



# **Middle Tennessee State University**

## **Board of Trustees**

### **Winter Quarterly Board Meeting**

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**Tuesday, December 13, 2022**  
**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**

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Tuesday, December 13, 2022  
1:00 p.m.

**AGENDA**

**Call to Order**

**Pledge of Allegiance**

**Introduction of Student-Veteran**

**Welcome and Opening Remarks**

**Roll Call**

**Minutes**.....Tab 1  
September 13, 2022 Fall Board Meeting

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

1. Degrees Under Consideration
  - a. Master of Science in Occupational Innovation and Effectiveness
  - b. Master of Science in Legal Studies

**Audit and Compliance Committee Meeting Report**

**Finance and Personnel Committee Report and Recommendations** .....Tab 3  
1. 2022-23 October Revised Budget

**Appointment of Chair of Excellence and Expedited Tenure (Action Required)** .....Tab 4

**Amendment to MTSU Facilities Master Plan (Action Required)** .....Tab 5

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

**President's Report**

**Closing Remarks**

**Adjournment**



**Middle Tennessee State University  
Board of Trustees**

MEETING: Winter Quarterly Board Meeting

SUBJECT: **Minutes of September 13, 2022  
Fall Quarterly Board Meeting**

PRESENTER: Chairman Steve Smith

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**Background Information**

Approval of minutes of September 13, 2022 Fall Quarterly Board Meeting



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

The Middle Tennessee State University Board of Trustees met on September 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 acknowledged the incredible veteran population that exists in the faculty and administration. As an example, he introduced former Captain, Dr. Anne Anderson who currently serves as the Weatherford Chair of Finance in the Department of Economics and Finance. Dr. Anderson is a West Point graduate who was commissioned as one of the few female officers in the Engineering Corp. She faithfully served in the Army for 12 years and thereafter received her MBA from the University of Tulsa and her PhD in finance from the University of Arizona. Dr. Anderson noted that she joined the MTSU faculty in 2018 and that the Daniels Center was one of the reasons she came here. She has observed that the time, energy, and support that the Daniels Center gives our military affiliated students cannot be valued from a monetary perspective but provides a great return on investment.

**Resolution**

On behalf of the Board of Trustees and Dr. McPhee, Trustee Pam Wright shared a tribute to the late Darrell S. Freeman, Sr. Trustee Wright expressed that Darrell was a man of many talents and passions, with a vast array of accomplishments and achievements, honoring his perseverance and his humanity.

Darrell was born on December 23, 1964, in Chattanooga, TN, the youngest child of Howard and Jimmie Louse Freeman. His parents instilled in their children the importance of helping others and the value of an education, life lessons that would shape Darrell from an early age into a successful executive and entrepreneur. As a first-generation student, Darrell valued his education and those that provided it. As an undergraduate at MTSU, he met a professor, Dr. Richard “Dick” Redditt, who recognized his untapped potential and challenged him to do better. When Darrell responded to Dr. Redditt’s strict and demanding encouragement, his academic success soon followed. He used the lessons he had received from Dr. Redditt to earn two degrees from Middle Tennessee State University, a BS in Industrial Technology and a Master’s degree in Industrial Technology with an emphasis on computers.

Following graduation, Darrell started his career with Stingray Computers. However, he saw greater opportunity, and his entrepreneurial yearnings began to develop. Starting with only \$2,000 of his own money and maxing out his wife, Gloria’s, credit cards, he launched his own business. He began Advanced Computer Services, which he later renamed Zycron, Inc., an information technology company that eventually grew to over 300 employees. Darrell’s own experience proved that even against the odds, no matter your starting point, everyone has the ability to dream big, work hard, and exceed even those dreams. While much of Darrell’s success came from his own drive and dedication, he was a strong believer in the strength and the power of organizations. Generous with his time and talents, he was quick to give back to those who shared his beliefs. He was the second African American chair of the Nashville Chamber of Commerce and served an unprecedented two terms. A true public servant, over a thirty-year public career, he was a board member of many prestigious organizations and companies such as Blue Cross Blue Shield of Tennessee, Centennial Medical Center, the Community Foundation of Middle Tennessee, and the Federal Reserve Advisory Board. He was most recently inducted into the Nashville Entrepreneurial Center's Hall of Fame and recognized as the Tennessee Tribune's Man of the Year.



Darrell's passion and love for his alma mater was unquestioned. He provided scholarships and support for students, many of whom, like him, came from first generation families and underrepresented populations. The pinnacle of his service to his alma mater came when Tennessee Governor Bill Haslam asked him to serve on the institution's inaugural Board of Trustees. A dynamic and passionate advocate for students, Darrell served two-terms as Vice Chairman of this Board. He made sure to empower by giving back to local schools and community organizations. He wanted students to see that that despite one's circumstance or environment you could achieve. One of his greatest passions was for education, as he would say "Education solves every problem except traffic."

### **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, Joey Jacobs, Chris Karbowiak, Stephen Smith, and Pam Wright. 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 June 14, 2022, Meeting Minutes – Action**

The first agenda item was approval of the minutes from the June 14, 2022 Board Meeting. Trustee Delay made the motion to approve the minutes from the June 14, 2022, meeting, and Trustee Baker seconded the motion. A voice vote was taken, and the motion was approved unanimously.

### **Rulemaking Hearing – Action**

A Rulemaking Hearing was called to order by Chairman Smith at 1:12 p.m. on Sept. 13, 2022, to consider one rule. The hearing was conducted in manner set by the Uniform Administrative Procedures Act, T.C.A. § 4-5-204. The meeting was video recorded as a record for the hearing. The purpose of the hearing is to afford all interested persons an opportunity to present facts, views, or arguments relative to the rule. Notice of the hearing on the prescribed form was submitted for publication to the Tennessee Secretary of State's office; emailed to all MTSU students, faculty, and staff; posted on the Board of Trustees webpage; and provided to the Associated Press, Murfreesboro and Nashville area newspapers, radio, television stations and digital publication, newspapers in adjacent counties, and MTSU student media. Anyone interested in making comments on the rules were instructed to sign-in on the provided forms. Copies of the rules were made available.

Chairman Smith noted there were no interested parties present to speak on any of the four rules being presented. Board Secretary Floyd reported that there was one written comment received from Denise Seyl. Her comment did not relate to the proposed rule amendment, but instead focused on current rule section regarding lost or stolen parking permits.

Rule 0240-07-03 Traffic, Parking and Safety Enforcement - James Floyd, University Counsel and Secretary to the Board, provided a rule amendment summary. A motion to approve the amendment to Rule 0240-07-03 Traffic, Parking, and Safety Enforcement as presented was made by Trustee Karbowiak and seconded by Trustee Wright. A roll call vote was taken and the motion carried unanimously. The hearing on Rule 0240-07-0 Traffic, Parking, and Safety Enforcement concluded.

