





Presentation to Audit & Business Committee  
Board of Trustees

June 20, 2024





## Federal Fair Labor Standards Act



# Federal Fair Labor Standards Act (FLSA)

## Anticipated Changes

- First test to determine whether a staff position can be exempt under FLSA is the salary test:
  - \$35,568 – currently this test is  $\geq$  this amount
  - \$43,888 – effective amount starting July 1, 2024
  - \$58,656 – effective amount starting January 1, 2025
  - 54 positions affected by the July 1, 2024, increase
  - 241 positions affected by the January 1, 2025, increase
- Actions
  - Review all exempt positions paying less than the salary amounts and determine whether they should be reclassified to non-exempt with potential for overtime pay
  - Review fringe benefit package for affected employees, e.g, retirement plan, paid leave





## Maintenance (Tuition) and Mandatory Fees



# Maintenance (Tuition) and Mandatory Fees Increase

- Mandatory factors to consider (T.C.A. 49-7-1603)
  - Level of state support
  - Total cost of attendance
  - Efforts to mitigate the financial effect on students



# Maintenance (Tuition) and Mandatory Fees Increase

- Additional factors adopted by BOT to consider:
  - THEC mandatory tuition and fee ranges
    - 0% to 5.5% for FY 2024-2025
  - Comparison to peer institutions, competitor institutions, other LGIs
    - Other Tennessee schools are considering between 2.4% and 5.5% increases
  - Higher Education Price Index
    - 4.0% for fiscal year July 2022-June 2023 (latest data)\*
  - Consumer Price Index
    - 3.4% 12-month percent change, April 2024 (latest data)\*

\*Commonfund 2023 HEPI Data Released, December 2023

\*U.S. Bureau of Labor Statistics



# Proposed Increase Impact Per Credit Hour & Full Time

Undergraduate Fee Model	Tuition Impact Per Hour (Hours 1-12)	Tuition Impact Per Hour (Hours $\geq$ 13)	Mandatory Fee Impact Per Hour (Hours 1-6)	Total Impact at Full Time
UG Pre 2020 Model	\$16	\$7	\$5.50	\$246
UG Flat Rate Model	\$16	N/A	\$5.50	\$273

Graduate Fee Model	Tuition Impact Per Hour (Hours 1-10)	Tuition Impact Per Hour (Hours $\geq$ 11)	Mandatory Fee Impact Per Hour (Hours 1-6)	Total Impact at Full Time
GR Model	\$26	\$6	\$5.50	\$305





# Proposed Fee Increase

<b>Proposed Increase in UG Maintenance (Tuition) and Mandatory Fees</b>	<b>5.04%</b>
Maintenance Fees (flat-rate tuition) increase*	5.05%
Mandatory Fees increase	5.00%

\*Students grandfathered in under pre-2020 tuition model 5.05% increase.  
 for 12 credit hours or less \$350 per credit hour  
 for >12 hours \$77 per credit hour

<b>Proposed Increase in GR Maintenance (Tuition) and Mandatory Fees</b>	<b>4.99%</b>
Maintenance Fees increase**	4.99%
Mandatory Fees increase	5.00%

\*\*for 10 credit hours or less \$550 per credit hour  
 for >10 hours \$110 per credit hour

<b>UG Tuition Increase Comparison @ 15 Hours</b>			
<b>Fee Type</b>	<b>Current Amount</b>	<b>Increase per semester</b>	<b>New Amount</b>
Flat Rate Tuition	\$4,755.00	\$240.00	\$4,995.00
Pre 2020 Model	\$4,218.00	\$213.00	\$4,431.00

<b>GR Tuition Increase Comparison @ 12 Hours</b>			
<b>Fee Type</b>	<b>Current Amount</b>	<b>Increase</b>	<b>New Amount</b>
GR Model	\$5,448.00	\$272.00	\$5,720.00



