AUDIT & BUSINESS COMMITTEE

September 25, 2025

Roaden University Center, Room 282

AGENDA

I. Call to Order

II. Approval of Minutes

III. Financial Update

IV. Capital Budget Update

V. Master Plan Amendment

VI. Organizational Chart Change

VII. Performance Evaluation & Performance-Based Compensation

VIII. Classification & Compensation Study Status Update

IX. Tenure Upon Appointment Recommendations

X. Internal Audit Plan Review

XI. Adjournment of Open Session and Call to Order of Non-Public Executive Session to Discuss Audits, Investigations, Litigation, and Matters Deemed Not Subject to Public Inspection Pursuant to T.C.A. § 4-35-108(b)(1)-(3)

XII. Adjournment

AUDIT & BUSINESS COMMITTEE

June 26, 2025

Roaden University Center, Room 282

MINUTES

Meeting was streamed live via link found on this web page:
https://www.tntech.edu/board/board-and-board-committee-meetings.php

AGENDA ITEM 1 – Call to Order

The Tennessee Tech Board of Trustees Audit & Business Committee met on June 26, 2025, in Roaden University Center Room 282. Chair Johnny Stites called the meeting to order at 10:20 a.m.

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

- Johnny Stites
- Thomas Lynn
- Tom Jones

Other board members also in attendance were Trudy Harper, Fred Lowery, Jeannette Luna, Rhedona Rose, Camron Rudd, Barry Wilmore, and Claire Myers. A quorum was physically present. Tennessee Tech faculty, staff and members of the public were also in attendance.

AGENDA ITEM 2 – Approval of Minutes

Johnny Stites asked for approval of the minutes of the March 6, 2025, Audit & Business Committee meeting. Chair Stites asked if there were questions or comments regarding the minutes. There being none, Thomas Lynn moved to recommend approval of the March 6, 2025, Audit & Business Committee minutes. Tom Jones seconded the motion. Lee Wray called a roll call vote. The motion carried unanimously.

AGENDA ITEM 3 – FY2024-25 Estimated and FY2025-26 Proposed Budgets

Dr. Claire Stinson presented information on the changes in E & G revenues, functional expenses, and natural expenses (Attachment A).

Tom Jones moved to send the FY2024-25 Estimated and FY2025-26 Proposed Budgets and organizational chart to the Board for approval and to place it on the Board's regular agenda. Thomas Lynn seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 4 – Capital Budget FY2026-27

Dr. Claire Stinson presented the FY2026-27 Capital Budget requests. The capital outlay request for new construction is a Life Science Building and a Social Sciences Building. The Life Sciences Building project description is to construct a new facility for the Life Sciences programs. The Social Sciences Building project includes demolishing Matthews Daniel and Crawford Halls to construct a new building that will provide classrooms, faculty offices, and support spaces for the colleges of Education and Arts & Sciences. The Capital Maintenance projects requests for state funding in order of priority were presented.

Thomas Lynn moved to send the FY2026-27 Capital Budget requests to the Board for approval and to place them on the Board's regular agenda. Tom Jones seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 5 – Disclosed Projects

Dr. Stinson presented the Disclosed Projects. The projects include a Biology Greenhouse and a Bike Shelter. The Biology Greenhouse project is to purchase and install a greenhouse and construct outdoor gardens to replace the greenhouse and gardens being demolished due to the Johnson Hall Renovation. The Bike Shelter project includes installing a bike shelter with bike racks to serve the area around the west purple parking lot. The shelter infrastructure will include power, security cameras, and card readers. The Bike Shelter project originated from a student-led proposal.

Tom Jones moved to send the Disclosed Projects to the Board for approval and to place them on the Board's regular agenda. Thomas Lynn seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 6 – Emeritus President Contract

Dr. Claire Stinson presented the FY26 President Emeritus Contract for Dr. Robert Bell. A report from Dr. Bell and what he accomplished the past year along with a copy of his agreement for the upcoming fiscal year was provided in Diligent.

Thomas Lynn moved to send the 2025-26 President Emeritus Contract for Dr. Bell to the Board for approval and to place it on the Board's consent agenda. Tom Jones seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 7 – TTU Policy 511.1 (Fee Charges, Refunds and Fee Adjustments)

Dr. Claire Stinson proposed revisions to TTU Policy 511.1 (Fee Charges, Refunds and Fee Adjustments) to be able to implement the latest dual enrollment tuition rates each year. The approved dual enrollment tuition grant amount is received from TSAC (Tennessee Student Assistance Corporation) in July after our Board of Trustees meeting preventing TTU from utilizing the latest rates for the fall semester. Policy changes also include removal of the language for the hourly tuition rates for above 12 hours for students enrolled prior to 2020 due to those rates being no longer applicable.

Tom Jones moved to send TTU Policy 511.1 (Fee Charges, Refunds and Fee Adjustments) revisions to the Board for approval and to place it on the Board's regular agenda. Thomas Lynn seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 8 – Faculty Promotions

Dr. John Liu advised that thirty-two faculty members were awarded promotion by the President beginning August 2025. This includes nine Instructors and Lecturers and twenty-three tenured Professors. Details of promotions were provided in Diligent.

This was an information only item. No action was required.

AGENDA ITEM 9 – Tenure Recommendations

Dr. John Liu advised the President's recommendation for tenure beginning August 2025 included thirteen faculty members. Details of the candidates were provided in Diligent.

Thomas Lynn moved to send the tenure recommendations to the Board for approval and to place them on the Board's consent agenda. Tom Jones seconded the motion. Lee Wray took a roll call vote. The motion carried unanimously.

AGENDA ITEM 10 – Internal Audit Plan Update

Amy Wilegus reported that the quarterly Internal Audit Plan Update was available in Diligent.

AGENDA ITEM 11 – Adjournment of Open Session & Call to Order on Non-Public Executive Session

There being no further business, the meeting adjourned at 11:32 a.m. After a short break, the Non-Public Executive Session began at 11:42 a.m. Trustees and Administration were present at the meeting.

AGENDA ITEM 12 – Adjournment

There being no further business, the Non-Public Executive Session adjourned at 12:38 p.m.

Approved,

_____

Lee Wray, Secretary

Attachment A

Tennessee TECH

FY2024-25 Estimated & FY2025-26 Proposed Budget

Tennessee TECH

FY2024-25 Estimated Budget

Increases/(Decreases) in E&G Revenues
(Revised to Estimated FY25)

	October Revised Budget BOT Approved December 2024 FY2024-25	Current Estimate Presented for Approval June 2025 FY2024-25	Difference
Tuition & Fees	$112,805,000	$117,045,400	$4,240,400
State Appropriations	$88,164,900	$88,164,900	$0
Other	$14,270,400	$14,893,900	$623,500
Total E&G Revenues	**$215,240,300**	**$220,104,200**	**$4,863,900**

Revised FY25 vs. Current Estimate FY25
Reconciliation of Increases/(Decreases) in E&G Revenues

- Tuition and Fees
  - Conservative estimate in enrollment driven maintenance (tuition) and fees $4,240,400
- Other
  - Increase in Athletics income $319,500
  - Career Services revenue increase $111,000
  - Salvage Income revenue increase $126,000
  - Sales and Services Educational Income $21,500
  - Other Miscellaneous Income $45,500

Increases/(Decreases) in E&G Natural Expenses
(Revised to Estimated FY25)

	October Revised Budget BOT Approved December 2024 FY2024-25	Current Estimate Presented for Approval June 2025 FY2024-25	Difference
Salary and Wages	$99,575,419	$100,777,645	$1,202,226
Fringe Benefits	$38,955,294	$40,168,546	$1,213,252
Travel	$2,793,202	$3,756,742	$963,540
Operating & Utilities	$59,423,288	$55,545,706	($3,877,582)
Scholarships & Fellowships	$25,627,868	$25,649,076	$21,208
Capital	$295,835	$767,891	$472,056
Total E&G Natural Expenses	**$226,670,906**	**$226,665,606**	**($5,300)**

Revised FY25 vs. Current Estimate FY25
Reconciliation of Increases/(Decreases) in E&G Natural Expenses

- Salary and Wages
  - Longevity, Degree & Other Adj $103,000
  - Athletics - $448,000
  - New Program Positions $175,000
  - Academic Support & Institutional Support New Positions $255,000
  - Funds transferred for Temp salaries $250,000

- Benefits
  - Benefits for new positions - $160,000
  - Funds to cover State Mandated Staff Educational Benefits $350,000
  - Funds transferred to cover Graduate Assistant fee waivers $700,000

- Travel
  - Units transferred dollars from operating or temporary wages to cover travel expenditures $960,000

- Operating & Utilities
  - Facilities contracts, legal fees, and property insurance $280,000
  - Watermark & Academic Program Development $339,000
  - Athletics Operating $723,500
  - Marketing & Enrollment Mgmt. $188,000
  - Printing/Career Service Revenue $260,000
  - Fee Adjustments $360,000
  - Transfer funds to Capital ($472,000)
  - Transfer to Travel ($960,000)
  - Transfer to cover Fee waivers ($700,000)
  - Transfer to Temp Salaries ($250,000)
  - Transfer to Crossville Research Center for wind tunnel project ($2,750,000)
  - Transfer to plant funds for projects ($775,000)

- Scholarships
  - Funds added to cover state fee waiver mandates $21,000

- Capital
  - Funds transferred to cover infrastructure $472,000

Tennessee TECH

FY2025-26 Proposed Budget

Increases/(Decreases) in Permanent E&G Revenues – FY25 to FY26 (excludes tuition increase and any potential enrollment increase for FY26)*

	July Proposed Budget BOT Approved June 2024 FY2024-25	July Proposed Budget Presented for Approval June 2025 FY2025-26	Difference
Tuition & Fees	$108,326,500	$116,985,600	$8,659,100
State Appropriations	$86,834,100	$89,295,300	$2,461,200
Other	14,066,500	14,485,500	$419,000
Total E&G Revenues	**$209,227,100**	**$220,766,400**	**$11,539,300**

