



# **Middle Tennessee State University**

## **Board of Trustees**

### **Spring Quarterly Board Meeting**

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**Tuesday, April 4, 2023**  
**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 4, 2023  
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 13, 2022 Winter Board Meeting

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

- 1. Approval of Degrees under Consideration
- 2. Approval of Honorary Degree

**Audit and Compliance Committee Meeting Report**

**Executive and Governance Committee Report and Recommendations**.....Tab 3  
1. Approval of Institutional Mission and Mission Profile

**Finance and Personnel Committee Report and Recommendations** .....Tab 4  
1. Approval of Permanent Appointment of Vice President for Information Technology and CIO

**President’s Report**

**Closing Remarks**

**Adjournment**





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Minutes of December 13, 2022  
Winter Quarterly Board Meeting**

PRESENTER: Chairman Steve Smith

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**Background Information**

Approval of minutes of December 13, 2022 Winter Quarterly Board Meeting



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

The Middle Tennessee State University Board of Trustees met on December 13, 2022, 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 Veteran**

Gen. Huber introduced student veteran Air Force Staff Sergeant Miranda Vekel who served five years as dental assistant and is also married to an Air Force Special Operations veteran. She is enrolled as a member of the inaugural class in MTSU's Physician Assistant Studies program. Vekel expressed her gratitude to Dr. Miller, General Huber, and all the Daniels Center staff who have moved mountains to help her and other veterans succeed.

**Roll Call**

Board Secretary James Floyd called the roll. The following trustees were in attendance: J.B. Baker, Tom Boyd, Andrew Carpenter, Rick Cottle, Pete DeLay, Chris Karbowiak, and Stephen Smith. Trustee Pam Wright participated electronically. Per T.C.A. 8-44-108(c)(3), Trustee Wright was asked and responded in the affirmative that she could hear clearly so she could participate in the meeting and confirmed there was no one else in the room with her. A quorum was declared.

President Sidney A. McPhee; 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; Andrew Oppmann, Vice President for Marketing and Communications; Diane Snodgrass Interim Chief Audit Executive; James Floyd, University Counsel and Board Secretary; and Kim Edgar, Executive Assistant to the President and Chief of Staff, were also in attendance.

**Approval of September 13, 2022, Meeting Minutes – Action**

Trustee DeLay made the motion to approve the minutes from the September 13, 2022, meeting, and Trustee Baker seconded the motion. A roll call vote was taken, and the motion was approved unanimously.

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

Trustee Rick Cottle reported that the Academic Affairs, Student Life, and Athletics Committee met on November 15, 2022. The committee approved the minutes from its August 16, 2022, meeting. The committee report contained one action item, approved by the Committee, and informational items for the Board's consideration. The information items included a report on MTSU Online, most recent performance metrics, an enrollment report, and an Athletics update. Materials outlining this action were made available for review prior to the Board meeting and were contained in Board notebooks.

**New Degrees: Master of Science in Occupational Innovation and Effectiveness and Master of Science in Legal Studies – Action**

In accordance with University Policy 251, Approval of Academic Programs, Units, and Modifications, all academic actions that require review and approval by THEC must be approved by the Board of Trustees. Provost Byrnes presented two degrees for consideration: Master of Science in Occupational Innovation and Effectiveness and Master of Science in Legal Studies.



## **Motion**

Trustee Cottle made the motion to approve the action item recommended by the Committee and Trustee Karbowski seconded the motion. A roll call vote was taken and the motion to approve the action item carried unanimously.

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

Committee Chair Pete DeLay reported that the Audit and Compliance Committee met on November 15, 2022. The committee approved the minutes from its August 16, 2022, meeting. There were no action items brought before the Committee. An information update advised that there were no internal audit reports or external reviews since the last committee meeting.

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

Chairman Smith reported that the Finance and Personnel Committee met on November 15, 2022. The Committee approved the minutes from its August 16, 2022, meeting. There was one action item and other informational items presented to the committee. Materials outlining these actions were made available for review prior to the Board meeting and were contained in Board notebooks.

