

MIDDLE TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

MINUTES

The Middle Tennessee State University Board of Trustees met on September 18, 2019, 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. Keith Huber led the Pledge of Allegiance.

Introduction of Student Veteran

Gen. Huber introduced Sgt. Corbitt Huseh who served in the Marine Corp from January 2010 until January 2015. He was deployed to Afghanistan from March 2011 until October 2011. Sgt. Huseh was with U.S.M.C. 1st Battalion, 5th Marines in the Helmand Province. He was engaged in combat operations against a very aggressive enemy where 18 were killed in action and over 200 were wounded. After serving five years in the Marine Corps, he and his wife Marie decided to return to middle Tennessee. It was his wife who first mentioned that he should go to MTSU because they welcome veterans and support veteran families in transition. Sgt. Huseh achieved his Bachelor's degree at MTSU in less than three years, continued with his Masters in Exercise Science, and is currently a doctoral student working on his Ph.D. His point of research is post-traumatic stress and the relationship between sleep patterns and physical activity. Sgt. Huseh agreed that MTSU provided needed support for veterans. While working on his bachelor's degree he stated that he participated in an underwater treadmill study of individuals with spinal cord injuries. Having been involved in that research project, he decided research is what he wanted to pursue, and that he had become passionate about the research participants they were helping. He stated that during the time while pursuing his masters and doctoral degrees, the suicide rate in his unit was twice the number killed in action. He realized he was in a unique situation where he could effect change through research. He then began to concentrate on

veteran-centered research in PTSD and physical activity, working closely with the VA. He stated that MTSU is a place where you can not only succeed, but excel. He closed his remarks by thanking the Daniels Center staff, Gen. Huber and Dr. Miller, and the Board for their support.

Welcome and Opening Remarks

Chairman Smith welcomed those present to the meeting of the Board of Trustees.

Roll Call

The following trustees were in attendance: J.B. Baker, Thomas Boyd, Pete DeLay, Samantha Eisenberg, Darrell Freeman, Sr., Joey Jacobs, Mary Martin, Stephen Smith, and Pamela Wright. Trustee Chris Karbowski was unable to attend. A quorum was declared. President Sidney A. McPhee; Alan Thomas, Vice President for Business and Finance; Mark Byrnes, University Provost; Joe Bales, Vice President for University Advancement; Andrew Oppmann, Vice President for Marketing and Communications; Bruce Petryshak, Vice President for Information Technology and Chief Information Officer; Deb Sells, Vice President for Student Affairs and Vice Provost for Enrollment and Academic Success; Brenda Burkhart, Chief Audit Executive; Heidi Zimmerman, University Counsel and Board Secretary; and, Kim Edgar, Assistant to the President and Chief of Staff were also in attendance.

Election of Board of Trustee Chair and Vice Chair

Chairman Smith stated that it is required by statute that the Board elect a Chair and Vice Chair and that they serve two years. The floor was opened for nominations for Chair. Trustee Martin nominated Trustee Smith for Chairman and Trustee Baker seconded the motion. There were no further nominations. With no additional nominations, Trustee Smith was re-elected Chairman by unanimous consent.

The floor was then opened for nominations for Vice Chair. Trustee Wright nominated Trustee Freeman for Vice Chair and Trustee Delay seconded the motion. There were no further nominations. A voice vote was taken and Trustee Freeman was re-elected as Vice Chair. Chairman

Smith and Vice Chairman Freeman thanked everyone for their support and the opportunity to continue serving.

Approval of Minutes – Action

The first agenda item was approval of the minutes from the June 18, 2019 Board meeting. Trustee Freeman made the motion to approve the minutes from the June 18, 2019 meeting, and Trustee Delay seconded the motion. A voice vote was taken and the motion to approve the minutes from the June 18, 2019 meeting of the Board passed.

