Middle Tennessee State University
Board of Trustees
Academic Affairs, Student Life, and Athletics Committee

November 11, 2025
9:00 am

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

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

November 11, 2025
9:00 am

AGENDA

Call to Order and Opening Remarks

Roll Call

Approval of Minutes (Action) ..... Tab 1

Approval of Degree under Consideration (Action) ..... Tab 2

Master of Health Care Administration in Health Care Administration

Approval of New Academic Program (Action) ..... Tab 3

Master of Fine Arts in Film and Television

Approval of Modification to an Existing Academic Unit (Action) ..... Tab 4

College of Education

Performance Metrics (Information) ..... Tab 5

Quantum Update (Information) ..... Tab 6

Athletics Report (Information) ..... Tab 7

Closing Remarks

Adjournment

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Action Item

DATE: November 11, 2025

SUBJECT: **Minutes of the August 19, 2025 Academic Affairs, Student Life, and Athletics Committee Meeting**

PRESENTER: Michael Wade
Committee Chair

BACKGROUND INFORMATION:

The Academic Affairs, Student Life, and Athletics Committee met on August 19, 2025. Minutes from the meeting are provided for review and approval.

MIDDLE TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACADEMIC AFFAIRS, STUDENT LIFE, AND ATHLETICS COMMITTEE MINUTES

The Academic Affairs, Student Life, and Athletics Committee met on Tuesday, August 19, 2025, in the Miller Education Center Meeting Room at Middle Tennessee State University.

Opening Remarks

Vice Chair Vanek called for a moment of silence in memory of Denise Smith, wife of Chairman Steve Smith. She then welcomed new Trustees: John Floyd, Jimmy Granbery, and Chad White.

Call to Order

Acting Committee Chair Michael Wade called the meeting to order at 9:00 a.m.

President's Remarks

President McPhee expressed sympathy to the Smith family on behalf of the University. He welcomed Faculty Trustee Kari Neely and Student Trustee Michai Mosby.

Roll Call

Associate General Counsel Jeff Farrar called the roll. The following Committee members were in attendance: J.B. Baker, Tom Boyd, John Floyd, Jimmy Granbery, Bill Jones, Kari Neely, Christine Vanek, Michael Wade, Chad White, Michai Mosby, Keith Huber, and Chris Massaro. Chair Steve Smith and Trustee Pete DeLay were absent. A quorum was declared.

President Sidney A. McPhee; Joe Bales, Vice President for University Advancement; Mark Byrnes, Provost; Yvette Clark, Vice President for Information Technology and Chief Information Officer; Danny Kelley, Interim Vice President for Student Affairs and Dean of Students; Drew Harpool,

DRAFT

Interim Vice President for Business and Finance; and Leah Ladley, Chief Audit Executive, were also in attendance.

Approval of Minutes - Action

The first agenda item was approval of the minutes from the May 20, 2025, Academic Affairs, Student Life, and Athletics Committee meeting. Trustee Baker moved to approve the minutes from the May 20, 2025, meeting, and Trustee Vanek seconded the motion. A voice vote was taken, and the motion to approve the minutes was approved unanimously.

Approval of Degrees under Consideration – Action

Vice Provost Amy Aldridge presented three new programs that align with Strategy 1 of the new Strategic Plan 2035, which calls for delivering impactful academic offerings and elevating institutional research.

The M.S. in Concrete and Construction Engineering will be unique in Tennessee, and one of only a few in the southeast region of the United States, filling a critical educational gap. The program will be initially delivered in person, but there are plans to look at it for some online options in the future. It will be cost-effective, requiring no new faculty hires.

The M.S. in Mechatronics Systems Engineering will include cutting-edge topics like robotics, AI control systems, and computer vision. There are no existing standalone master's degrees in mechatronics in the Southeast, positioning MTSU as a regional leader. Projected costs are minimal and will be covered by program revenue.

The Doctor of Business Administration will prepare scholar-practitioners for leadership, consulting, and teaching roles. The curriculum includes leadership, analytics, finance, strategy, and pedagogy, with strong emphasis on applied research. The program will be self-funded by the Jones College of Business, requiring minimal startup funding.