*Budget submitted to State prior to BOT approving maintenance & mandatory fees on April 30, 2025

Proposed FY25 vs. Proposed FY26
Reconciliation of Increases/(Decreases) in Permanent E&G Revenues

- Tuition and Fees
  - Undergraduate Maintenance $6,183,000
  - Graduate Maintenance $ 1,216,750
  - Out of State ($233,250)
  - College Specialized Academic Fees (SAF) $467,550
  - Online Fees $316,750
  - Mandatory Fees $708,500

- State Appropriations
  - Base adjustment – Outcomes Formula ($251,000)
  - Outcomes Funding & Inflationary Cost $839,000
  - Formula Salary Pool – Partial 2.6% $1,766,700
  - Group Health Adjustments $762,600
  - UAAL (Unfunded Actuarial Accrual Liability) Allocation, OPEB, TCRS Rate Adjustment, Risk Management Premiums ($656,100)

- Other
  - Indirect Cost Revenue Increase related to Research $620,000
  - Athletics Revenue ($251,750)
  - Departmental revenues (band camp, workshops, application fees, etc.) $50,750

Increases/(Decreases) in Permanent E&G Natural Expenses – FY25 to FY26 (excludes tuition increase and any potential enrollment increase for FY26)

	July Proposed Budget BOT Approved June 2024 FY2024-25	July Proposed Budget Presented for Approval June 2025 FY2025-26	Difference
Salary and Wages	$95,485,371	$101,507,610	$6,022,239
Fringe Benefits	$38,773,613	$40,070,536	$1,296,923
Travel	$2,072,972	$2,179,381	$106,409
Operating & Utilities	$36,152,153	$37,247,303	$1,095,150
Scholarships & Fellowships	$23,726,491	$25,639,470	$1,912,979
Capital	$186,500	$186,500	$0
Total E&G Expenses	**$196,397,100**	**$206,830,800**	**$10,433,700**

Proposed FY25 vs. Proposed FY26
Reconciliation of Increases/(Decreases) in E&G Natural Expenses

- Salary & Wages
  - FY26- State portion 2.6% Salary Pool $1,766,700
  - FY25-University funded salary pool $1,705,000
  - Longevity, Critical and Degree Adj $102,000
  - New Program Positions $320,000
  - Crossville Research Positions $200,000
  - Nuclear Engineering Positions $450,000
  - New Academic Affairs Positions $ 239,000
  - IT- EAS Positions $201,500
  - Student Success Positions $114,000
  - Athletics Position Funding & Adjustments $517,000
  - New Institutional Support Positions $320,000
  - Facilities – Building Automation Systems Control Position $ 87,000

- Benefits
  - Benefits for new positions $900,100
  - FY26-State Appropriation Group Health $762,600
  - FY25-State Appropriation UAAL (Unfunded Actuarial Accrual liability) Allocation, OPEB, TCRS Rate Adjustment, Risk Management Premiums ($656,100)
  - Funds to cover State Mandated Staff Educational Benefits $300,000

- Operating & Utilities
  - Indirect Cost Budget Increase $620,000
  - TAF, Online and SAF Fee Revenue adjustments $784,300
  - Software Contracts $430,000
  - Watermark $114,000
  - Legal fees $180,000
  - Property Insurance $330,000
  - Facilities Contracts and Fire Alarm System $140,000
  - Transfer funds for Nuclear/Crossville Positions ($550,000)
  - Remove one-time state appropriations (Rural Reimagined– ($1,000,000)

- Scholarships
  - Presidential Scholars – 4th year FY26 $1,332,900
  - Increase in Community College scholarships $580,000

Agenda Item Summary

Date: September 25, 2025

Agenda Item: Financial Update

☐ **Review** ☐ **Action** ☒ **No action required**

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

PURPOSE & KEY POINTS: Update on University finances including comparison of end-of-year budget to actual end-of-year expenditures, and tuition and fee revenue projections based on fall semester enrollments.

Agenda Item Summary

Date: September 25, 2025

Agenda Item: Capital Budget Update

☐ **Review** ☐ **Action** ☒ **No action required**

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

PURPOSE & KEY POINTS:

Capital maintenance projects request for FY 2026-27 was submitted to THEC on July 17, 2025. Some minor changes to the amounts and prioritization of projects were made prior to submission to THEC.

Capital outlay projects request for FY 2026-27 was submitted to THEC on August 15, 2025. Prioritization of the two projects remains the same; however, the amount requested for each project has been updated to reflect the most current estimates based on programming for the facilities and anticipated costs increase that may occur during the timeframe of receiving funding and actual construction of the new buildings.

CAPITAL OUTLAY REQUEST

FY 2026-27 thru 2030-31

FY	Priority	Project Name	Project Description	Project Type	New Square Footage	Reno. Or Replaced SF	Project Cost	Committed External Funds	Percent Match*	State Funds Request
2026-27	1	Life Sciences Building	Construct a new facility for the Life Sciences programs, a satellite chiller plant to satisfy the cooling load of the new facility, and all related work.	New Construction	140,419		$209,800,000	$16,784,000	8%	$193,016,000
2026-27	2	Social Sciences Building	Construct a new building that will provide classrooms, faculty offices and support spaces for the College of Emerging and Integrative Studies, College of Arts and Sciences, and College of Education and Human Sciences. Provide additional flexible academic space to address campus-wide space shortages for classrooms and faculty offices. Demolish Matthews, Daniel and Crawford Halls to clear the site for the new building.	New Construction	99,800	43,555	$115,960,000	$9,276,800	8%	$106,683,200

FY	Priority	Project Name	Project Description	Project Type	New Square Footage	Reno. Or Replaced SF	Project Cost	Committed External Funds	Percent Match	State Funds Request
2027-28	1	Derryberry Hall Renovation	Complete renovation of Derryberry Hall including, but not limited to, building systems, equipment, finishes, furnishings. The auditorium is excluded from the scope of work.	Major Renovation		48,918	$38,140,000	$1,525,600	4%	$36,614,400
2027-28	2	Renovate Prescott and Brown Halls	Complete renovation of Prescott and Brown Halls including, but not limited to, building systems, equipment, finishes, furnishings.	Major Renovation		166,956	$153,080,000	$6,123,200	4%	$146,956,800
2028-29	1	Foundation Hall Renovation	Complete renovation of Foundation Hall including, but not limited to, building systems, equipment, finishes, furnishings. The project will include the demolition of the existing gymnasiums.	Major Renovation		134,228	$83,880,000	$3,355,200	4%	$80,524,800
2028-29	2	Computational Sciences Building	Construct a building to combine the computational sciences programs. The project will include the demolition of the existing Southwest Hall on the building site as well as the relocation of the university's Child Development Lab.	New Construction	100,000	23,500	$139,890,000	$11,191,200	8%	$128,698,800
2029-30	1	Pennebaker Hall Renovation	Renovate Pennebaker Hall to include building systems, equipment, finishes, furnishings, and all related work.	Major Renovation		59,679	$64,690,000	$2,587,600	4%	$62,102,400

FY	Priority	Project Name	Project Description	Project Type	New Square Footage	Reno. Or Replaced SF	Project Cost	Committed External Funds	Percent Match	State Funds Request
2029-30	2	Academic Wellness Center Renovation	Renovate Academic Wellness Center to include building systems, equipment, finishes, furnishings, and all related work.	Major Renovation		66,895	$64,590,000	$2,583,600	4%	$62,006,400
2030-31	1	Memorial Gym Renovation	Renovate Memorial Gym to include building systems, equipment, finishes, furnishings, and all related work.	Major Renovation		87,181	$91,550,000	$3,662,000	4%	$87,888,000
2030-31	2	Bell Hall Expansion	Construct an addition to Bell Hall to provide additional academic space for the expansion of the Nursing program with the addition of post graduate programs.	New Construction	27,635		$45,910,000	$3,672,800	8%	$42,237,200

Capital Maintenance Request: FY2026-27

Fiscal Year	Priority	Project	Project Cost	Project Description
2026-27	1	Utility Infrastructure Upgrades Phase 1.1	$2,520,000	Rerouting of distribution lines, replacement and repair of utilities campus-wide including, but not limited to, underground steam, steam condensate, chilled water, domestic water, irrigation, backflow preventers, sanitary sewer, storm sewer, Telecom/ITS fiber optic and copper, gas, electric, manholes and valve pits, and all related work. This will be the first phase of a multi-phase project.
2026-27	2	Multiple Buildings Elevator Upgrades Phase 2	$1,690,000	Upgrades or replacement of several elevators on campus. Thirty one elevators are included in the scope of work. This is the second phase of a multi-phase project.
2026-27	3	Bryan Fine Arts Building Exterior Repairs	$1,660,000	Clean, tuckpoint, caulk, repair, and waterproof brick walls, stone coping, brick/concrete patios, window sills, stone caps, retaining walls, concrete expansion joints, seating areas, and all related work. Remove and replace brick and stone as required.
2026-27	4	University Services Building Mechanical Upgrades	$1,600,000	Replace the air handling unit, VAV boxes, piping and all related equipment.
2026-27	5	Utility Infrastructure Upgrades Phase 1.2	$3,470,000	Rerouting of distribution lines, replacement and repair of utilities campus-wide including, but not limited to, underground steam, steam condensate, chilled water, domestic water, irrigation, backflow preventers, sanitary sewer, storm sewer, Telecom/ITS fiber optic and copper, gas, electric, manholes and valve pits, and all related work. This will be the first phase of a multi-phase project.
2026-27	6	Power Monitoring System	$770,000	Provide an electrical power monitoring and management system for the main campus utilizing software to measure energy efficiency. Refurbish, upgrade or replace existing power meters for real-time monitoring. Install new building meters and sub meters as needed to provide a complete monitoring system.

