

Quarterly Board Meeting

December 1, 2020 Roaden University Center, Room 282 1:30 p.m.

This meeting will be conducted permitting Trustees' participation by electronic or other means of communication. If, due to the COVID-19 pandemic, an in-person meeting is not advisable, the meeting will be conducted via electronic means only and will be streamed live via link found on the Board of Trustees' web page at <u>https://www.tntech.edu/board/</u>. Please check <u>https://www.tntech.edu/board/</u> for updates.

AGENDA

- I. Call to Order and Roll Call
- II. Spotlight on Students
- III. Approval of Minutes
- IV. President's Report
- V. Consent Agenda
 - A. Revision to TTU Policy 537 (Naming Buildings, Facilities and Organizational Units)
 - B. Revision to TTU Policy 260 (Requirements for Baccalaureate Degree and Graduation)
- VI. Executive Committee Report
 - A. Announcement of Appointment of General Counsel
 - B. Discussion of the Board's Self-Evaluation

- VII. Academic & Student Affairs Committee Report
 - A. Provost's Report
 - B. Update on New Academic Programs
 - C. Counseling Center Update on Mental Health Services
- VIII. Audit & Business Committee Report & Recommendations
 - A. Report
 - 1. Composite Financial Index
 - 2. Report of Audit Activity
 - 3. Approval of 2021 Audit Plan
 - B. Recommendations
 - 1. One-Time Employee Bonus
 - 2. Approval of 2020-21 October Revised Budget/Organizational Chart
 - 3. Tuition Transparency Act Report (T.C.A. § 49-7-1604)
 - 4. Disclosed Capital Projects
- IX. Faculty Senate Resolution Regarding Faculty Compensation
- X. Other Business
- XI. Adjournment

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Date: December 1, 2020

Agenda Item: Spotlight on Students

Review	Action	No action required
PRESENTER: Chair Harper		

PURPOSE & KEY POINTS:

As a Board, we value the insights and opinions of students. As we open our meeting today, we have a panel of students who have agreed to be our guests and share their varied experiences at Tech. Through them, we will learn about the experiences of being a first-time freshman during a pandemic, transferring to Tech, majoring in a field where their gender is underrepresented, and conquering college as a non-traditional student with a disability.



Board of Trustees Meeting September 29, 2020 Roaden University Center, Room 282

MINUTES

AGENDA ITEM 1 – CALL TO ORDER AND ROLL CALL

The Tennessee Tech Board of Trustees met on September 29, 2020, in Roaden University Center, Room 282. Chair Harper called the meeting to order at 1:41 p.m.

Chair Harper asked Lee Wray, Secretary, to call the roll. The following members were present:

- Trudy Harper
- Daniel Hines
- Tom Jones
- Thomas Lynn
- Sally Pardue
- Rhedona Rose
- Johnny Stites
- Teresa Vanhooser
- Barry Wilmore

A quorum was present at the meeting.

Trustees Fred Lowery and Purna Saggurti participated remotely. They confirmed they could simultaneously hear and speak to the Board members, they received the Board materials in advance of the meeting, and they were the only persons present in the location from which they were calling.

AGENDA ITEM 2 – SPECIAL RECOGNITIONS

Chair Harper recognized Deb Combs, Assistant to the Board Secretary, upon her retirement from Tennessee Tech. She served Tech for 32 years in various roles and most especially during the inaugural year and subsequent years for the Tennessee Tech Board of Trustees. Chair Harper presented a special plaque to her and Ms. Combs shared a statement.

Chair Harper recognized outgoing Trustee Purna Saggurti for serving as a member of the inaugural Tennessee Tech Board of Trustees from 2017-2020. Chair Harper presented a special plaque to Mr. Saggurti and he shared a statement. President Oldham also shared his sentiments.

Chair Harper introduced incoming Trustee Thomas Lynn. Mr. Lynn is a long-time resident of Cookeville and a Tennessee Tech alumnus. The duration of his term is through 2026.

Chair Harper announced that Governor Lee reappointed Trustees Fred Lowery and Barry Wilmore to the Board. The duration of their renewed terms is through 2026.

Chair Harper expressed a special thank you to those on campus who helped students, faculty, and staff transition from being on campus to being online during the spring semester at the beginning of the pandemic. Chair Harper named all the departments and organizations at length who made it possible.

AGENDA ITEM 3 – SPOTLIGHT ON STUDENT AND FACULTY EXCELLENCE

Student Trustee Daniel Hines spoke to the Board about Brantley Marie Medical Devices. He and Tech alumna Libby Baldwin cofounded this company as undergraduates of Tech. They were awarded first place in the 2020 Eagle Works innovation competition, and second place in the 2020 Tennessee State Student Entrepreneurship Launch Tennessee 36|86 competition for their innovation of a redesigned, suction-enabled stylet that is used during the intubation of a patient.

Student Annalicia Larsen spoke to the Board about Working Women Design Company. She created this company to provide functional and trendy pants for women in agriculture. She won the 2020 Rural Reimagined Award at Tech and represented the University at the 2020 Tennessee State Student Entrepreneurship Launch Tennessee 36|86 competition. Associate Professor Dr. Dennis Fennewald from the School of Agriculture also joined the presentation.

AGENDA ITEM 4 – APPROVAL OF MINUTES

Tom Jones moved to approve the minutes from June 23, 2020. Ms. Vanhooser seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 5 – BOARD APPOINTMENT OF AUDIT COMMITTEE MEMBER

Chair Harper stated that with the departure of Mr. Saggurti from the Board, a vacancy in the Audit and Business Committee must be filled.

Mr. Stites moved to approve Thomas Lynn to serve on the Audit Committee. Mr. Lowery seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 6 – RULEMAKING HEARING

Chair Harper called to order a Rulemaking hearing at 2:17 p.m. for Tennessee Technological University Rules 0240-09-01 (Student Conduct) and 0240-09-08 (Title IX Compliance). She asked that all parties interested in making comments during the hearing use the sign-in sheet and indicate which rule they wish to address. She disclosed the hearing was being recorded and Tech will use the video as the record of the hearing. She added that red-lined versions of the rules were available.

AGENDA ITEM 6.A – TENNESSEE TECHNOLOGICAL UNIVERSITY RULE 0240-09-01 STUDENT CONDUCT

Dr. Katherine Williams, Dean of Students, provided a rule summary for Rule 0240-09-01 (Student Conduct). The summary was as follows: On May 6, 2020, the U.S. Department of Education published its final regulations related to Title IX sex discrimination and sexual harassment procedures. These new regulations, which went into effect on August 14, 2020, made substantial changes to the procedures and processes used by institutions to address sexual harassment. This new federal regulation necessitated further revisions to the Student Conduct Rule. The Student Conduct Rule was revised to remove references to sexual harassment or sexual misconduct that fall within the scope of Title IX. Title IX matters are addressed by a separate rule. The Board approved an emergency Student Conduct rule at its June 23, 2020, meeting in order to meet the August 14, 2020, federal implementation deadline. This rule was the same as that emergency rule except for a few subsequent minor revisions, which addressed concerns that were raised about another university's rule with similar language. These changes were highlighted in a separate document in the Diligent book under the tab name "Subsequent Minor Revisions."

Chair Harper afforded interested parties with an opportunity to present facts, views, or arguments relative to this rule. Tech received no written comments on the rule. No interested parties presented themselves.

Ms. Vanhooser moved to approve Rule 0240-09-01 (Student Conduct) as presented with subsequent minor revisions. Mr. Jones seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 6.B – TENNESSEE TECHNOLOGICAL UNIVERSITY RULE 0240-09-08 TITLE IX COMPLIANCE

Greg Holt, Compliance Officer, provide a rule summary for Rule 0240-09-08 (Title IX Compliance). The summary was as follows: On May 6, 2020, the U.S. Department of

Education published its final regulations related to Title IX sex discrimination and sexual harassment procedures. These new regulations made substantial changes to the procedures and processes used by institutions to address sexual harassment. Tech's Title IX Compliance rule tracks the federal regulations requirements closely. The Board approved an emergency Title IX Compliance rule at its June 23, 2020, meeting in order to meet the August 14, 2020, federal implementation deadline. This rule was the same as that emergency rule and became the permanent rule.

Chair Harper afforded interested parties with an opportunity to present facts, views, or arguments relative to this rule. Tech received no written comments on the rule. No interested parties presented themselves.

Mr. Stites moved to approve Rule 0240-09-08 (Title IX Compliance) as presented with subsequent minor revisions. Ms. Vanhooser seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 7 – PRESIDENT'S REPORT

President Oldham recognized Purna Saggurti, Deb Combs, Fred Lowery and Barry Wilmore for their service and shared his appreciation.

President Oldham provided an update on the status of Tech during the pandemic. He stated that Tech is in a strong position. He thanked faculty, staff, and students for their efforts on the magnitude of behind-the-scenes items necessary to operate during the pandemic. Campus surveys from students and faculty show general satisfaction for the efforts, but he added the momentum must continue.

President Oldham stated the overall graduation rate has improved. The national standard is six years. A rate of four years would benefit the student by reducing their debt and getting them into the workforce sooner. President Oldham shared statistics to support this statement.

President Oldham stated enrollment numbers are strong this year. There was a twenty percent increase in graduate school enrollment. Thirty-two doctorate students graduated in August. Tech also surpassed \$20 million in externally funded research – even in the midst of Covid-19. A recent study indicated the gross domestic product ("GDP") impact on the State of Tennessee by Tech is \$1.57 billion. The impact on the Upper Cumberland region is \$764.69 million. President Oldham also shared new information regarding college rankings from Money magazine and U.S. News.

President Oldham stated he has created a Racial Diversity Task Force that will work to create more diversity and a culture of acceptance. The Task Force has already conducted several meetings.

Ms. Vanhooser asked about the welfare of students impacted by Covid-19 and asked who was handling their basic emotional needs. President Oldham responded that it takes many people such as those from Student Affairs, Health Services, Dining Services, counseling, food pantry, and residence hall staff. To his knowledge there have been no student hospitalizations.

AGENDA ITEM 8 – CERTIFICATION OF PRESIDENT'S RESPONSIBILITIES RELATED TO ATHLETICS

Pursuant to Ohio Valley Conference ("OVC") requirements, Chair Harper attested that the President is responsible for the administration of the athletics program, he has the support of the Board in operating a program of integrity, and he may vote on behalf of the institution on NCAA and OVC matters. Chair Harper also included this certification in the board materials for the Trustees.