## **2022-23 October Revised Budget – Action**

Vice President Alan Thomas presented to the committee changes since the July (Original) Budget, which included adjustments to tuition and fee Revenue based on fall enrollment numbers; adjusted expenditure budgets to reflect fall enrollment information, re-budgeting of various student fee balances from the prior year, purchases in process at year end but not be completed until the current fiscal year, scholarships,; and marketing and branding commitments; and adjusted auxiliary and restricted budgets based on fall enrollment. The Committee unanimously approved the revised budget.

## **THEC 2023-24 Operating Recommendations – Information**

## **THEC 2023-24 Capital Outlay/Maintenance Recommendations - Information**

### **Motion**

Trustee Cottle made the motion to approve the action item recommended by the Committee and Trustee Delay seconded the motion. A roll call vote was taken and the motion to approve the action item carried unanimously.

### **Appointment of Chair of Excellence and Expedited Tenure - Action**

On behalf of Provost Byrnes, Mary Hoffschwelle presented a request for approval for appointment and expedited tenure of Dr. Ahad Nasab as Chairholder of the Robert E. and Georgiana West Russell Chair of Manufacturing Excellence as well as his expedited tenure pursuant to Policy 204 Tenure and the respective college and department policies. Dean Greg Van Patten, Provost Byrnes, and Dr. McPhee had recommended approval.

### **Motion**

Trustee Baker made the motion to approve the appointment as Chair of Excellence and expedited tenure for Dr. Ahad Nasab and Trustee Karbowski seconded the motion. A roll call vote was taken and the motion to approve the action item carried unanimously.

### **Amendment to MTSU Facilities Master Plan - Action**

Assistant Vice President for Campus Planning Bill Waits presented a request to amend the 2016 Campus Master Plan to facilitate future development of a hotel on either of two (2) sites in order to serve the MTSU community.

### **Motion**

Chairman Smith made the motion to approve the amendment to MTSU's 2016 Campus Master Plan and Trustee Karbowski seconded the motion. A roll call vote was taken and the motion to approve the action item carried unanimously.

### **Report of Board Secretary**

Board Secretary James Floyd advised that Policy 60 Appeals and Appearances before the Board was revised to incorporate the fourteen (14) days' notice required to address the Board set forth in the Board's Policy Requests to Address Board of Trustees.

### **Report of the President**

Dr. McPhee thanked the Board for the opportunity to give updates on University activities since the last meeting.

### **Enrollment Activity and Projections**

Dr. McPhee advised that the December 1 undergraduate application and admit numbers for the Fall 2023 semester reveal increases in applications for both freshmen, up 17.5%, and transfer students, up 17.5%. In addition, admissions have increased for both freshmen, up 6.2%, and transfers, up 30.4%. These numbers are reflective of the strong participation in this Fall's True Blue Tour and on-campus Preview Day events. Dr. McPhee thanked our admission and recruitment staff, faculty, deans, and other administrators who are responsible for our success. Our latest information from the College of Graduate Studies for Fall 2023 shows applications are up 5.9% over last year and admits are down 11.0%.

### **Legislative Meeting**

Dr. McPhee shared that on Monday, December 5, the university hosted a breakfast for our local legislative delegation. Senators Dawn White and Shane Reeves, along with Representatives Charlie Baum, Tim Rudd, Pat Marsh, Mike Sparks, and Robert Stevens were present.

Dr. McPhee expressed appreciation to Chairman Smith and Trustee Baker for attending. At the breakfast, Dr. McPhee thanked the delegation for their past support of the university and shared our priorities for the 2023 legislative session which include: support for THEC's request for Higher Education operating budget (requesting \$150 million in new funding); funding for salary increases and market adjustments; supplemental funding for the Applied Engineering

capital project; full funding of capital maintenance; recurring Meharry funding; and funds to support Carnegie Research/Classification movement toward R1 designation.