2026-27	7	Craft Center Exterior Improvements	$3,100,000	Replace the cedar siding, windows, doors and other related components of the exterior building envelope, and all related work.
2026-27	8	Steam Plant Boiler Replacement	$3,220,000	Replace boiler at the steam plant and build an addition to the building to accommodate the new boiler.
		Total Project Cost	**$18,030,000**	

5.1

Agenda Item Summary

Date: September 25, 2025

Agenda Item: Master Plan Amendment

☐ **Review** ☒ **Action** ☐ **No action required**

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

PURPOSE & KEY POINTS: Tennessee Tech University proposes Master Plan Amendment #5 which includes the acquisition of 505 East 15th Street. The property, located three blocks from the northeast corner of campus, features a soon-to-be-completed office building. This acquisition provides an immediate opportunity to relocate the administrative offices of the Facilities Services Complex, which is currently situated on the west side of campus.

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avenue south

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5.3

25 June 2025

Tennessee Tech University Master Plan
SBC #364/000-02-2019

Master Plan Amendment #5
505 East 15th Street Property Acquisition

Executive Summary

A unique opportunity has arisen that the University would like to take advantage to help facilitate the vision of relocating the Facilities Services Complex. The intent of Master Plan is to relocate the complex currently located on the west side of campus to the northeast corner of the campus. The existing multi-building complex includes an administrative building as well as maintenance operations with a shop building, warehouse, and garage. Additionally, it includes a service yard and parking for the university vehicles. The relocation of the complex is listed as Item A of the Disclosed Projects in the Master Plan.

An improved property with a soon to be completed office building has become available three blocks from the northeast corner of campus. The property represents an opportunity to relocate the administrative offices in the very near future and alleviate the pressure to accommodate all the Facilities Services Complex programmatic needs on the area at the northeast of the Foundation Hall property.

Since this opportunity came to fruition after the completion of the Master Plan, it was not included in the master plan. The attached documents are proposed to be submitted as an amendment to the Master Plan.

As this project will be funded by university funds as the initial part of the Facilities Services Complex Disclosed Project, we recommend that the Master Plan be amended to allow to this to be implemented.

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25 June 2025

Mr. Jim Cobb
Tennessee Technological University
220 W. Tenth Street, Room 115
Cookeville, Tennessee 38505

RE: TTU Master Plan
SBC #364/000-02-2019
Subject: Master Plan Amendment #5
505 East 15th Street Property Acquisition

Jim,

A unique opportunity has arisen that the University would like to take advantage to help facilitate the vision of relocating the Facilities Services Complex. The intent of Master Plan is to relocate the complex currently located on the west side of campus to the northeast corner of the campus. The existing multi-building complex includes an administrative building as well as maintenance operations with a shop building, warehouse, and garage. Additionally, it includes a service yard and parking for the university vehicles. The relocation of the complex is listed as Item A of the Disclosed Projects in the Master Plan.

An improved property with a soon to be completed office building has become available three blocks from the northeast corner of campus. The property represents an opportunity to relocate the administrative offices in the very near future and alleviate the pressure to accommodate all the Facilities Services Complex programmatic needs on the area at the northeast of the Foundation Hall property.

Since this opportunity came to fruition after the completion of the Master Plan, it was not included in the master plan. Therefore, we are providing the attached documents to submit as an amendment to the Master Plan.

As this project will be funded by university funds as the initial part of the Facilities Services Complex Disclosed Project, we recommend that the Master Plan be amended to allow to this to be implemented.

Please don't hesitate to call with any questions and comments.

Respectfully,

J. Garry Askew, AIA
Architect

cc: Christine Daniels, TTU
Attachments: Revised Master Plan Pages 29, 30 and 229, Executive Summary

LAND ACQUISITION

Since its founding in 1915, Tennessee Technological University has continued to expand its presence in Cookeville to accommodate its growing population. The 2014 Acquisition Plan outlined a significant number of properties to acquire. The four blocks of property at the corner of Willow and Seventh are now owned by the University and have been developed into the new Recreation and Fitness Center. Other properties that have been added to the main campus include several properties at N. Franklin Avenue and 11th Street.

The current Acquisition Plan outlines multiple properties that the University should consider for acquisition. These properties are identified in two categories: high priority and long range. The high priority sites represent properties that could be utilized in the near future. They are located along the south border of Tech Village, the block between Dixie and Mahler Avenue, and the remaining properties that fill up the corner of Twelfth and North Washington Avenue. The long range areas include properties that should be considered, if available, and will likely require accumulation over time. The long range sites lie within the residential neighborhood blocks adjacent to the main campus to the north, west, and east, as well as the two blocks to the south directly west of the Bell Hall site. Likewise, land that becomes available near or adjacent to other currently owned property should also be considered, such as an expansion of the Shipley Farm property.

Away from the main campus, the property acquired by the TTU Foundation on Fourth Street in downtown Crossville should be considered the Crossville Campus of TTU.

Off-Campus Acquisition
Property owned by the university outside the realm of the main campus includes a golf course, four farms, and the new Campus in downtown Crossville. Within an urban context, the Crossville Campus presents unique restraints associated with expansion and parking. Therefore, opportunities presented by adjacent properties for the advantage of the campus should be considered.

Likewise, properties within two to three blocks from the campus which provide strategic functionality for the university, such as the E. 15th Street property outlined on the Acquisition Map, should be considered for acquisition.

Figure 2.15 Mahler Avenue, north of West 7th Street

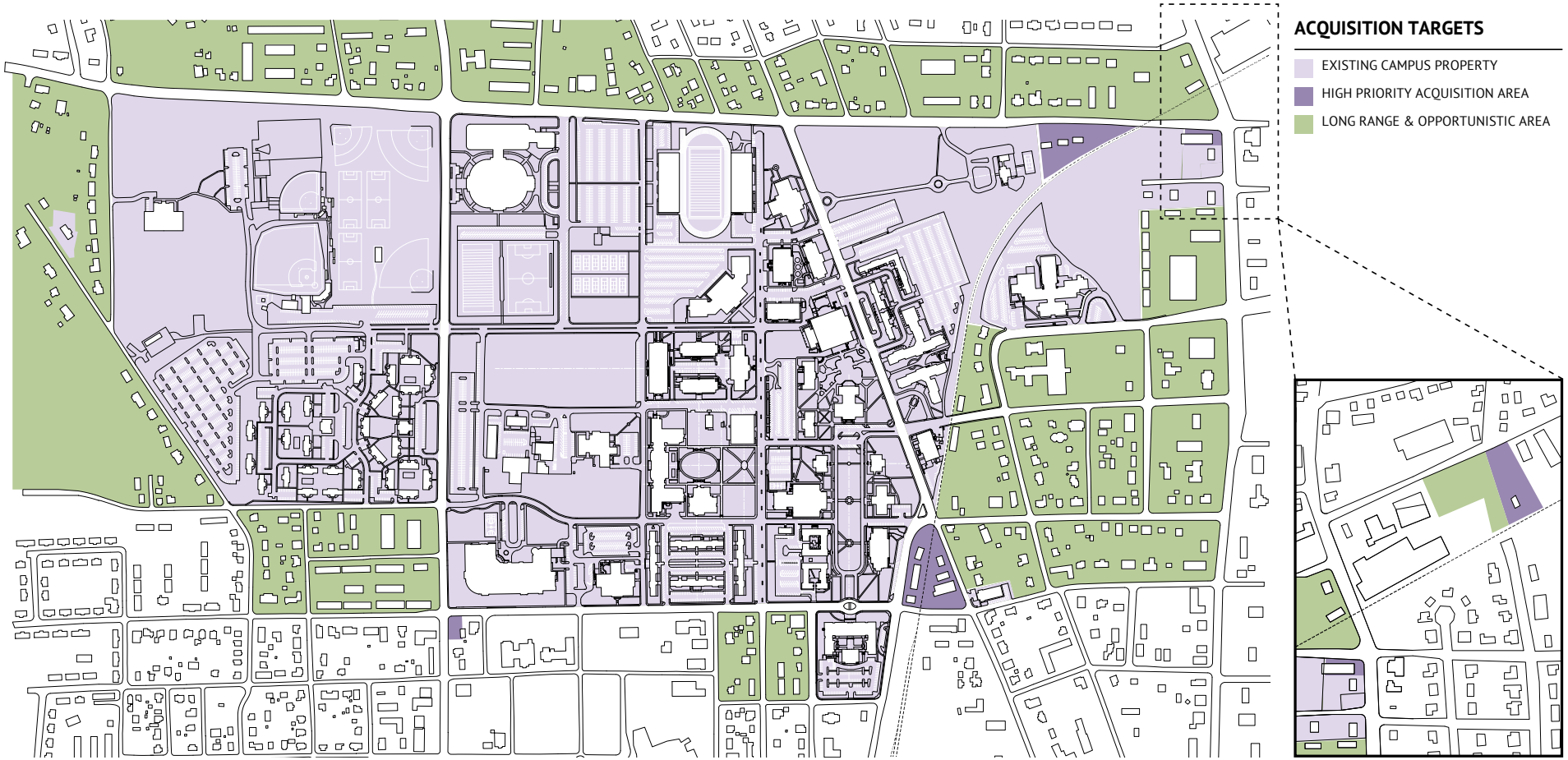

Figure 2.16 2022 Acquisition Map

2022 ACQUISITION MAP

LAND ACQUISITION

INDEX OF AMENDMENTS

1. ACADEMIC CLASSROOM BUILDING

Page 07	Clarify renovation goal
Page 11	Revised list to show Crawford to be demolished
Page 13	Updated footprint for new Academic Classroom Building
Page 14	Updated footprint for new Academic Classroom Building
Page 35	Crawford rating revised to be <60 and to be demolished
Page 75	Updated narrative for Academic Classroom Building
Page 77	Updated Capital Improvement list and footprint of Academic Classroom Building
Page 81	Updated footprint for new Academic Classroom Building
Page 97	Updated Implementation table
Page 98	Updated footprint for new Academic Classroom Building
Page 99	Updated footprint for new Academic Classroom Building