Committee Report: Academic Affairs, Student Life, and Athletics

Committee Chair Pamela Wright gave the report from the September 4, 2019 meeting of the Academic Affairs, Student Life, and Athletics Committee. The meeting began with approval of the minutes from the May 29, 2019 meeting. The Committee report contained two (2) action items to be considered and voted on by the Board, and one (1) information item. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

Consideration of New Academic Program Degree: Bachelor of Science in Data Science – Action

This program prepares individuals to design and manage the construction of databases and related software programs and applications, including the linking of individual data sets to create complex searchable databases and the use of analytical search tools.

Revision to Policy 501 Residency Classification – Action

The proposed changes reflect Public Chapter 80, which requires that universities classify the spouse or dependent child of a service member as in-state for tuition purposes if the service member is transferred out-of-state on military orders. Specific criteria are enumerated, including that the spouse or dependent: had to have been accepted to the university; initially classified as in-state prior to the transfer out-of-state; enrolled during the term initially accepted; and, maintain continuous enrollment.

The two action items brought before the Committee were approved unanimously.

Athletics Department Update - Information

Statistics were provided on student athletes' recent academic success. There was also an update on the 2019 summer committee's work on a policy concerning conduct and risk management for athletics staff; a statement on conduct for athletics staff; and a student-athlete dispute resolution process. These proposals have been submitted to the President for consideration.

Motion

Chairperson Wright made the motion to approve these action items as recommended by the Committee, and Trustee Freeman seconded the motion. A voice vote was taken and the motion to approve all action items passed.

Trustee Freeman asked about the status of identifying the first African-American student participating in sports at MTSU in order to possibly recognize him/her at an upcoming event. Chris Massaro stated that he is working on this. Trustee Freeman stated it would be good to have that individual or group of individuals back on campus to recognize them. Trustee Boyd mentioned that he was told that the first African-American football players at MTSU were Harold Stevenson and J.W. Harper, who started school in 1969.

Chairman Smith introduced Tom Boyd as the newest Board member.

Committee Report: Audit and Compliance Committee

Trustee Boyd provided the report for the Audit and Compliance Committee in the absence of Committee Chair Karbowski. The Committee met on August 20, 2019 with the first item on the agenda being approval of the minutes from the May 29, 2019 meeting. The Committee report

contained one (1) action item to be considered and voted on by the Board, and three (3) information items. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

Internal Audit Annual Comprehensive Report – Information

Tennessee Code Annotated § 49-14-102, along with the 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. MTSU Policy 70 Internal Audit, Section VII.C. requires approval by the Committee of the coming year's audit plan. The Internal Audit Plan for Fiscal Year 2020 was presented to the Committee as part of the annual report and was approved.

Results of External Reviews - Information

The Tennessee Department of Finance and Administration, Office of Criminal Justice Programs, conducted an on-site financial monitoring review and a program monitoring review on June 6, 2019 of the Victims of Crime Act (VOCA) funding with a current year maximum liability of \$58,196. Two reports were issued. There were no findings in the financial monitoring review. The program monitoring review contained five (5) findings. Management implemented corrective action and the respective agencies agreed the corrective action adequately addresses the findings and is in compliance.

On July 30, 2019, the Office of the Comptroller of the Treasury released an investigative report concerning the MTSU Office of International Affairs. The report concluded that a former international recruiter misappropriated funds totaling at least \$39,750 and that he submitted other questionable documentation totaling at least \$5,010. The matter was referred to the Rutherford County District Attorney for criminal prosecution. Management has taken corrective action by requiring stricter review of international recruiters' travel. The Business Office requires direct payment of expenses with vendors when possible, and cash advances require justification of the expenses that require cash payments.

Office of Compliance and Enterprise Updates - Information

Gené Stephens, Assistant Vice President, Compliance and Enterprise Risk Management, provided three (3) updates from her office concerning Compliance and Risk Management Program Effectiveness – DOJ Measurements and Evaluation; Healthcare and HIPAA Compliance – University Pharmacy and Other Offices; and, European Union General Data Protection Compliance and International Partnerships.