AGENDA ITEM 9 – CONSENT AGENDA: 9.A – TTU POLICY 511.1 (FEES, CHARGES, REFUNDS, AND ADJUSTMENTS), 9.B – TTU POLICY 511.2 (STUDENT FEE ADJUSTMENTS, REFUNDS, AND APPEALS), 9.C – TTU POLICY 144 (TITLE IX POLICY AND GRIEVANCE PROCEDURES), 9.D – TENURE RECOMMENDATION

Mr. Jones moved to approve consent items TTU Policies 511.1 (Fees, Charges, Refunds, and Adjustments), 511.2 (Student Fee Adjustments, Refunds, and Appeals), 144 (Title IX Policy and Grievance Procedures) and Tenure Recommendation. Mr. Stites seconded the motion. With an opportunity for further discussion and there being none, Mr. Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 10 - EXECUTIVE COMMITTEE REPORT

Chair Harper provided a report on behalf of the Executive Committee that included four summary items as follows: approval of temporary part-time continuation of employment of University Counsel, the status of the President's evaluation, the consideration of need for a comprehensive review of the President, and the Board's self-evaluation, questionnaire, and schedule.

AGENDA ITEM 11 – ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT

Ms. Rose provided a report on behalf of the Academic and Student Affairs Committee. During the committee meeting, updates regarding the response to Covid-19 were provided by Enrollment Management and Career Placement, Academic Affairs, Athletics, Student Affairs, University Advancement, and Research.

AGENDA ITEM 12 – AUDIT AND BUSINESS COMMITTEE REPORT

Mr. Stites provided a report on behalf of the Audit and Business Committee that included four summary items as follows: a financial update, employee performance evaluation analysis, and an engineering building design presentation. Mr. Jones

complimented the university on a job well done with the budget and encouraged the President to reward faculty.

AGENDA ITEM 13 – ANNOUNCEMENT OF 2021 BOARD REGULAR MEETING DATES

Chair Harper reminded everyone of the next regular meeting date of December 1, 2020. The meeting dates for 2021 are as follows: March 11, June 24, September 23, and December 2.

AGENDA ITEM 14 – OTHER BUSINESS

There was no other business.

AGENDA ITEM 15 – ADJOURNMENT

With there being no further business, the meeting adjourned at 3:18 p.m.

Approved,

Lee Wray, Board Secretary



Special Board of Trustees Meeting

October 20, 2020 Meeting via teleconference and streamed live via link found on the Board's website

MINUTES

AGENDA ITEM I—CALL TO ORDER

The Tennessee Tech Board of Trustees met on October 20, 2020, via teleconference. Chair Trudy Harper called the meeting to order at 2:04 p.m.

Chair Harper announced that the meeting would be going into confidential, nonpublic executive session for the purpose of discussing audits, pursuant to T.C.A. § 4-35-108(b)(3). When everyone at the meeting who was not authorized to attend the confidential portion of the meeting had departed, Chair Harper asked Lee Wray, Secretary, to call the roll.

The following Trustees joined by teleconference:

- Daniel Hines
- Tom Jones
- Sally Pardue
- Rhedona Rose
- Barry Wilmore

Other Trustees participated in person:

- Thomas Lynn
- Johnny Stites
- Trudy Harper, Chair

A quorum was in attendance but not physically present.

All participating Trustees confirmed that they could simultaneously hear and speak to the Board members, that they received the Board materials in advance of the meeting, and all except Mr. Jones confirmed that they were the only person present in the location from which they were

calling. Mr. Jones stated that he was in a lobby but wearing headphones so that he could not be heard by others around him.

The Board discussed the confidential, nonpublic matter and a roll call vote was held to confirm the Board's direction to the President related to the matter.

AGENDA ITEM II: ADJOURNMENT

With there being no further business, the meeting adjourned at 2:05 p.m.

Approved,

Lee Wray, Board Secretary



Date: December 1, 2020

Agenda Item: Revision to TTU Policy 537 (Naming Buildings, Facilities and Organizational Units)

Review	Action	No action required

PRESENTER: Dr. Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS:

Revision to the policy to reflect Board of Trustees request from the June 23, 2020 meeting to remove the previous year employment stipulation for a naming opportunity.

Tennessee Tech University Policy No. 537



Effective Date: January 1, 2020

Policy No: 537 Policy Name: Naming Buildings, Facilities and Organizational Units Revised Date: January 1, 2021

I. Purpose

The purpose of this policy is to establish the criteria and process for naming of Tennessee Tech Buildings, Facilities, and Organizational Units.

II. Review

This policy will be reviewed every two (2) years or whenever circumstances require review, whichever is earlier, by the Associate Vice President for Business and Fiscal Affairs in consultation with the Vice President for Planning and Finance, with recommendations for revision presented to the Administrative Council, University Assembly and Board of Trustees.

III. Scope

The scope of this policy is limited to Tennessee Tech Facilities that are owned by the State of Tennessee and Organizational Units controlled by Tennessee Tech. The policy does not extend to facilities leased by Tennessee Tech or owned by the TTU Foundation.

IV. Definitions

- **A**. Buildings: complete building structures residing on or contained within Tennessee Tech's campus
- **B.** Building Components: lab, classroom, conference room, office space, etc. contained within a building.
- **C.** Facilities: all physical areas not contained within the Buildings definition including, but not limited to, parking lots, streets, grassy areas, water features, athletic fields, etc.
- **D.** Organizational Units: units on campus with a defined mission including Colleges, Schools, Departments, Centers, etc.

V. Policy

- **A.** The naming of Buildings, Facilities, and Organizational Units of Tennessee Tech for individuals or groups who have made significant contributions to society or to Tennessee Tech is an honored tradition of higher education.
- **B.** The prerogative and privilege of the naming of Buildings, Facilities, and Organizational Units of Tennessee Tech is vested in the Board of Trustees.

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- **C.** The Board of Trustees delegates the authority to name identifiable building components of Buildings and Facilities to the President, subject to the criteria and process set forth below.
- **D.** In general, a naming opportunity is reserved for individuals and groups who must have made a significant contribution to the field of education, government, science, or human betterment.
 - 1. To preserve the integrity of the naming process at Tennessee Tech, this honor must be reserved for individuals of recognized accomplishment and character; no Building, Facility, or Organizational Unit may bear the name of an individual convicted of a felony.
 - 2. No current employee of Tennessee Tech, and no individual who has been an employee of Tennessee Tech within the previous year, shall be eligible for consideration.
 - **3.** With respect to naming opportunities on Tennessee Tech's campus, special consideration shall be given to:
 - **a.** The historical significance of the contribution of the individual or group to Tennessee Tech;
 - **b.** Individuals that signify an association with either the history of the university or the nation or with the advancement of knowledge and learning that will remain memorable long beyond the lifetime of those who propose the name; and
 - **c.** Any financial contribution of the individual or group to the institution as outlined in the TTU Foundation's Naming Guidelines document.
 - **4.** In all cases, naming rights are considered to be in effect for the duration of the effective and typical useful life of the physical building, space, or unit, and not in perpetuity. For named Organizational Units, the naming will remain until such time that the Organizational Unit is dissolved.
 - **5.** The Board of Trustees may remove a name associated with any physical building, space or unit at any time if the naming financial commitment remains unfulfilled or it is in the best interests of Tennessee Tech or of the donor to do so.
 - **6.** At the request of a namesake, the President has authority to remove an individual's name from a facility after providing notice to the Board of Trustees.
- E. Process

- **1.** Tennessee Tech's President shall charge a committee to consider and make recommendations for the naming.
- **2.** The committee may be comprised of students, faculty, staff, and administrative representatives. Other representatives of the campus community may serve on the committee, as deemed appropriate by the President.
- **3.** The committee shall consider all suggested naming opportunities that satisfy the criteria cited in this policy. Any individual or group associated with Tennessee Tech may suggest a name for consideration by the committee.
- **4.** The committee shall submit a report to the President, which shall include a recommendation for the naming, documentation of all suggestions considered, and justification of its recommendation.
- **5.** The President shall submit his/her recommendation, the committee's report, and any additional supporting information to the Board of Trustees for appropriate action, if any.
- **6.** Tennessee Tech will not publicize the recommendation for naming until the Board of Trustees has acted on the recommendation.
- **F.** Building Plaques
 - **1.** Tennessee Tech may affix a building plaque to a new or newly renovated building or facility.
 - **2.** All building plaques must comply with Board of Trustee guidelines adopted pursuant to this policy and State Building Commission policy on building plaques.
- G. Dedication Ceremony and Plaque
 - 1. Upon approval of the naming by the Board of Trustees, Tennessee Tech may plan and conduct an appropriate dedication ceremony and/or erect a dedication plaque or comparable marking.
 - **2.** Tennessee Tech may use a dedication plaque that is separate from the building plaque required by state laws and regulations.
 - **3.** In addition to the individual or group for whom the Building, Component, Facility, or Organizational Unit is named, the dedication plaque should

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identify Tennessee Tech's President and the Chair of the Board of Trustees at the time the naming was approved.

VI. Approval of exceptions

- **1.** The Chair of the Board of Trustees or his/her designee has the authority to approve exceptions in instances of unusual circumstances.
- **2.** All such actions should be properly documented and shared with all Trustees at the next Board meeting.

VII. Interpretation

The Chair of the Board of Trustees or his/her designee in consultation with the President has the final authority to interpret the terms of this policy.

VIII. Citation of Authority for Policy

T.C.A. § 49-8-203(a) (4)

Approved by:

Administrative Council: November 6, 2019; November 4, 2020

University Assembly: November 20, 2019; November 18, 2020

Board of Trustees: December 5, 2019



Date: December 1, 2020

Agenda Item: Revisions to TTU Policy 260 (Requirements for Baccalaureate Degree and Graduation)

Review	Action	No action required

PRESENTER(S): Provost Bruce

PURPOSE & KEY POINTS: The purpose of the revision to this policy is to provide an exception of the American History requirements for students that are earning their second baccalaureate degree in Nursing.

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Tennessee Technological University Policy No. 260



Effective Date: July 1, 2017

Policy No.: 260 Policy Name: Requirements for a Baccalaureate Degree and Graduation Dates Revised: July 1, 2019; January 1, 2021

I. Purpose

This policy establishes and details the requirements for obtaining a Baccalaureate Degree and graduating from Tennessee Tech.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Associate Provost, with recommendations for revision presented to the Academic Council, University Assembly, and the Board of Trustees.

III. Policy

B-A. Notwithstanding anything in this policy to the contrary, each student is personally responsible for completing all degree and graduation requirements. While a student's advisor may assist the student in identifying and understanding these requirements, ultimately it is the student's responsibility to inform himself/herself of these requirements. Any substitution, waiver, or exemption for or from any applicable requirement or academic standard may be accomplished only pursuant to policy and/or with appropriate approvals, as applicable.