**Rulemaking Hearing adjourned at 1:17 p.m.**

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

Committee Chair Pam Wright reported that the Academic Affairs, Student Life, and Athletics

Committee met on August 16, 2022. The Committee approved the minutes from the May 24, 2022, meeting. The Committee report contained one action item, which was unanimously approved for the Board's consideration. Several information items were also presented. Materials outlining this action were made available for review prior to the Board meeting and were contained in the Board notebooks.

### **Expedited Tenure – Action**

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

Provost Mark Byrnes reported that Professor Nancy Stone has been reviewed for tenure by her department chair, department and college committees, and college dean according to Policy 204 Tenure and the respective college and department policies. The President and University Provost recommended that tenure be granted effective September 14, 2022, to this individual. The Committee unanimously approved that the recommended expedited tenure be granted.

### **Motion**

Trustee Boyd made the motion to approve the action item recommended by the Committee and Trustee Delay seconded the motion. A voice 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 August 16, 2022. The Committee approved the minutes from its May 24, 2022, meeting. The Committee report contained two (2) action items, unanimously approved by the Committee, to be considered and voted on by the Board. Several information items were also presented. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

### **Annual Report for Audit and Consulting Services – Action**

TCA 49-14-102, the MTSU Board of Trustees Bylaws, and Policy on Board Committees require that an annual comprehensive report on the internal audit function be submitted for the Committee’s review. The Annual Report for Audit and Consulting Services was submitted and reviewed. In addition, Policy 70 Internal Audit requires approval of the audit plan by the Audit and Compliance Committee. Diane Snodgrass, Interim Chief Audit Executive presented the Internal Audit Plan for Fiscal Year 2022. The Committee unanimously approved the annual plan as presented.

### **Risk Assessment Reporting – Action**

T.C.A. § 9-18-104 of the Financial Integrity Act requires institutions of higher education prepare and provide a management assessment of risk to the State of Tennessee’s Commissioner of Finance and Administration and to the Comptroller of the Treasury by December 31 annually. For 2022, the Division of Student Affairs, University Advancement, and Marketing and Communications performed and provided, risk assessment reporting.

In addition, a risk assessment report was completed detailing university-wide risk and control activities. The risk assessment documents are designated as confidential and are discussed in the non-public executive session of the Committee. Drew Harpool, Assistant Vice President Office of Compliance and Enterprise Risk Management, presented the risk assessment reports to the Committee for approval prior to the reports’ submission to the State, as required by law.

### **Motion**

Trustee Jacobs made the motion to approve the action items recommended by the Committee and Trustee Karbowski seconded the motion. A voice vote was taken and the motion to approve the action items carried unanimously.

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

Trustee Jacobs reported that the Finance and Personnel Committee met on August 16, 2022. The Committee approved the minutes from its May 24, 2022, meeting. The Committee report contained two (2) action items, unanimously approved by the Committee, to be considered and voted on by the Board. Information items were also presented. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

#### **Policy Revisions and Related Rule Amendment – Action**

- (1) Revision to Policy 160 Naming of Building and Facilities
- (2) Revision to Policy 100 Use of Campus Property and Facilities Scheduling
- (3) Revision to Policy 775 Traffic, Parking, and Safety Enforcement and amendment to coordinating Middle Tennessee State University Rule 0240-07-03 Traffic, Parking, and Safety Enforcement

#### **Revision to FY 23-24 Capital Outlay – Action**

Revision of the FY 23-24 Capital Outlay submission to request an additional \$20 million for the Applied Engineering project due to significant inflation in construction costs.

#### **Motion**

Trustee Delay made the motion to approve the action items recommended by the Committee and Trustee Boyd seconded the motion. A voice vote was taken and the motion to approve the action items carried unanimously.

The meeting paused for approximately fourteen (14) minutes to resolve a livestream technical issue and resumed with the Board Secretary's report.

## **Board Secretary Report**

Board Secretary Floyd reported that a technical revision was made to Policy 90 Athletics Integrity and Conduct of Athletics Staff to correct an office reference.

## **Report of the President**

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

## **Enrollment**

The Fall 2022 census is complete and we will further examine and analyze our enrollment details in the next couple of weeks. At present, total enrollment stands at 20,686 students. For this past recruitment cycle, Fall 2022 semester, we received a record-setting 12,276 freshmen applications and admitted a record-setting 7,844 freshmen students. This represents an increase of 26% increase in the number of new freshmen admitted. The total number of freshmen who are enrolled this fall is 2,779, an increase of 1.5% compared to the Fall 2021. The new students total at all levels stands at 6,223 students for fall 2022, which is an increase of about 2% over the total number of new students who joined MTSU last year. Our dual enrollment program is another bright spot in our efforts, with an increase of 36% in the number of high school students enrolled in MTSU classes, bringing us back to our more typical pre-pandemic numbers in this category. However, as anticipated, we did lose new transfer student enrollments, which are down this year by a bit more than 8%. Last year, total number of MTSU student enrolled who had transferred at some point in their student career stood at 57.56%; this year, that has dropped slightly to 56.03%. MTSU's student body diversity remains strong and is consistent with last year. Approximately 31.5% of the total student body reported as either African American, Hispanic, or Asian. Dr. McPhee also shared that graduate student enrollment tends to move in sync with the nation's unemployment rates. MTSU's graduate enrollments peaked in the first two years of the pandemic, 2020 and 2021. However, as unemployment rates in the nation have dropped, both current and prospective students are electing to pursue employment instead of education which is impacting all higher

education. Consequently, our graduate enrollments have dropped this year, after two years of significant growth. Our total overall enrollment shows a decrease of approximately 3%. The new recruitment cycle for Fall 2023 has already begun, and several new initiatives are in the works. For example, Dr. McPhee will host a luncheon for all the middle Tennessee high school and community college advisors tomorrow. In addition, we have already held the local Rutherford County True Blue Tour.

### SACSCOC

Dr. McPhee next publicly shared the results of Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) review of MTSU's Fifth-Year Interim Report. After reviewing the University's compliance with twenty-two selected standards of the Principles of Accreditation and the Impact Report on our Quality Enhancement Plan, MT Engage, the Committee on Fifth-Year Interim Reports issued no findings for additional reporting. He congratulated Provost Mark Byrnes and his Fifth-Year Interim Report team, which included Vice Provost Mary Hoffschwelle among other faculty and staff for this successful outcome. This summer there were forty (40) university reports that were reviewed by SACSCOC and only two (2) universities received a "no recommendations or deficiency" outcome and MTSU was one of the two. MTSU will next submit a full accreditation compliance report to SACSCOC in 2026.

### MTSU Aerospace / Shelbyville Airport Project

The Shelbyville City Council approved the City's purchase of thirty-two (32) acres located between the airport and U.S. Route 231. A portion of this acquisition will be the new home for MTSU's Aerospace department. The university is currently working with the Shelbyville Airport Authority on a tentative sketch for its operations that will assist in the development of lease agreements with both the Shelbyville Airport and City of Shelbyville.