Aldridge reminded Trustees that new programs are brought to this Committee twice: at the beginning to seek permission to develop, and at the end with a fully written proposal and budget.

Trustee Boyd moved to approve the consideration of a Master of Science in Concrete and Construction Engineering, a Master of Science in Mechatronics Systems Engineering, and a Doctor of Business Administration. Trustee Jones seconded the motion. A voice vote was taken, and the motion to approve the consideration of the three graduate degrees passed unanimously.

School of Nursing Update – Information

Peter Grandjean, Dean of the College of Behavioral and Health Sciences, acknowledged a shortage of nurses across the state and nation. In addition, MTSU lacks capacity in its School of Nursing due to inadequate numbers of nurse educators, classroom and lab space, and clinical rotations.

To address these challenges, Dean Grandjean suggested partnering with sister institutions and external partners to create new programs such as accelerated BSN programs, dual enrollment programs with community colleges, and bridge programs for LPNs.

Current initiatives underway include revamping the curriculum to be more competency-based under new standards from the Commission on Collegiate Nursing Education, which will lead to accelerated programs. Faculty are also exploring a PhD in Nursing Education to build capacity for additional nurse educators. We have a healthy master's program from which we could draw new instructors and preceptors.

Dean Grandjean is working on a comprehensive plan to present next summer. President McPhee added that 15 years ago, the number of Nursing majors was half of what it is today. Through federal grants of about $15 million, the Nursing building was expanded, and more faculty were hired. We recognize that demand continues, and we must continue considering space, faculty, and clinical sites.

Athletics Report - Information

Athletic Director Chris Massaro reported that 60 student-athletes graduated in the last academic year. The Overall Academic Progress Rate is 976. Seven teams scored a perfect 1000: men's basketball, men's golf, men's tennis, women's tennis, men's cross country, men's track,

and women's volleyball. Two sports declined due to coaching changes, which is the national norm. Academic success resonates with parents.

We had the dedication dinner honoring Denise and Stephen Smith on July 29 and the ribbon cutting on July 30 for the Stephen and Denise Smith Student-Athlete Performance Center. *The Tennessean* called the facility the best football facility in Tennessee. Every student-athlete can fully develop in this building. We are thankful for the support of public and private donations.

Trustee Boyd recognized conference championships by women's basketball, men's tennis, and national championships by the stock horse team and dance team. Massaro agreed and praised the accomplishments of many talented students at MTSU.

Adjournment

Acting Committee Chair Wade adjourned the meeting at 9:40 a.m.

Respectfully submitted,
Academic Affairs, Student Life, and Athletics Committee

DRAFT

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Action Item

DATE: November 11, 2025

SUBJECT: **Approval of Degree under Consideration**
Master of Health Care Administration

PRESENTER: Amy Aldridge
Vice Provost for Academic Programs

BACKGROUND INFORMATION:

Per THEC Policy A1.0 New Academic Programs: Approval Process, "Prior to inclusion on the Commission agenda, an institution must have received institutional governing board approval in alignment with institutional/system policies regarding new program approval. Approval from the institutional governing board can be attained at any time in the development of the proposed program but documentation of approval must be provided prior to Commission consideration" (see A1.0.8A Institutional Governing Board Approval).

A **Master of Health Care Administration** is under consideration at Middle Tennessee State University. Pending approval by the MTSU Board of Trustees, the University may submit a New Academic Program Proposal (NAPP) to the Tennessee Higher Education Commission.

A memo outlining the request is attached for review and approval.

Master of Health Care Administration in Health Care Administration

The Jennings A. Jones College of Business proposes a Master of Health Care Administration (MHA) in Health Care Administration to prepare leaders for the dynamic and growing health care industry. The program targets recent graduates, mid-career professionals, and clinical practitioners seeking to transition into administrative roles.

The 39-credit-hour program will be delivered fully online, offering flexibility for working professionals and students across Tennessee and beyond. The interdisciplinary curriculum will draw from multiple MTSU colleges and cover strategic leadership, operational efficiency, financial management, policy, analytics, and health care quality. Specialized pathways will be available in health care analytics, rural health leadership, and health care supply chain leadership.