#### MTSU Tennessee Teach Back Initiative

Dr. McPhee provided an update on the Tennessee Teach Back Initiative (TTBI) that we are working on with Mrs. Tracy Frist, educator, writer, and wife of former Majority Leader Bill Frist. TTBI is closely aligned with our College of Education's mission to increase the recruitment and retention of diverse teacher candidates into our teacher preparation programs while providing direct and supportive pathways into the profession. We have established the inaugural nine (9) member TTBI Advisory Council with Mrs. Frist serving as chair. The Council is charged with the following: to develop attainable metrics for the outcomes of the initiative; provide advice and guidance for the TTBI; provide insight and thought partnership based on professional and personal stories; generate ideas and solutions to financially support the TTBI; and serve as TTBI ambassadors. The first meeting of the advisory council is scheduled for January 24, 2023.

#### Murphy Center 50<sup>th</sup> Anniversary Celebration

Dr. McPhee reminded everyone that the Charles M. Murphy Center turned fifty (50) years the previous Sunday, December 11. On December 11, 1972, we formally opened the Glass House. Over those five decades, Murphy Center has been the heart of MTSU and hosted a who's who of entertainers — Elton John, the Who, the Temptations, Stevie Wonder, Johnny Cash, Tina Turner, Garth Brooks, and many more. He noted that in recent years, we have made considerable strategic investments to extend its useful life. Also, just this past November, we welcomed Wynonna Judd and many other stars to Murphy Center for a spectacular final concert of The Judd's that will be shown on national television in March of next year. He invited everyone to join us for the 50<sup>th</sup> anniversary celebration when the Blue Raiders take on in-state foe Chattanooga at 6 p.m. tomorrow evening, December 15.

### Commencement

Dr. McPhee shared that two (2) commencement ceremonies were held this past Saturday, December 10. We conferred 353 graduate degrees and 1,345 undergraduate degrees for a total of 1,698 degrees. We had two outstanding speakers: Mr. Doug Kreulen, president and chief executive officer of the Metropolitan Nashville Airport Authority and, Mr. Ronald Roberts, Managing Partner of Finn Partners, MTSU alumnus, and current President of the MTSU Foundation Board.

### Airport

Dr. McPhee advised the Board that we have a meeting scheduled tomorrow with a group of new officials in Shelbyville Airport Commission and City Council.

### **Adjournment**

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

Respectfully submitted,

James C. Floyd  
Board Secretary





**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

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

DATE: April 4, 2023

PRESENTER: Pam Wright  
Committee Chair

- 
- Approval of Degrees Under Consideration
  - Approval of Honorary Degree







**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 4, 2023

SUBJECT: **Approval of Degrees Under Consideration**

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**BACKGROUND INFORMATION:**

Per THEC Policy A1.0 New Academic Programs: Approval Process, “Prior to submitting a letter of notification to THEC, an institution must have received institutional governing board approval of the proposed program” (see A1.0.5A Institutional Governing Board Approval).

Academic Affairs is putting forth five new master’s degree programs, all at 30 Credit Hours with full online delivery options. Pending the approval of the MTSU Board of Trustees and the results of feasibility studies, the University may submit a Letter of Notification to THEC.

**Master of Arts in Organizational and Professional Communication**  
**Master of Science in Digital Media**  
**Master of Science in Music Business**  
**Master of Science in Project Management**  
**Master of Science in Tourism and Hospitality Management**



### **Master of Arts in Organizational and Professional Communication**

The Department of Communication Studies proposes a Master of Arts in Organizational and Professional Communication. This 30-credit hour, fully online program will be designed for working professionals. This program will guide students to improve their communication and critical thinking skills and increase overall career success.

Coursework will include theoretical and experiential learning opportunities to acquire advanced interpersonal, group, and organizational communication skills. Students will increase their overall effectiveness and growth as members and leaders in various fast-paced changing organizational and professional environments. Employers continuously desire strong verbal and written communication skills as the top desired skills for new hires and leaders within their organization, and this program will meet that need.