### Partnerships

Dr. McPhee shared exciting news about new partnerships. In late August, MTSU forged a partnership with the Metro Nashville Police Department to encourage its officers and

employees to enroll in our new Public Safety concentration in our Bachelor of Integrated Studies degree program. With the strong support of Metro Police Chief John C. Drake and Deputy Chief Dwayne Greene, we created a special three-day enrollment period for over 2,000 Metro employees to start taking classes in the Fall semester. MTSU, with the approval of our police chief, sent all MNPD employees a video message and a detailed email explaining the attributes and advantages of the program. We have received very positive responses. Similar efforts are underway with the Rutherford County Sheriff's Department and the Town of Smyrna Police Department.

### Rankings

MTSU continues to earn recognitions through national rankings for the excellent academic programs that we offer. The U.S. News & World Report 2022-2023 Best Colleges rankings were recently published. Middle Tennessee State University earned rankings in four categories including: Best Undergraduate Nursing, Best Undergraduate Business, top recognition in Social Mobility - National Universities, and Best Undergraduate Engineering Program at universities without a doctorate in engineering.

### Conclusion

In closing, Dr. McPhee reminded everyone that the Outdoor Tennis Complex Groundbreaking will be this Thursday at 10 a.m. It will be held at the current Buck Bouldin Tennis Courts and parking will be available in the Greenland parking lot. He invited the Board to come join in the festivities.

### Requests to Address the Board

Chairman Smith asked Board Secretary Floyd to open the meeting up for any public comments. Board Secretary Floyd noted that Braxton Coleman made a timely request to speak before the Board. He advised Mr. Coleman he had the opportunity to address the Board for 5 minutes.



Braxton Coleman, a Senior at MTSU, shared remarks regarding the passing of Darrell S. Freeman Sr. and made a call to serve underrepresented MTSU students as Mr. Freeman did through his vision and message.

**Adjournment**

Chairman Smith adjourned the meeting at 2:02 p.m.

Respectfully submitted,

James C. Floyd, Board Secretary

DRAFT





**Middle Tennessee State University  
Board of Trustees**

MEETING: Winter Quarterly Board Meeting

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

DATE: December 13, 2022

PRESENTER: Pam Wright  
Committee Chair

- 
- Degrees under Consideration
    - a) Master of Science in Occupational Innovation and Effectiveness
    - b) Master of Science in Legal Studies





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Winter Quarterly Board Meeting

DATE: December 13, 2022

SUBJECT: **Approval of Degrees Under Consideration  
MS, Occupational Innovation and Effectiveness**

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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). The following academic programs are under consideration. Pending the approval of the governing board and results of feasibility studies, the university may submit a Letter of Notification to THEC.

**Master of Science in Occupational Innovation and Effectiveness**

Housed in University College at Middle Tennessee State University, this 30-hour online program will allow for credentialed professional development at the graduate level. Students will select three, 9-hour focus areas from a variety of options such as Leadership, Operations Research (Analytics/Survey), Diversity in the Workplace, and other similar topics vital to today’s workplace environment. The program’s director will consult with faculty, businesses, non-profits, and others to keep focus blocks current and to match them with industry needs.



Courses for the MS, Occupational Innovation and Effectiveness will be offered during 6-week terms each semester, allowing for maximum flexibility for professionals who may want to take one class at a time while earning multiple credits during the time of a traditional 16-week semester. At the culmination of the program, students will complete a 3-hour capstone which will allow them to reflect upon the new skills they have mastered and implement the skills into their professional portfolio.







**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Winter Quarterly Board Meeting

DATE: December 13, 2022

SUBJECT: **Approval of Degrees Under Consideration  
MS, Legal Studies**

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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). The following academic programs are under consideration. Pending the approval of the governing board and results of feasibility studies, the university may submit a Letter of Notification to THEC.

**Master of Science in Legal Studies**

The College of Media and Entertainment and the Jones College of Business at Middle Tennessee State University (MTSU) are seeking to create a Master of Science in Legal Studies (MSLS) in partnership with the Nashville School of Law (NSL). The program would be composed of three tracks: General Business; Compliance; and Entertainment.



The degree, to be awarded by MTSU, will consist of 30 credit hours, 12 of which will be completed and transferred from NSL. The MSLS is a degree for mid-level professionals working in detail-oriented fields (i.e., banking and financial services, entrepreneurship, consulting, entertainment) who seek formal knowledge related to contract formation, litigation, and employment law, as well as other upper-level specialized materials. The MSLS is not recommended for prospective or existing lawyers.

According to a feasibility study conducted by Hanover Research for MTSU, promising demand trends in the Southeast region indicate that this program is viable. The degree program will physically be located on the campus of NSL. Details related to tuition and fees, financial aid, faculty workload, etc., will be detailed in the longer degree proposal and a memorandum of agreement or similar document. Local authorization will allow MTSU staff to take steps needed to ensure compliance with all SACSCOC accreditation standards.





**Middle Tennessee State University  
Board of Trustees**

MEETING: Winter Quarterly Board Meeting

SUBJECT: **Finance and Personnel Committee**

DATE: December 13, 2022

PRESENTER: Joey Jacobs  
Committee Chair

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- 2022-23 October Revised Budget





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Winter Quarterly Board Meeting

DATE: December 13, 2022

SUBJECT: **2022-23 October Revised Budget**

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**BACKGROUND INFORMATION:**

The Board of Trustees is charged with approving the operating budgets and setting the fiscal policies for Middle Tennessee State University. As required by THEC, one of the three budgets submitted by the University annually is an October (Revised) budget.

The attached budget being submitted for your approval contains the following changes since the July (Original) Budget:

- Adjustments to Tuition and Fee Revenue based on fall enrollment numbers.
- Adjustments to expenditure budgets for (1) fall enrollment information, (2) rebudgeting of various student fee balances from the prior year, (3) purchases in process at year-end but not completed until the current fiscal year, (4) scholarships, and (5) marketing and branding commitments.
- Adjustments to auxiliary and restricted budgets based on fall enrollment information.