# Proposed Mandatory Fee Increase

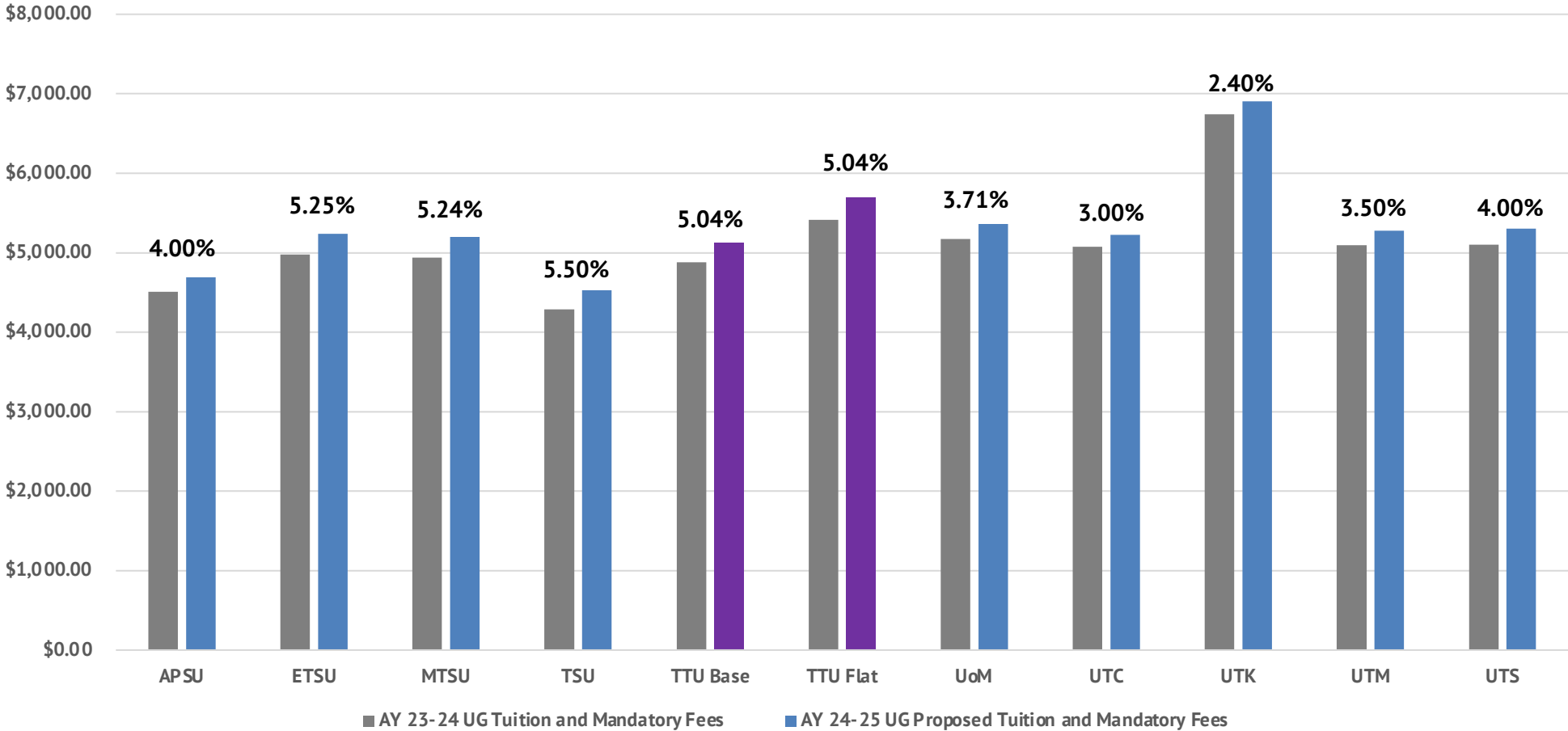
Program Service Fee Increase Comparison (max at 6 hours)			
Fee Type	Current Amount	Increase	New Amount
Program Services Fee	\$660.00	\$33.00	\$693.00

- Program Services Fee proposed to increase from \$660 per semester to \$693 per semester.
  - Increase of 5% with a max of \$33 per semester
  - Facilities fee component proposed to increase from \$70 a semester to \$103 a semester
  - Fee will be used to help fund development of facilities