### **Master of Science in Digital Media**

This 30-hour, fully online master's program will allow students to update and expand their expertise in social media, digital analytics, communication technologies, data journalism, media theory, and applied research methods. Offered by MTSU's School of Journalism and Strategic Media alongside the School's in-person Master of Science in Media and Communication, this program will attract people interested in public relations, advertising, journalism, and related fields who need the flexibility of online coursework. Hanover Research has identified mass communication and media studies as one of Tennessee's 16 "high growth" areas of graduate education, characterized by a combination of above-average growth in student demand and above-average volume of degrees awarded.

### **Master of Science in Music Business**

A unique program taught by industry professionals, this 30-hour, fully online master's degree will equip students with rich expertise in the field of music business. An expansion of MTSU's distinguished Department of Recording Industry, the Master of Science in Music Business will include coursework in entertainment-related branding, entrepreneurship, law, ethics, artist management, social media strategies, research methods, and more. The U.S. Bureau of Labor Statistics estimates there were 207,000 jobs nationwide in 2021 for singers, musicians, and related workers, and the bureau's forecasts predict an average of 26,500 job openings per year in the field through 2031. Despite these numbers, the national graduate education market includes only four online master's programs in music business, and only one of them is a Master of Science. Demand for the program is already evident on MTSU's campus. More than 20 students in the Jones College of Business MBA program are completing a concentration in Music Business, and nearly a dozen undergraduates in the Department of Recording Industry are seeking a second bachelor's degree, confirming that there are many learners wanting to redirect or modify their career journeys.



### **Master of Science in Project Management**

The Jones College of Business is seeking to create a Master of Science in Project Management program (MSPM). The MSPM will be a 30-hour program targeted toward professionals engaged in managing complex projects and project life cycles in all industry sectors facing rapidly changing environments. The degree will be offered with an online option to provide maximum flexibility for full-time professionals seeking to improve their existing or develop new skills toward their professional career development. Upon completion, students will be prepared for certification by PMI as Certified Project Management Professionals. According to the Project Management Institute (PMI), the demand for the project management-oriented labor force will grow by 33% by 2027.

### **Master of Science in Tourism and Hospitality Management**

The intense population growth in the Middle Tennessee region is leading to high-yield opportunities, especially in travel and tourism which is the second highest employer in the state behind healthcare and brings in considerable tax dollars for the state (\$23 billion in travel spending in 2019 with projected revenues beyond that for 2023). A new master's degree in Tourism and Hospitality Management will bring many benefits to students, employers, and the wider economy in the greater Middle Tennessee region. With comprehensive training in areas such as tourism management, hospitality management, and event planning, this 30-hour, online program will ensure that graduates have the necessary skills and knowledge to succeed in the fast-paced and competitive hospitality industry that can be applied in various sectors, including accommodations, travel, attractions, tourism services, food and beverage management, destination marketing and management, and conventions and special events.





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 4, 2023

SUBJECT: **Approval of Honorary Degree**

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**BACKGROUND INFORMATION:**

University Policy 316, Awarding Honorary Degrees, states that the President must recommend nominees for honorary degrees to the Board of Trustees for approval.

An ad hoc committee of faculty and staff has reviewed and recommended the nomination of Mr. John Floyd to receive an honorary doctorate degree. In concurrence, President McPhee recommends to the Board of Trustees that Mr. Floyd receive an honorary doctorate degree at the May 2023 Commencement Ceremonies.







**Middle Tennessee State University  
Board of Trustees**

MEETING: Spring Quarterly Board Meeting

SUBJECT: **Executive and Governance Committee**

DATE: April 4, 2023

PRESENTER: Steve Smith  
Committee Chair

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- Approval of Institutional Mission and Mission Profile





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 4, 2023

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

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**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 27, 2023, the University Planning Committee approved proposed revisions to the University's mission statement and mission profile. Textual changes are proposed for accuracy and clarity.