The public meeting of the Committee adjourned, and the Committee went into executive session to discuss risk assessments, audits, and investigations.

Risk Assessment Reporting – Action

The Committee reconvened in public session for the final action item, Risk Assessment Reporting, presented by Ms. Stephens. Section 9-18-104 of the Financial Integrity Act requires institutions of higher education to 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 2019, the Divisions 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. Similar to MTSU’s risk assessment reporting of 2018, the risk assessment documents are designated as confidential and were discussed in the non-public executive session of the Committee. The risk assessment reports were presented to the Committee for approval prior to the reports’ submission to the State, as required by law.

The action item was approved unanimously by the Committee.

Motion

Trustee Delay made the motion to approve the action item and Trustee Baker seconded the motion. A voice vote was taken and the motion to approve the action item passed.

Committee Report: Executive and Governance Committee

Trustee Freeman provided a report for the Executive and Governance Committee which met on September 18, 2019. The minutes from the March 18, 2019 Committee meeting were reviewed and approved. The report contained one (1) information item.

Board Self-Evaluation - Information

MTSU's accrediting body, SACSCOC, requires a governing board to define and regularly evaluate its responsibilities and expectations pursuant to Standard 4.2.g. As evidence of compliance with that standard, SACSCOC recommends a regular board self-evaluation. An online, anonymous evaluation was provided to the trustees in January.

Chairman Smith asked whether there was a 100% response rate to the survey, with all trustees responding. Dr. McPhee responded that the survey information shows a 100% response rate.

Committee Report: Finance and Personnel Committee

Committee Chair Joey Jacobs provided the Finance and Personnel Committee report. The Committee met on September 4, 2019 and approved minutes from the May 29, 2019 Committee meeting. The report contained three (3) information items and one (1) action item. Materials pertaining to the Committee meeting were made available for review prior to the meeting and were included in the Board notebooks.

Budget Development and Compensation Timelines – Information

Mr. Thomas provided the Committee with an explanation of the timeline related to the University's annual budget process. The process starts in August each year for the following fiscal year, beginning with a request from the Tennessee Higher Education Commission (THEC) for various data elements in the areas of finance, physical facilities, and enrollment. A calendar timeline was included in the Board materials for a typical budget process. This timeline will be used to develop the FY 2020 – 2021 budget. The budget process and timeline can be affected by outside agencies such as THEC, other state governmental agencies, and the State Legislature. It

was also noted that the budget process overlaps from one year to another which requires the University to work on multiple fiscal year budgets at any given time.

Policy Revisions – Action

Revisions to three (3) policies were considered by the Committee.

Policy 101 Minors Participating in University Sponsored Programs or Programs Using University Facilities

Provisions are proposed for clarity as concerns: the supervision of minors (Section IV.A.5.); only minors registered as participating in a program being allowed to be present during that program (Section IV.A.12.e.); a prohibition against propping residence hall doors open (Section IV.A.12.h.); and an Enforcement section added to provide consequences for violation of the policy (Section V.).

Policy 620 Campus Master Plan

Revisions are proposed to change “Campus Facility Master Plan” references to “Campus Master Plan” to mirror THEC policy F.4.1 Nomenclature. The title of the policy was also changed to “Campus Master Plan”.

Policy 622 Acquisition and Disposal of Real Property

The proposed revisions change acquisition property title to be in the name of “State of Tennessee” rather than the “MTSU Board of Trustees”. The property acquisition or disposal submittal request was revised to be from the University and not from the State of Tennessee Real Estate Asset Management Division.

Capital Projects Update - Information

Bill Waits, Assistant Vice President for Campus Planning, provided updates and timelines on the Academic Classroom Building and the School of Concrete and Construction Management projects. Joe Whitefield, Assistant Vice President for Facilities Services, provided an update on

current capital maintenance projects.