**MIDDLE TENNESSEE STATE UNIVERSITY  
ANALYSIS OF BUDGET CHANGES FOR REVENUE CATEGORIES  
OCTOBER BUDGET 2022-23**

	<u>2022-23 July Budget</u>	<u>2022-23 October Budget</u>	<u>Difference</u>
Tuition and Fees	\$ 207,084,800	\$ 202,730,100	\$ (4,354,700)
State Appropriations	127,729,400	134,721,900	6,992,500
Federal Grants and Contracts	1,150,000	1,150,000	-
Local Grants and Contracts	60,000	60,000	-
State Grants & Contracts	45,000	45,000	-
Private Grants & Contracts	282,500	282,500	-
Private Gifts	-	-	-
Sales & Services of Educ Activities	667,800	667,800	-
Sales & Services of Other Activities	17,623,700	17,666,700	43,000
Other Sources	1,656,900	1,656,900	-
	<u>\$ 356,300,100</u>	<u>\$ 358,980,900</u>	<u>\$ 2,680,800</u>

**MIDDLE TENNESSEE STATE UNIVERSITY  
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY FUNCTIONAL CATEGORY  
OCTOBER BUDGET 2022-23**

<b>Function</b>	<b>July Budget 2022-23</b>	<b>October Budget 2022-23</b>	<b>Difference</b>
Instruction	\$ 169,386,100	\$ 192,060,700	\$ 22,674,600
Research	6,690,400	12,123,200	5,432,800
Public Service	4,849,200	9,291,200	4,442,000
Academic Support	36,037,900	38,218,000	2,180,100
Student Services	38,445,500	42,083,600	3,638,100
Institutional Support	27,305,800	29,484,100	2,178,300
Operation and Maintenance	29,946,100	30,779,300	833,200
Scholarships and Fellowships	32,414,100	36,342,800	3,928,700
Transfers	11,225,000	12,950,600	1,725,600
<b>Total</b>	<b>\$ 356,300,100</b>	<b>\$ 403,333,500</b>	<b>\$ 47,033,400</b>

**MIDDLE TENNESSEE STATE UNIVERSITY  
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY NATURAL CATEGORY  
OCTOBER BUDGET 2022-23**

	<b>July Budget 2022-23</b>	<b>October Budget 2022-23</b>	<b>Difference</b>
Professional Salaries	\$ 159,073,000	\$ 158,606,300	\$ (466,700)
Other Salaries	23,939,300	24,512,400	573,100
Employee Benefits	67,682,300	70,900,200	3,217,900
Travel	4,832,400	5,262,300	429,900
Operating Expense	85,905,400	126,622,000	40,716,600
Capital Outlay	3,642,700	4,479,700	837,000
Transfers	11,225,000	12,950,600	1,725,600
Total	<u>\$ 356,300,100</u>	<u>\$ 403,333,500</u>	<u>\$ 47,033,400</u>

**MIDDLE TENNESSEE STATE UNIVERSITY  
ANALYSIS OF BUDGET CHANGES FOR AUXILIARIES  
OCTOBER BUDGET 2022-23**

<u>Auxiliary</u>	<u>2022-23 July Budget</u>	<u>2022-23 October Budget</u>	<u>Difference</u>
Bookstore	\$ 330,000	\$ 331,800	\$ 1,800
Food Service	2,959,200	2,959,200	-
Housing	16,324,700	16,324,700	-
Vending	110,000	145,500	35,500
Recreational Center	2,893,200	2,758,400	(134,800)
Post Office	479,800	479,800	-
Parking Services	5,127,700	5,010,700	(117,000)
Residential & Commercial Rentals	290,000	290,000	-
Health Services	4,180,700	3,987,500	(193,200)
TN Miller Coliseum	618,400	618,400	-
Student LD Service	100	100	-
<b>TOTAL</b>	<b>\$ 33,313,800</b>	<b>\$ 32,906,100</b>	<b>\$ (407,700)</b>

**MIDDLE TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF RESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**  
**OCTOBER BUDGET 2022-23**

<b>Revenues</b>	<b>2022-23</b>		<b>Difference</b>
	<b>July Budget</b>	<b>October Budget</b>	
Tuition and Fees	\$ 1,500,000	\$ (2,000,000)	\$ (3,500,000)
Federal Grants and Contracts	53,000,000	53,000,000	-
State Appropriations: Centers of Excellence	420,000	420,700	700
State Appropriations: Special Allocations	489,500	489,500	-
State Grants & Contracts	40,500,000	40,500,000	-
Local Grants & Contracts	50,000	50,000	-
Private Grants & Contracts	550,000	525,000	(25,000)
Private Gifts	2,300,000	2,500,000	200,000
Endowment Income	600,000	600,000	-
Other Income	1,500,000	1,500,000	-
Total Revenues	<u>\$ 100,909,500</u>	<u>\$ 97,585,200</u>	<u>\$ (3,324,300)</u>
<b>Expenses</b>			
Instruction	\$ 7,000,000	\$ 7,500,000	\$ 500,000
Research	6,000,000	6,250,000	250,000
Public Service	6,500,000	7,250,000	750,000
Academic Support	1,000,000	1,500,000	500,000
Student Services	4,000,000	2,000,000	(2,000,000)
Institutional Support	100,000	100,000	-
Operation and Maintenance	250,000	50,000	(200,000)
Scholarships and Fellowships	75,500,000	72,150,000	(3,350,000)
Auxiliary Enterprises	200,000	200,000	-
Total Expenses	<u>\$ 100,550,000</u>	<u>\$ 97,000,000</u>	<u>\$ (3,550,000)</u>

**MIDDLE TENNESSEE STATE UNIVERSITY  
BUDGET SUMMARY  
OCTOBER BUDGET 2022-23**

	<u>2022-23</u> <u>July Budget</u>	<u>2022-23</u> <u>October Budget</u>	<u>Difference</u>
Beginning Fund Balance	\$ 14,738,800	\$ 58,905,600	\$ 44,166,800
Revenue	490,523,400	489,472,200	(1,051,200)
Expenses	<u>490,163,900</u>	<u>533,239,600</u>	<u>43,075,700</u>
Ending Fund Balance	<u>\$ 15,098,300</u>	<u>\$ 15,138,200</u>	<u>\$ 39,900</u>

**MIDDLE TENNESSEE STATE UNIVERSITY  
TSSBA DEBT SERVICE COVERAGE - DISCLOSED PROJECTS ADJUSTMENT  
OCTOBER BUDGET 2022-23**

<u>Project Name</u>	<u>Total Project Budget</u>	<u>Amt. Financed by TSSBA</u>	<u>Est. Annual Debt Service</u>	<u>Est. Annual Related Fee Rev</u>
Athletic Video Board Upgrades	3,900,000	3,900,000		
New Student Housing	63,200,000	63,200,000		
Parking Structure	22,800,000	22,800,000		







**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Winter Quarterly Board Meeting

SUBJECT: **Appointment of Chair of Excellence  
And Expedited Tenure**

DATE: December 13, 2022

PRESENTER: Mark Byrnes  
Provost

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**BACKGROUND INFORMATION:**

The Robert E. and Georgianna West Russell Chair of Excellence Chairholder is charged with continuous enhancement of the engineering/technology programs; development and maintenance of adequately diversified areas of study to ensure a multidimensional student body in terms of experience, interest, and abilities; active involvement of faculty members in industry programs to ensure the continuous improvement of cutting-edge skills, relevance, and immediacy of the materials they impart to the student body; underscore Middle Tennessee State University as the institution of choice for those wishing to pursue excellence in manufacturing.