C.B. In order to graduate, a student must meet the requirements of this policy and

- This policy and

2-1. The degree requirements of the undergraduate catalog in effect, as determined by Tennessee Tech at the time he/she entered the curriculum, provided graduation occurs within seven years from the student's entrance date into the curriculum, or

3.2. The degree requirements of the catalog in effect at the time of graduation.

D.C. The relevant departmental chairperson with the approval of the Provost or his/her designee and Vice President for Enrollment Management and Career Placement may grant, for good cause, an exception to the requirements in Section B, provided the exception is limited to any catalog that was in effect at any time between the date the student entered the curriculum and the date of graduation and was in effect at any time within the seven (7) year period prior to the date of graduation.

E.D. Degree requirements for all students, regardless of date of enrollment in their curricula, may be subject to change at any time when the implementation of

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curricular changes is necessary to maintain quality programs.

F.E. Students entering a curriculum in any summer term are required to follow the catalog for the next academic year.

G.F. Any credit earned more than ten years prior to the proposed date of graduation is subject to review and approval by the academic department of the student's major.

H.G. General Education Requirements

- Tennessee Tech requires the successful completion of a lower-division (e.g., freshman and sophomore level) general education core curriculum of forty-one (41) semester hours as outlined in the Tennessee Tech Undergraduate Catalog in the section labeled "General Education Core."
- 2. In addition to any other requirements to graduate, students must successfully complete six hours of American History, except those students who are majoring in Chemical, Civil, Computer, Electrical, Mechanical, or ETSU-TTU Joint Engineering Program. In the latter case, if the student has not completed one unit of American History in high school, the student will be required to complete 6 semester hours of American History for the deficiency.
- 2.3. If students pursuing a second baccalaureate degree in the area of nursing have not completed 6 semester credit hours in American history acceptable to Tennessee Tech as valid transfer credits or did not successfully complete a course in American history in high school, the students will be required to complete 6 semester credit hours of American history at Tennessee Tech.

<u>H.H.</u> Degree Requirements

In order to be awarded a degree from Tennessee Tech, a student must successfully fulfill the following requirements:

- 1. Successfully complete the general education core curriculum requirements, and
- 2. Successfully complete the curriculum for the major subject and degree chosen.
- **a.** A student must successfully complete at least 6 semester hours of Tennessee Tech 3000 or 4000 level courses in the major chosen.
- **b.** A student must successfully complete at least twenty-five percent of the credit for the degree requirements, including a minimum of 24 semester hours of 3000 and 4000 level course credit, at Tennessee Tech.
- c. A student must successfully complete a minimum of 120 semester hours, including a minimum of 36 hours of 3000 and 4000 level upper-division credit



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approved courses. Some programs of study require more than 120 semester hours.

- i. Not more than 60 semester hours may be earned toward a baccalaureate degree by Prior Learning Assessment (PLA), including, but not limited to, Advanced Placement, CLEP, International Baccalaureate (IB), special examination, correspondence, portfolio credit, or any combination of these.
- **ii.** Not more than 12 semester hours in music ensembles, Physical Education 1010-1990, and Military Science activity courses may be counted toward a baccalaureate degree.
- **d.** In addition to the requirements of Section III.H.2.b, a student transferring credit from a two-year institution must complete a minimum of 50 semester hours at a four-year institution.
- e. A student must earn a grade point average (GPA) of at least 2.0 (C) as defined below:
 - i. For students who have no transfer credit,
 - (A) A student must earn a 2.0 GPA calculated on all courses, excluding any remedial or developmental courses; and
 - (B) A student must earn a 2.0 GPA calculated on all major-related courses. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks.
 - ii. For student who have transfer credit,
 - (A) A student must earn a 2.0 GPA calculated on all courses taken at Tennessee Tech, excluding any remedial or developmental courses; and
 - (B) A student must earn a 2.0 GPA calculated on all major-related courses taken at Tennessee Tech. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks; and
 - (C) Except as provided in (E) below, a student must earn a 2.0 GPA calculated on all courses taken, including courses taken at Tennessee Tech and courses transferred from all institutions; and
 - (D) Except as provided in (E) below, a student must earn a 2.0 GPA calculated on all major-related courses, including courses taken at Tennessee Tech and courses transferred from all institutions. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks.
 - (E) A student whose transfer credits are applied to any term after spring

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semester of 2015 will not have the grades associated with those credits calculated in the GPA or the major-related GPA.

- **f.** Students who are majoring in areas other than business but are taking course work in the College of Business must limit credit in business courses to 30 hours of the degree requirements as required by the Association to Advance Collegiate Schools of Business ("AACSB").
- 3. Notwithstanding anything in this policy to the contrary, Tennessee Tech may make reasonable academic adjustments to degree requirements for qualified students with disabilities, as determined by joint agreement of the Office of Education Center and the Office of Enrollment Management and Student Success, after consultation with the college dean and department chairperson, if appropriate. Students with a disability requiring academic adjustments and accommodations must contact the Office of Disability Services_Accessible
- I. Academic Minor Requirements
- The awarding of a minor at Tennessee Tech requires the successful completion of a minimum of 15 hours of specified course work in the relevant area of discipline, in addition to fulfilling the requirements for a degree detailed in Section I above. Successfully completed courses may simultaneously fulfill a student's degree requirements and the requirements for a minor.
- 2. A student may elect to complete multiple minors; however, no more than two minors will appear on the student's academic transcript.
- **3.** The specific course requirements for each minor offered at Tennessee Tech may be found in the portion of the applicable Undergraduate Catalog addressing the relevant academic area or discipline.
- 4. A student may not earn a minor in the same academic program as his/her major.
- **5.** A student may not earn a minor in the same academic program as his/her concentration.
- 6. A student who wishes to substitute any course requirements for a minor must receive the approval of the academic unit responsible for the minor requirements. A list of available minors and the ownership of programs is available on the Tennessee Tech <u>Office of the Registrar Minors</u> web page.
- J. Graduation Requirements
- 1. In addition to completing the degree requirements detailed above, in order to graduate from Tennessee Tech a student must fulfill the following requirements:
- **a.** All candidates for an undergraduate degree must <u>file an adhere to the established</u>

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to graduate as presented on the Office of the Registrar's site. application for

 For students planning to graduate in the spring semester, the graduationapplication must be filed no later than September 1 of the previous year;

- **b.** With the exception of grades for courses taken at another institution during the student's final semester before graduation ("transfer grades"), all requirements for graduation, including, but not limited to, substitution forms, grade changes, changes, and requests for exception, must be received by the <u>dates presented on</u> the Office of the Registrar's site.
- **2.** Students who complete degree requirements during the summer term will be allowed to participate in commencement activities along with the fall term graduates in December.
- **K.** Exceptions or Appeals
- 1. A student wishing to request an exception to any portion of this policy may complete the Request for Exception to University Requirement Form and submit it to the Office of the Registrar.
- 2. The <u>University Registrar</u> will notify the student of approval or denial of his/her request within 14 calendar days of receipt of the request.
- **3.** A student may appeal the decision of the <u>University Registrar</u> by submitting a written appeal letter to the Vice President for Enrollment Management and Career Placement within 14 calendar days from the notice of the decision. At this time, the student may supply any additional or supplemental information he/she believes is pertinent to the request.
- 4. The Vice President for Enrollment Management and Career Placement, in consultation with the Provost or his/her designee, will convene a sub-committee of the Admissions and Credits Committee to consider the student's written appeal. The Vice President for Enrollment Management and Career Placement on behalf of the sub-committee will notify the student in writing of its decision no later than 14 calendar days after receipt of the appeal and all supporting information.
- **5.** The decision of the sub-committee of the Admissions and Credits Committee is final.

IV. Interpretation

The Provost or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(B)

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Approved by:

Academic Council:	November 9, 2016; January 23, 2019 <u>; November 11, 2020</u>
University Assembly:	November 16, 2016; April 17, 2019 <u>; November 18, 2020</u>
Board of Trustees:	June 15, 2017; March 21, 2019; xxxx xx, 2020

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Tennessee Technological University Policy No. 260



Effective Date: July 1, 2017

Policy No.: 260 **Policy Name:** Requirements for a Baccalaureate Degree and Graduation **Dates Revised:** July 1, 2019; January 1, 2021

I. Purpose

This policy establishes and details the requirements for obtaining a Baccalaureate Degree and graduating from Tennessee Tech.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Associate Provost, with recommendations for revision presented to the Academic Council, University Assembly, and the Board of Trustees.

III. Policy

- **A.** Notwithstanding anything in this policy to the contrary, each student is personally responsible for completing all degree and graduation requirements. While a student's advisor may assist the student in identifying and understanding these requirements, ultimately it is the student's responsibility to inform himself/herself of these requirements. Any substitution, waiver, or exemption for or from any applicable requirement or academic standard may be accomplished only pursuant to policy and/or with appropriate approvals, as applicable.
- **B.** In order to graduate, a student must meet the requirements of this policy and
- 1. The degree requirements of the undergraduate catalog in effect, as determined by Tennessee Tech at the time he/she entered the curriculum, provided graduation occurs within seven years from the student's entrance date into the curriculum, or
- 2. The degree requirements of the catalog in effect at the time of graduation.
- **C.** The relevant departmental chairperson with the approval of the Provost or his/her designee and Vice President for Enrollment Management and Career Placement may grant, for good cause, an exception to the requirements in Section B, provided the exception is limited to any catalog that was in effect at any time between the date the student entered the curriculum and the date of graduation and was in effect at any time within the seven (7) year period prior to the date of graduation.
- **D.** Degree requirements for all students, regardless of date of enrollment in their curricula, may be subject to change at any time when the implementation of

curricular changes is necessary to maintain quality programs.

- **E.** Students entering a curriculum in any summer term are required to follow the catalog for the next academic year.
- **F.** Any credit earned more than ten years prior to the proposed date of graduation is subject to review and approval by the academic department of the student's major.
- G. General Education Requirements
- Tennessee Tech requires the successful completion of a lower-division (e.g., freshman and sophomore level) general education core curriculum of forty-one (41) semester hours as outlined in the Tennessee Tech Undergraduate Catalog in the section labeled "General Education Core."
- 2. In addition to any other requirements to graduate, students must successfully complete six hours of American History, except those students who are majoring in Chemical, Civil, Computer, Electrical, Mechanical, or ETSU-TTU Joint Engineering Program. In the latter case, if the student has not completed one unit of American History in high school, the student will be required to complete 6 semester hours of American History for the deficiency.
- **3.** If students pursuing a second baccalaureate degree in the area of nursing have not completed 6 semester credit hours in American history acceptable to Tennessee Tech as valid transfer credits or did not successfully complete a course in American history in high school, the students will be required to complete 6 semester credit hours of American history at Tennessee Tech.
- H. Degree Requirements

In order to be awarded a degree from Tennessee Tech, a student must successfully fulfill the following requirements:

- 1. Successfully complete the general education core curriculum requirements, and
- 2. Successfully complete the curriculum for the major subject and degree chosen.
- **a.** A student must successfully complete at least 6 semester hours of Tennessee Tech 3000 or 4000 level courses in the major chosen.
- **b.** A student must successfully complete at least twenty-five percent of the credit for the degree requirements, including a minimum of 24 semester hours of 3000 and 4000 level course credit, at Tennessee Tech.
- **c.** A student must successfully complete a minimum of 120 semester hours, including a minimum of 36 hours of 3000 and 4000 level upper-division credit approved courses. Some programs of study require more than 120 semester

hours.