Classified Employee Grievance Annual Report - Information

The Classified Employee Grievance Annual Report was presented by Kathy Musselman, Assistant Vice President for Human Resources. In accordance with T.C.A. § 49-8-117, each state university board, "shall provide an annual report to the education committee of the Senate and the education committee of the House of Representatives summarizing grievance activities of the previous year." Classified staff who are demoted, suspended, or terminated for cause are notified of their rights to appeal the employment action. If the employee starts the grievance process, the outcome of the grievance must be reported to the Senate and House education committees. The report provided for fiscal year July 1, 2018 - June 30, 2019 indicated that there were no grievances filed for this time period.

All action items before the Committee were approved unanimously. Trustee Jacobs thanked Alan Thomas, Bill Waits, Joe Whitefield, and Kathy Musselman for their many contributions to the Committee.

Motion

Trustee Freeman made a motion, seconded by Trustee DeLay, to approve the action items recommended by the Finance and Personnel Committee. A voice vote was taken and the motion to approve all action items passed.

Campus Safety - Information

Mr. Thomas reported that campus safety is always the number one priority for the entire campus community. He introduced Buddy Peaster, Chief of Police, to present information on safety updates and initiatives.

Chief Peaster reported that the MTSU University Police Department has 45 sworn officer positions, 11 civilian positions (dispatch, clerical, accreditation), and 20-25 part-time student

employees, as well as working with dozens of officers from other agencies (contract officers). The Department is certified and is recognized as a police agency, like any other agency in Tennessee. They have arrest powers, but also provide a service. The Department is divided into patrol, investigations, community policing, training, and communications sections. There is also an individual who works with victims as an advocate. The Department mission statement is about providing excellent, professional law enforcement services to the campus community.

Peaster, with 34 years of experience working with a campus police department, said that he feels privileged and honored to work with his staff because they are some of the best, most conscientious, capable, reliable, and hard-working people in law enforcement that he has ever been around. He said they sometimes fly under the radar, but that can be a good thing.

Chief Peaster highlighted some of the Department's accomplishments. In May, the Department was accredited by the Commission for Accreditation for Law Enforcement Agencies (CALEA), the most prestigious and hardest accreditation for law enforcement agencies to achieve, not only in Tennessee but across the nation. It is an international group stretching from Mexico into Canada. MTSU is the third university in Tennessee accredited through CALEA.

The Department introduced technological improvements including a video security system over the past couple of years that uses cameras across campus. This provides actionable information providing leads for cases, identification of suspects, and assistance with other civil matters. They are also heavily involved in social media since the core demographic at MTSU are students who are involved in social media. This provides the Department one way they can reach out to inform the campus. A number of emergency call boxes have been installed, with more scheduled to be added, so people can speak directly to police dispatch if they have an issue or a problem. They are the first and the only agency in Rutherford County to have body cameras. Patrol rifles were added to their weaponry years ago, helping them be prepared to respond to mass casualty incidences. The Department was one of the first in the county to provide ballistic vests designed to be worn by officers outside their uniforms, allowing them to maintain equipment on their vests rather than their belts. The Department has implemented prevention measures such as officers carrying Narcan, epi-pens, tourniquets, and AEDs. MTSU officers have saved people's

lives using CPR. Because police officers are often the first responders to arrive at an emergency, it is important that they be well trained and well equipped.

Programming has been expanded over the years. Rape Aggression Defense program is provided, designed for women to make sure they are aware and have tools at their disposal if they were ever assaulted or attacked. There are dedicated community policing officers that work throughout housing on campus. An MOU with the City of Murfreesboro helps with some of the violent crimes in surrounding apartment complexes. The officers continually train, including active shooter response and management with the city police and county sheriff's offices.

Within the last three or four years they have been awarded two grants, one for victim services with an advocate for sexual assault victims. This advocate has been able to expand her role to deal with any sort of violent crime victim. The Department now has a domestic violence sexual assault investigator who works with other departments across campus that deal with victims of these crimes. A crime suppression unit and a drug K-9 position were created to identify suspicious activity, offenders, and deal with low-level crimes before they take hold and begin to develop. Lastly, the types of patrols have increased as the Department has partnered with other agencies, particularly trying to be more present and available during Fall and Spring semesters and during the evening hours.

