







**Middle Tennessee State University  
Board of Trustees**

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

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August 16, 2022  
9:00 am

**AGENDA**

Call to Order and Opening Remarks

Roll Call

Approval of Minutes (Action) ..... [Tab 1](#)

Approval of Expedited Tenure (Action) ..... [Tab 2](#)

Tenure Process (Information) ..... [Tab 3](#)

Post-Approval Monitoring Report (Information) ..... [Tab 4](#)

Enrollment Update (Information) ..... [Tab 5](#)

Athletics Report (Information) ..... [Tab 6](#)

Closing Remarks

Adjournment







**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, May 24, 2022, in the Miller Education Center Meeting Room at Middle Tennessee State University.

**Call to Order**

Committee Chair Pam Wright called the meeting to order at 10:54 a.m.

**Roll Call**

Board Secretary James Floyd called the roll. The following Committee members were in attendance: J.B. Baker, Tom Boyd, Pete DeLay, Darrell Freeman, Joey Jacobs, Steve Smith, Chris Karbowskiak, Pam Wright, and Rick Cottle. A quorum was declared.

Mark Byrnes, University Provost; Joe Bales, Vice President for University Advancement; Yvette Clark, Interim Vice President for Information Technology and Chief Information Officer; Deb Sells, Vice President for Student Affairs and Vice Provost for Enrollment and Academic Services; Alan Thomas, Vice President for Business and Finance; Brenda Burkhart, Chief Audit Executive; Jimmy Hart, Senior Director of News and Media Relations; Lee DeLeon, Deputy Athletic Director; and James Floyd, University Counsel and Board Secretary, were also in attendance.

**Approval of Minutes - Action**

The first agenda item was approval of the minutes from the March 15, 2022, Academic Affairs, Student Life, and Athletics Committee meeting. Trustee Freeman moved to approve the minutes from the March 15, 2022, meeting, and Trustee Delay seconded the motion. A voice vote was taken and the motion to approve the minutes from the March 15, 2022, meeting of the Academic Affairs, Student Life, and Athletics Committee passed unanimously.

### **Approval of Tenure and Promotion - Action**

Provost Byrnes presented twenty-eight tenure and forty-nine promotion candidates and reminded the committee that we present these annually at the Spring meeting.

Trustee Freeman moved to approve the candidates for tenure and promotion, and Trustee Karbowski seconded the motion.

Vice Chair Karbowski questioned the role of the Board of Trustees in the approval of tenure and promotion. Board Secretary Floyd explained that Tennessee Code Annotated 49-8-301 sets the Board's purview to approve. Before the FOCUS Act, Tennessee Board of Regents approved the list upon the recommendation of the president.

Chairman Smith inquired about the percentage of tenured faculty. Provost Byrnes responded that he was comfortable with the percentage of tenured faculty, which has been steady at 56-57%. Chairman Smith asked for trend information compared to our peers, and Provost Byrnes agreed to provide it. Committee Chair Wright added that the faculty labor market is competitive, and we do not want to suggest putting a cap on tenure.

Vice Chair Karbowski suggested that the Board may want more information, such as context and background, besides the names of the recommended. Committee Chair Wright reminded the Committee that its role is not to delve into the management of the University and suggested a detailed demonstration of the tenure process at the next meeting.

Trustee Cottle recused himself from the vote since he was on the list for promotion. A voice vote was taken and the motion to approve the candidates for tenure and promotion passed unanimously.

### **Approval of Chair of Excellence - Action**

Provost Byrnes referred the Committee to Jarett Decker's resume in the materials and asked for approval of his appointment as chairholder of the Joey A. Jacobs Chair of Excellence in Accounting.



Trustee Smith moved to approve the appointment of Jarett Decker as chairholder of the Joey A. Jacobs Chair of Excellence in Accounting. Trustee Baker seconded the motion. A voice vote was taken, and the motion to approve Jarett Decker as chairholder of the Joey A. Jacobs Chair of Excellence in Accounting passed unanimously.