Once approved by the Board of Trustees at its April meeting, the University will present the mission statement and mission profile to THEC in fulfillment of this statutory requirement.



## Statement of Mission

Middle Tennessee State University ~~embraces takes pride in~~ its role as a comprehensive, ~~diverse,~~ ~~and~~ innovative institution-whose distinctive bachelor's, master's, specialist, and doctoral programs prepare graduates to thrive in their chosen professions and a changing global society. Students, faculty, and staff 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 ~~a the~~ destination of choice for Tennessee undergraduates and ~~the top choice for Tennessee transfer students.~~ ~~In addition,~~ its distinctive undergraduate and graduate programs draw students from across the nation and around the world. Innovative degree programs and research and public service centers attract, welcome, and support a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and ~~historically~~ underrepresented students. ~~MTSU continues to be the top Tennessee choice for transfer students.~~ The University uses advanced research-based practices to help students recognize their academic promise and achieve success, conferring approximately 5,000 degrees annually. Dedicated faculty and staff 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, cross-disciplinary, ~~and~~ co-curricular programs, ~~and Tennessee's first public Honors College~~ deliver a value-added education rich in research, service learning, and civic engagement. Academic 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 has earned the Carnegie Doctoral University: High Research Activity and elective Community Engagement classifications.

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

## Statement of Mission

Middle Tennessee State University takes pride in its role as a comprehensive, diverse, and innovative institution-whose distinctive bachelor's, master's, specialist, and doctoral programs prepare graduates to thrive in their chosen professions and a changing global society. Students, faculty, and staff 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*

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*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 4, 2023

PRESENTER: Pete DeLay  
Committee Chair

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- Approval of Permanent Appointment of Vice President for Information Technology and CIO





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Spring Quarterly Board Meeting

DATE: April 4, 2023

SUBJECT: **Approval of Appointment of Vice President for  
Information Technology and CIO**

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**BACKGROUND INFORMATION:**

Policy 808 – Compensation Reporting and Approvals – requires the appointment and salary recommendation of Vice Presidents or other executives reporting directly to the President to be approved by the Board of Trustees.

The attached recommendation for the permanent appointment of Yvette Clark as Vice President for Information Technology and CIO, as well as the salary request included, falls under this approval requirement and is therefore being presented to the Board of Trustees by the Finance and Personnel Committee.




**Office of the President**

Middle Tennessee State University  
204 Cope Administration Building  
Murfreesboro, Tennessee 37132  
615-898-2622  
FAX: 615-898-2507



To: Mr. Steve Smith, Chairman, Middle Tennessee State University Board of Trustees  
Mr. Pete Delay, Committee Chairman of the Finance and Personnel Committee

From: Sidney A. McPhee   
President

Subject: Appointment of Vice President for Information Technology and Chief Information Officer

Date: March 1, 2023

I wish to recommend to the Board the appointment of Ms. Yvette Clark as Vice President for Information Technology and Chief Information Officer.

Ms. Clark is currently the Interim Vice President for Information Technology and Chief Information Officer. Ms. Clark has done an exceptional job in her role as interim. With her many years of experience in this area as well as her breadth of knowledge, she will certainly be an asset to our university in the permanent role.

It is for these reasons that I recommend the appointment of Ms. Yvette Clark as Vice President for Information Technology and Chief Information Officer with an annual salary of \$237,298.08 beginning April 4, 2023. If you have any questions or concerns, please let me know.

c: Mr. Alan Thomas, Vice President for Business and Finance  
Ms. Kathy Musselman, Assistant Vice President for Human Resources



**Office of the President**

Middle Tennessee State University  
204 Cope Administration Building  
Murfreesboro, Tennessee 37132  
615-898-2622  
FAX: 615-898-2507



March 1, 2023

Yvette Clark  
Interim Vice President for Information Technology and Chief Information Officer  
Middle Tennessee State University  
217 Cope Administration Building  
Murfreesboro, TN 37132

Dear Ms. Clark:

It is my intent to recommend to the MTSU Board of Trustees Finance and Personnel Committee your appointment as Vice President for Information Technology and Chief Information Officer.