Chief Peaster explained that the Department fully complies with the Clery Act, a federal law that requires colleges and universities to report crime statistics. Additionally, every month statistics are provided to the TBI which uses the information for their crime reporting for universities and colleges in Tennessee.

Chief Peaster expressed his pride and appreciation for the job being done by the Department in keeping the campus safe. He explained that staff works every day, around the clock, doing an exceptional job.

Trustee Eisenberg asked Chief Peaster how call box installations are prioritized. He replied that there is a task force that looks at various factors, such as where crimes are reported, ADA issues, accessibility, and funding in order to produce a list. They currently have nine additional locations pinpointed and will be adding the call boxes as funds become available. Trustee Eisenberg

thanked Chief Peaster and commended the Department on their proactive work and resourcefulness.

Dr. McPhee added that there is a narrative about an increase in violent crime on campus. He asked Chief Peaster if there has been a significant increase. Chief Peaster replied that the Clery Act statistics cover three-year periods which makes it a little difficult to put together a complete analysis. However, he reported that they have seen statistics stay stable or even decrease over time.

Trustee Baker asked if MTSU's Police Department has the legal authority to pursue active events off campus. Chief Peaster replied yes, that if they have a warrant on anyone in Tennessee, they could apprehend a suspect, and they do assist Murfreesboro Police Department many times.

Bahamas Relief Efforts

Trustee Freeman spoke about the efforts Dr. McPhee has been leading for hurricane relief to the Bahamas. He said it has been very rewarding to watch his leadership in action. Trustee Freeman has seen the positive impact that Dr. McPhee's efforts have provided to the people in the Bahamas.

Report of the Board Secretary

Ms. Zimmerman reported that Policy 641 Student Fees – Incidental Charges and Refunds had a minor revision as shown in the meeting materials. She further stated that the Public Records rule the Board approved at a prior meeting became effective June 2, 2019, and that the three rules approved at the last meeting of the Board: Residency Classification; Traffic, Parking and Safety Enforcement; and Academic Misconduct, became effective on August 15, 2019. MTSU currently has four rules that are effective.

Report of the President

Enrollment

Dr. McPhee shared news for Fall 2019 enrollment, that the entering class of 3,259 new freshmen is the largest since 2011. This is an increase of 413 such students compared to last year, an increase of about 14%. New transfers are up by 4.2% over last year. The entering class of new undergraduate students, 5,393, is the largest since 2011 when 5,706 total new undergraduates enrolled. The ACT average for the Fall 2019 Freshman class is 23.34, surpassing last year's record-setting freshman ACT average of 22.87. The average high school GPA for the Fall 2019 freshman class is 3.54, surpassing last year's freshman class average GPA of 3.49. This will also be the largest entering class of new transfers (2,048). The top six feeder institutions for transfer students to MTSU are: Motlow State (1,861 students); Columbia State (933 students); Nashville State (814 students); Volunteer State (723 students); Pellissippi State (264 students); and UT Knoxville (252 students). Total transfer students enrolled (10,474) represent 53.82% of the total student population. Based on THEC data, MTSU is the #1 choice for Tennessee Promise students. This will also be the largest class of dual enrollment students (1,221) across the state. Overall, the undergraduate population (19,461 students) equals 89.6% of total enrollment and the graduate population (2,260 students) equals 10% of total enrollment. This represents an increase of .4% in total overall enrollment. THEC has not yet provided an official report on enrollment, but based on unofficial information it appears that only one other LGI is showing an undergraduate enrollment increase though it is still less than 1%. Dr. McPhee commended Dr. Sells and her staff for this incredible accomplishment. He also reminded the trustees that the 14-city True Blue Tours has begun to recruit students for the next freshman class.