Attached for your review and approval is the recommendation by the Dean, Provost, and President to appoint Dr. Ahad Nasab as Chairholder of The Robert E. and Georgianna West Russell Chair of Manufacturing Excellence with expedited tenure.



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**MEMORANDUM**

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**To:** Sidney A. McPhee, President  
Mark Byrnes, University Provost

**From:** Greg Van Patten, CBAS Dean *PGVP*

**Date:** November 1, 2022

**Subject:** Appointment of Dr. Ahad Nasab as Russell Chair of  
Manufacturing Excellence

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With this memo, I formally request the appointment of Dr. Ahad Nasab as Professor and Chairholder in the Russell Chair in Manufacturing Excellence, and I recommend approval of the appointment by the Board of Trustees. The position is a 12-month faculty position, and we would like to offer Dr. Nasab a base annual salary of \$127,000 with a stipend of \$23,000 for as long as he remains the chairholder.

Dr. Nasab earned his Bachelor of Science from California State University, Northridge in Mechanical Engineering and then earned both his M.S. and Ph.D. in Mechanical Engineering at Georgia Institute of Technology. He spent four years as a Postdoctoral Associate and Research Scientist at the University of Tennessee Space Institute Center for Laser Applications. His work there focused on Air Force and Army projects that included electromagnetic railgun launchers, space ion propulsion mechanisms, magneto-plasma dynamics, and laser welding.

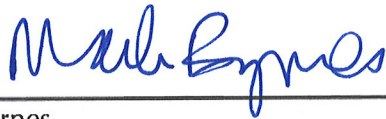
Following his stint at UTSI, Dr. Nasab began a 25-year appointment in the Department of Engineering Technology at MTSU, where he was tenured and eventually promoted to professor. In 2015, Dr. Nasab was recognized for his outstanding performance with the MTSU Excellence in Teaching Award. He served as the inaugural Director of the Mechatronics Engineering B.S. program at MTSU until 2018, when he was appointed Department Head and Burkett Miller Chair of Excellence for the Engineering Management and Technology Department at University of Tennessee, Chattanooga. During his time at UTC, Dr. Nasab has also served as a member Cranston Pearce Center, whose mission is to provide management and technology consulting services to public and private organizations within the region.

Dr. Nasab has published more than 30 refereed journal articles and conference proceedings. He has consulted or served as technical advisor for numerous organizations,

including NASA Marshall, Mahle/Tennex, Nissan, Bridgestone, Volkswagen, Siemens Technical Academy, QualFab, Calsonic Kansei, and Power Avenue Corporation. Dr. Nasab's connections and experience working with the manufacturing sector, will provide an excellent foundation for the next Russell Chair of Excellence. This experience will allow him to serve as a mentor and example for the Engineering Department's junior faculty members whom he has expressed a desire to assist in establishing similar connections of their own.

I encourage you to approve Dr. Nasab's appointment as Professor and Chairholder in the Russell Chair in Manufacturing Excellence and to send it forward to the MTSU Board of Trustees.

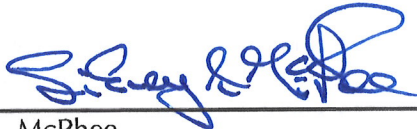
APPROVED:



Mark Byrnes  
University Provost

11-3-22

Date



Sidney A. McPhee  
President

11/4/22

Date

# Ahad S. Nasab

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## Education

Post-Doc	Applied Physics	UTSI- Center for Laser Applications	1987 - 1991
Ph.D.	Mechanical Engineering	Georgia Institute of Technology	1987
M.S.	Mechanical Engineering	Georgia Institute of Technology	1981
B.S.	Mechanical Engineering	California State University, Northridge	1980

## Research Interests

Industry 4.0, Mechatronics in Healthcare, Collaborative Robotics, Laser processing of ferrous and non-ferrous alloys. Thermodynamic studies of space propulsion devices. Radiative and transport properties of high-temperature gases.

## Professional Experience

### **Burkett Miller Chair of Excellence**

University of Tennessee, Chattanooga, 2018 - present

As the chairholder, I assist the UTC community in understanding the importance of technology; identifying and nurturing the development of technology; and assisting with the transfer of that technology to the marketplace in ways which foster economic development. I have developed working relationship with numerous major manufacturers in different sectors such as Volkswagen, Gestamp, TVA, McKee Foods, Branch Technology, Wright Brothers, Brozelco, Fillauer Orthotics, and others. These relationships result in research projects, lectureships assistantships, and donations.

I have designed and created the first fully equipped 'MakerSpace' called Collaboratory at the UTC College of Engineering and Computer Science.

### **Director, Pierce Cranston Center**

University of Tennessee, Chattanooga, 2018 - present

The Cranston Pearce Center for Applied Engineering serves its clients in a comprehensive manner by drawing upon the talents of faculty, students, and associates in many disciplines. Services are provided on a contracted basis, either short-term or long-term. Such activity may be in the form of training, research and development, operational support, testing, report preparation, marketing, or organization development. We work with many companies that provide training and research services to manufacturers and service providers as a team to make sure Chattanooga stays the hub for manufacturing and transportation in the Southeast region. Peak Performance Inc. is one of the latest additions to the portfolio of this center.

### **Chair, Department of Engineering Management & Technology**

University of Tennessee, Chattanooga, 2018 - present

As the Chair of the department which houses Engineering Management, Construction Management, and Mechatronics Technology, I oversee the staff of 19 faculty and \$1.1M operating budget. I founded the Mechatronics Technology BAS program at UTC which aligns well with AAS programs at Tennessee community colleges. As of today, I have initiated nine articulation agreements with TN community colleges while expanding the Mechatronics program from 5 students to

90 students in two years with the addition of more than \$500K in lab equipment for this program. While many colleges and program enrollment were adversely affected by COVID, my department has grown from 160 students to 360 students during the past two years. We have doubled the production of student credit hours with no additional faculty lines added to the department. The department has increased its online course offering by 300% making it one of the most popular programs for working individuals.

### **ABET Program Evaluator – Mechanical Engineering (EAC) and Mechanical Engineering Technology (ETAC) – 2019-present**

#### **Director, Mechatronics Engineering**

Middle Tennessee State University, 2013 – 2018

As a founding member and the director of the Mechatronics Engineering degree program at MTSU, I was involved in writing the initial proposal for establishment of the program, designing all the courses (20+) in the program, hiring five new faculty for the program, and establishing strong industry relationships for monetary and employment support. I trained new faculty on Systems Approach teaching methods, obtained Level 3 Siemens Mechatronics certification for the program, designated MTSU as the international Siemens Level 3 teacher training center starting 2018, prepared students to take FE exam (100% passing rate in 2018), initiated and implemented all processes necessary for a successful ABET EAC review process (ABET visit found NO deficiencies or weaknesses), advised and mentored all students (300+) enrolled in the program, mentored all the Mechatronics faculty, scheduled the courses/labs for all courses in Mechatronics, and secured NSF scholarship grants (\$614 K) for freshmen in Mechatronics. I took a group of students to Siemens Technical Academy every summer, showcased MTSU Mechatronics program in many National, State, County, and local events, continuously modified and improved the courses, worked with other departments (Physics, Computer Science, and Math) to establish courses suited for Mechatronics students, received nearly \$1M in equipment and facilities, and placed 100% of our graduates in Automation Industry in Middle Tennessee area and other States.