### **Degree Under Consideration - Action**

Provost Byrnes reminded the Committee that degree programs are brought before this Committee at the beginning of consideration and at the end of the proposal process for approval. As part of the background information presented, Provost Byrnes shared that labor statistics indicate high demand and salaries for information security positions.

Trustee Karbowski moved to approve consideration of a Bachelor of Science in Cybersecurity, and Trustee Freeman seconded the motion. A voice vote was taken, and the motion to approve consideration of a Bachelor of Science in Cybersecurity passed unanimously.

### **Application and Enrollment Activity - Information**

Vice President Deb Sells reported that there were more applications and more freshmen admitted than ever before in an environment where students are applying to more schools. In addition, orientation and housing reservations numbers are very strong as well. Retention projections are also up for undergraduates compared to last year. She noted that the students coming through orientation look happier, more connected, and more engaged. The university is feeling good about the projected incoming class.

### **Open Educational Resources Presentation - Information Item**

Vice Provost for Faculty Affairs Cheryl Torsney introduced assistant professors Erica Stone, co-PI on the OER grant and Natalie Hoskins, member of the OER committee. Dr. Torsney reminded the committee that she presented OER in 2019 and gave a definition and brief history of the \$100,000 grant for OER, as well as next steps. In 2021-22, 2,450 students saved \$154,000 in textbook costs. Recently, we were awarded three new TBR grants to continue training faculty to use OERs. This is a national trend, and we are doing the hard work.

### **Athletics Update - Information Item**

Deputy Athletic Director Lee De León spoke on behalf of Chris Massaro who was at Conference USA meetings. He noted that Athletics is having a historic year in fundraising and extended thanks to Joe Bales and Steve Smith for their assistance. The total athletics giving for this year is more than \$8.2M. The Build Blue is an Athletics priority, and we have surpassed the goal set in November with \$15.34M and continue to fundraise. On the construction front, he shared that the outdoor tennis facility begins in July and will be completed next summer. Also, the Student Athlete Performance Center construction begins in December and the Murphy Center windows will be complete in August.

With regards to competition, MTSU has won four C-USA championships. Men's and Women's Basketball went undefeated at home and Men's Tennis was ranked in the Top 20 nationally. Academic performance for the Spring semester revealed a 3.067 GPA for all student-athletes. Finally, graduating our student-athletes continues as our top priority.

### **Adjournment**

Committee Chair Wright adjourned the meeting at 11:40 a.m.

Respectfully submitted,

Academic Affairs, Student Life, and Athletics Committee



**Middle Tennessee State University  
Board of Trustees**

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

**Action Item**

DATE: August 16, 2022

SUBJECT: **Approval of Expedited Tenure**

PRESENTER: Mark Byrnes  
Provost

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**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.

The following faculty member has been reviewed for tenure by their department and college committees, and college dean according to MTSU Policy 204 Tenure and the respective college and department policies. The President and Provost recommend that tenure be granted effective September 14, 2022.

Name	Department	Rank
Stone, Nancy	Psychology	Professor





**Middle Tennessee State University  
Board of Trustees**

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

**Information Item**

DATE: August 16, 2022

SUBJECT: **Tenure Process**

PRESENTER: Mark Byrnes  
Provost

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**BACKGROUND INFORMATION:**

At the Committee's request, Provost Byrnes will discuss the academic tenure process established in Policy 204 Tenure.





**Middle Tennessee State University  
Board of Trustees**

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

**Information Item**

DATE: August 16, 2022

SUBJECT: **Post-Approval Monitoring Report**

PRESENTER: Mark Byrnes  
Provost

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**BACKGROUND INFORMATION:**

For the 2021-22 reporting cycle, MTSU had ten degree programs listed by the Tennessee Higher Education Commission (THEC) for Post-Approval Monitoring. THEC measures satisfactory progress as 80% attainment of the University's annual projected enrollment and graduation goals. Of the seven active degree programs measured with enrollment benchmarks, three (B.S. Tourism & Hospitality Management, B.S. Data Science, M.S., Physician Assistant Studies) exceeded the 80% benchmark. Of the six degree programs measured with graduation benchmarks, three (B.A./B.S. Religious Studies, B.S. Tourism & Hospitality Management, B.S. Data Science) met or exceeded the 80% benchmark. All four programs (B.A./B.S. Africana Studies, B.S. Fermentation Studies, B.A./B.S. Religious Studies, B.S. Dance) in Year 5 of post-approval monitoring were recommended by THEC staff to receive three more years of monitoring. Detailed quantitative information is provided in the attached tables; explanations and strategic plans are provided in the narratives.