2. CROSSVILLE CAMPUS

Page 26	Updated narrative and University Property chart
Page 28	Added the Crossville Campus to the map
Page 29	Updated narrative
Page 78A	Added page to show Crossville Campus property and proximity map

3. UNIVERSITY CENTER

Page 80	Revised University Center Expansion to include a detatched Event Center at the south end of Tucker Stadium in association with the Volpe Library in lieu of a western addition to the existing University Center. The existing University Center will still be renovated.
Page 81	Added footprint of Event Center, reduced footprint of expansion of Roaden University Center
Page 89	Refined Parking to eliminate parking lot behind Volpe Library
Page 90	Refined Parking to eliminate parking lot behind Volpe Library
Page 91	Added greenspace at parking area behind Library as part of University Event Center
Page 98	Updated plan to include University Center related projects
Page 99	Updated plan to include University Center related projects

4. CROSSVILLE CAMPUS EXPANSION

Page 11	Added Derryberry Hall Renovation and Updated building names
Page 29	Updated narrative
Page 75	Updated building names and graphic alteration
Page 76	Updated building names and added Derryberry Hall Renovation
Page 77	Updated building names and added Derryberry Hall Renovation
Page 78A	Updated narrative and added expansion parcels to Crossville Campus Property map
Page 97	Added Derryberry Hall Renovation and Updated building names
Page 98	Added Derryberry Hall Renovation and Updated building names

INDEX OF AMENDMENTS

5. E. 15TH STREET LAND ACQUISITION


E 15th St
E 14th St
W 12th St
E 12th St
Tucker Stadium
Tennessee Tech Univ
Sherlock Park
W 10th St
Laboratory Science Commons
W 8th St
N 7th St
Crepe & Creme
Spankies
House of Thai
Rice Thai Bistro
Collegeside Church of Christ
IGA
Subway
Sundown Window Tinting
Recycle Place
E 10th St
E 8th St
E 7th St
Loweland Rd
Timber Ln
N Willow Ave
Autumn Ave
Virginia Ave
Maddux Ave
Woodland Ave
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B St
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Walton Ln
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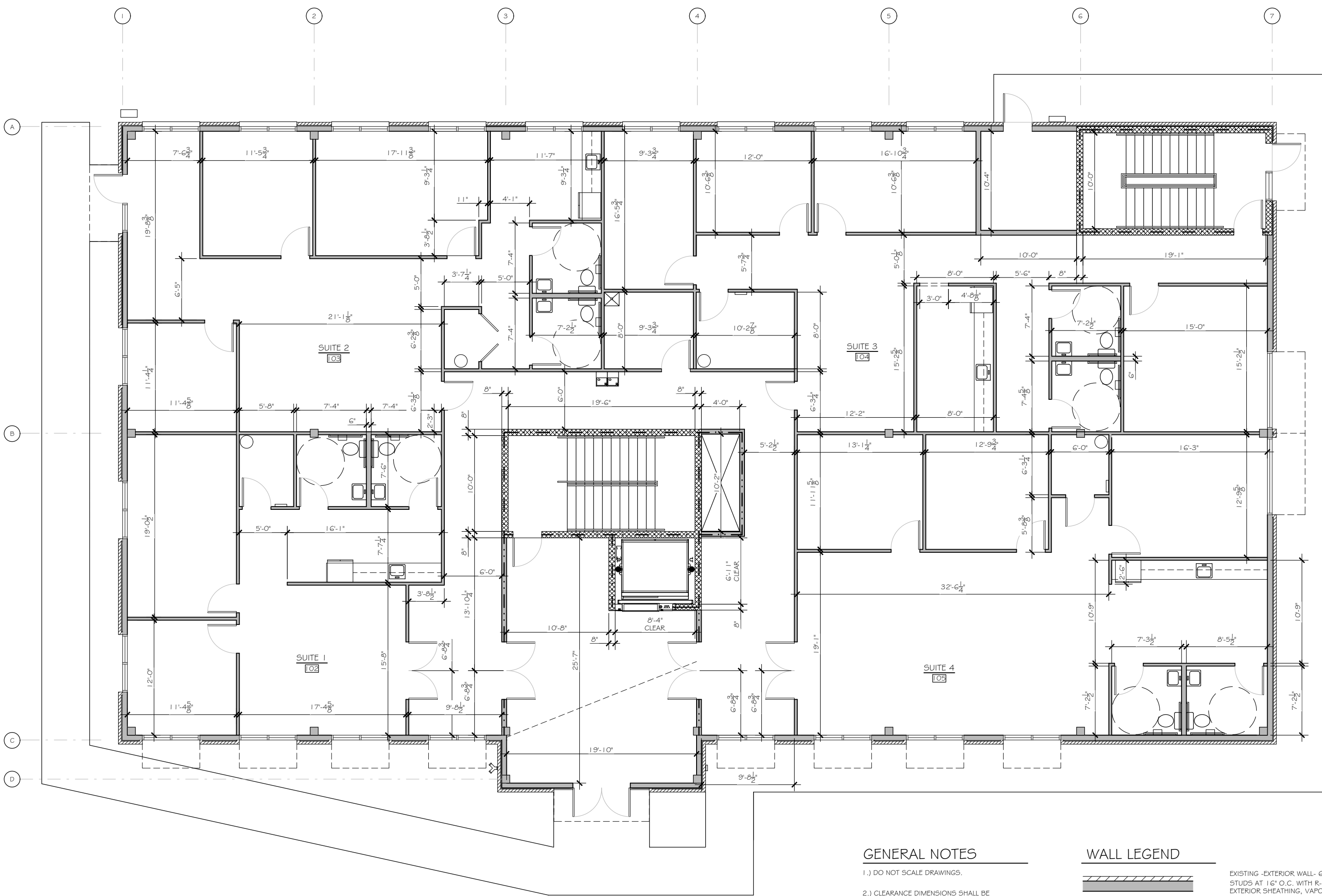

DIMENSIONED FIRST FLOOR PLAN
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SCALE: 3/16" = 1'-0"

GENERAL NOTES

1.) DO NOT SCALE DRAWINGS.

2.) CLEARANCE DIMENSIONS SHALL BE MAINTAINED ESPECIALLY AT HANDRAILS, GRAB BARS & PLUMBING FIXTURES.

3.) THE CONTRACTOR SHALL FIELD MEASURE BEFORE STARTING CONSTRUCTION & SHOP DRAWINGS.

4.) NOTIFY THE DESIGNER OF ANY VARIATION REQUIRED IN THE DIMENSIONS, WHETHER NOTED FOR VERIFICATION, FOR THE INSTALLATION OF EQUIPMENT OR OTHERWISE BEFORE CONTINUING WITH THE WORK.

5.) IN THE EVENT CLARIFICATION IS NEEDED, NOTIFY THE DESIGNER BEFORE CONTINUING WITH THE WORK IN QUESTION.

6.) PROVIDE SOUND INSULATION AND MOISTURE RESISTANT GYP. BD. IN BATH ROOM WALLS

7.) DOOR JAMBS TO HAVE A MIN. OF 4" RETURN

WALL LEGEND

EXISTING -EXTERIOR WALL- 6" 18 GA. METAL STUDS AT 16" O.C. WITH R-20 INSULATION, 5/8 EXTERIOR SHEATHING, VAPOR BARRIER, 1" AIR SPACE, AND BRICK VENEER

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EXISTING 1 HOUR FIRE RATED INTERIOR WALL-6" METAL STUDS UL DESIGN U465-REFER TO SHEET UL-1

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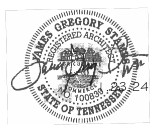
Knoxville, TN 37919
Phone: 931-252-2400

jGroves
design company

Eagle Crossing Business Center
First Floor Build Out
505 East 15th Street
Cookeville, TN



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JOB NO:	07_23049
DWN BY:	JJG
DATE:	1.23.24
THIS SHEET:	DIM FIRST FLOOR PLAN
SCALE:	AS NOTED

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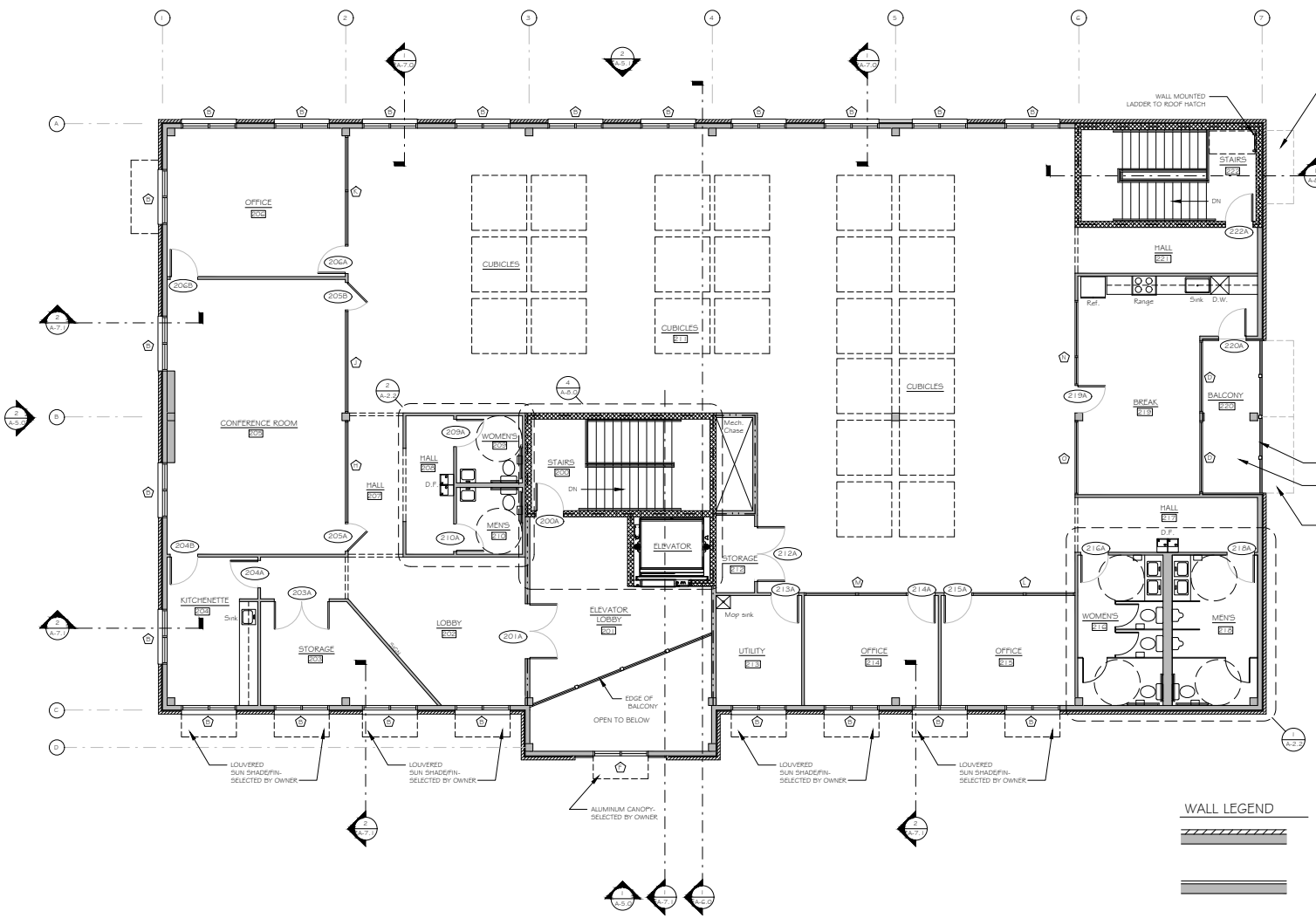