#### **Coordinator/Professor, Mechanical Engineering Technology**

Middle Tennessee State University, 2000 – 2013

#### **Coordinator/Professor, Electromechanical Engineering Technology**

Middle Tennessee State University, 1995 - 2000

#### **Technical Director**

Power Avenue Corp, 2005 – 2010

Power Avenue Corp was involved in designing and marketing PEM type hydrogen fuel cells. As the technical director of the company, I was responsible for patent management, legal protection of patents, communication with the company scientists and the prototype facilities, in Schwabach, Germany, and helped with technical content of company literature.

#### **Research Scientist**

UT Space Institute, 1987 – 1991

I served as a research scientist at the Center for Laser Applications of UTSI. I worked on many advanced Air Force and Army projects such as Electromagnetic Railgun launchers, Space Ion propulsion, Magneto-Plasma Dynamics (MPD), and Laser Welding.

### **Instruction Areas**

Over the last 30+ years, I have taught many courses in the Mechanical, Electro-mechanical, and Mechatronics areas at UTC, MTSU, and UT Space Institute. The following is a partial list of courses taught at both graduate and undergraduate levels.

Methods of Research (graduate)  
Analytical Methods in Engineering Technology (graduate)  
Mechanical and Electrical Systems in Construction  
Engineering Fundamentals  
Engineering Design  
Statics / Dynamics / Mechanics of Materials  
Electrical Circuits / Digital Circuits  
Fluid Mechanics / Fluid Power  
Kinematics and Machine Design  
Environmental Control and Design  
Thermodynamics / Heat transfer  
Robotics

### **TEACHING AWARD – 2015 MTSU Excellence in Teaching Award**

#### **Engineering Consulting / Advising / Services**

State of Tennessee – Department of Education – Mechatronics, 2016-2021

As a member an advisory group of Mechatronics experts, we are helping the TN DOE design Mechatronics curriculum tracks for Tennessee high schools. This involves course content design as well as developing assessment tools.

Siemens Technical Academy – Mechatronics Certification, 2014 - 2018

I worked with Siemens Technical Academy to define and refine the Level 3 certification content and exam. I have been working with other U.S. universities to help them establish Mechatronics programs at the bachelor degree level.

Motlow State Community College, Mechatronics Advisory Board member, 2015 - present

Chattanooga State Community College, Mechatronics Advisory Board member, 2018 - present

Cleveland State Community College, Mechatronics Advisory Board member, 2019 – present

UTC – member of Chattanooga Mayor Workforce Development Taskforce

UTC – Provost’s AdHoc Committee on Faculty Evaluation

UTC – Chancellor’s COVID Taskforce

UTC – Faculty in Residence

NASA Marshall, 2004

I was selected by NASA to participate in the ASEE summer faculty internship program at NASA Marshall, in Huntsville, AL. My research project involved using Excimer lasers to extract elements from Martian soil. I Later collaborated with NASA Marshall on Friction Stir Welding

Mahle/Tennex Industries, 2001 (7 months)

As the first faculty intern in industry, I worked at Mahle filtration for two semesters to help the company with engineering and process flow problems. I designed an entirely new 60-ft long stacking/de-stacking system to significantly impact the level of work-in-progress. I also designed an injection mold change-over system. The stacker system has already been duplicated at more than 20 locations in Murfreesboro, Troy, and Santa Catarina, Mexico.

QualFab Supply Co., March 2003

Studied the viscosity of a certain brand of paint and its flow through a new roller. Modelling and experimentation were conducted, and a report was submitted.

Calsonic Kansei, 2003 – 2007

Consulting on manufacturing process of condenser units and automotive A/C systems.

### **Member of the Following Professional Societies**

American Society of Mechanical Engineers – ASME, Associate Member  
American Society of Heating Refrigeration and A/C Engineers – ASHRAE  
Institute of Electrical and Electronics Engineers – IEEE  
American Institute of Aeronautics and Astronautics – AIAA  
American Society for Engineering Education – ASEE

### **External/Internal Funding – Research, Equipment, Education, Scholarship**

*The following is a list of funded grants that I have been involved in as PI, Co-PI, or a major contributor.*

Radiative Properties of Non-LTE Plasmas, National Science Foundation, 12/83 – 6/86, \$155,185  
Laser Thermal Propulsion, AFSOR, 9/86 – 8/89, \$283,337  
Experimental and Theoretical Studies of Arcs in Railguns, US Army, 9/86 – 8/89, \$1,659,965  
Laser Welding of Inconel, CASP, 4/89 – 8/90, \$50,000  
Picosecond Laser Breakdown Thresholds in gases, Air Force Office of Scientific Research, 9/89 – 1/91, \$452,714  
SSME Path Leak Detection, NASA, 11/89 – 1/92, \$259,200  
Railgun Plasma Armatures, US Army, 12/89 – 8/92, \$2,160,853  
Arc-jet Space Thrusters, NASA, 3/90 – 9/92, \$125,000  
A Novel Technique for Establishing a New Scale for Argon Transition Probabilities, MTSU Foundation, \$3,085  
Non-Equil. Transport Properties of Multi-Comp. Plasmas, MTSU Foundation (MTSU-F), 6/92 – 9/92, \$4,250  
Welding of Inconel Super-alloy: Effect of Pulse Duty Cycle, MTSU-F, 11/92 – 8/93, \$2,174  
Application of Monte-Carlo Radiation Heat Transfer to Propulsion Thrusters, MTSU-F, 6/94-9/94, \$4,508  
Transport Properties of Hydrazine for Propulsion, MTSU-F, 6/93 – 9/93, \$4,250  
Image Transform of Arc Plasma and Laser Sustained, MTSU-F, 6/95-9/95, \$4,782  
Technology Tools for Engineers of the Future, MTSU-F, 6/97-10/97, \$5,123  
NSF CSEM (with others in CSCI, Math, and ET&IS), NSF, 9/99 – 9/01, \$100,000/yr  
NASA Summer faculty fellowship, NASA-MSFC, 6/04-9/04, \$15,000  
Friction Stir Welding of Aluminum, NSF, 6/07 – 9/07, \$20,000  
Hydrogen Fuel Cell – Silicon as fuel (STEPMT), 6/08 – 9/08, \$20,000  
Radial Impact Excavation System – not funded, NASA, 2009, \$99,700  
Lunar Excavation System Feasibility studies, NASA Space Grant, 2009 – 2011, \$30,000  
FirstSTEP – Wheel-hub motor power management, NSF, Summer 2012, \$30,000  
FirstSTEP – Feasibility Study of communications in robotics, NSF, Summer 2013, \$30,000  
FirstSTEP – Mechatronics - System's Approach, NSF, Summer 2014, \$30,000  
Special Projects Award – Robotino, MT-Foundation, 9/2014, \$16,500  
S-STEM Mechatronics Scholarships, NSF, 4/2015 – 4/2018, \$614,000  
FirstSTEP – Mechatronics - 3 DOF Delta Robots, NSF, Summer 2015, \$30,000  
Improving Fundamental courses in Engineering, TBR, 2015-2016, \$43,000  
Technology Access Fee – Process Automation Module, M-TAF, 6/2015, \$150,000