The MHA program will pursue dual accreditation from the Association to Advance Collegiate Schools of Business (AACSB) and the Commission on Accreditation of Healthcare Management Education (CAHME), positioning MTSU as the first public institution in Tennessee to hold both. This distinction will enhance the program's credibility and appeal to employers and students alike.

A recent Hanover Research study and labor market analysis confirm strong regional and national demand for health care administrators, with projected growth rates exceeding 30 percent over the next decade. The program aligns with MTSU's Strategic Plan 2035 and Tennessee's Drive to 55 Initiative by expanding access to graduate education, supporting workforce development, and fostering industry partnerships.

All startup and operational costs will be covered by program revenue with no new hires expected in the first five years of the degree program.

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Action Item

DATE: November 11, 2025

SUBJECT: **Approval of New Academic Program**
MFA, Film and Television

PRESENTER: Amy Aldridge
Vice Provost for Academic Programs

BACKGROUND INFORMATION:

The **Master of Fine Arts (MFA) in Film and Television** is a terminal degree housed in the Scott Borchetta College of Media and Entertainment. The 60-hour program is designed to meet the growing workforce demand for highly trained professionals in Tennessee's rapidly expanding industry. The curriculum will be delivered on-ground and will provide advanced instruction in production, directing, editing, cinematography, sound design, and emerging technologies.

The MFA targets recent graduates and working professionals seeking leadership roles and/or teaching positions at the collegiate level. According to the Tennessee Entertainment Commission, employment is projected to grow by 19% over the next decade. The MFA proposal is on track for review by the Tennessee Higher Education Commission and the Southern Association of Colleges and Schools Commission on Colleges in early 2026, with the first potential cohort launching in August 2026.

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Action Item

DATE: November 11, 2025

SUBJECT: **Approval of Modification to an Existing Academic Unit**
College of Education

PRESENTER: Mark Byrnes
Provost

BACKGROUND INFORMATION:

The proposed realignment intentionally restructures the College of Education to ensure that academic programs are housed within departments that reflect their primary disciplinary and professional focus.

The new structure will enhance academic coherence, streamline oversight, and better position the College to meet the evolving needs of Tennessee's PK–20 education workforce – particularly in high-demand areas such as teacher preparation and school leadership.

The requested modification, including current and proposed organizational structures, is attached for review and approval.

College of Education
Middle Tennessee State University
THEC - Policy A1.3, Modification to an Existing Academic Unit

Implementation Date
July 1, 2026

Overview of the Requested Modification
The proposed realignment detailed below intentionally restructures the College of Education (COE) to ensure that academic programs are housed within departments that reflect their primary disciplinary and professional focus. By organizing all teaching- and learning-focused degrees and credentials within the newly named Womack Department of Teaching, Learning, and Innovation, and aligning leadership, counseling, and related programs within the Department of Leadership, Development, and Educational Systems, the College will strengthen programmatic alignment, improve operational clarity, and promote deeper collaboration across faculty and initiatives. This realignment also eliminates degrees reporting directly to the dean's office, streamlining oversight and fostering stronger departmental identity and collaboration. Perhaps most importantly, this updated structure positions the College's faculty and staff to respond more effectively to the state's evolving PK–20 workforce needs – particularly in high-demand areas such as teacher preparation and school leadership.

Current Academic Organizational Structure

College of Education		
CIP	**Majors**	**Award**
13.0601.00	Assessment, Learning, and Student Success	EdD
13.1315.00	Literacy Studies	PhD

Department of Elementary and Special Education		
CIP	**Majors**	**Award**
13.0101.00	Teaching	MAT
13.1001.00	Special Education	BS
13.1001.00	Special Education	MEd
13.1202.00	Elementary Education	BS
13.1206.00	Middle Level Education	BS
13.1210.00	Early Childhood Education	BS
13.1315.00	Literacy	MEd
Minors (undergraduate unless otherwise noted)		
Special Education		