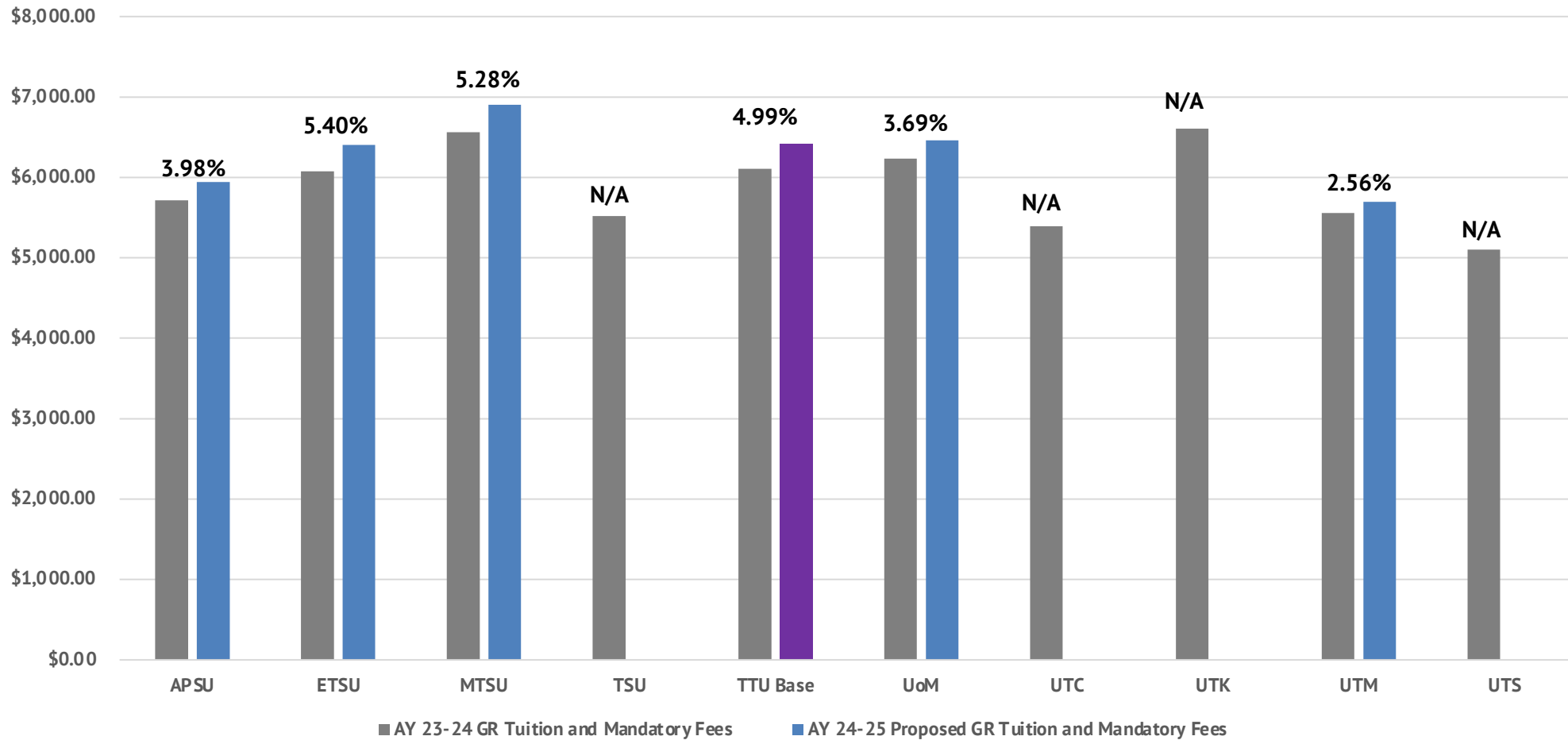
# Comparison of UG Maintenance (Tuition) & Mandatory Fees

## Tennessee Public Universities



# Comparison of GR Maintenance (Tuition) & Mandatory Fees

## Tennessee Public Universities





Non-Mandatory Fee



# Non-mandatory Fee Proposal 2024-25

- Non-mandatory fees are not required of all students. They are charged based on a variety of factors: residency, academic program, course selection, incidentals, participation in TN eCampus, etc.
- Non-mandatory fees are not subject to THEC binding rates
- Generally, requests are reviewed and brought to the Board for approval once each year



# Non-mandatory Fee Proposal - Parking Fines

## Effective Fall 2024

Category	Current Fine	Proposed Fine
No Permit/Expired Permit	\$25	\$25 (No change)
Improper Tag Display/Obstructed Permit	\$25	\$25 ( No change)
Parking in Unassigned Area	\$20, plus \$10 progressively	\$20, plus \$15 progressively
Displaying Permit Registered to Another Person	\$35	\$50
Double Parked/Over-the-line	\$15, plus \$10 progressively	\$20, plus \$15 progressively
Parked on Grass	\$15, plus \$10 progressively	\$30, plus \$15 progressively
Parked on Sidewalk	\$15, plus \$10 progressively	\$30, \$15 progressively
Obstructing Traffic	\$15, plus \$10 progressively	\$40, \$15 progressively
Parked in Loading Zone	\$15, plus \$10 progressively	\$30, \$15 progressively
No Parking Zone	\$15, plus \$10 progressively	\$20, \$15 progressively
Disabled Area	\$200	\$200 (No change-set by law)
Time Limit Violation	\$5, plus \$5 progressively	\$5, plus \$5 progressively (No change)
Fire Lane Parking	\$25 first violation, \$50 for each successive citation	\$25 first violation, \$50 for each successive citation (No Change)





## Dual Enrollment Tuition





# Dual Enrollment Tuition

- Rate is deeply discounted from regular tuition rates
  - Applies to high school students taking courses for both high school and college credit
  - TN Student Assistance Corporation (TSAC) provides Dual Enrollment Grants to cover costs for up to 5 courses for dual enrolled students
  - We accept the Dual Enrollment Grant with no additional charge to dual enrolled students
  - TSAC increased grants from \$538.65 per 3 credit hour course to \$554.40 per credit hour course
- Recommend increase from \$179.55 per credit hour to \$184.80 per credit hour effective Fall semester 2024
  - This is inclusive of \$528 tuition plus 5% Dual Enrollment Access Fee of \$26.40.