- i. Not more than 60 semester hours may be earned toward a baccalaureate degree by Prior Learning Assessment (PLA), including, but not limited to, Advanced Placement, CLEP, International Baccalaureate (IB), special examination, correspondence, portfolio credit, or any combination of these.
- **ii.** Not more than 12 semester hours in music ensembles, Physical Education 1010-1990, and Military Science activity courses may be counted toward a baccalaureate degree.
- **d.** In addition to the requirements of Section III.H.2.b, a student transferring credit from a two-year institution must complete a minimum of 50 semester hours at a four-year institution.
- e. A student must earn a grade point average (GPA) of at least 2.0 (C) as defined below:
 - i. For students who have no transfer credit,
 - (A) A student must earn a 2.0 GPA calculated on all courses, excluding any remedial or developmental courses; and
 - (B) A student must earn a 2.0 GPA calculated on all major-related courses. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks.
 - ii. For student who have transfer credit,
 - (A) A student must earn a 2.0 GPA calculated on all courses taken at Tennessee Tech, excluding any remedial or developmental courses; and
 - (B) A student must earn a 2.0 GPA calculated on all major-related courses taken at Tennessee Tech. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks; and
 - (C) Except as provided in (E) below, a student must earn a 2.0 GPA calculated on all courses taken, including courses taken at Tennessee Tech and courses transferred from all institutions; and
 - (D) Except as provided in (E) below, a student must earn a 2.0 GPA calculated on all major-related courses, including courses taken at Tennessee Tech and courses transferred from all institutions. The courses designated as "major-related" are available in each student's academic degree audit in DegreeWorks.
 - (E) A student whose transfer credits are applied to any term after spring semester of 2015 will not have the grades associated with those credits

calculated in the GPA or the major-related GPA.

- **f.** Students who are majoring in areas other than business but are taking course work in the College of Business must limit credit in business courses to 30 hours of the degree requirements as required by the Association to Advance Collegiate Schools of Business ("AACSB").
- **3.** Notwithstanding anything in this policy to the contrary, Tennessee Tech may make reasonable academic adjustments to degree requirements for qualified students with disabilities, as determined by joint agreement of the Accessible Education Center and the Office of Enrollment Management and Student Success, after consultation with the college dean and department chairperson, if appropriate. Students with a disability requiring academic adjustments and accommodations must contact the Accessible Education Center.
- I. Academic Minor Requirements
- 1. The awarding of a minor at Tennessee Tech requires the successful completion of a minimum of 15 hours of specified course work in the relevant area of discipline, in addition to fulfilling the requirements for a degree detailed in Section I above. Successfully completed courses may simultaneously fulfill a student's degree requirements and the requirements for a minor.
- **2.** A student may elect to complete multiple minors; however, no more than two minors will appear on the student's academic transcript.
- **3.** The specific course requirements for each minor offered at Tennessee Tech may be found in the portion of the applicable Undergraduate Catalog addressing the relevant academic area or discipline.
- 4. A student may not earn a minor in the same academic program as his/her major.
- **5.** A student may not earn a minor in the same academic program as his/her concentration.
- 6. A student who wishes to substitute any course requirements for a minor must receive the approval of the academic unit responsible for the minor requirements. A list of available minors and the ownership of programs is available on the Tennessee Tech Office of the Registrar Minors web page.
- J. Graduation Requirements
- 1. In addition to completing the degree requirements detailed above, in order to graduate from Tennessee Tech a student must fulfill the following requirements:
- **a.** All candidates for an undergraduate degree must adhere to the established process to graduate as presented on the Office of the Registrar's site.

- **b.** With the exception of grades for courses taken at another institution during the student's final semester before graduation ("transfer grades"), all requirements for graduation, including, but not limited to, substitution forms, grade changes, minor changes, and requests for exception, must be received by the dates presented on the Office of the Registrar's site.
- **2.** Students who complete degree requirements during the summer term will be allowed to participate in commencement activities along with the fall term graduates in December.
- K. Exceptions or Appeals
- 1. A student wishing to request an exception to any portion of this policy may complete the Request for Exception to University Requirement Form and submit it to the Office of the Registrar.
- **2.** The University Registrar will notify the student of approval or denial of his/her request within 14 calendar days of receipt of the request.
- **3.** A student may appeal the decision of the University Registrar by submitting a written appeal letter to the Vice President for Enrollment Management and Career Placement within 14 calendar days from the notice of the decision. At this time, the student may supply any additional or supplemental information he/she believes is pertinent to the request.
- 4. The Vice President for Enrollment Management and Career Placement, in consultation with the Provost or his/her designee, will convene a sub-committee of the Admissions and Credits Committee to consider the student's written appeal. The Vice President for Enrollment Management and Career Placement on behalf of the sub-committee will notify the student in writing of its decision no later than 14 calendar days after receipt of the appeal and all supporting information.
- **5.** The decision of the sub-committee of the Admissions and Credits Committee is final.

IV. Interpretation

The Provost or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(B)

Approved by:

Academic Council:	November 9, 2016; January 23, 2019; November 11, 2020
University Assembly:	November 16, 2016; April 17, 2019; November 18, 2020
Board of Trustees:	June 15, 2017; March 21, 2019; xxxx xx, 2020



Date: December 1, 2020

Agenda Item: Executive Committee Report

Review	Action	No action required
PRESENTER: Chair Harp	er	

PURPOSE & KEY POINTS:

Announce appointment of Troy Perdue as General Counsel made at special called meeting on October 20, 2020.

Board's Self-Evaluation was reviewed and discussed in the morning's Executive Committee.



Date: December 1, 2020

Agenda Item: Provost's Report

Review Action No action	n required
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PRESENTER(S): Provost Bruce

PURPOSE & KEY POINTS: Updates provided by Provost Bruce regarding Academic Affairs.



Date: December 1, 2020

Agenda Item: Update on New Academic Programs

Review	Action	No action required	
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PRESENTER(S): Provost Bruce

PURPOSE & KEY POINTS: Provost Bruce is providing updates on new academic programs recently approved by the Board of Trustees.



Date: December 1, 2020

Agenda Item: Counseling Center Update on Mental Health Services

Review	Action	No action required	
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PRESENTER(S): Patricia Smith

PURPOSE & KEY POINTS: Tennessee Tech's Counseling Center Director will provide an update on mental health services on campus.



Date: December 1, 2020							
Division: Planning & Finance							
Agenda Item: Composite Financial Index							
Review Act	ion 🔀 No action required						

PRESENTERS: Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS:

Update on financial outcome for Fiscal Year 2019-20.



Date: December 1, 2020

Division: Internal Audit

Review

Agenda Item: Report of Audit Activity

Action

No action required

PRESENTERS: Deanna Metts, Internal Audit Director

PURPOSE & KEY POINTS:

As required in Tennessee Code Annotated § 49-14-103, a report of Internal Audit's activities for December 2019 through November 2020 is being provided to the Audit Committee members for review.

Reports on audits, investigations, and selected reviews are provided to the Audit Committee as they are completed throughout the year.



Date: December 1, 2020

Division: Internal Audit

Review

Agenda Item: Approval of 2021 Audit Plan

Action

No action required

PRESENTERS: Deanna Metts, Internal Audit Director

PURPOSE & KEY POINTS:

An audit plan for calendar year 2021 is being provided to the Audit Committee for review and approval as required by the Tennessee Tech University Audit Committee Charter.

The plan lists each significant activity to be carried out in the Internal Audit department and tells the type of activity and functional area involved.

Each departmentally chosen audit on the schedule was selected using a model that considered six points:

- 1. Prior audit results (time since last internal audit, prior findings, state audit)
- 2. Internal controls in the area
- 3. Changes in the unit (key personnel, program, controls, volume, accounting system)
- 4. Size of the unit with regard to revenue collected, expenses, or number of transactions processed
- 5. Sensitivity of the unit (government regulation, political/legal climate, inherent, campus)
- 6. Management's concerns



Date: December 1, 2	020						
Division: Planning & Finance							
Agenda Item: One-Ti	me Employee Bonus						
Review	Action	No action required					

PRESENTERS: Dr. Claire Stinson, Vice President for Planning & Finance

PURPOSE & KEY POINTS: Proposal for one-time employee bonus for FY2021. Management is proposing a one-time bonus of \$500 for all permanent employees with a satisfactory performance evaluation. The \$500 will be pro-rated for permanent employees working less than full-time. The total cost of the bonus is \$625,000 including educational & general employees, auxiliary enterprise employees and employees paid from restricted resources. Bonuses are proposed to be paid to employees in their December 2020 paycheck.



Date: December 1, 2020

Division: Planning and Finance

Agenda Item: Approval of 2020-21 October Revised Budget/Organizational Chart



PRESENTERS: Dr. Claire Stinson, Vice President for Planning and Finance

PURPOSE & KEY POINTS:

Review recommendation and approval of Tennessee Tech's 2020-21 Revised Budget and Organizational Chart.

Revised Budget reflects revenue based on fall semester actual enrollments. Special fees unspent from fiscal year 2020-21 and other encumbrances from FY20-21 are included in the revised budget as one-time expense budget increase.

The revised budget includes budget line items for Educational & General (E & G) revenues and expenses for the University's major operations and Auxiliary Enterprise revenues and expenses. This budget also includes mandatory transfers which are resources set aside to service debt for the fiscal year. Non-mandatory transfers included in the budget are resources transferred to reserves and plant funds at the University's discretion.

Definitions for Budget Cycles, Revenue Categories, Expense Categories

Actuals FY2019-20: This data reflects how the FY2019-20 ended. This data is used for preparation of the University's financial statements. Unspent resources at end-of-year are either included in the beginning fund balance of the Revised Budget or, in the case of special fees and research related obligations, re-budgeted into the departments.