Womack Department of Educational Leadership		
CIP	**Majors**	**Award**
13.0301.00	Curriculum and Instruction	EdS
13.0301.00	Curriculum and Instruction	MEd
13.0401.00	Administration and Supervision	EdS
13.0401.00	Administration and Supervision	MEd
13.1101.00	Professional Counseling	EdS
13.1211.11	Digital Teaching and Learning	C4
25.0101.00	Library Science	MLS
Minors (undergraduate unless otherwise noted)		
Secondary Education		
Secondary Education - MTeach		

Proposed Academic Organizational Structure

College of Education *(no degrees, certificates, or minors will report to the College)*

Womack Department of Teaching, Learning, and Innovation *(new name to replace Department of Elementary and Special Education)*		
CIP	**Majors**	**Award**
13.0101.00	Teaching	MAT
13.1001.00	Special Education	BS
13.1001.00	Special Education	MEd
13.1202.00	Elementary Education	BS
13.1206.00	Middle Level Education	BS
13.1210.00	Early Childhood Education	BS
13.1211.11	Digital Teaching and Learning (moved)	C4
13.0301.00	Curriculum and Instruction (moved)	MEd
13.1315.00	Literacy	MEd
13.1315.00	Literacy Studies (moved)	PhD
Minors		
Secondary Education (moved)		
Secondary Education – MTeach (moved)		
Special Education		

Department of Leadership, Development, and Educational Systems *(new name to replace Womack Department of Educational Leadership)*		
CIP	**Majors**	**Award**
13.0301.00	Curriculum and Instruction	EdS
13.0401.00	Administration and Supervision	EdS
13.0401.00	Administration and Supervision	MEd
13.0601.00	Assessment, Learning, and Student Success (moved)	EdD
13.1101.00	Professional Counseling	EdS
19.0401.00	Human Development and Family Science (already approved to move from the College of Behavioral and Health Sciences in July 2026)	BS
25.0101.00	Library Science	MLS

Cost Summary

This modification is anticipated to be cost-neutral and will be implemented using existing resources. No new positions are being created as a direct result of the realignment. While a new department chair will start in Fall 2026, this is to replace a retiring chair and is not associated with the proposed realignment. Any minor one-time costs—such as updating department signage, websites, and advising materials—will be absorbed within the College of Education's current budget. No additional recurring expenses are expected.

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Information Item

DATE:	November 11, 2025
SUBJECT:	**Performance Metrics**
PRESENTER:	Mark Byrnes Provost

BACKGROUND INFORMATION:

The annual update of MTSU Performance Metrics.

MIDDLE TENNESSEE STATE UNIVERSITY

MTSU PERFORMANCE METRICS

MTSU BY THE NUMBERS

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FLUID

APPLICATION/ADMISSION ACTIVITY	Fall 2023	Fall 2024	Fall 2025	YOY
Freshman applications received	14,915	12,971	15,507	+19.55%
Freshmen admitted	10,147	9,692	12,028	+24.10%
Transfer applications received	3,527	4,544	3,490	-23.20%
Transfer students admitted	2,547	3,570	2,544	-40.39%
Graduate applications received	2,254	2,453	3,184	+29.79%
Graduate students enrolled	2,515	2,445	2,411	-1.39%

ATHLETICS	FY 2023	FY 2024	FY 2025	Goal
BRAA giving	$1,058,745	$1,216,805	$1,170,717	$1.35M
Total giving	$8,853,961	$4,074,578	$4,174,945	$6.2M

ATHLETICS	FY 2021	FY 2022	FY 2023	FY 2024
Football attendance	12,351	15,607	13,219	12,876
Men's basketball attendance	3,502	3,657	3,077	3,182
Women's basketball attendance **Covid-19 restrictions in place*	3,189	3,558	3,954	3,991

MARKERS

ENROLLMENT	Fall 2023	Fall 2024	Fall 2025	YOY
Full-time equivalent enrollment	16,178	16,417	16,398	-0.11%
Total headcount	20,183	20,488	20,812	+1.58%
Freshmen enrolled	3,088	3,108	3,219	+3.57%
Transfers students enrolled	1,573	1,624	1,493	-8.07%
Avg. ACT score of entering class	22.52	22.72	22.47	N/A
Avg. high school GPA of entering class	3.65	3.65	3.67	N/A