## FY2023-24 Estimated & FY2024-25 Proposed Budget





## FY2023-24 Estimated Budget



## Changes in E&G Revenues (Revised to Estimated FY24)

	October Revised Budget BOT Approved December 2023  FY2023-24	Current Estimate Presented for Approval June 2024  FY2023-24	Difference
Tuition & Fees	\$104,803,000	\$108,335,300	\$3,532,300
State Appropriations	\$85,439,700	\$85,439,700	\$0
Other	\$13,616,500	\$21,208,300	\$7,591,800
<b>Total E&amp;G Revenues</b>	<b>\$203,859,200</b>	<b>\$214,983,300</b>	<b>\$11,124,100</b>



# Revised FY24 vs. Current Estimate FY24 Reconciliation of Changes in E&G Revenues

- Tuition and Fees
  - Conservative estimate in enrollment driven maintenance (tuition) and fees \$3,532,300
- Other
  - Increase in interest income revenue \$6,195,000
  - Increase in Athletics income \$686,600
  - Increase non-mandatory fees \$102,800
  - Indirect Cost revenues increase \$418,500
  - Career Services revenue increase \$100,000
  - Farm Operations revenue increase \$68,000

## Changes in E&G Functional Expenses (Revised to Estimated FY24)

	October Revised Budget BOT Approved December 2023  FY2023-24	Current Estimate Presented for Approval June 2024  FY2023-24	Difference
Instruction	\$92,840,800	\$92,435,700	(\$405,100)
Research	\$8,286,900	\$9,076,200	\$789,300
Public Service	\$3,768,800	\$3,442,400	(\$326,400)
Academic Supp.	\$19,422,600	\$19,559,200	\$136,600
Student Serv.	\$26,365,400	\$27,073,800	\$708,400
Institutional Supp.	\$21,560,300	\$21,423,500	(\$136,800)
Maint & Oper.	\$22,299,700	\$20,520,000	(\$1,779,700)
Scholarship	\$21,393,100	\$21,430,900	\$37,800
<b>Total E&amp;G Functional Expenses</b>	<b>\$215,937,600</b>	<b>\$214,961,700</b>	<b>(\$975,900)</b>



# Revised FY24 vs. Current Estimate FY24

## Reconciliation of Changes in E&G Functional Expenses

- Instruction
  - Reallocation of university-wide managed benefits \$794,000
  - Nuclear Engineering Positions \$200,000
  - Transfer from Lapse Pool for projects/initiatives (\$925,000)
  - Funding Shift from Instruction to Research (\$476,000)
- Research
  - Rural Reimagined transferred to research \$326,000
  - Reallocation of university-wide managed benefits (\$13,000)
  - Funding Shift from Instruction \$476,000
- Public Service
  - Rural Reimagined transferred from public service to research (\$326,000)
- Academic Support
  - TAF increase due to conservative fall budget \$236,000
  - Reallocation of university-wide managed benefits (\$100,000)
- Student Services
  - Athletics - Football \$330,000
  - Marketing & Enrollment Mgmt temp funding \$685,500
  - Reallocation of university-wide managed benefits (\$308,000)
- Inst. Support/Maint. & Operation
  - New Positions \$139,595
  - Future Year Utility (\$1,500,000)
  - Reallocation of university-wide managed benefits (\$473,000)
  - Temp funds for Mercer contract \$350,000
  - Units Transfer to Computer Replacement (\$332,000)



## Changes in E&G Natural Expenses (Revised to Estimated FY24)

	October Revised Budget BOT Approved December 2024  FY2023-24	Current Estimate Presented for Approval June 2024  FY2023-24	Difference
Salary and Wages	\$93,792,537	\$94,311,858	\$519,321
Fringe Benefits	\$38,283,477	\$39,174,073	\$890,596
Travel	\$2,403,354	\$3,084,974	\$681,620
Operating & Utilities	\$58,937,047	\$55,408,299	(\$3,528,748)
Scholarships & Fellowships	\$21,949,395	\$21,990,243	\$40,848
Capital	\$571,790	\$992,253	\$420,463
<b>Total E&amp;G Natural Expenses</b>	<b>\$215,937,600</b>	<b>\$214,961,700</b>	<b>(\$975,900)</b>





