.5 (1%)
- Auxiliaries: $33.7 (8%)

Total Budget $417.8 (millions)
University Expenditure Budget - 2016-17

Total Budget $417.8 (millions)

- Instruction: $144.5 (35%)
- Scholarships: $84.5 (20%)
- Student Services: $44.7 (11%)
- Academic Support: $30.9 (7%)
- Institutional Support: $23.3 (5%)
- Operation & Maint: $28.1 (7%)
- Research: $7.3 (2%)
- Public Service: $8.6 (2%)
- Transfers: $12.1 (3%)
- Auxiliaries: $33.7 (8%)

Total Budget $417.8
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09*</td>
<td>$ 6,200,000</td>
</tr>
<tr>
<td>2009-10*</td>
<td>19,300,000</td>
</tr>
<tr>
<td>2010-11*</td>
<td>6,000,000</td>
</tr>
<tr>
<td>2011-12</td>
<td>1,700,000</td>
</tr>
<tr>
<td>2012-13</td>
<td>1,600,000</td>
</tr>
<tr>
<td>2013-14</td>
<td>1,600,000</td>
</tr>
<tr>
<td>2014-15</td>
<td>-</td>
</tr>
<tr>
<td>2015-16</td>
<td>1,300,000</td>
</tr>
<tr>
<td>2016-17</td>
<td>1,000,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 38,700,000</td>
</tr>
</tbody>
</table>

* One-time stimulus funding received.
Tuition and Fees

- Maintenance Fees and Out-of-State Tuition
- Mandatory Fees
- Non-Mandatory Fees
## Tuition and Fees Comparison

### Summary of Fees Compared to Peers, FY 2016-17

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

Source: THEC Training Materials
Appropriations vs Tuition and Fees
(millions)
How Did MTSU Respond?

- **Complete College Tennessee Act of 2010** – A comprehensive reform agenda that seeks to transform public higher education through changes in academic, fiscal, and administrative policies at the state and institutional level.
  - Completion-Focused Master Plan for Higher Education
  - *Outcomes Based Funding Formula*
    - Articulation and Transfer
    - Remediate Courses Offered Only by Community Colleges

- **Positioning the University for the Future** – Dr. McPhee’s initiative designed to help the campus address the budgetary issues that are impacting the University.
  - External Resource Development
  - Energy Efficiency and Conservation Initiatives
  - Realignment, Restructuring, Consolidation, or Elimination of Non-Academic Support Units
  - Academic and Instructional Review
State’s Current Initiative

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

- Tennessee Promise
- Tennessee Reconnect
- Labor Education Alignment Program (LEAP)
- Advise Tennessee
## Outcomes Based Funding Formula

<table>
<thead>
<tr>
<th>Outcomes Formula Data Collection</th>
<th>Weights Based on Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students Accumulating 30 Hrs</td>
<td>3.0%</td>
</tr>
<tr>
<td>Students Accumulating 60 Hrs</td>
<td>4.5%</td>
</tr>
<tr>
<td>Students Accumulating 90 Hrs</td>
<td>7.5%</td>
</tr>
<tr>
<td>Bachelors and Associates Degrees Awarded</td>
<td>22.5%</td>
</tr>
<tr>
<td>Masters/Ed Specialists Degrees Awarded</td>
<td>20.0%</td>
</tr>
<tr>
<td>Doctoral/ Law Degrees Awarded</td>
<td>7.5%</td>
</tr>
<tr>
<td>Research, Service and Sponsored Programs</td>
<td>10.0%</td>
</tr>
<tr>
<td>Degrees per 100 FTE</td>
<td>10.0%</td>
</tr>
<tr>
<td>Six-Year Graduation Rate</td>
<td>15.0%</td>
</tr>
</tbody>
</table>
MTSU Second Highest in the State

Source: THEC 2017-18 Public Display Data
2015-16 Adult Population*
Bachelor’s Degrees Granted
MTSU Highest in the State

*Age 25+ at time of Graduation

Source: THEC 2017-18 Public Display Data
2015-16 Low-Income Population*
Bachelor's Degrees Granted
MTSU Highest in the State

Source: THEC 2017-18 Public Display Data

*Pell Grant Eligible
Six-Year Graduation Rates
Fall 2009 Cohort

<table>
<thead>
<tr>
<th>University</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSU</td>
<td>45.3%</td>
</tr>
<tr>
<td>ETSU</td>
<td>52.2%</td>
</tr>
<tr>
<td>MTSU</td>
<td>51.1%</td>
</tr>
<tr>
<td>TSU</td>
<td>34.2%</td>
</tr>
<tr>
<td>TTU</td>
<td>61.9%</td>
</tr>
<tr>
<td>UOM</td>
<td>49.3%</td>
</tr>
<tr>
<td>TBR Avg</td>
<td>50.1%</td>
</tr>
<tr>
<td>UTC</td>
<td>59.8%</td>
</tr>
<tr>
<td>UTK</td>
<td>79.5%</td>
</tr>
<tr>
<td>UTM</td>
<td>58.1%</td>
</tr>
<tr>
<td>Total Univ</td>
<td>57.2%</td>
</tr>
</tbody>
</table>

Source: THEC 2015-16 Fact Book
Funding Formula Summary

✧ MTSU excels in the awarding of Bachelor’s degrees and is committed to the primary goal of the Drive to 55

✧ Funding is highly dependent on how other institutions perform on the metrics

✧ MTSU was already a high performer – smaller growth area

✧ Low performers have room to “move the needle”
Other Divisional Interests

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

✧ Current campus master plan approved by the State Building Commission (SBC) in August, 2016.

✧ Team consisted of an oversite/working committee, executive committee with VP’s, and separate review committees representing issues related to:
  
 ✧ Academic Affairs
  
 ✧ Student Life and Enrollment (with a detailed emphasis on housing)
  
 ✧ Building Conditions and Infrastructure / ITD
  
 ✧ Athletics
  
 ✧ City and Community Partners
  
 ✧ Campus Open Space (Parking and Transportation, Grounds, Security, Operations, Wayfinding, Bikes/Pedestrian Access, and Signage).
Campus Master Plan Timeline

◊ Timeline for the Most Recent Plan:
  ◊ June 2014 – August 2015: Observation and Detailed Analysis
  ◊ August – December 2015: Concept Development and Synthetization
  ◊ December 2015 – April 2016: Documentation and Recommendations
  ◊ April – August 2016: Master Plan Approvals to TBR, THEC, and SBC

◊ Historical Timeline:
  ◊ Every Five (5) to Eight (8) Years
  ◊ Next Plan Would Start in 2021 With Completion by 2023
Middle Tennessee State University Board of Trustees
Adoption of Meeting Calendar

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

Proposed dates for committee meetings or informational sessions:
Monday, May 15, 2017
Monday, August 14, 2017
Monday, October 9, 2017
Monday, January 8, 2018
Monday, May 14, 2018
Monday, July 9, 2018
Monday, November 12, 2018

Special Note:
The Southern Association of Schools and Colleges – Commission on Colleges site visit for our Governance Change is scheduled for September 26-28, 2017.
Middle Tennessee State University Board of Trustees

Adjourn