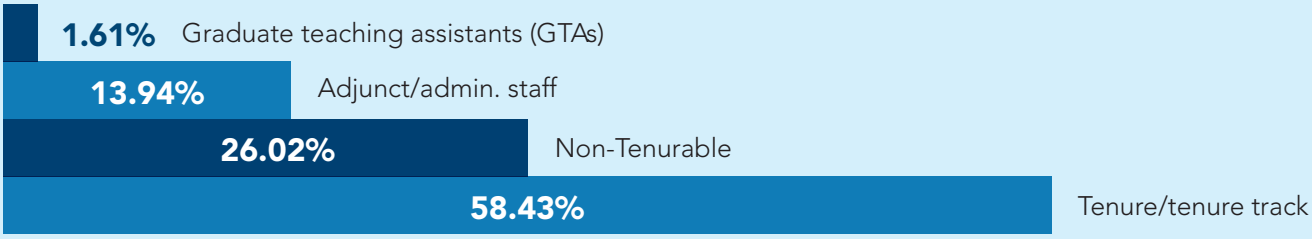
ACADEMICS	AY 2022–23	AY 2023–24	AY 2024–25	5-yr Goal
Six-year graduation rate	58.4%	58.0%	58.4%	60% by 2025
Degrees awarded				
Bachelor's	3,867	3,834	3,608	N/A
Master's/Education Specialist	986	891	820	N/A
Doctoral	49	48	70	N/A
Research, Service, Sponsored Programs **Note: Data comes from THEC and is not yet available.*	$14,121,182	$13,562,727	*	$11,219,300

	Fall 2023	Fall 2024	Fall 2025	5-yr Goal
Freshman retention	77.5%	79.3%	78.5%	80% by 2025
Graduate retention	87.8%	86.9%	86.7%	87% by 2025

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ACADEMICS (CONTINUED)

Credit hours taught by faculty type



TUITION AND DEBT

Undergraduate tuition (12 credit hours)	Fall 2023	Fall 2024	Fall 2025
MTSU	$3,768	$3,972	$4,200
University of Tennessee	$5,666	$5,780	$5,780
University of Memphis	$4,260	$4,428	$4,668
Graduate tuition (9 credit hours)			
MTSU	$4,824	$5,085	$5,373
University of Tennessee	$5,734	$5,734	$5,734
University of Memphis	$4,788	$4,977	$5,247
% of Pell-eligible students	**Fall 2022**	**Fall 2023**	**Fall 2024***
MTSU	54.6%	52.8%	57.2%
University of Tennessee	35.5%	32.5%	38.7%
University of Memphis	65.6%	67.1%	74.0%

**Data from THECSIS. Pell eligibility calculations in previous Fact Books have underestimated the true share of Pell eligible students. The data presented in this year's report reflect a more accurate estimation based on the students for whom Pell eligibility is known, thanks to additional data submitted by institutions. This data is not comparable to prior Fact Books.*

	May 2023	May 2024	May 2025
Avg. debt of MTSU undergraduates at graduation	$23,802	$23,650	$23,095
% of undergraduates with debt at graduation	47%	42%	42.5%

ATHLETICS

	Cohort 2016	Cohort 2017	Cohort 2018
Graduation Success Rate	95%	94%	94%
Academic Progress Rate	989	989	984
Total revenues	**FY 2023**	**FY 2024**	**FY 2025**
MTSU	$40.9M	$52.3M	$49M
Conference USA	$33.4M	$38.7M	N/A*
Institutional support (% of total)			
MTSU	29%	43%	40%
Conference USA	28%	44%	N/A
Private support (% of total)			
MTSU	3%	3%	4%
Conference USA	10%	7%	N/A

**FY 2025 revenue will be updated when finalized*

ADVANCEMENT

	FY 2023	FY 2024	FY 2025
Number of donors	7,689	7,638	7,984
Total annual support	$54,456,805	$22,757,299	$21,992,508
	1-year	**10-year**	**20-year**
Investment return as of June 2025	14.9%	10.8%	10.8%

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Information Item

DATE:	November 11, 2025
SUBJECT:	**Quantum Update**
PRESENTER:	Mark Byrnes Provost

BACKGROUND INFORMATION:

An update on Quantum and Oak Ridge National Lab meetings.