Center for Organizational and Human Resource Effectiveness

Next was a presentation concerning the nationally recognized Center for Organizational and Human Resource Effectiveness (COHRE). Dr. Michael Hein, Director of the Center, along with his colleagues, Dr. Patrick McCarthy, Program Director for the Masters program in Industrial Organizational Psychology, and Dr. Rick Moffett, Associate Director of COHRE, provided a brief overview of the and some highlights of their work.

Industrial Organizational (IO) Psychology is human resource management integrated with organizational development, and is a rapidly growing field. The U.S. Department of Labor identified it as the number one fastest growing occupation in the nation right now. IO Psychology is a very applied field so emphasis is placed on getting students hands-on experience as part of their education. That approach set the stage for creating COHRE in the first place.

COHRE's success story begins on three foundations: innovative leadership in administration, commitment to shared goals, and a team of MTSU faculty, students, and administrators. COHRE is currently in its 15th year. In 2003, President McPhee made a challenge to the academic units at this University to bring innovative proposals that would help develop nationally recognized programs. The IO Psychology faculty met with President McPhee and John Cothorn, former Senior VP for Business and Finance, to share a vision and business plan for a consulting center. Dr. McPhee liked what he saw and heard, and greenlighted the proposal and the business plan. He also provided five years of seed funding with the commitment from the IO faculty that the Center would be self-sufficient. That commitment has been met.

COHRE's mission centers on the education and training of IO Psychology students. It's organized and built around three pillars of the academic master plan: student-centered learning and success, partnership and outreach, and advancing academic quality. The IO Psychology program has been around for 50 years. COHRE's success has led to the program being the top Master's IO Psychology program in the United States.

Examples of some types of programs include developing recruiting, selection, and promotion systems for law enforcement agencies; leadership development and training in different sectors; strategic planning with health care executives and universities; and, organization-wide surveys for national companies, local companies, and nonprofits. Students get direct experience in these projects under the direct supervision of PhDs, and everybody brings these experiences back to the classroom.

The Center continues to be financially successful. It is self-funded and pays its own expenses. [The Center pays its own operational expenses.] In a typical project, 75% of the money comes back to students. In the past fiscal year, 16 graduate students and 11 undergraduate students

engaged in paid career-relevant experience through COHRE, including six 12-month graduate assistantships. Student travel to present research in international and national conferences has also been supported.

In terms of partnerships and outreach, partnerships are about bringing the expertise of the University to the MTSU community to help organizations be more successful. A partial list of clients and partnerships was provided, including serving as an internal resource to MTSU departments. State agencies include the Tennessee Board of Regents, Tennessee Highway Patrol, Tennessee Bureau of investigation, and Tennessee Department of Human Resources. COHRE has worked with local and regional agencies such as Rutherford County government. The short list of corporate partners and clients includes prominent Tennessee corporations, national corporations, and international corporations. COHRE has also worked with nonprofits, not-for-profits, and universities in Tennessee and other states.

The Center's reputation as a consulting center that is university-based has been recognized nationally and internationally, and they have been invited to panel discussions at international conferences. The staff has also been asked to consult with other universities about their university-based consulting centers.

Dr. Moffett stated that the support of university leadership has been a key to the success of the Center. When that support is not there or there are administrative barriers, other similar centers have not been successful and many have had to close. President McPhee has provided sufficient independence and helped create effective relationships with administrative offices all over campus in order for the MTSU center to be successful.

COHRE provides a major enhancement of education beyond the classroom through high quality, professional experiences. COHRE's success has had a direct impact on its graduate program earning its number one national ranking. In addition to paid projects for students, COHRE cross-fertilizes opportunities for student internships, client projects integrated with their graduate courses, as well as, generating research opportunities and community service through partnerships with different organizations. 100% of the Center's graduate students are involved in multiple projects, the average number of projects being 12. For applicants, this is the top cited

reason why they chose to come to MTSU. Students are enrolled from all across the country and internationally from a wide range of countries. For graduates, all of those experiences add up to typically 100% placement in good, career relevant jobs, and for those who choose to go on to a Ph.D., getting into top programs and succeeding there. Ultimately, employers seek out COHRE's graduates.