### Programs in Post-Approval Monitoring

Program	Degree	Year Implemented	Year in PAM	Enrollment Benchmarks Attained	Graduation Benchmarks Attained
1. Africana Studies	BA/BS	2017	5	No	No
2. Fermentation Science	BS	2017	5	No	No
3. Religious Studies	BA/BS	2017	5	No	Yes
4. Dance	BS	2017	5	No	No
5. Tourism & Hospitality Management	BS	2019	3	Yes	Yes
6. Data Science	BS	2020	2	Yes	Yes
7. Art Therapy	BA	2021	Terminated	--	--
8. Art Therapy	MA	2021	Implementation	--	--
9. Physician Assistant Studies	MS	2021 (Delayed to spring 2022)	1	Yes	--
10. Data Science	MS	2022	Implementation	--	--

-- Not applicable.

### Academic Program Summaries

#### 1. Africana Studies, BA/BS – Summative Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2017	9	9	100%	2017-18	0	0	--
Fall 2018	17	11	65%	2018-19	0	6	*
Fall 2019	28	8	29%	2019-20	4	3	75%
Fall 2020	38	16	42%	2020-21	7	6	86%
Fall 2021	46	9	20%	2021-22	10	4	40%

\* Attainment rate not calculable: Students graduated, though none were projected.

The Africana Studies, BA/BS did not meet enrollment or graduation projections in their fifth year of post-approval monitoring. As of Fall 2021, a new program director was appointed who made several programmatic changes aimed at increasing enrollment. For example, MTSU has included African American History I and II as general education options with the hopes of increasing student exposure to the program. Due to the lower than projected enrollment and graduation, the program will be placed in productivity monitoring for an additional three years.

#### 2. Fermentation Science, BS – Summative Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2017	12	13	108%	2017-18	0	0	--
Fall 2018	24	27	113%	2018-19	0	7	*
Fall 2019	35	25	71%	2019-20	1	1	100%
Fall 2020	49	35	71%	2020-21	7	8	114%
Fall 2021	58	30	52%	2021-22	11	3	27%

\* Attainment rate not calculable: Students graduated, though none were projected.

MTSU's Fermentation Science, BS was below enrollment and graduation projections in its fifth year of post-approval monitoring and as a result will enter productivity monitoring for an additional three years. In order to build a pipeline for community college students and increase interest in the program, a course was developed for a USDA grant awarded to the program, but the course has not yet been offered. The grant also included the development of problem-based learning modules focusing on fermentation science scenarios in the areas of introductory biology, chemistry, and mathematics. These modules have been included in courses at Motlow State Community College and Columbia State Community College and have showed enhanced student interest in fermentation science.

### 3. Religious Studies, BA/BS – Summative Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2017	9	11	122%	2017-18	0	4	*
Fall 2018	17	24	141%	2018-19	0	4	*
Fall 2019	28	32	114%	2019-20	4	7	175%
Fall 2020	38	33	87%	2020-21	7	10	143%
Fall 2021	46	28	61%	2021-22	10	8	80%

\* Attainment rate not calculable: Students graduated, though none were projected.

Enrollment in Religious Studies, BA/BS trailed projections in the fifth year of monitoring. The program is planning a full schedule of on- and off-campus recruiting events in the 2022-23 academic year to increase enrollment. The program reached 80 percent of its projected graduates in 2021 and has produced over 150 percent of the graduates they projected to this point in the implementation of program. The Religious Studies, BA/BS will be placed in productivity monitoring for three years to ensure the program meets minimum productivity standards.