Middle Tennessee State University
Board of Trustees

Academic Affairs, Student Life, and Athletics Committee

Information Item

DATE:	November 11, 2025
SUBJECT:	**Athletics Report**
PRESENTER:	Lee De León Deputy AD/Chief Revenue Officer

BACKGROUND INFORMATION:

An update on the Department of Athletics.

Lightning Zone Committee

Meeting Minutes

October 29, 2025

* Group was welcomed by Dr. McPhee who thanked the committee in advance for their input on this important community initiative

* Meeting began with introductions of committee members and staff present

Drew Harpool:

- $78 million in state appropriations for Murphy Center renovation
- $5.5 million remaining in Build Blue
- Can use the student fees as revenue source to issue bonds through the Tennessee School Bond Authority

Steve Smith:

- What's happening with the hotel? Should have an update in the next 30 days
- Hope to have a Murphy Center contractor by Valentine's Day
- Drawings will probably take 18 months
- Original Murphy Center cost $6.5 million

Bill Waits:

Murphy Center

- We submitted a total cost of $119 million to the state for this renovation
    - Hard and soft costs
- Need a "front door"/main entrance to the Murphy Center and a lobby space
- Also need a pedestrian plaza between Murphy Center and Smith Center
- Also need to re-do Greenland parking lot
- Lots of athletics renovations – MBB/WBB locker rooms, bowl improvements
- Academic renovations will be included as well
- Plumbing/HVAC renovations needed
- Try to address some exterior renovations as well

- Floyd Stadium
    - West side grandstand - Need to demolish the lower side and install a new aluminum bleacher system
    - Want to enhance the spectator experience; will likely result in reduced capacity due to increased aisle space and leg room
    - Exploring party decks and other amenities
    - $16.5 million total project ($16 million in school bonds and $500k of MTSU funds)
    - Architect has been selected
    - Aiming for completion prior to 2027 Football season
    - Should have renderings by the next meeting in December

<u>Murphy Center Architect Presentation - Eric Scowden (Architect from GMC)</u>

- Renderings are still conceptual in nature
- Aiming for a beautiful building that's complimentary to the Smith Center
- New Murphy Center entrance will be ADA accessible and a major improvement in that regard (ramps, elevators, escalators)
- Looking to build out space under East side berm to expand offices/interior space for Basketball and academic areas that could open up into the pedestrian plaza
    - Would need to demolish the entire berm
- Atrium will look like a "crown jewel" that will match the "jewel box" of the Smith Center
- There will be all new mechanical, electrical, and plumbing in the building
- "Light renovation" for the street level offices for Athletics and HHP
- Plan to resurface the indoor track in the upper concourse level
- Potential for suites in the upper concourse level
- Money in the budget for a new basketball court as well
- Conceptual Schedule:
    - Programming will take 4 months (we're currently half way through)
    - Design will take 18 months

    - Construction will take 22 months
- Dr. Neal asked to look into sound separation in the street level offices for HHP

Murphy Center Vision - Chris Massaro:

- How do we take advantage of this incredible opportunity?
- Academic partnerships are extremely important to us
- Great working relationship with Dean Pete Grandjean
    - He wants to build out a Sports Nutrition and Sport Psychology program
    - We're currently partnering with Sports Management, Athletic Training, and other programs under his purview
- We had 14 high school graduation ceremonies last year
- 168 Women's Basketball and 164 Volleyball high school and middle school team camps held in the Murphy Center last summer
- Thousands of high school students enter this building every year and their impressions as they evolve into making decisions on their choice of college are extremely important
- We need to bring commerce to this side of Murfreesboro & clean up Greenland Dr
    - Needs to become a "booming neighborhood area"
    - Need to have more concerts and outside events in the Murphy Center


GMC
MAIN GATE
MTSU
MTSU
MTSU
MTSU ATHLETIC PLAZA