Student success is a primary focus, but a positive side effect of this is attracting and retaining top quality faculty, which helps sustain excellence over the years. Student success is measured in many different ways, but the following two were highlighted. The Society for Human Resource Management has an outstanding graduate student award at the national level. Five MTSU students have won this award. Purdue University has an HR executive case competition where the judges are executives from Fortune 500 corporations. A couple years ago, MTSU students decided to enter and they walked away as national champions on the very first attempt. Undergraduate students also significantly benefit through an undergraduate major in IO Psychology. These undergraduates are increasingly becoming involved in COHRE and benefiting from it as well.

Director Hein extended thanks to President McPhee for his continued support, and stated that they were there on behalf of all of the faculty who work very hard to make this successful and the students who also worked very hard. Appreciation was also extended to Alan Thomas for his support, acknowledging that the Contracts Office is easy to work with which helps the Center with their work. The Board was also thanked for its interest and support.

Trustee Baker congratulated COHRE on their success and asked them to identify their biggest obstacle in retaining that success going forward. Dr. McCarthy replied that masters programs traditionally have a hard time retaining faculty because they move on to a PhD program. The Center has been a major asset, but with the next generation set to come in, it will need to remain competitive.

Trustee Delay asked about the salary range for graduates. Dr. Hein responded that it is pretty broad, anywhere from \$40,000 to \$120,000. Dr. McCarthy stated that generally, graduates accelerate upwards pretty quickly after they become employed.

Trustee Boyd asked how many undergrad and grad students are in the program. Dr. McCarthy replied that for the graduate program, they typically have about 30 total, bringing in about 15 each year. It is a two-year program full-time. For the undergraduate program, there are about 100 students, but that has been growing, in part because the opportunities are good.

Trustee Boyd asked if they have a feel for their capacity - the number of students with the current staffing. Dr. McCarthy replied that is something they are very careful about. With the graduate program, they are concerned about providing a top-tier experience, so they are selective. Only a very small percentage of those that apply are enrolled because to provide these kinds of hands-on experiences requires giving each student significant opportunity. With the undergraduates, a retreat is held each year during which they discuss this capacity. The number of faculty is always a key issue.

Trustee Boyd asked if MTSU undergraduates get preference for the graduate program. Dr. McCarthy responded that it's not really a preference, and that most of their students come from someplace else.

Raider Relief

Dr. McPhee gave an update on Raider Relief, previously mentioned by Trustee Freeman. He stated that this is not the first time it has been done. After the hurricane in Puerto Rico and St. Thomas, a Raider Relief program was initiated that carried supplies to families of MTSU students who were living in Puerto Rico. The current effort really provided a challenge because of the vastness of the destruction. Within three days, Raider Relief had raised over \$50,000 in financial support and, at the time of the Board meeting, was approaching \$70,000 thanks to the generosity of more than 500 donors. Dr. McPhee thanked Chairman Smith for allowing him to meet with Chairman Smith's business partners who responded with financial assistance. MTSU has 51 students from the Bahamas, 7 of whom have families directly affected by this storm. Dr. McPhee stated that he and Vice Chairman Freeman have made two trips to the islands with supplies, taking two planes to deliver more than 6,000 pounds of supplies. They are scheduled to make a third trip and, due to receiving so many donations, a third plane has been added. One of the corporate executives in Nashville volunteered to fly his plane to deliver supplies. Dr. McPhee

expressed that the silver lining in this tragedy is the example of the goodness of people who stepped up and provided funds to buy basic necessities delivered directly to the people. A video presentation of the news stories covering MTSU's Raider Relief was shown.

Concluding Remarks

Chairman Smith expressed his thanks to everyone who assisted in putting on the meeting. He stated he would be in touch with every Board member on committee assignments before the next meeting.

Adjournment

Chairman Smith adjourned the meeting at 2:20 p.m.

Respectfully Submitted,



Heidi Zimmerman

Board Secretary