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SECOND FLOOR PLAN
SCALE: 3/16" = 1'-0"

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7.) DOOR JAMBS TO HAVE A MIN. OF 4" RETURN

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Phone: 931-252-2400

jGroves design company

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Cookeville, TN

6.30.23

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JOB NO: 08_220C1
DWN BY: JJG
DATE: 6.30.23
THIS SHEET: NOTED SECOND FLOOR PLAN
SCALE: AS NOTED
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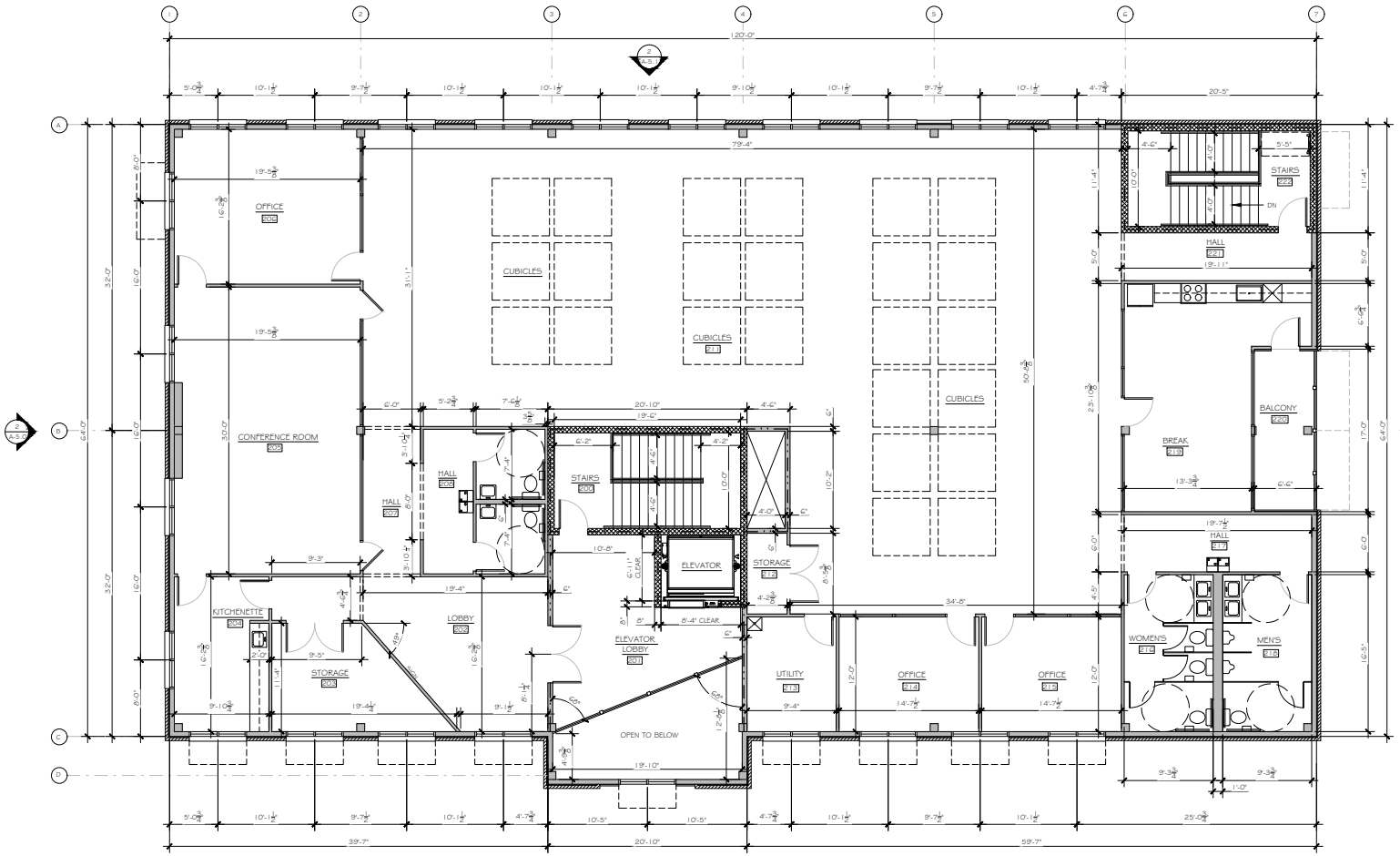

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1 HOUR FIRE RATED INTERIOR WALL-6" METAL STUDS
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1 A-1.3 DIMENSIONED SECOND FLOOR PLAN
SCALE: 3/16" = 1'-0"

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Phone: 931-252-2400

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6.30.23

REVISIONS
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SIGNATURES:

JOB NO:	08_220c1
DWN BY:	JJG
DATE:	6.30.23
THIS SHEET:	2ND FLOOR PLAN DIMENSIONED
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Agenda Item Summary

Date: September 25, 2025

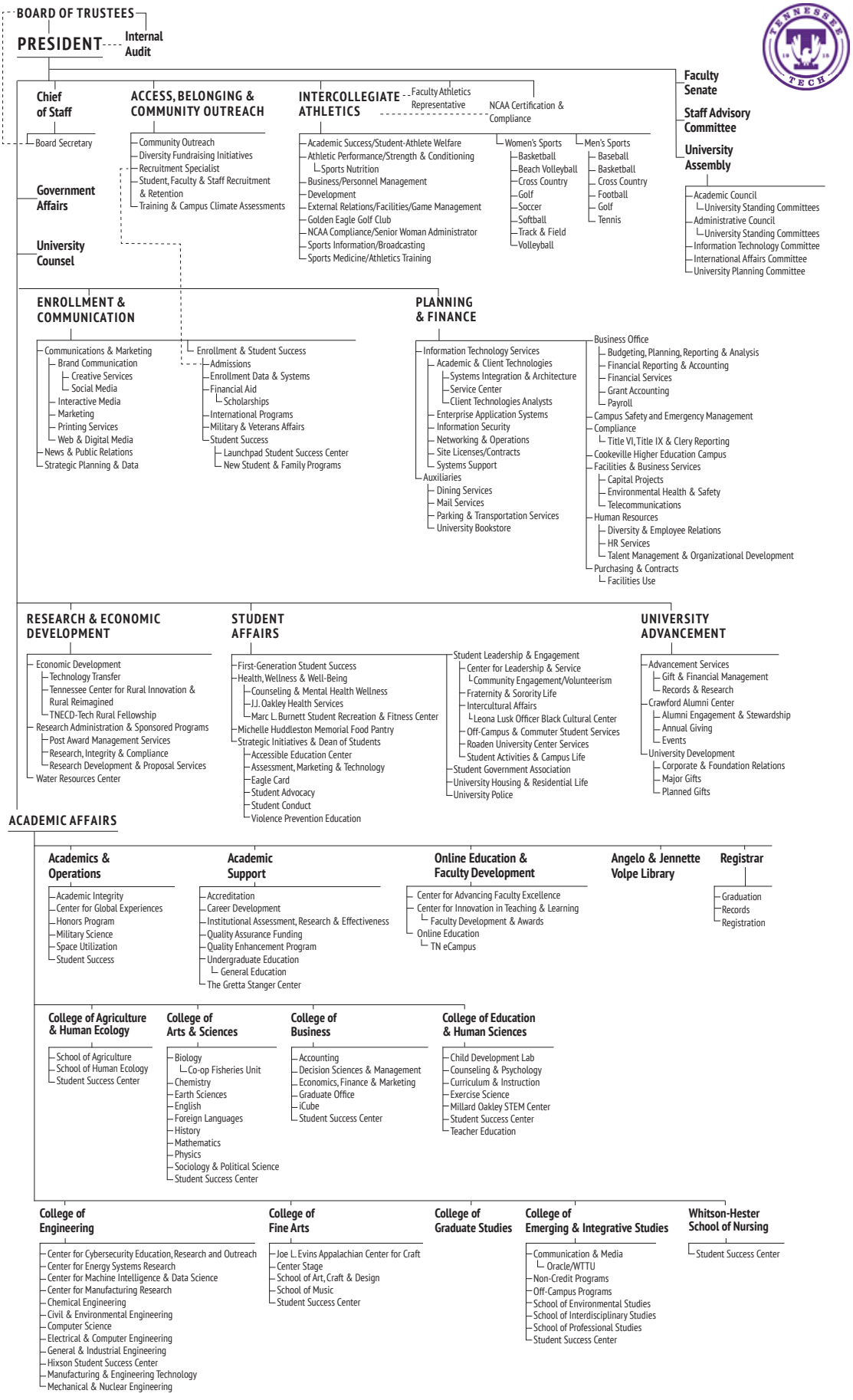
Agenda Item: Organizational Chart Change

☐ **Review** ☒ **Action** ☐ **No action required**

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

PURPOSE & KEY POINTS: Recommend Approval

Overview of the crosswalk of organizational changes with a proposed implementation date of October 1, 2025.