### 4. Dance, BS – Summative Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2017	13	21	162%	2017-18	0	4	*
Fall 2018	27	33	122%	2018-19	0	5	*
Fall 2019	43	40	93%	2019-20	5	10	200%
Fall 2020	52	39	75%	2020-21	9	9	100%
Fall 2021	59	42	71%	2021-22	11	6	55%

\* Attainment rate not calculable: Students graduated, though none were projected.

Enrollment in the Dance, BS was below projections for the fifth year of post-approval monitoring. Fifteen incoming majors are expected in fall 2022. The program has produced 136 percent of their projected graduates, though their annual graduation fell below projections in the fifth year of post-approval monitoring. Revenues continue to exceed projections, as they have for each year in the monitoring period. Recurring costs rose past projections for the first time because of the cost of hiring a full-time faculty member. The Dance, BS will be placed in productivity monitoring for three years to ensure the program meets minimum productivity standards.

### 5. Tourism and Hospitality Management, BS – Standard Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2019	12	39	325%	2019-20	0	0	--
Fall 2020	24	71	296%	2020-21	0	9	*
Fall 2021	36	58	161%	2021-22	2	15	750%
Fall 2022	48			2022-23	5		
Fall 2023	60			2023-24	10		

\* Attainment rate not calculable: Students graduated, though none were projected.

In the third year of post-approval monitoring, the Tourism and Hospitality Management, BS exceeded both enrollment and graduation projections by a wide margin. To solidify the enrollment pipeline, program staff are working with industry partners to address negative perceptions of the tourism and hospitality industry that arose through during the COVID-19 pandemic. As a result of the larger than projected enrollment, the program has tuition revenue that is well above its projections. Program costs are below projections, as they have been every year in the monitoring cycle.

### 6. Data Science, BS – Standard Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
Fall 2020	29	26	83%	2020-21	0	0	--
Fall 2021	47	51	109%	2021-22	0	2	*
Fall 2022	56			2022-23	4		
Fall 2023	64			2023-24	9		
Fall 2024	73			2024-25	14		

\* Attainment rate not calculable: Students graduated, though none were projected.

The Data Science, BS exceeded enrollment projections in the second year of post-approval monitoring. In addition, two students completed the program, though graduates were not expected until the third monitoring year. A third tenure-track faculty and an administrative assistant were both hired in the 2021-22 academic year. Additionally, a 100-member data science student organization has been established. Recurring expenses are below projections, and tuition revenues exceed projections.

### 7. Art Therapy, BA

MTSU terminated the Art Therapy, BA in May 2022. MTSU plans to add a concentration in Art Therapy under the existing Art, BA/BS consistent with recommendations made by the National Schools of Art and Design (NASAD) in the accreditation process for the Art Therapy, MA.

### 8. Art Therapy, MA – Implementation Report

Implementation of the Art Therapy, MA has been delayed to fall 2024. Though there is student interest in the program, it has been challenging to hire a credentialed faculty member to serve as program director. A suitable candidate had been hired to start in August 2022, but that person backed out of the job in the beginning of June. Plans are currently being developed to hire the program director and second faculty member during the next academic year. Delays in faculty hiring have also delayed program accreditation by SACSCOC. In May 2022, the National Schools of Art and Design (NASAD) granted plan approval for the program, allowing them to begin enrolling students.

9. Physician Assistant Studies, MS – Standard Report

Enrollment				Graduation			
Year	Projected	Actual	Attainment	Year	Projected	Actual	Attainment
May 2022	30	30	100%	2022-23	0	0	--
May 2023	57			2023-24	0		
May 2024	84			2024-25	27		
May 2025	84			2025-26	27		
May 2026	84			2026-27	27		

The Physician Assistant Studies, MS met its enrollment projections in its first year of post-approval monitoring. Graduates are not projected until the third year. Classrooms and labs have been renovated and the program has secured technologically advanced simulation materials to ensure effective instruction.

10. Data Science, MS – Implementation Report

Program implementation is scheduled for fall 2022. As of June 2022, 19 students have been admitted to the program, doubling the projections. An adjunct faculty member will be hired to teach Data Understanding (DATA 6300) in fall 2022 and a new tenure-track faculty line has been requested to begin in spring 2023.