Proposed Budget FY2020-21: The Proposed Budget is our original budget (operating plan) to begin the new fiscal year. This budget includes only recurring revenue and expense items. The Proposed Budget revenues are based on estimated fall semester enrollments and generally includes any new State appropriations the University expects to receive. New cost increases that create ongoing obligations are included in the Proposed Budget. This budget is due to the state in May of each year and is presented at the June Board meeting.

Revised Budget FY2020-21: This budget is the first revision to our Proposed Budget. The Revised Budget reflects revenue estimates based on actual fall enrollments. Expense budgets are increased for any unspent resources (carryforwards) from the prior fiscal year, FY2019-20. This budget is due to the state in October of each year and presented at the December Board meeting.

Educational & General (E&G) Revenues: These are unrestricted resources that can be used for anything within the mission of the University.

E&G Expenses by Budget Category: Expenses are shown by functional classification. These categories show how expenses are budgeted for the different functions of the University.

E&G Expenses by Natural Classification: Expenses are shown by type of expenses, e.g., salaries and wages, fringe benefits, travel, etc.

Auxiliary Budget Summary: Budgets for activities such as housing, foodservices, recreation center, that must operate at a profit or at least breakeven point.

Mandatory Transfers: Transfers for annual debt service obligations.

Non-Mandatory Transfers: Transfers for University funded capital projects (Unexpended Plant) and renewal and replacement funds for major maintenance and equipment replacement including technology hardware and software.

E&G Revenues - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Tuition and Fees	\$ 99,719,243	\$ 94,314,200	\$ 97,464,900
State Appropriations	\$ 59,784,763	\$ 62,703,900	\$ 60,227,700
Contracts and IDC	\$ 1,706,392	\$ 971,400	\$ 971,400
Sales and Services Educational	\$ 743,258	\$ 855,500	\$ 741,200
Other Activities (incl Athletic Student Fee)	\$ 10,903,161	\$ 9,666,000	\$ 9,030,800
Total Revenues	\$ 172,856,817	\$ 168,511,000	\$ 168,436,000

E&G Expenses by Budget Category - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Instruction	\$ 70,928,419	\$ 77,708,800	\$ 85,825,800
Research	\$ 2,061,670	\$ 2,652,400	\$ 4,354,200
Public Service	\$ 2,036,262	\$ 2,117,600	\$ 2,285,600
Academic Service	\$ 12,563,977	\$ 13,172,400	\$ 14,093,200
Student Services	\$ 19,966,883	\$ 20,230,200	\$ 21,884,500
Institutional Support	\$ 14,285,375	\$ 16,440,100	\$ 17,974,000
Oper. & Maint. of Plant	\$ 11,729,317	\$ 14,612,900	\$ 16,154,100
Scholarships & Fellowships	\$ 14,721,264	\$ 16,172,600	\$ 15,698,400
Total Expenses	\$ 148,293,167	\$ 163,107,000	\$ 178,269,800

E&G Expenses by Natural Classification - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Salaries and Wages	\$ 77,269,333	\$ 81,707,900	\$ 78,360,800
Fringe Benefits	\$ 31,481,245	\$ 34,527,700	\$ 35,520,300
Travel	\$ 1,751,953	\$ 2,009,800	\$ 1,652,400
Operating & Utilities	\$ 21,842,102	\$ 28,357,500	\$ 45,806,800
Scholarships & Fellowships	\$ 14,721,264	\$ 16,172,600	\$ 15,698,400
Capital	\$ 1,227,270	\$ 331,500	\$ 1,231,100
Total Expenses	\$ 148,293,167	\$ 163,107,000	\$ 178,269,800

E&G Unrestricted Budget Summary - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Beginning Fund Balance	\$ 17,111,250	\$ 5,801,427	\$ 31,094,182
E&G Revenues	\$ 172,856,817	\$ 168,511,000	\$ 168,436,000
E&G Expenses	\$ (148,293,167)	\$ (163,107,000)	\$ (178,269,800)
Mandatory Transfers	\$ (1,698,836)	\$ (1,988,700)	\$ (3,618,700)
Non-mandatory Transfers	\$ (8,881,882)	\$ (3,383,600)	\$ (6,156,900)
Ending Fund Balance	\$ 31,094,182	\$ 5,833,127	\$ 11,484,782

Auxiliary Budget Summary - Actuals FY2019-19, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Beginning Fund Balance	\$ 1,601,486	\$ 1,441,607	\$ 1,579,006
Aux Revenues	\$ 18,557,121	\$ 18,330,800	\$ 18,384,200
Aux Expenses	\$ (6,780,063)	\$ (7,531,800)	\$ (7,366,500)
Mandatory Transfers	\$ (4,379,672)	\$ (6,118,000)	\$ (6,719,300)
Non-mandatory Transfers	\$ (7,419,866)	\$ (4,681,000)	\$ (4,621,600)
Ending Fund Balance	\$ 1,579,006	\$ 1,441,607	\$ 1,255,806

TOTAL Budget Summary - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
Beginning Fund Balance	\$ 18,712,737	\$ 7,243,034	\$ 32,673,189
Total Revenues	\$ 191,413,938	\$ 186,841,800	\$ 186,820,200
Total Expenses	\$ (155,073,230)	\$ (170,638,800)	\$ (185,636,300)
Mandatory Transfers	\$ (6,078,508)	\$ (8,106,700)	\$ (10,338,000)
Non-mandatory Transfers	\$ (16,301,748)	\$ (8,064,600)	\$ (10,778,500)
Ending Fund Balance	\$ 32,673,189	\$ 7,274,734	\$ 12,740,589

Breakdown of E&G Fund Balance - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Actuals FY2019-20							
	 Beginning Fund Balance		Ending Fund Balance					
Allocation for Encumbrances	\$ 2,337,913	\$	1,620,451					
Allocation for Working Capital	\$ 2,390,786	\$	4,196,189					
Special Allocations*	\$ 12,382,551	\$	25,277,482					
Unallocated Balance	\$ -	\$	-					
Total E&G Fund Balance	\$ 17,111,250	\$	31,094,122					
*2% to 5% Reserve of E&G Revenues	\$ 9,644,676	\$	21,450,377					
*Student Activity Fee	\$ 658,709	\$	1,322,338					
*Technology Access Fee	\$ 753,334	\$	604,148					
*Specialized Academic Course Fee	\$ 1,325,833	\$	1,900,619					
Total Special Allocations	\$ 12,382,551	\$	25,277,482					

	Proposed Budget FY2020-21							
		Beginning Fund Balance		Ending Fund Balance				
Allocation for Encumbrances	\$	-	\$	-				
Allocation for Working Capital	\$	2,390,786	\$	2,390,786				
Special Allocations*	\$	3,410,641	\$	3,441,446				
Unallocated Balance (due to rounding)	\$	-	\$	-				
Total E&G Fund Balance	\$	5,801,427	\$	5,832,232				
*2% to 5% Reserve of E&G Revenues	\$	3,410,641	\$	3,441,446				
*Student Activity Fee	\$	-	\$	-				
*Technology Access Fee	\$	-	\$	-				
*Specialized Academic Course Fee	\$	-	\$	-				
Total Special Allocations	\$	3,410,641	\$	3,441,446				

	Revised Budget FY2020-21			
		Beginning Fund Balance		Ending Fund Balance
Allocation for Encumbrances	\$	1,620,451	\$	-
Allocation for Working Capital	\$	4,196,189	\$	4,196,189
Special Allocations*	\$	25,277,482	\$	7,288,699
Unallocated Balance (due to rounding)	\$	-	\$	-
Total E&G Fund Balance	\$	31,094,122	\$	11,484,888
*2% to 5% Reserve of E&G Revenues	\$	21,450,377	\$	7,288,699
*Student Activity Fee	\$	1,322,338	\$	-
*Technology Access Fee	\$	604,148	\$	-
*Specialized Academic Course Fee	\$	1,900,619	\$	-
Total Special Allocations	\$	25,277,482	\$	7,288,699

	Actuals FY2019-20	Proposed Budget FY2020-21	Revised Budget FY2020-21
		Debt Service-Mandatory	
Debt Service Perf Contract	\$ 481,073	\$ 481,074	\$ 481,074
Debt Service Fitness Center	\$ 771,447	\$ -	\$ 1,630,000
Debt Service Parking	\$ 233,764	\$ 860,935	\$ 860,935
Debt Serice Lab Science Bldg	\$ 212,552	\$ 646,673	\$ 646,673
Debt Service Univ Center	\$ -	\$ -	\$ -
Debt Service Eblen Center	\$ -	\$ -	\$ -
Total Debt Service Transfers	\$ 1,698,836	\$ 1,988,682	\$ 3,618,682
		Unexpended Plant	
Debt Service Fitness Center	\$ 1,268,639	\$ 1,824,920	\$ 150,916
Debt Service Univ Center	\$ 90,269	\$ 89,460	\$ 133,774
Debt Service Eblen Center	\$ 198,592	\$ 196,810	\$ 196,810
Facilities Development (fee)	\$ 720,639	\$ 252,827	\$ 468,589
Parking and Transportation	\$ 696,992	\$ 200,805	\$ 200,805
Various Academic Buildings	\$ -	\$ 800,000	\$ 800,000
Extraordinary Maintenance	\$ 560,000	\$ 560,000	\$ 560,000
Small Projects	\$ 1,479,225	\$ 210,300	\$ 828,973
Total Unexp Plant Transfers	\$ 5,014,356	\$ 4,135,122	\$ 3,339,867
		Renewal and Replacement	
IT Computer Equipment	\$ 377,110	\$ 377,110	\$ 377,110
Electronic Upgrades	\$ 350,000	\$ 350,000	\$ 350,000
Equipment - Departments	\$ 2,721,073	\$ 1,383,792	\$ 1,150,470
Reserves	\$ 419,343	\$ (2,502,430)	\$ 939,376
Total R&R Transfers	\$ 3,867,526	\$ (391,528)	\$ 2,816,956
GRAND TOTAL All Transfers	\$ 10,580,718	\$ 5,732,276	\$ 9,775,505

E&G Transfers - Actuals FY2019-20, Proposed Budget FY2020-21, & Revised Budget FY2020-21