BOARD OF TRUSTEES
PRESIDENT
Internal Audit
Chief of Staff
Board Secretary
Government Affairs
University Counsel
ACCESS, BELONGING & COMMUNITY OUTREACH
Community Outreach
Diversity Fundraising Initiatives
Recruitment Specialist
Student, Faculty & Staff Recruitment & Retention
Training & Campus Climate Assessments
INTERCOLLEGIATE ATHLETICS
Faculty Athletics Representative
NCAA Certification & Compliance
Academic Success/Student-Athlete Welfare
Athletic Performance/Strength & Conditioning
Sports Nutrition
Business/Personnel Management
Development
External Relations/Facilities/Game Management
Golden Eagle Golf Club
NCAA Compliance/Senior Woman Administrator
Sports Information/Broadcasting
Sports Medicine/Athletics Training
Women's Sports
Basketball
Beach Volleyball
Cross Country
Golf
Soccer
Softball
Track & Field
Volleyball
Men's Sports
Baseball
Basketball
Cross Country
Football
Golf
Tennis
Faculty Senate
Staff Advisory Committee
University Assembly
Academic Council
University Standing Committees
Administrative Council
University Standing Committees
Information Technology Committee
International Affairs Committee
University Planning Committee
ENROLLMENT & COMMUNICATION
Communications & Marketing
Brand Communication
Creative Services
Social Media
Interactive Media
Marketing
Printing Services
Web & Digital Media
News & Public Relations
Strategic Planning & Data
Enrollment & Student Success
Admissions
Enrollment Data & Systems
Financial Aid
Scholarships
International Programs
Military & Veterans Affairs
Student Success
Launchpad Student Success Center
New Student & Family Programs
PLANNING & FINANCE
Information Technology Services
Academic & Client Technologies
Systems Integration & Architecture
Service Center
Client Technologies Analysts
Enterprise Application Systems
Information Security
Networking & Operations
Site Licenses/Contracts
Systems Support
Auxiliaries
Dining Services
Mail Services
Parking & Transportation Services
University Bookstore
Business Office
Budgeting, Planning, Reporting & Analysis
Financial Reporting & Accounting
Financial Services
Grant Accounting
Payroll
Campus Safety and Emergency Management
Compliance
Title VI, Title IX & Clery Reporting
Cookeville Higher Education Campus
Facilities & Business Services
Capital Projects
Environmental Health & Safety
Telecommunications
Human Resources
Diversity & Employee Relations
HR Services
Talent Management & Organizational Development
Purchasing & Contracts
Facilities Use
RESEARCH & ECONOMIC DEVELOPMENT
Economic Development
Technology Transfer
Tennessee Center for Rural Innovation & Rural Reimagined
TNECD-Tech Rural Fellowship
Research Administration & Sponsored Programs
Post Award Management Services
Research, Integrity & Compliance
Research Development & Proposal Services
Water Resources Center
STUDENT AFFAIRS
First-Generation Student Success
Health, Wellness & Well-Being
Counseling & Mental Health Wellness
J.J. Oakley Health Services
Marc L. Burnett Student Recreation & Fitness Center
Michelle Huddleston Memorial Food Pantry
Strategic Initiatives & Dean of Students
Accessible Education Center
Assessment, Marketing & Technology
Eagle Card
Student Advocacy
Student Conduct
Violence Prevention Education
Student Leadership & Engagement
Center for Leadership & Service
Community Engagement/Volunteerism
Fraternity & Sorority Life
Intercultural Affairs
Leona Lusk Officer Black Cultural Center
Off-Campus & Commuter Student Services
Roaden University Center Services
Student Activities & Campus Life
Student Government Association
University Housing & Residential Life
University Police
UNIVERSITY ADVANCEMENT
Advancement Services
Gift & Financial Management
Records & Research
Crawford Alumni Center
Alumni Engagement & Stewardship
Annual Giving
Events
University Development
Corporate & Foundation Relations
Major Gifts
Planned Gifts
ACADEMIC AFFAIRS
Academics & Operations
Academic Integrity
Center for Global Experiences
Honors Program
Military Science
Space Utilization
Student Success
Academic Support
Accreditation
Career Development
Institutional Assessment, Research & Effectiveness
Quality Assurance Funding
Quality Enhancement Program
Undergraduate Education
General Education
The Gretta Stanger Center
Online Education & Faculty Development
Center for Advancing Faculty Excellence
Center for Innovation in Teaching & Learning
Faculty Development & Awards
Online Education
TN eCampus
Angelo & Jennette Volpe Library
Registrar
Graduation
Records
Registration
College of Agriculture & Human Ecology
School of Agriculture
School of Human Ecology
Student Success Center
College of Arts & Sciences
Biology
Co-op Fisheries Unit
Chemistry
Earth Sciences
English
Foreign Languages
History
Mathematics
Physics
Sociology & Political Science
Student Success Center
College of Business
Accounting
Decision Sciences & Management
Economics, Finance & Marketing
Graduate Office
iCube
Student Success Center
College of Education & Human Sciences
Child Development Lab
Counseling & Psychology
Curriculum & Instruction
Exercise Science
Millard Oakley STEM Center
Student Success Center
Teacher Education
College of Engineering
Center for Cybersecurity Education, Research and Outreach
Center for Energy Systems Research
Center for Machine Intelligence & Data Science
Center for Manufacturing Research
Chemical Engineering
Civil & Environmental Engineering
Computer Science
Electrical & Computer Engineering
General & Industrial Engineering
Hixson Student Success Center
Manufacturing & Engineering Technology
Mechanical & Nuclear Engineering
College of Fine Arts
Joe L. Evins Appalachian Center for Craft
Center Stage
School of Art, Craft & Design
School of Music
Student Success Center
College of Graduate Studies
College of Emerging & Integrative Studies
Communication & Media
Oracle/WTTU
Non-Credit Programs
Off-Campus Programs
School of Environmental Studies
School of Interdisciplinary Studies
School of Professional Studies
Student Success Center
Whitson-Hester School of Nursing
Student Success Center

Oct. 1, 2025

Office of the President

TENNESSEE TECH

August 30, 2025

Submitting on behalf of Tennessee Tech University (TTU) a crosswalk of organizational changes/updates with a proposed implementation date of October 1, 2025, as follows:

Enrollment & Communication:

- Remove Career Development under Student Success

Academic Affairs:

- Add Career Development under Academic Support
- Rename the Women's Center to The Gretta Stanger Center

Dr. Philip B. Oldham, President

Agenda Item Summary

7.1

Date: September 25, 2025

Agenda Item: Performance Evaluation and Performance-Based Compensation

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTER: Mr. Kevin Vedder, Associate Vice President of Human Resources

PURPOSE & KEY POINTS: Overview of FY2025 Employee Performance Outcomes and Performance-Based Compensation.

Agenda Item Summary

8.1

Date: September 25, 2025

Agenda Item: Classification & Compensation Study Status Update

☐ **Review** ☐ **Action** ☒ **No action required**

PRESENTERS: Kevin Vedder, Associate Vice President of Human Resources

PURPOSE & KEY POINTS: Recommend Approval

Update to compensation plan for FY26. This information provides the Board of Trustees an update on the University's compensation study plan and outcomes.

Agenda Item Summary

Date: September 25, 2025

Division: Planning and Finance

Agenda Item: Tenure Upon Appointment Recommendations

☐ **Review** ☒ **Action** ☐ **No action required**

9.1

PRESENTER: Dr. John Liu, Interim Provost

PURPOSE & KEY POINTS:

The tenure recommendation is being presented at the September 2025 Board meeting, as Dr. Steven Thomas, Dr. Shoaib Usman, and Dr. KeKe Wu were hired after the June 2025 Board meeting. Dr. Steven Thomas was hired as Chair/Professor for the Department of English. Dr. Shoaib Usman was hired as Professor for the Department of Mechanical and Nuclear Engineering. Dr. KeKe Wu was hired as Associate Dean for the College of Business. All supporting documents are included.

Recommendation for tenure for each of these individuals is supported by their respective department faculty, college dean, and the provost.

STEVEN W. THOMAS

Department of English, Wagner College
[redacted]

PROFESSIONAL POSITIONS HELD

Professor, English Department, Wagner College, 2023 – present.
Director of Integrated Learning, 2024 – present.
Associate Professor, English Department, Wagner College, 2016 – 2023.
English Department Chair, spring 2020 and spring 2022 – summer 2023.
Barra Sabbatical Fellow, McNeil Center for Early American Studies, University of Pennsylvania, September 2018 – May 2019.
Fulbright Scholar, Graduate Program in Film, Addis Ababa University, September 2016 – January 2017.
Assistant Professor, English Department, Wagner College, 2012 – 2016.
Assistant Professor, English Department, College of St. Benedict|St. John's University, 2007 – 2012.

EDUCATION

Ph.D. in English Literature, Penn State University, University Park, May 2006.
M.A. in English Literature, University of Maryland, College Park, May 2001.
B.A. in English Literature and Religious Studies, Brown University, May 1994.

FELLOWSHIPS

Barra Sabbatical Fellowship, McNeil Center for Early American Studies, U. Pennsylvania, 2018 – 2019.
Fulbright Scholar, Addis Ababa University, Ethiopia, 2016 – 2017.
Maureen Robinson Fellowship, Wagner College, 2015 – 2016.