The MTSU Board of Trustees Finance and Personnel Committee meeting will be held on March 14 and in anticipation of the committee's approval, the recommendation will be made to the full board at its meeting on April 4, 2023.

If you have any questions or concerns, please let me know.

Sincerely,

A handwritten signature in blue ink that reads "Sidney A. McPhee".

Sidney A. McPhee  
President

c: Mr. Alan Thomas, Vice President for Business and Finance  
Ms. Kathy Musselman, Assistant Vice President for Human Resource





# Yvette Clark, Interim Vice President of Information Technology & CIO

1301 E. Main St. CAB 217, Murfreesboro, TN 37132 | w(615) 898-2566 | yvette.clark@mtsu.edu

## Career Summary

Works to be a strategic partner focused on building and delivering IT strategies and solutions aligned with the university goals. Uses leadership experience, process improvement, project management, technology roadmaps, enterprise solutions delivery, and research experience to deliver positive impact to the bottom line as well as the end user experience. Builds clear business cases for new solutions, sets IT governance standards, and builds stakeholder consensus. At the core of success is the ability to be a change agent and innovative thinker. Openness to explore options, pursue efficiencies, and execute on good ideas.

## SKILLS

Leadership	Process Re-engineering	IT Governance	Risk Management
Budgeting & Planning	Multi-year Technology Roadmaps	Vendor Management	Research
Change Management	Systems Life Cycle Management	Project Management	Database Design
ITIL Certified	Disaster Recover Planning	Office 365	ArcGIS
Stakeholder Relations	Enterprise Data Management	Vendor Oversight	Solutions Design

## EXPERIENCE

### Interim Vice President of Information Technology & CIO, MTSU Murfreesboro, TN 02/2022 – Present

- Lead seven (6) direct reports with a total of 90 full-time employees comprising the ITD team.
- Lead the ITD team to deliver relevant products that meet the strategic initiatives of the University.
- Develop strategic partnerships with ITD and university and departmental leadership.
- Develop a strategy for enhancing technological improvements and identifying and implementing new technologies.
- Overseeing and implementing complex technology projects
- Oversee IT Risk Assessment, Disaster Recovery Planning & Information Security Program
- Reorganized the ITD division to include an AVP of Information Security to lead the university's information security program.
- Implemented several infrastructure projects including equipment upgrades in the data centers and wi-fi enhancements.
- Partnered with Office of Research and Sponsored Projects on the electronic Research Administration software (Cayuse) project.
- Started digital transformation projects associated with the ERP to enhance end-user experience and replace outdated solutions.
- Initiated review of CRM solution to address improved processes for admissions and recruitment of undergraduate, graduate, international, and adult learner applicants. The CRM replacement project will begin in the first quarter of 2023.

### Associate Vice President of Enterprise Application Services, MTSU Murfreesboro, TN 08/2021 – Present

- Manage three direct reports with over 22 team members.
- Leading the EAS team to deliver relevant products that meet the strategic initiatives of the University.
- Develop collaborative relationships between the ITD and campus functional users of Ellucian Banner.
- Coordinate meetings between the ITD divisions when large projects span expertise.
- Collaborate with the EAS Directors to coordinate Banner ERP quarterly upgrades in TEST & PROD environments.
- Work with Banner functional user leads and the EAS Directors to prioritize projects and meet expected deadlines.
- Coordinate efforts to review options for Enterprise Resources Planning upgrade.
- Created a position for an Executive Directory of EAS to focus on project management and business process documentation.