# Revised FY24 vs. Current Estimate FY24

## Reconciliation of Changes in E&G Natural Expenses

- Salary and Wages
  - Phase 1 Comp Plan \$1,699,500
  - Lapse Salary allocated to the Strategic Investment Pool (\$2,350,000)
  - Longevity & Degree Adj \$51,000
  - Athletics - Football \$330,126
  - Nuclear Engineering Positions \$140,000
  - HR & Finance New Positions \$107,395
  - Parking Position \$32,200
  - Funds transferred for Temp salaries \$475,000
- Benefits
  - New positions - \$168,000
  - Funds transferred to cover GA fee waivers \$722,600
- Travel
  - Units transferred dollars from operating or temporary wages to cover travel expenditures \$681,000
- Operating & Utilities
  - Lapse invested back at College/VP level \$1,213,000
  - Future Year Utility savings (\$1,500,000)
  - Transfer funds to RR for projects (\$613,000)
  - Unit Transfer to Computer Replacement (\$332,000)
  - Transfer funds to Capital (\$421,000)
  - Transfer to Travel (\$681,000)
  - Transfer to cover Fee waivers (\$722,600)
  - Transfer to Temp Salaries (\$475,000)
- Scholarships
  - Funds added to cover state fee waiver mandates \$41,000
- Capital
  - Funds transferred to cover infrastructure \$421,000





## FY2024-25 Proposed Budget



## Changes in Permanent E&G Revenues – FY24 to FY25 (excludes any potential enrollment and tuition increase for FY25)

	July Proposed Budget BOT Approved June 2023  FY2023-24	July Proposed Budget Presented for Approval June 2024  FY2024-25	Difference
Tuition & Fees	\$105,062,800	\$108,326,500	\$3,263,700
State Appropriations	\$80,803,800	\$86,834,100	\$6,030,300
Other	\$13,136,800	\$14,066,500	\$929,700
<b>Total E&amp;G Revenues</b>	<b>\$199,003,400</b>	<b>\$209,227,100</b>	<b>\$10,223,700</b>
State Appropriations – One Time (Special Initiatives)* <small>\$1,000,000 Rural Reimagined, \$200,000 CEROC, \$150,000 Water Center</small>	\$1,350,000		(\$1,350,000)
<b>Adjusted Total E&amp;G Revenues</b>	<b>\$200,353,400</b>	<b>\$209,227,100</b>	<b>\$8,873,700</b>

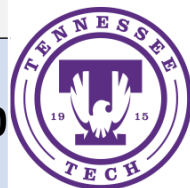


# Proposed FY24 vs. Proposed FY25 Reconciliation of Changes in Permanent E&G Revenues

- Tuition and Fees
  - Maintenance and Out-of-State increase adjusted at Current Estimate FY24 \$2,801,000 from conservative Revised Budget
  - Fee increase adjusted to actuals at Current Estimate FY24 \$462,000 from conservative Revised Budget
- State Appropriations
  - Base adjustment – Outcomes Formula (\$467,200)
  - Outcomes Funding & Inflationary Cost \$853,000
  - Formula Salary Pool – Partial 3% \$1,839,600
  - Crossville Wind Tunnel - \$2,000,000
  - Group Health Adjustments \$1,699,500
  - UAAL (Unfunded Actuarial Accrual liability) Allocation, OPEB, TCRS Rate Adjustment, Risk Management Premiums \$105,400
- Other
  - Indirect Cost Revenue Increase \$500,000
  - Livestock Revenue \$300,000
  - Traffic Fine and parking permits revenue \$28,500
  - Athletics Revenue \$57,250
  - Departmental revenues (band camp, workshops, application fees, etc.) \$40,000

## Changes in Permanent E&G Functional Expenses – FY24 to FY25 (excludes any potential enrollment and tuition increase for FY25)