AWARDS

Exceptional Performance in Service, Wagner College, 2024.
Exceptional Performance in Teaching, Wagner College, 2023
Internationalization Action Council Award, Wagner College, 2022.
MLK Agent of Change, Wagner College, 2021.
Addis Ababa Bureau of Culture and Tourism, Certificate of Appreciation, Ethiopia, 2017.
Society of Early Americanists Essay Award, 2015.
Diversity Action Council Award, Wagner College, 2014.
American Society for Eighteenth-Century Studies (ASECS) Innovative Course Design Award, 2014.

PUBLICATIONS

Books

The Cinematic Eighteenth Century: History, Culture, and Adaptation. Co-editor, with Srividhya Swaminathan. New York: Routledge, 2017.

Scholarly Essays in Peer-Reviewed Journals and Edited Volumes

"Screening Slavery, a Genealogy of Film from 1903 to 2020." In *Slavery, Literature, and Memory*. Ed. Mads Anders Baggesgaard, Karen-Margrethe Simonsen, and Madeleine Dobie. Amsterdam: John Benjamins Publishing Company, forthcoming 2025.

"African Cinema on American Slavery." In *Early America and the Modern Imagination:*

Rewriting the Past in the Present. Ed. Patrick M. Erben and Rebecca L. Harrison. Edinburgh: Edinburgh University Press, forthcoming 2025.

"Ethiopian Cinema." In *African Film Studies: an Introduction*, 2nd edition. Ed. Boukary Sawadogo. New York: Routledge, 2023.

"Pirate Assemblage." *Pirates in English Literature and Culture*, vol. 2, ed. Manushag N. Powell and Susanne Gruß, special issue of *Humanities* vol. 11, no. 5 (2022), 1-17.

"Early Ethiopian Cinema, 1964-1994," co-authored with Eyerusaleam Kassahun. *African Studies Review* vol. 65, no. 2 (2022): 308-330.

"Theorizing Globalization in Ethiopia's Movie Industry," *Black Camera* vol. 11, no. 2 (2020): 60-84.

"The Context of Multi-ethnic Politics for Ethiopian American Literature," *MELUS* vol. 45, no. 1 (2020): 117-138.

"A Wide People with a Small Screen: Oromo Cinema at Home and in Diaspora," co-authored with Teferi Nigussie Tafa. In *Cine-Ethiopia: The History and Politics of Film in the Horn of Africa*. Ed. Aboneh Ashagri, Alessandro Jedlowski, and Michael W. Thomas. East Lansing: Michigan State University Press, 2018. 181-295.

"Cinematic Slavery and the Romance of *Belle*." In *The Cinematic Eighteenth Century: History, Culture, and Adaptation.* Ed. Srividhya Swaminathan and Steven W. Thomas. New York: Routledge, 2017. 170-186.

"Transnational Networks for an International Education: Teaching Film Production and Media Literacy in Ethiopia and the United States." In *Beyond Bystanders: Educational Leadership for a Humane Culture in a Globalizing Reality*. Eds., Nimrod Aloni and Lori Weintrob. Rotterdam: Sense Publishers, 2017. 143-156

"The Labor of Regions: A Comparative Analysis of the Economic and Literary Production of Three Southern Regions in the Eighteenth-Century Atlantic World." In *Bordering Establishments: Mapping Regions in Early American Writing*. Ed., John Funchion, Edward Watts, and Kerin Holt. Athens: University of Georgia Press, 2015. 99-120.

"Taxing Tobacco and the Metonymies of Virtue: the Poetics of Thomson, Browne, Byrd, and Cooke." In *Global Economies, Cultural Currencies of the Eighteenth Century*. Ed. Michael Rotenberg-Schwartz. New York: AMS Press, Inc. 2012. 77-33.

"The New James Bond and Globalization Theory, Inside and Out," *CineAction* 78 (2009): 32-39.

"Doctoring Ideology: James Grainger's *The Sugar Cane* and the Bodies of Empire." *Early American Studies* vol. 4, no. 1 (2006): 78-111.

Magazine Articles

"Where Is African Cinema in Hollywood?" *Africa Is a Country* (November 3, 2023): https://africasacountry.com/2023/11/where-is-african-cinema-in-hollywood

"How We Tell the Story of African Film History." *Africa Is a Country* (July 4, 2022): https://africasacountry.com/2022/07/how-we-tell-the-story-of-african-film-history.

"Turning the Camera Back Home." *Africa Is a Country* (January 21, 2022): https://africasacountry.com/2022/01/turning-the-camera-back-on-home.

"The Women Blowing Up Ethiopia's Film Industry." *Zócalo Public Square* (September 11, 2020): https://www.zocalopublicsquare.org/. Republished as "Ethiopian Women Making Movies" in *Africa Is a Country* (May 7, 2021): https://africasacountry.com/2021/05/ethiopian-women-making-movies.

Other Publications: Encyclopedia Entries, Interviews, and Reviews

Review of *African Impressions: How African Worldviews Shapes the British Geographical Imagination across the Early Enlightenment*, by Rebekah Mistein. *Eighteenth-Century Fiction* vol. 36, no. 2 (2024): 349-352.

Review of *Stories from the Fireplace: Theological Meditations on Haile Gerima's Cinema*, by Tekleksadik Belachew. *African Studies Review* vol. 66. No. 3 (2023).

"Review of the New York African Film Festival, Lincoln Center, May 12-17, 2002." *The Journal of Social Encounters* vol. 7, no. 1 (2023).

Review of *Anbessa* (dir. Mo Scarpelli) and *Faya Dayi* (dir. Jessica Beshir). *African Studies Review* vol. 64, no. 4 (December 2021): E11-E16.

Interviewed by Tigist Gamme, "Industirii Fiilmii fi Gahee Dubartoonni Tabachaa Jiran" (Women's Roles in the Film Industry), *Voice of America* (May 24, 2021): https://www.voaafaanoromoo.com/a/5902135.html.

Conference Review: Enduring Slavery: Resistance, Public Memory, and Transatlantic Archives, October 10-12, 2019. *Early American Literature*, vol. 55, no. 2 (spring 2020): 582-585.

Conference Review: American Literature Association, May 2011. *Early American Literature* 46:3 (2012): 243-251.

"Mercantilism." *Africa and the Americas: Culture, Politics, and History: A Multidisciplinary Encyclopedia*, vol. 2. Ed. Richard Juang and Noelle Morrissette. Oxford: ABC-CLIO, 2008. 746-8.

"William Byrd II." *The Greenwood Encyclopedia of American Poets and Poetry*. Ed. Jeffrey Gray. Vol. 1. Westport, CT: Greenwood Press, 2006. 223-4.

"James Grainger." *The Greenwood Encyclopedia of American Poets and Poetry*. Ed. Jeffrey Gray. Vol. 2. Westport, CT: Greenwood Press, 2006. 636-7.

Review of *Multitude: War and Democracy in the Age of Empire*, by Antonio Negri and Michael Hardt, and *Debating Empire*, ed. Gopal Balakrishnan. *Gramma: Journal of Theory and Criticism* 13 (2005): 208-12.

Review of *The Commonplace Book of William Byrd II of Westover*, ed. Kevin Berland, Jan Kirsten Gilliam, and Kenneth Lockridge. *The Southern Quarterly* 41:2 (2003): 148-9.

PRESENTATIONS

Invited Lectures

"Ethiopia's Movie Business, the Oromo Irreechaa 2016, and the Cultures of Democracy," College of St. Benedict, St. Joseph, Minnesota, July 28, 2024.

Panelist on "Author Meets Reader: Boukary Sawadogo's African Film Studies: an Introduction," African Cinema Forum, Virtual, April 8, 2023.

"Screening Slavery," Centre for the Study of the Literatures and Cultures of Slavery, Aarhus University, Denmark (virtual), March 15, 2021.

Discussion of Ethiopian Cinema at Zellan Creative and Cultural Center, Addis Ababa, Ethiopia, January 2, 2020.

"Multiethnic Ethiopia, Racial America: A Literary History," Seton Hall University, South Orange, April 4, 2019.

"Ethiopian Cinema, Oromo Democracy, and the Significance of the Irreechaa," Arcadia University, Glenside, February 12, 2019 and Franklin and Marshall College, Lancaster, March 23, 2019.

Workshop organized on *Cine-Ethiopia: The History and Politics of Film in the Horn of Africa*, with Eyerusalem Kassahun at the Oromo Culture Center, Addis Ababa, Ethiopia. January 5, 2019.

"Indigenous Oromo Movies during a Time of Political Crisis in Ethiopia," with Teferi Nigussie Tafa, Bennington College, October 30, 2017 and Pace University, New York, March 10, 2018.

"Academic Publishing on the Movie Industry: Ethiopian and American Connections," Bahir Dar University, May 2017, Mekele University, Ethiopia December 28, 2016 and Hawassa University, Ethiopia, December 14, 2016

"Multiethnic Ethiopia and American Literary History: The Transatlantic Routes of a Symbolic Root," Bristol Institute for Research in the Arts and Humanities, Bristol University, England, March 9, 2016.

"Transnational Networks for an International Education: Teaching Film Production and Media Literacy in the United States and Ethiopia," Bristol Institute for Research in the Arts and Humanities, Bristol University,
England, March 11, 2016.

"Multiethnic Ethiopia in the American Literary Imagination," American Studies Seminar, Columbia University, October 13, 2015

"African Cinema and Ethiopia's Film Industry," Rift Valley University, Addis Ababa, Ethiopia, December 19, 2014.

"The Future of Ethiopia's Film Industry: Roundtable," Rift Valley University, Addis Ababa, Ethiopia, December 17, 2013.

"Ethiopia in the American Literary Imagination," Osher Lifelong Learning Institute, University of California, Irvine. January 5, 2011.

"Ethiopia and Harlem Renaissance Drama," Addis Ababa University Theater Department, Addis Ababa, Ethiopia. June 18, 2010.