	Un	expended Plant
Land Purchases	\$	2,800,171
New Construction:		
Science Building	\$	8,933,646
Fitness & Rec Center	\$	2,807,459
Agriculture Facility	\$	218,770
Shipley Farm Hay Barns	\$	8,235
Parking & Transportation	\$	5,051,080
Residence Hall Renovations & Roof	\$	752,208
Roaden Center Renovation	\$	1,266,341
Infrastructure & HVAC	\$	2,609,703
Roof Replacement	\$	488,278
Building Upgrades	\$	138,018
Engineering Master Plan	\$	500,000
Extraordinary Maint.	\$	2,080,615
Hoop Roof Replacement	\$	1,653,403
Lab Science AV Equipment	\$	1,358,385
ibrary Advising Center	\$	586,424
Cooper Dunn Furnishings	\$	473,848
Engineering Vehicle - Lewis Hall	\$	490,000
Depts. Small Projects	\$	895,993
Other Small Projects	\$	17,945
Data Center Fire Protection	\$	312,000
Facilities Development Fund	\$	1,579,805
Regional Consultants	\$	262,493
Master Plan	\$	307,874
Upgrade Bruner Hall (local)	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	541,555
Total Unexpended Plant	\$	36,134,250
	Renew	al and Replacement
Auxiliary - Housing	\$	19,322,023
Auxiliary - Other	\$ \$	12,839,170
Computer Center	\$	3,584,303
Technology Update	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,412,746
Telecommunication	\$	594,519
Printing & Photo Services	\$	229,318
Motor Pool	\$	584,276
Craft Center R&R	\$	383,667
Departmental R&R	\$	1,441,676
University Reserve	\$	6,071,912
Total R&R	\$	46,463,613
GRAND TOTAL All Reserves	Ś	82,597,862

Budget Summary and Budget Analysis

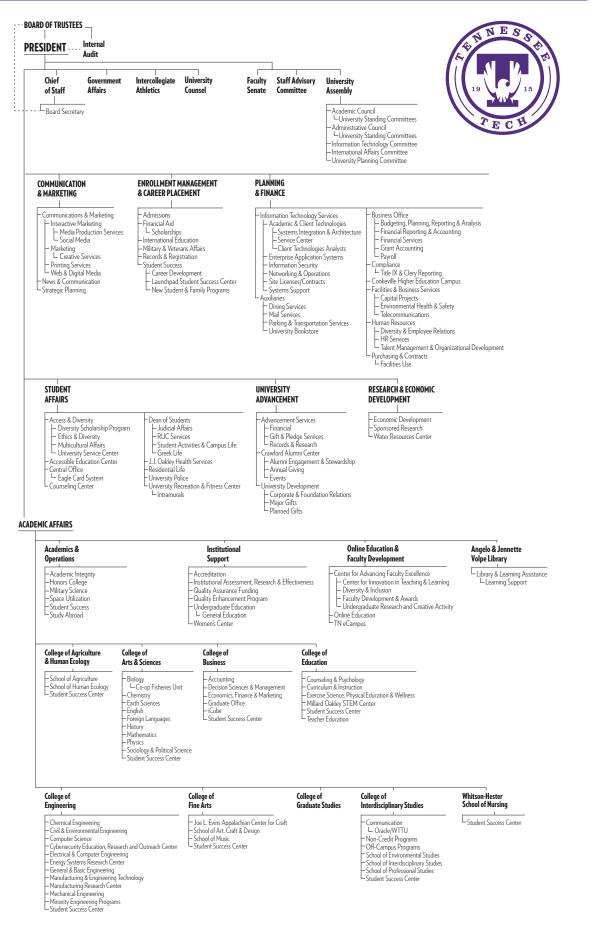
The complete Budget Summary and Budget Analysis documents can be viewed on the Budget, Planning, Reporting and Analysis website:

Direct Link to document – **Summary**: <u>https://www.tntech.edu/businessoffice/pdf/budget/Final-October-Summary-Book_FY2020-2021.pdf</u>

Direct Link to document – Analysis: https://www.tntech.edu/businessoffice/pdf/budget/Final-October-Analysis-Book FY2020-2021.pdf

Historical Budget documents (FY2011 through FY2020):

Budget Summary and Analysis: https://www.tntech.edu/businessoffice/bpra/budgetary-info.php





Office of the President

TENNESSEE TECH

October 16, 2020

Submitting on behalf of Tennessee Tech University (TTU) a crosswalk of organizational changes/updates with a proposed implementation date of January 1, 2021, as follows:

Academic Affairs

- Add Student Success Center as a direct report to Whitson-Hester School of Nursing
- Remove Learning Villages as a direct report to College of Interdisciplinary Studies

Chief of Staff

• Realign Board Secretary to Chief of Staff

Communications & Marketing

- Add Interactive Marketing as a direct report to Communications & Marketing
- Realign Media Production Services as a direct report to Interactive Marketing
- Realign Social Media as a direct report to Interactive Marketing
- Realign Creative Services as a direct report to Marketing

Enrollment Management & Career Placement

Rename Advisement Services to Launchpad Student Success Center

Planning and Finance

- Realign Payroll as a direct report to Business Office
- Rename Training and Development to Talent Management and Organizational Development
- Remove Funds Management as a direct report to Business Office
- Add Financial Services as a direct report to Business Office
- Add Grant Accounting as a direct report to Business Office

Dr. Philip B. Oldham, President

Tennessee Tech / Campus Box 5007 / Cookeville, TN 38505 / P. 931-372-3241 / F. 931-372-6332 / tntech.edu/president



Date: December 1, 2020

Division: Planning and Finance

Agenda Item: Tuition Transparency Act Report

Review	Action	No action required
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PRESENTERS: Dr. Claire Stinson, Vice President for Planning and Finance

PURPOSE & KEY POINTS:

By February 1 of each year, the Board is required to provide a report to the General Assembly with information regarding expenditures of revenues derived from any tuition and fees increase in the previous full academic year. The report must include how revenues were used, the effect on student financial aid, and the effect on the average total cost of attendance per student.



State of Jennessee

PUBLIC CHAPTER NO. 614

SENATE BILL NO. 1665

By Dickerson, Gresham, Yarbro

Substituted for: House Bill No. 1684

By Smith, Ragan, Daniel, Moody, Hardaway, Terry, Towns

AN ACT to amend Tennessee Code Annotated, Title 49, Chapter 11; Title 49, Chapter 7; Title 49, Chapter 8 and Title 49, Chapter 9, relative to higher education.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Title 49, Chapter 7, is amended by adding the following language as a new part:

49-7-1601.

This part shall be known and may be cited as the "Tuition Transparency and Accountability Act."

49-7-1602.

As used in this part:

(1) "Board" means the trustees of the University of Tennessee or a state university board, as applicable;

(2) "Cost of attendance" means the combined cost of tuition, mandatory fees, room and board, books, and other educational expenses as determined by the financial aid office of the postsecondary institution;

(3) "Predictive cost estimate" means a non-binding estimated cost of attending an undergraduate program at the postsecondary institution based on a student's chosen field of study over a four-year period. A predictive cost estimate may include, but is not limited to, potential tuition and mandatory fee increases, projected increases in tuition based on a student's chosen field of study, and historical trend data; and

(4) "Tuition and mandatory fees" means the charges imposed to attend the relevant institution of higher education as an in-state undergraduate student and all fees required as a condition of enrollment as determined by the board. "Tuition and mandatory fees" does not include fees charged to out-of-state students by institutions of higher education, room and board, or other non-mandatory fees and charges.

49-7-1603.

(a) At least fifteen (15) days prior to holding a meeting to adopt an increase in tuition and mandatory fees, a board shall give public notice of the proposed tuition and mandatory fee increase as an action item on the board's meeting agenda. Individuals shall be permitted to provide comments during the fifteen-day period. The public notice of the proposed tuition and mandatory fee increase shall, at a minimum, include:

(1) An explanation for the proposed tuition and mandatory fee increase;

(2) A statement specifying the purposes for which revenue derived from the tuition and mandatory fee increase will be used; and

SB 1665

(3) A description of the efforts to mitigate the effect of the tuition and mandatory fee increase on students.

(b)(1) By January 1, 2019, each board shall develop a list of factors that shall be considered when developing recommendations to increase tuition and mandatory fees. The factors shall include, at a minimum, the level of state support; total cost of attendance; and efforts to mitigate the financial effect on students.

(2) Each state university and each campus in the University of Tennessee system shall post on its website a summary of the recommendations pursuant to subdivision (b)(1).

49-7-1604.

By February 1 of each year, each governing board shall provide a report to the office of legislative budget analysis, for distribution to the general assembly, with information regarding expenditures of revenues derived from any tuition and fees increase in the previous full academic year. The report shall include how revenues were used, the effect on student financial aid, and the effect on the average total cost of attendance per student.

49-7-1605.

Beginning August 1, 2019, each state university and each campus in the University of Tennessee system shall provide, with a student's letter of acceptance, a predictive cost estimate for students applying for undergraduate degree programs for the 2020-2021 academic year and for academic years thereafter.

SECTION 2. This act shall take effect July 1, 2018, the public welfare requiring it.

SENATE BILL NO. 1665

PASSED:

March 19, 2018

Ih. RANDY MCNALLY SPEAKER OF THE SENATE

BETH HARWELL, SPEAKER HOUSE OF REPRESENTATIVES

2nd phil APPROVED this 2018 day of

BILL HASLAM, GOVERNOR

State of Tennessee 2018 Public Acts, Chapter 614 T.C.A § 49-7-1604

By February 1 of each year, each governing board shall provide a report to the office of legislative budget analysis, for distribution to the general assembly, with information regarding expenditures of revenues derived from any tuition and fees increase in the previous full academic year. The report shall include how revenues were used, the effect on student financial aid, and the effect on the average total cost of attendance per student.