	July Proposed Budget BOT Approved June 2023 FY2023-24	July Proposed Budget Presented for Approval June 2024 FY2024-25	Difference
Instruction	\$81,436,000	\$82,989,300	\$1,553,300
Research	\$3,162,900	\$3,684,500	\$521,600
Public Service	\$2,056,400	\$2,067,700	\$11,300
Academic Supp.	\$15,728,000	\$17,090,400	\$1,362,400
Student Serv.	\$24,140,900	\$25,412,500	\$1,271,600
Institutional Supp.	\$20,367,400	\$20,148,000	(\$219,400)
Maint & Oper.	\$19,049,300	\$21,835,500	\$2,786,200
Scholarship	\$20,628,000	\$23,169,200	\$2,541,200
<b>Total E&amp;G Expenses</b>	<b>\$186,568,900</b>	<b>\$196,397,100</b>	<b>\$9,828,200</b>
State Appropriations – One Time (Special Initiatives) <small>\$1,000,000 Rural Reimagined, \$200,000 CEROC, \$150,000 Water Center</small>	<b>\$1,350,000</b>		<b>(\$1,350,000)</b>
<b>Adjusted Total E&amp;G Expenses</b>	<b>\$187,918,900</b>	<b>\$196,397,100</b>	<b>\$8,478,200</b>



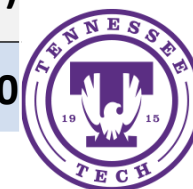
# Proposed FY24 vs. Proposed FY25 Reconciliation of Changes in E&G Functional Expenses

- Instruction
  - FY25-Salary Pool & Benefits \$926,000
  - FY25-Faculty Promotions \$378,000
  - Nuclear Engineering Positions \$200,000
  - Benefit reallocation-university wide \$58,000
- Research
  - FY25-Salary Pool & Benefits \$17,000
  - Indirect Cost Increases \$402,000
  - Benefit reallocation-university wide \$64,000
  - Position Funding & Adjustments \$38,000
- Public Service
  - FY25-Salary Pool & Benefits \$10,500
  - Benefit reallocation-university wide \$1,000
- Academic Support
  - Establish Tech Farms Budget \$315,000
  - FY25-Salary Pool & Benefits \$284,000
  - IT Position Funding & Adjustments \$130,400
  - TAF increase due to conservative fall budget \$236,000
  - Benefit reallocation-university wide \$390,000
- Student Services
  - FY25-Salary Pool & Benefits \$263,000
  - Health Services Positions \$180,000
  - Athletics Football transition \$330,126
  - Position Funding & Adjustments \$32,200
  - Benefit reallocation-university wide \$460,000
- Institutional Support
  - FY25-Salary Pool & Benefits \$226,000
  - FY25-State Appropriation Group Health \$821,100
  - Benefit reallocation-university wide (\$1,510,000)
  - Graduation Experience Increase \$90,000
  - Position funding & Adjustments \$155,000
- Maintenance & Plant
  - FY25-Salary Pool & Benefits \$115,000
  - FY24-Crossville TAP Property additional state funding \$2,000,000
  - Benefit reallocation-university wide \$640,000
  - Tech Police CAD Software \$22,000
- Scholarships
  - Presidential Scholars – 3<sup>rd</sup> year FY25 \$2,003,706
  - Presidential Scholars – 2nd year FY24 \$197,000
  - Community College scholarships \$356,000



## Changes in Permanent E&G Natural Expenses – FY24 to FY25 (excludes any potential enrollment and tuition increase for FY25)

	July Proposed Budget BOT Approved June 2023 FY2023-24	July Proposed Budget Presented for Approval June 2024 FY2024-25	Difference
Salary and Wages	\$91,107,638	\$95,485,371	\$4,377,733
Fringe Benefits	\$36,643,520	\$38,773,613	\$2,130,093
Travel	\$2,068,849	\$2,072,972	\$4,123
Operating & Utilities	\$35,232,106	\$36,152,153	\$920,047
Scholarships & Fellowships	\$21,185,287	\$23,726,491	\$2,541,204
Capital	\$331,500	\$186,500	(\$145,000)
<b>Total E&amp;G Expenses</b>	<b>\$186,568,900</b>	<b>\$196,397,100</b>	<b>\$9,828,200</b>
State Appropriations – One Time (Special Initiatives)	<b>\$1,350,000</b>		<b>(\$1,350,000)</b>
<b>Adjusted Total E&amp;G Expenses</b>	<b>\$187,918,900</b>	<b>\$196,397,100</b>	<b>\$8,478,200</b>