Tennessee Board of Architectural and Engineering Examiners, TBAEE, 6/2016, \$15,000  
Tennessee Board of Architectural and Engineering Examiners, TBAEE, 6/2017, \$16,000  
Corner Stone Automation Systems- VA Healthcare, VA Health, 1/2018, \$30,000 Pending  
Siemens Technical Academy – Level 3 Workshop, Siemens, 1/2018, \$75,000, Pending  
S-STEM Scholarship – Mechatronics – Extension, NSF, 4/2018-4/2019, \$125,000

#### **UT- Chattanooga**

- 1) “Utilizing a Musculoskeletal Model for EMG Controlled Balance Platform for Low Back Pain Rehabilitation.” RESTORE CENTER PILOT PROJECT PROGRAM, Stanford University (SU) , October 1, 2020 Principal Investigator: Erkan Kaplanoglu, Investigators: Misagh Mansouri Boroujeni, Ahad Nasab. (Not funded)
- 2) “Design and Control of Tire Recycling Machine” Tennessee Department of Environment and Conservation Lead Principal Investigator: Erkan Kaplanoglu Principal Investigator : Ahad Nasab September 5, 2021 (Not funded)
- 3) “Design and Control of EMG Supported Pneumatic Actuated Balance Board” Biomedical Research Initiation Collaborative Program (BRIC), University of Tennessee Chattanooga and the Erlanger/UTCOM Lead Principal Investigator: Erkan Kaplanoglu Principal Investigators: Ahad Nasab, Max Jordon, Jeremy Bruce (Funded: \$23,000) (January 2020)
- 4) Collaborative Research: Integrating Tomorrow’s Technology into today’s Mechatronics Education: \$200,000, NSF, under review
- 5) Collaborative Research: Establishment of a Certification Exam in Tennessee for the Occupation Mechatronics Technician: \$288,000, NSF, not-funded.

#### **Publications** - in Refereed Scientific and Technical Journals and Conference Proceedings

Ulkir, O., Akgun, G., Nasab, A., & Kaplanoglu, E. (2021). Data-driven predictive control of a pneumatic ankle foot orthosis. *Advances in Electrical and Computer Engineering*, 21(1), 65-74.  
doi:<http://dx.doi.org/10.4316/AECE.2021.01007>

Kaplanoglu, E., Nasab, A., Jordon, M., Bruce, B., Young, M., and McDowell, J., "The Real-Time Control of An Active Balance Board with An EMG Monitoring System For Rehabilitation". *ReSEARCH Dialogues Conference proceedings*. <https://scholar.utc.edu/research-dialogues/2021/presentations/2>. April 12, 2021

Kaplanoglu, E., Nasab, A., Erdemir, E., Young, M., Dayton N., “Hand Gesture Based Motion Control of Collaborative Robot in Assembly Line” 7th International Conference on Engineering and Emerging Technologies (ICEET 2021) 27-28 October 2021

Kaplanoglu, E., Nasab, A., Max J., Jeremy, B., “ A Study for Rehabilitation Robotics for Lower Back Pain Prevention” CRMA Environment, Health & Safety Summit November 3, 2021

E. Mohamed, K. H. Tantawi, A. Pemberton, N. Pickard, M. Dyer, E. Hickman, K. Thompson, E. Kaplanoglu, A. Nasab, “[Real Time Gesture-Controlled Mobile Robot using a Myo Armband](#)” , Proceedings of the 2nd African International Conference on Industrial Engineering and Operations Management, Harare, Zimbabwe, December 7-10, 2020

L. Miao, A. Nasab, W. Boles, “An Indoor Bocce Game Played by Autonomous Robots”, Proceedings of Annual ASEE Conference, Columbus, OH, 2017

V. Bedekar, A. Nasab, W. Boles, "Improvements in Learning Experience by Adopting Student-Centered Teaching Practices", American Society of Engineering Education Annual Conference, Seattle, WA 2015

A. Nasab, F. Shahrokhi, R. Guarnaccio, "Hydrogen Fuel Cells - Applications", Proceedings of the Low Carbon Earth Summit, LCES 2011, Dalian, China, 19-26 Oct 2011.

A. Nasab, M. Manchuz, "Pulsejet Propulsion System Revisited", American Society of Engineering Education Annual Conference, Pittsburgh, PA, 2008

W. Abrha, A. Nasab, "Application of Lean and Six Sigma to the Healthcare Industry", American Society of Engineering Education Annual Conference, Pittsburgh, PA, 2008

F. Shahrokhi, A. Nasab, R. Guarnaccio, "Building Hydrogen Economy Based on Sand and Water", Proceedings of the International Hydrogen Congress and Exhibition, IHEC 2007, Istanbul, Turkey, 13-15 July 2007.

A. Nasab, S. Kaparathi, "Infrared Communication for Controlling a Robot", Proceedings of the ASEE Annual Conference and Exposition, Honolulu, HI, June 2007

A. Nasab, "In-situ Resource Utilization of Martian Soil to Extract Basic Elements", Final Technical Report, Science Directorate, NASA-Marshall, Huntsville, AL 2004

A. Nasab, "Merits of Faculty Internship in Industry", Proceedings of ASEE Annual Conference and Exposition, Nashville, TN, June 2003

A. Nasab, W. Boles, "Learning Robotics through Participation in National Design Contests", Proceedings of ASEE-SE Annual Regional Conference, Macon, GA, April 2003

A. Nasab, F. Foroudastan, "Faculty Internship in Industry", Journal of Industry and Higher Education, p. 367-369, Oct. 2001.

A. Gutow and A. S. Nasab, "Flexor Tendon Repairs Augmented with Internal Dermal Splints", 52nd Annual Meeting – American Society for Surgery of the Hand. 1998

A. Nasab, M. K. Mathis, and D. Stucky, "University Cogeneration Initiative as a Class Project Opportunity", Proceedings of the ASEE Annual Conference and Exposition, Milwaukee, WI. June 1997

A. Nasab, M. K. Mathis, and D. Stucky, "Lighting Energy Auditing", Proceedings of the ASEE Annual Conference and Exposition, Milwaukee, WI. June 1997

W. Ruyten, A. Sedghinasab (Nasab), T. Moeller, D. Keefer, R. Rhoads, "Comparison of Experimental and Numerical Results for an Argon Arcjet", Proceedings of the 28th Joint Propulsion Conference, AIAA 92-3105, July 1992.