Report Based on FY 2019-20 Financial Data

Tuition increase of 2.3% = \$1,641,300	
Effect on Average Cost of Attendance per student = \$90 per semester	
Effect on Student Financial Aid = None	
Use of Revenues	Dollars
Matching required for 2 % salary improvement plus variable fringe benefits	\$787,688
Hiring of new faculty to support technology-infused programs in support of	
State needs and market growth areas.	\$295,000
Faculty positions for new PhD in Counseling & Supervision	\$120,000
Establish advising center to support students	\$112,000
Software licenses	\$226,612
Scholarships	\$100,000

Mandatory Fees increase of 2.8% = \$266,000	
Effect on Average Cost of Attendance per student = \$17.50 per semester	
Effect on Student Financial Aid = None	
The Technology Access Fee increase of \$17.50 per semester was used to:	
Create a sustainable instructional technology refresh plan	
Provide new instructional technology for new science building	
 Provide supplies and support for technology within classrooms 	\$266,000



Date: December 1, 2020

Division: Planning and Finance

Agenda Item: Disclosed Capital Projects



|X|

No action reguired

PRESENTERS: Dr. Claire Stinson, Vice President for Planning and Finance

Action

PURPOSE & KEY POINTS:

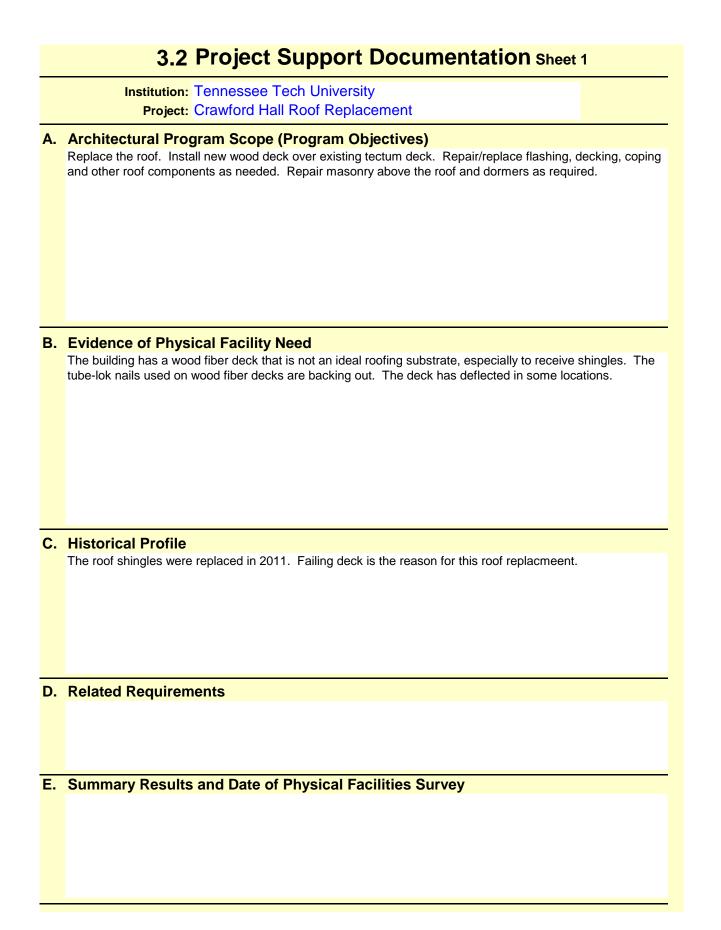
Review and approval of amendment to the FY 2020-2021 Capital Disclosure List for the following two projects:

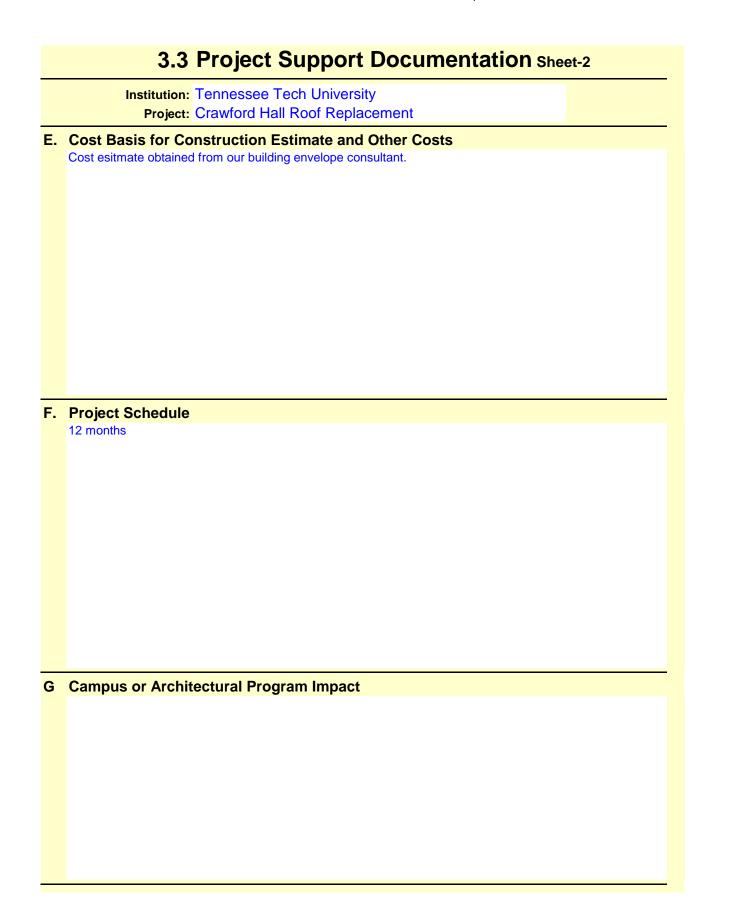
- 1. Crawford Hall Roof Replacement
- 2. Craft Center Housing Roof Replacement

Review and approval of amendment to the FY 2021-2022 Capital Disclosure List for the following project:

1. Chiller Addition

2.4	DD70
3.1	DB70
1 Department:	Tennessee Higher Education Commission
Institution:	Tennessee Tech University
Project:	Crawford Hall Roof Replacement
City/County:	Cookeville/Putnam
2 Fiscal Year:	2020-2021 Priority 999
3 Capital Outlay	New Reno/Maint
Capital Mainter	nance 0 Gross Sq.Ft. 0
X Disclosure	0 Net Sq.Ft. 0
X Designer Requ	ired 0.00 Cost/Sq.Ft. 0.00
4 Project Description	on:
Replace the roof. Inst	all new wood deck over existing tectum deck. Repair/replace flashing, decking, coping and
other roof components	as needed. Repair masonry above the roof and dormers as required.
Typ Maintenance	If new const., is it Will the project add
Typ Maintenance	in the Master Plan to E&G area?
5 Total Project	This Request Estimated Building Construction Cost: 0
350,000	
(
350,000	
35,000	
385,000	385,000 MACC (Maximum Allowable Construction Cost)
37,975	
(
(0 second other wares
27,025	5 27,025 Administration & Miscellaneous
450,000	450,000 Total Cost
6 Funding Request	THIS REQUEST
(
(450,000	
450,000	
7 Previous SBC Ap	
already approved for existing SBC project	450,000 Housing - Auxiliary
450,000	
plus This Request	0
450,000	0
8 SBC Action:	If an existing project, SBC Project No.: NA
Action Date	SBC Action
9 Designer:	Unassigned

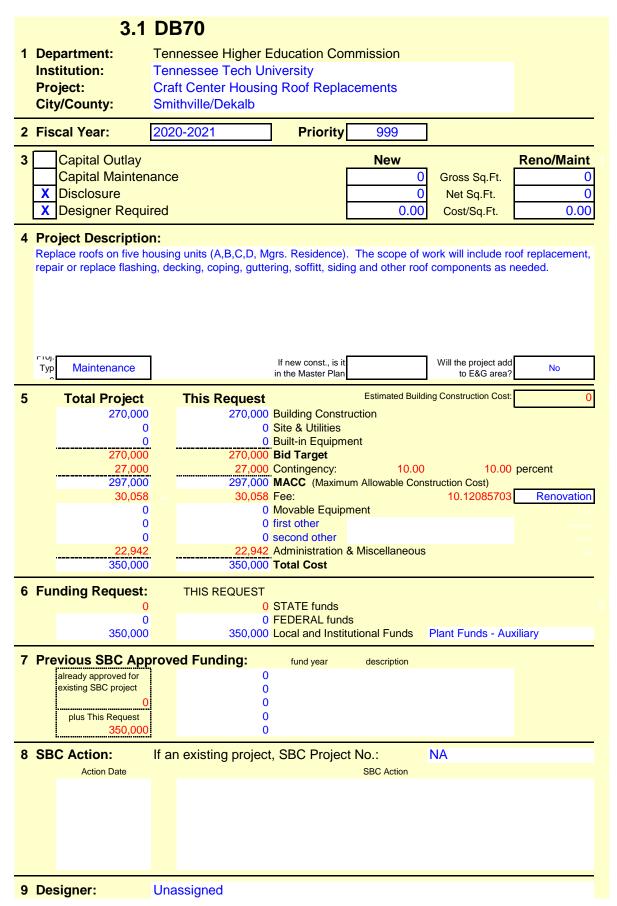




		External Funding		
	Department:	Tennessee Higher Education	n Commission	
	Institution:	Tennessee Tech University		
	Project:	Crawford Hall Roof Replace	ment	
	450,000	Total External Funding		
	Amount	Non-Appropriated Category	Specifics of S	Source
100%	450,000	Plant Funds (Auxiliary)	Housing R	Rental Income
0%	0	Plant Funds (Non-auxiliary)		
0%	0	Land Sale Proceeds		
0%	0	Access Fees		
0%	0	Student Fees		
0%	0	Gifts		
0%	0	Local Government		
0%	0	Federal Funds		
			Specify Term of Loan -	
0%		TSSBA Revolving Credit Facility	5 yr., 10 yr., etc.	
0%		TSSBA (Long Term)		
0%	0	Other (Specify)		

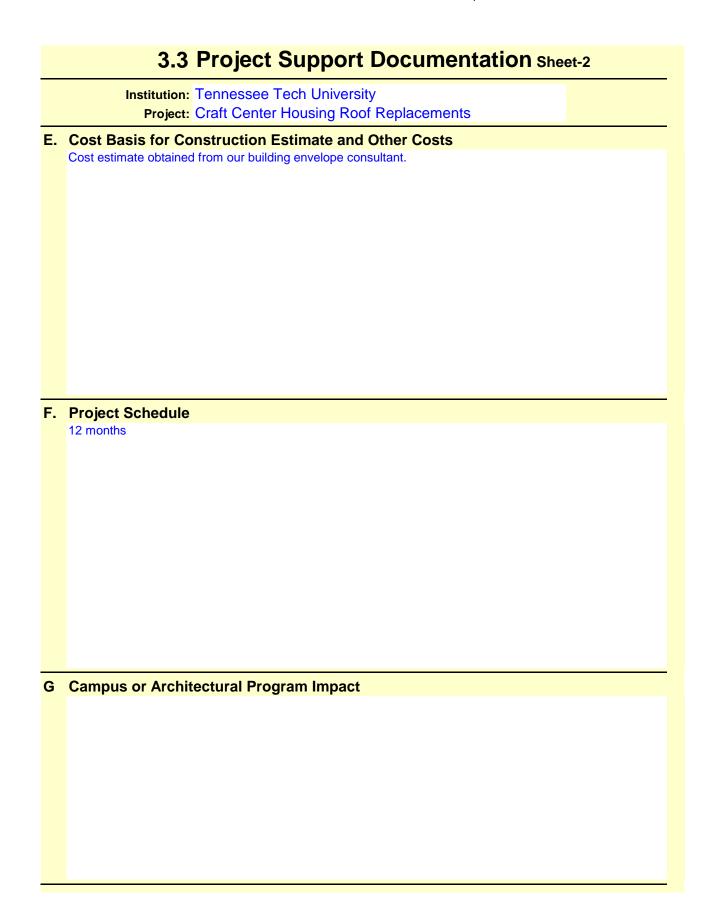
Provide additional support information about the funding source(s) as needed:

DB70 Project Request Page 4 of 4



TTU_Craft Center Housing Roof Replacements_DB70.xlsx 3.1 DB70 10/28/2020 9:57 AM

	3.2 Project Support Documentation Sheet 1
	Institution: Tennessee Tech University Project: Craft Center Housing Roof Replacements
Α.	Architectural Program Scope (Program Objectives) Replace roofs on five housing units (A,B,C,D, Mgrs. Residence). The scope of work will include roof replacement, repair or replace flashing, decking, coping, guttering, soffitt, siding and other roof components as needed.
В.	Evidence of Physical Facility Need
	Some roof decking has deteriorated and needs to be replaced. The housing units are located in a wooded area. Gutter helmet or similar product needs to be installed on the gutters to keep leaves and tree debris out of the gutters.
C.	Historical Profile
	The existing shingles were installed in 1999 on all five buildings.
D.	Related Requirements
E.	Summary Results and Date of Physical Facilities Survey

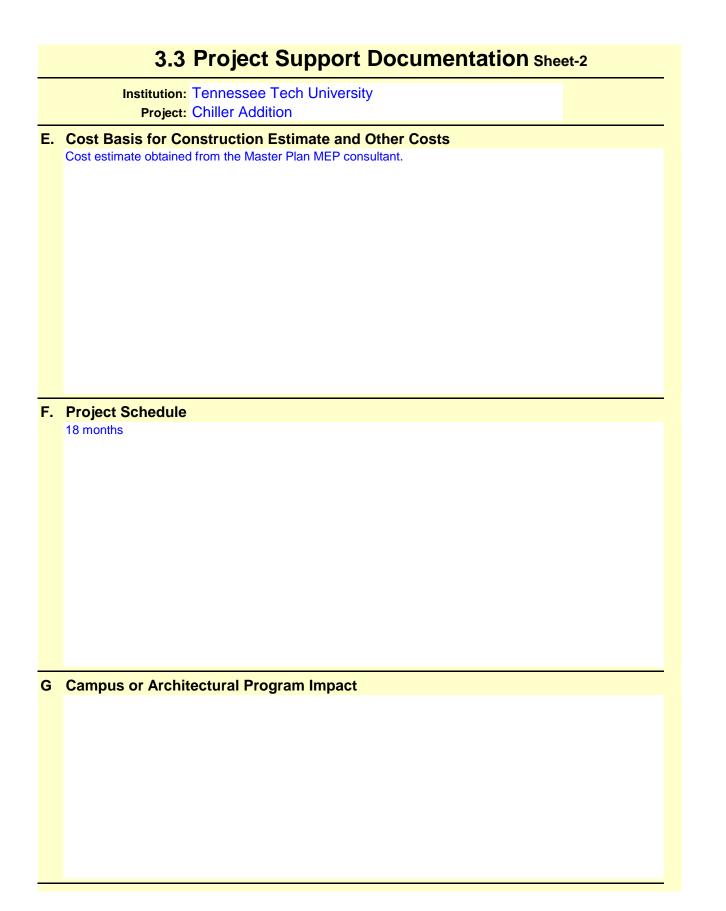


		External Funding	
	Department:	Tennessee Higher Educatio	n Commission
	Institution:	Tennessee Tech University	
	Project:	Craft Center Housing Roof I	Replacements
	350,000	Total External Funding	
	Amount	Non-Appropriated Category	Specifics of Source
100%	350,000	Plant Funds (Auxiliary)	Housing Rental Income
0%	0	Plant Funds (Non-auxiliary)	
0%	0	Land Sale Proceeds	
0%	0	Access Fees	
0%	0	Student Fees	
0%	0	Gifts	
0%	0	Local Government	
0%	0	Federal Funds	
			Specify Term of Loan -
0%		TSSBA Revolving Credit Facility	5 yr., 10 yr., etc.
0%		TSSBA (Long Term)	
0%	0	Other (Specify)	

Provide additional support information about the funding source(s) as needed:

	3.1	DB70				
Insti Proje	artment: tution:	Tennessee Higher E Tennessee Tech Ur Chiller Addition Cookeville/Putnam		nmission		
2 Fisca	al Year:	2021-22	Priority	999		
X	Capital Outlay Capital Mainten Disclosure Designer Requi			New 0 0 0.00	Gross Sq.Ft. Net Sq.Ft. Cost/Sq.Ft.	Reno/Maint 0 0 0 0 0.00
Install	one 1500 Ton ce system.	n: ntrifugal chiller and a 150	lf new const., is it	ower to expand t	Will the project add	existing chilled
	Total Project	This Request	in the Master Plan	Fatimata d Duildi	to E&G area?	
	0 300,000 1,650,000 97,500 2,047,500 138,847 0 0 0 113,653 2,300,000	300,000 1,650,000 97,500 2,047,500 32,047,500 32,047,500 32,047,500 32,047,500 32,047,500 32,047,500 30,0000 30,0000 30,00000000	Fee: Movable Equipr first other second other	ent 5.00 Im Allowable Cons		percent New New Instant Instant
6 Fund	ling Request: 0 0 2,300,000	0	STATE funds FEDERAL fund Local and Instit		Plant Funds - Au	kiliary
7 Prov		proved Funding:				
al	ready approved for kisting SBC project 0 plus This Request 2,300,000	0 0 0 0	fund year	description		
8 SBC	Action Date	If an existing project	, SBC Project	t No.: SBC Action	NA	
	gner:	Unassigned				

	3.2 Project Support Documentation Sheet 1
	Institution: TTU Project: Chiller Addition
Α.	Architectural Program Scope (Program Objectives) Install one 1500 Ton centrifugal chiller and a 1500 Ton cooling tower to expand the capacity of the existing chilled water system.
В.	Evidence of Physical Facility Need The chiller plant capacity must be increased to support the additional load when the Innovation Center Residence Hall comes online in 2023.
С.	Historical Profile The chiller plant was expanded and capacity was increased in 2017 to accommodate the additional load
	required by the Lab Sciences Building (2020), the Student Recreation & Fitness Center (2020), and the Engineering Building (2023). Space for this additional chiller was included in the 2017 building expansion.
D.	Related Requirements
Ε.	Summary Results and Date of Physical Facilities Survey



Department: Tennessee Higher Education Commission					
Institution:		Tennessee Tech University			
Project: Chiller Addition					
	2,300,000 Total External Funding				
	Amount	Non-Appropriated Category		Specifics of Source	
100%	2,300,000	Plant Funds (Auxiliary)		Housing Rental Income	
0%	0	Plant Funds (Non-auxiliary)			
0%	0	Land Sale Proceeds			
0%	0	Access Fees			
0%	0	Student Fees			
0%	0	Gifts			
0%	0	Local Government			
0%	0	Federal Funds			
			Specify Term of Loan -		
0%		TSSBA Revolving Credit Facility	5 yr., 10 yr., etc.		
0%		TSSBA (Long Term)			
0%	0	Other (Specify)			

Provide additional support information about the funding source(s) as needed:



Date: December 1, 2020

Agenda Item: Faculty Senate Resolution on Faculty Compensation

Review	w Action	No action required
PRESENTER: C	Chair Harper	

PURPOSE & KEY POINTS:

The Faculty Senate has passed a resolution regarding faculty compensation and wishes to make a presentation relative to that document which is in your Diligent book.

Tennessee Tech Faculty Senate Resolution on Faculty Compensation

Whereas the mission of Tennessee Tech University is to deliver enduring education, impactful research, and collaborative services; and

Whereas these goals are only achievable through the partnership of Tennessee Tech faculty with students, alumni, staff, administrative leadership and the Board of Trustees; and

Whereas faculty of Tennessee Tech deserve fair compensation for time and labor as well as opportunities for compensation adjustments including inflation/cost of living (COLA), promotions, raises, and equity pay; and

Whereas previous compensation plans rewarded some faculty at the expense of others, eroding the sense of teamwork within academic units and unfairly pitting faculty with widely variable roles against each other for annual pay raises and bonuses; and

Whereas individual-level merit-based compensation plans may encourage a culture of competition that stands in direct opposition to the culture of teamwork and partnership in the Tennessee Tech family; and

Whereas poorly-designed merit-based compensation plans may unfairly penalize women and minority groups (e.g., Smith and Hawkins, 2011; Basow and Martin, 2012; Mitchell and Martin, 2018; Rivera and Tilcsik, 2019; American Sociological Association, 2019); and

Whereas effective performance-based compensation plans require an alignment between the university's strategic plan, values, and resources; and

Whereas the Tennessee Tech Faculty Senate recognizes the outstanding continued performance of faculty across campus in their roles as teachers, researchers, authors, performers, mentors, advisors and volunteers; therefore, be it

Resolved, that the Tennessee Tech Faculty Senate advises President Oldham and the TTU Board of Trustees to place highest priority on funding faculty raises associated with promotion from a pool of funds independent of annual legislative allocations; and

Be it further resolved, that the TTU Faculty Senate advises President Oldham and the Board of Trustees to prioritize cost of living adjustments (COLA) and general increase raises (also called across the board raises) each year.

Be it further resolved, that the TTU Faculty Senate supports a compensation model developed in collaboration with and including substantive input from faculty at all points of decision-making and aligned with the university's strategic plan, values, and resources.

Tennessee Tech Faculty Senate Resolution on Faculty Compensation

Citations

American Sociological Association, 2019, Statement on Student Evaluation of Teaching (https://www.asanet.org/press-center/press-releases/reconsidering-student-evaluations-teaching).

• This position statement summarizes peer-reviewed studies showing that student evaluations of teaching (i.e., IDEA evaluations) demonstrate gender and racial bias. Merit-based compensation should not be based on these metrics.

Basow, Susan A., and Julie L. Martin. 2012. "Bias in Student Evaluations." Pp. 40-49 in Effective Evaluation of Teaching: A Guide for Faculty and Administrators, edited by Mary E. Kite. Washington, DC: Society for the Teaching of Psychology.

Mitchell, Kristina M. W., and Jonathan Martin. 2018. "Gender Bias in Student Evaluations." PS: Political Science and Politics 51(3):648-652

Rivera, Lauren A., and András Tilcsik. 2019. "Scaling Down Inequality: Rating Scales, Gender Bias, and the Architecture of Evaluation." American Sociological Review 84(2):248–274.

Smith, Bettye P., and Billy Hawkins. 2011. "Examining Student Evaluations of Black College Faculty: Does Race Matter?" The Journal of Negro Education 80(2):149-162.

Appendix I

Video demonstrating the lack of relationship between merit-based compensation and performance: <u>https://www.youtube.com/watch?v=u6XAPnuFjJc</u>