# Proposed FY24 vs. Proposed FY25 Reconciliation of Changes in E&G Natural Expenses

- Salary & Wages
  - FY25- Partial 3% Salary Pool \$1,841,500
  - Longevity, Critical and Degree Adj \$151,000
  - Athletics - Football \$330,126
  - Nuclear Engineering Positions \$140,000
  - HR & Payroll Positions \$155,000
  - Parking Position funding \$32,200
  - FY25-Faculty promotions \$378,000
  - IT Position \$130,400
  - Health Services Positions \$130,000
  - Research Position Funding & Adjustments \$38,000
  - Tech Farm Position Funding \$103,000
  - Dollars transferred from Operating \$796,000
- Benefits
  - Benefits for new positions \$185,000
  - FY24-State Appropriation Group Health \$1,804,900
  - Funds transferred from operating for GA's \$140,000
- Operating & Utilities
  - Indirect Cost Budget Increase \$402,000
  - Establish Tech Farm Budget \$175,000
  - Graduation Experience Increase \$90,000
  - FY24-Crossville TAP Property additional state funding \$2,000,000
  - Remove Temporary State Approp. of FY23-24 (\$1,350,000)
  - Dollars transferred from Capital \$145,000
  - Dollars transferred to Salary & Wages (\$796,000)
  - Tech Police CAD Software \$22,000
  - TAF increase due to conservative fall budget \$236,000
- Scholarships
  - Presidential Scholars – 3<sup>rd</sup> year FY25 \$2,003,706
  - Presidential Scholars – 2nd year FY24 \$197,000
  - Community College scholarships \$356,000
- Capital
  - Dollars transferred to operating (\$145,000)







## Capital Budget FY2025-26



# Potential Capital Outlay Request FY2025-26

## Request for State Funding

Fiscal Year	Priority	Project	Estimated Project Cost	Project Description
<b>New Construction</b>				
2025-26	1	Social Sciences Building	\$95,830,000	Demolish Matthews Daniel and Crawford Halls. Construct a new building that will provide classrooms, faculty offices and support spaces for the Colleges of Education and Arts & Sciences. (Match \$7,232,000)
2025-26	2	Life Sciences Building	\$103,520,000	Construct a new facility for the Life Sciences programs and a satellite chiller plant. (Match \$7,360,000)
<b>Major Renovation</b>				
2025-26	1	Brown & Prescott Halls	\$77,310,000	Complete Renovation of Prescott and Brown Halls including, but not limited to, building systems, equipment, finishes and furnishings. (Match \$2,917,200)
2025-26	2	Memorial Gym	\$59,260,000	Renovate Memorial Gym to include building systems, equipment, finishes, furnishings, gym seating, and all related work. (Match \$2,236,000)
<b>Funding sources:</b>				
<b>State capital appropriations</b>			\$310,744,800	
<b>Match required</b>			\$19,745,200	



# Capital Maintenance Projects Request FY2025-26

## Request for State Funding

Priority	Project	Project Cost	Project Description
1	Roof Replacements	\$1,440,000	Replace the shingle roofs on Bell Hall and Ray Morris Hall and all related work.
2	Air Handler Replacement	\$1,080,000	Replace the outside air handlers at Henderson Hall and TJ Farr building.
3	Utility Infrastructure Upgrades Phase 1.1	\$3,990,000	Replacement and repair of utilities campus wide including but not limited to underground steam, steam condensate, chilled water, sanitary sewer, storm sewer, telecom fiber, gas, electric, manholes and all related work.
4	Utility Infrastructure Upgrades Phase 1.2	\$2,320,000	Replacement and repair of utilities campus wide including but not limited to underground steam, steam condensate, chilled water, sanitary sewer, storm sewer, telecom fiber, gas, electric, manholes and all related work.



# Capital Maintenance Projects Request FY2025-26

## Request for State Funding

Priority	Project	Project Cost	Project Description
5	Multiple Buildings Elevator Upgrades Phase 2	\$1,610,000	Upgrades or replacement of several elevators on campus, which includes 31 elevators.
6	Power Monitoring System	\$730,000	Provide a power monitoring system for main campus
7	Bryan Fine Arts Building Exterior Repairs	\$1,530,000	Clean, tuckpoint, caulk, repair and waterproof brick walls, stone coping, brick patios, windowsills, stone caps, retaining walls, concrete expansion joints, seating areas and all related work.
8	University Services Building Mechanical Upgrades	\$1,430,000	Replace the air handling unit, VAV boxes, piping and all related equipment.
9	Intramural Field Lighting Replacement Phase 1	\$2,790,000	Install new LED lights and poles at the Intramural Fields.
	<b>Total Requested</b>	<b>\$16,920,000</b>	





Disclosed Project Modification



# Disclosed Project Modification

Fiscal Year	Project	Project Cost	Project Description
<b>Original Disclosure</b>			
2021	West Football Stadium	\$29,900,000	The project includes demolition of existing west stadium and replacement of stadium with an updated facility in support of football program.
<b>Revised Disclosure</b>			
2024	<b>West Football Stadium</b>	<b>\$57,204,000</b>	The project includes demolition of existing west stadium and replacement of stadium with an updated facility in support of football program.