D. Keefer, A. Sedghinasab (Nasab), N. Wright, and Q. Zhang, "Laser Propulsion Using Free Electron Lasers", AIAA Journal, Vol. 30, No. 10, p. 2478, 1992.

R. Crawford, D. R. Keefer, and A. Sedghinasab (Nasab), "Railgun Hybrid Armatures, Experimental Results and Performance Characteristics", IEEE Transactions of Magnetics, Vol. 27, No.1, p. 240, 1991.

D. R. Keefer, A. Sedghinasab (Nasab), and R. Crawford, "Simultaneous In-Bore Rail and Insulator Spectra from a Railgun Plasma Armature", IEEE Transactions on Magnetics, Vol. 27, No.1, p. 217, 1991.

A. Sedghinasab (Nasab) and T.L. Eddy, "Nonequilibrium Thermodynamic Properties of Argon", Heat Transfer in Thermal Plasma Processing. ASME - HTD - Vol. 161, p. 187, 1991.

D. R. Keefer, A. Sedghinasab (Nasab), N. Wright, and Q. Zhang, "Laser Propulsion Using Free Electron Lasers", Proceedings of the 21st International Electric Propulsion Conference, AIAA 90-2636, July, 1990.

D.R. Keefer, A. Sedghinasab (Nasab), T. Gogel, "Laser Florescence Velocimetry of an Arcjet Exhaustion Plume", Proceeding of the AIAA 21st International Electric Propulsion Conference, July, 1990.

A. Sedghinasab (Nasab) ,D.R. Keefer, & T. Gogel, "Calculation of Arcjet Constrictor Plasma Temperature Using a Monte-Carlo Method for Radiation Transfer", Proceedings of the AIAA 21st International Electric Propulsion Conference, AIAA 90-2615, July 1990.

T.D. McCay, A. Sedghinasab (Nasab), N. Dahotre, M. Sharp, "Effect of Pulse Duty Cycle on Inconel 718 Laser Welds", Proceedings of SAE Conference on Advanced Manufacturing Techniques, paper no. SP-794, Anaheim, CA, 1989.

A. Sedghinasab (Nasab), D.R. Keefer, and H.L. Crowder, "In-Bore Spectral Measurements in a Plasma Armature Railgun", IEEE Trans. Plasma Sci., Vol. 17, No. 3, p. 360, 1989.

T.L. Eddy, and A. Sedghinasab (Nasab), "The type and Extent of Non-LTE in Argon Arcs at 0.1-10 bar", IEEE Trans. Plasma Sci., Vol. 16, No. 4, p. 444, 1988.

A. Sedghinasab (Nasab), T.L. Eddy, and A.V. Larson, "An Arc Facility for Investigating non-LTE Plasmas", Review of Scientific Instruments, no. 57, p. 2093, 1986.





**Middle Tennessee State University  
Board of Trustees**

**Action Item**

MEETING: Winter Quarterly Board Meeting

SUBJECT: [Amendment to MTSU Facilities Master Plan](#)

DATE: December 13, 2022

PRESENTER: Bill Waits  
Assistant Vice President for Campus Planning

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**BACKGROUND INFORMATION:**

To facilitate the future development of a hotel to serve the MTSU community, an amendment to the 2016 Campus Master Plan is required. This amendment will include two proposed sites for future hotel development located at the north-west corner of the campus.

The envisioned hotel development is to provide a partnership with the MTSU Hospitality and Tourism program that allows experiential learning opportunities for students and will provide convenient lodging needed to support MTSU academic and Athletics demand.

Upon MTSU Board approval, this amendment will be submitted to the Tennessee Higher Education Commission for review and approval, and subsequently to the State Building Commission for approval and inclusion as an amendment to the 2016 Campus Master Plan.



**2016 MTSU Campus Master Plan Amendment**

**Proposed Amendment:**

This proposed amendment will revise the *2016 Campus Master Plan* as required to facilitate development of a future hotel. This hotel will serve the MTSU community by providing a partnership with the MTSU Hospitality and Tourism program that allows real-world experience for the program's students and provide convenient lodging needed to support the demand of MTSU athletics and academic programs campus wide.

The project delivery for hotel development will include a publicly advertised request for proposals for hotel development. Proposers will have the option of submitting proposals for either or both proposed hotel sites with financial proformas. MTSU will evaluate the proposals and further negotiate agreement terms with the best selected proposer. The agreement for this development will be in the form of long-term ground-lease with the hotel developer responsible for all development cost for the hotel, management of hotel operation, and lease payments for the use of property.

Brailsford and Dunlavey has been retained to assist MTSU by analyzing MTSU's induced and affiliated demand for hotel rooms by both MTSU academics and athletics, defining MTSU's goals for the hotel concept, carrying out a comprehensive market feasibility study, analysis of both proposed sites for development, and providing assistance in composing the request for proposal document and evaluating proposals.

The feasibility study has determined that the current hotel market in Murfreesboro is strong and with MTSU's current hotel demand will support a 65+ key hotel with a family-oriented, sports-themed restaurant. The request for proposal for hotel development will include flexibility to propose more hotel room capacity and other amenities based on each proposer's own feasibility analysis.

Proposed site options for hotel development include:

- **Site #1** – the preferred site for the hotel development
  - 4.0 acres +/- located directly north of the Murphy Center
  - Provides convenient access to support MTSU athletics facilities and the remainder of campus
- **Site #2** – alternate site included if needed stormwater infrastructure on Site#1 makes that location financially infeasible for development
  - 3.8 acres +/- located on the south-west corner of the Greenland Drive and Middle Tennessee Boulevard intersections
  - The Middle TN parking lot (Woodfin lot) and a residential structure are currently located on this parcel
  - This site is included as an alternate site if needed stormwater infrastructure on Site #1 should make that location unfeasible for development

MTSU Board of Trustees approval is the first step of approvals for amendment of the *MTSU 2016 Campus Master Plan*. Upon Board of Trustees approval, amendment approval requests will be made to the Tennessee Higher Education Commission and subsequently to the State Building Commission. Future approvals for the issuance of the RFP and the lease agreement will also be required with the State Building Commission.

Encl: Site Diagram illustrating proposed site locations for the hotel development



# Proposed Hotel Sites







**Middle Tennessee State University  
Board of Trustees**

MEETING: Winter Quarterly Board Meeting

SUBJECT: **Board Secretary's Report**

DATE: December 13, 2022

PRESENTER: James Floyd, Board Secretary

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**BACKGROUND INFORMATION:**

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

On 9/1/22, **Policy 60 Appeals and Appearances before the Board** was revised to adjust the number of days' notice required to address the Board in order to match the Board's Policy **Requests to Address Board of Trustees**.