### Executive Director Information Technology Services, TTU Cookeville, TN 09/2017-08/2021

- Managed six direct reports with over 45 team members across the ITS department.
- Initiated planned technology purchasing to reduce technology costs and create a sustainable IT life cycle.
- Implemented an IT core competencies maturity model, emphasizing developing critical disciplines in the organization.
- Led the ITS team to deliver relevant products that met the strategic initiatives of the University.
- Successfully deployed applications and services to allow the university to effectively convert to remote teaching & work.
- Worked with University Leadership to create effective communication between ITS and campus.
- Coordinate meetings between the ITS divisions when large projects span expertise.
- Oversee IT Risk Assessment updates and documentation collection that support each division's scorecards.
- Plan and coordinate the yearly DRP test and tabletop exercises for business continuity.
- Coordinate the planning and hosting of the Tennessee Higher Education Information Technology Symposium.

**Director Academic and Client Technologies (ACT), TTU      Cookeville, TN      12/2015-08/2017**

- Managed three (3) direct report with over 17 team members.
- Improved IT processes and delivery for technology support to academic and administrative employees and students.
- Managed Technology Access Fee with goal to maintain state of the art technology for classroom and student use.
- Established partnerships throughout the campus and Tennessee Higher Education IT communities.

**Assistant Director Academic and Client Technologies, TTU      Cookeville, TN      09/2014-11/2015**

- Implemented continuing technical skill development within ACT to improve deliverables.
- Worked to improve communications and increase collaboration.

**Chief Operating Officer & Chief Financial Officer, Rich Froning Fitness, LLC      09/2012-06/2018**

- Designed and implemented business operations.
- Wrote business plans to implement new revenue streams.
- Supervised marketing, sales, and customer service.
- Managed and implemented program development to serve clients.
- Grew the company to realize \$1.3M in annual revenue.

**Research and Development Engineer, TTU      Cookeville, TN      10/1986-08/2015**  
**Center for the Management, Utilization, and Protection of Water Resources**

- Supported Technology for Research Unit and Grants.
- Worked on interdisciplinary research teams to further the research capabilities.
- Developed Turnkey Systems using ArcGIS including geodatabase design, model building and technical documentation.
- Supervised Graduate Students in use of ArcGIS for research projects.
- Awarded and managed over \$1.5M external research dollars.

**TEACHING**

<b>Governor’s School for Emerging Technology</b>	Tennessee Technological University	2004-2013
<b>Department of Chemical Engineering,</b>	Tennessee Technological University	2004-2007
<b>Department of Civil Engineering</b>	Tennessee Technological University	1998-2001

**PUBLICATIONS & PRESENTATIONS**

Published six refereed articles, two non-refereed articles, and four technical reports.  
Presented at twelve (12) professional conferences and produced two educational guides.

**RESEARCH**

Lead GIS researcher on 17 externally funded grants	Tennessee Technological University	1987-2014
Supervised full-time and student workers in the GIS Lab	Tennessee Technological University	1987-2014

**Campus & Community Service Work and Awards**

Commission on the Status of Women – Excellence Award for Leadership	Tennessee Technological University	2019-2020
Educause Proposal Reviewer	Educause Annual Conference	2019 & 2021
First Lego League, Volunteer Judge	Tennessee Technological University	2019
Research & Creative Inquiry Day, Judge	Tennessee Technological University	2007-2009 2016, 2019
Mayhem for Mustard Seed Ranch, Committee Member	Cookeville Community	2014-2018
Merit Badge University, Volunteer Instructor	Tennessee Technological University	2012-2018
WCTE Academic Bowl, Volunteer Judge	Cookeville Community	2008-2015
Engineering a Future, Volunteer Instructor	Tennessee Technological University	2003-2007
Technology Lab, Volunteer Teacher (1 hr/wk)	Capshaw Elementary School	1998-2002

**EDUCATION**

MS, Civil and Environmental Engineering	Tennessee Technological University
BS, Chemical and Petroleum Engineering	Colorado School of Mines