## Master Plan Amendment





## Lease Agreement







## Emeritus President Contract



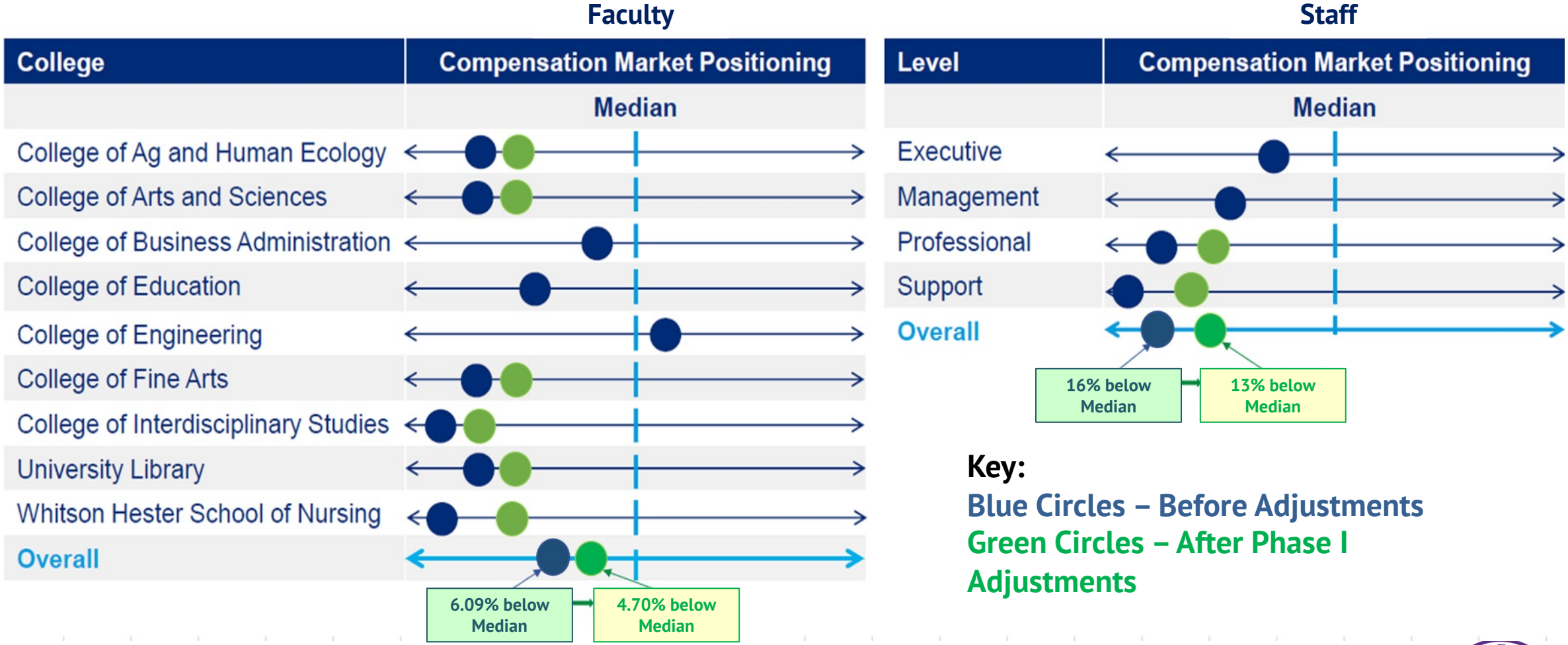


## Compensation Study Update



# Phase I Compensation Study Outcomes

## (Actual as of 4/2024)



**Parameters:** All staff to \$30K, \$3,800 to all Support Staff, \$1,500 to all Professional Staff, and \$1K to faculty in select Colleges and \$5,000 to faculty in School of Nursing.



# Compensation Model

## FY2025

- **Performance-Based Salary Increases & Implement Phase 2 of Compensation Study**

- **Objectives**

- Provide 2% merit increase pool to eligible faculty and staff

- **Eligibility**

- » Faculty = 2024 Performance Evaluation Scores of acceptable or better rating
        - » Staff = 2024 Performance Evaluation Scores of meets expectations or better rating
        - » Hire date on or before December 31, 2023
        - » On Payroll July 1, 2024
        - » Minimum of 1% to all eligible employees
        - » Salary increases effective July payroll for staff and August payroll for faculty

- Phase 2 - Bring all support, professional, and management staff close to their market minimum. (1% from salary pool-August 2024 effective date)

\* Adjustments for faculty promotions, job reclassifications, and new hire salaries handled outside of the merit pool





## Faculty Promotions





## Tenure Recommendations