"Oromo Arts in Diaspora," Oromo Christian Fellowship Church, Nairobi, Kenya. June 18, 2009.

"Ethiopia in the American Literary Imagination, "Bunkyo Gakuin University, Tokyo, Japan. May 26, 2009.

"The Oromo Renaissance," Oromo Fundraiser, Minneapolis, Minnesota. October 25, 2008.

National and International Academic Conferences

"Ethiopianism and Ethiopian Exceptionalism at the Intersection of American Race and African Ethnicity." North American Society for the Study of Romanticism Conference, Washington DC, August 16, 2024.

"The Oromo "Other" in the Discourse of Race and Ethnicity." Oromo Studies Association Annual Conference, Minneapolis, August 2, 2024.

"Ethiopia and African Democracy at the Vatican." American Society for Eighteenth-Century Studies Annual Meeting, Toronto, April 5, 2024.

"Labor and Migration in New African Cinema," Northeast Modern Language Association Annual Convention, Boston, March 9, 2024.

"Ethnicity, Race, and the Meanings of Ethiopia across the Eighteenth Century." African Studies Association Annual Meeting, San Francisco, December 2, 2023.

Routable Participant on the ASA Film Prize: Winner and Recent Trends. African Studies Association Annual Meeting, San Francisco, November 30, 2023.

Roundtable Participant on Nathaniel Hawthorne Society Panel "A Is for Abortion: Reading Hawthorne's Political Relevance Today." American Literature Association, Boston, May 26, 2023.

"The Legacy of African Cinema for New Television and Film," American Society for Eighteenth-Century Studies Annual Meeting, St. Louis, March 11, 2023.

"Remapping Ethiopian Cinema," African Studies Association Annual Meeting, Virtual, November 20, 2021.

"African Cinema on American Slavery," South Atlantic Modern Language Association Annual Conference, Virtual, November 4, 2021.

"Early Ethiopian Cinema," African Studies Association Annual Meeting, Virtual, November 21, 2020.

"Early American Studies and Ethiopian Studies, Race and Ethnicity," Society of Early Americanists Biennial Conference, Virtual, March 6, 2021.

"Theorizing Globalization in Ethiopia's Movie Industry," African Studies Association Annual Meeting, Boston, November 21, 2019.

"What's New about Slavery on TV?" Society of Early Americanists Biennial Conference. Eugene, Oregon: March 2, 2019.

"Cinematic Slavery." Slavery, Authorship, and Literary Culture. Columbia University. New York: January 25, 2019.

"Biblical Ethiopia," Special Topics Conference of the Society of Early Americanists: Religion and Politics in Early America. St. Louis, March 1, 2018.

"Multiethnic Ethiopia, American Literary History, and African-American Philosophy in the Nineteenth Century," African Studies Association Annual Meeting, Chicago, November 16, 2017.

"The Cinematic Eighteenth Century: Reconsidered," Canadian Society for Eighteenth-Century Studies Conference, Toronto, October 21, 2017.

"Toward a Theory of Cinematic Form for Gada Democracy in Oromo Movies," Oromo Studies Association Conference, Washington D.C., July 30, 2017.

"The Circum-Atlantic Surrogation of Ethiopia," Early Americanists Summit, College Park, Maryland, June 5, 2016.

"Reach Back and Get It: Slaves on Screen," American Society of Eighteenth Century Studies, Pittsburgh, PA. April 1, 2016.

"Film Education in Oromia and Sandscribe Communications," Oromo Studies Association Annual Conference, Washington D.C., August 1, 2015.

"The Assurance of *Belle*, the Insurance of the Zong, and the Speculation of Cinema," American Society of Eighteenth Century Studies, Los Angeles. March 20, 2015.

"Roundtable: The Eighteenth Century in Hollywood," American Society of Eighteenth Century Studies, Los Angeles, March 20, 2015.

"Pirate Assemblages/Creole Texts," Early Caribbean Society Symposium. Kingston University, London. July 21, 2014.

"The Circum-Atlantic Surrogation of Ethiopia in the London Public Sphere," London and the Americas, 1492-1812 Conference. Society of Early Americanists. Kingston University, London. July 18, 2014

"Pirates, Puritans, and the Revolutionary Atlantic World." American Literature Association Conference. Boston, Massachusetts. May 2013.

"Ethiopia and African-American Literature across Deep Time." Society of Early Americanists Conference. Savannah, Georgia. February 2013.

"The Performance of Ethiopia in African-Atlantic Culture: A Transnational and Multiethnic Genealogy." Triumph in My Song: Conference on 18th and 19th-Century African Atlantic Culture, History, and Performance. College Park, Maryland. June 2012.

"The Poetry of Cash Crops and the New Economic Criticism," American Literature Association Conference. Boston, Massachusetts. May 2011.

"Ethiopian History in African-American Literature," MELUS Conference. Boca Raton, Florida. April 2011.

"Ethiopia, American Literature, and Human Rights," Society of Nineteenth-Century Americanists Conference. State College, Pennsylvania. May 2010.

"Against Gilroy?": The Political Atlantic," Early American Borderlands Conference. St. Augustine, Florida. May 2010.

"The Black Enlightenment and the Network Concept," Society of Early Americanists Biennial Conference. Hamilton, Bermuda. March 2009.

"The Oromo Renaissance within the Marketplace of World Literature," Oromo Studies Association Conference. Minneapolis, Minnesota. August 2008.

"The Cultural Politics of Single Mothers and *The Scarlet Letter* Today," Nathaniel Hawthorne Society Summer Meeting. Brunswick, Maine. June 2008.

"William Byrd and the Tobacco Acts," Northeast American Society for Eighteenth-Century Studies: Transatlantic Destinies Conference. Dartmouth, New Hampshire. October 2007.

"Taxing Tobacco and the Metonymies of Virtue," East Central/American Society for Eighteenth-Century Studies Annual Meeting. Gettysburg, Pennsylvania. October 2006.

"Clubical Liberty's Fatal Cake," Society of Early Americanists Fourth Biennial Meeting. Alexandria, Virginia. March 2005.

"The Specters of the Native and the Purloined Letter of the American Land in *The House of the Seven Gables*." Nathaniel Hawthorne Society. Salem, Massachusetts. July 2004.

"Critical Pedagogy and American Literature." Modern Language Association Annual Convention. San Diego, California. December 2003.

"Doctoring Ideology: Sugar, Slaves, and Sailors in the Atlantic World," McNeil Center Interdisciplinary Graduate Student Conference on "Roots and Routes." Philadelphia, Pennsylvania. October 2003.

"The Meaning of Liberty in Mercantilist Culture." International American Studies Association First World Conference. Leiden, The Netherlands. May 2003.

TEACHING

Courses Taught at Wagner College, 2012 – 2024

EN 400: Senior Reflective Tutorial (2013, 2014, 2015, 2016, 2020, 2021, 2022, 2023, and 2024)
EN 332/AN291-ILC: Pirates, Colonizers, and the Cultures of Capitalism (spring 2018)

EN 332: Pirates, Puritans, and the Revolutionary Atlantic World (fall 2014 and spring 2022)
EN331/GOV375-ILC: Women and World Cinema (fall 2021)
EN 331/HI321-ILC: Slavery in History and Film (spring 2021)
EN 331: Topics in World Cultures and Cinemas (spring 2017, fall 2022, and spring 2024)
EN 318: American Literature: From Romanticism to Realism (spring 2013)
EN 317: American Literature: From the European to the American Renaissance (fall 2012)
EN 315: African-American Literature (fall 2015)
EN 314: Postcolonial Literature (spring 2014, 2018, 2021, and 2023)
Title changed to Decolonizing the Mind in 2021.
EN 291-EYH: Special Topics: Global Literature from Africa to Poland (spring 2020)
EN 291 (W)-ILC-TT: Special Topics: African Cinema (spring 2015 and 2016)
EN 291 (W)-ILC-TT: Special Topics: Movies, Media, and Global Citizenship (spring 2013)
EN 291-LC8-FH: Special Topics: American Literature/World Identities (fall 2012 and 2013)
EN 230 Introduction to Film (fall 2017, 2020, and winter 2022)
EN 230-LC8: Introduction to Film (fall 2015)
EN 230-ILC: Introduction to Film (spring 2014)
EN 227: American Literature from Its Origins to 1865 (spring 2015, fall 2019)
EN 226: American Cultures and Literatures (fall 2014 and 2017)
EN 216: African-American Literature (fall 2020)
EN212: Introduction to Literary Analysis and Theory (spring 2022, fall 2022, and spring 2023)
EN205: Eighteenth-Century Literature (fall 2022 and fall 2023)
EN 111: World Literature (spring 2013, 2017, 2018 and fall 2021, 2023, and 2024)
EN 109: World Literature (fall 2019 and 2020)
RFT-FYP: Reflective Tutorial for First-Year Program (fall 2012, 2013, 2014, 2015, 2017, 2019, 2020, 2021, 2023, and 2024)

PROFESSIONAL SERVICE

Film Review Editorial Board, *African Studies Review*, 2024—present.
Chair of American Society for Eighteenth-Century Studies (ASECS) Innovative Course Design Award Committee, 2024—present.
Member of CARE (Campus Assistance for Resources and Empowerment) Team, Wagner College, 2024—present.
Director of Integrated Learning, Wagner College, 2024—present.
Film Prize Committee, African Studies Association, 2023—present.
Alternate Representative to the Board of Trustees, Wagner College, 2023—present.
Academic and Cultural Enrichment Committee, Wagner College, 2019—present.
Committee Chair, 2021—present.
Academic Policy Committee, Wagner College, 2022—present.
English Department Chairperson, spring 2020 and February 2022—July 2023.
Faculty Hearing and Appeals Committee, Wagner College, 2017—2018 and 2019—2023.
Priorities and Budget Committee, Wagner College, spring 2021—summer 2022.
Society of Early Americanists Essay Award Committee Chair, 2016-2018.
Interim Faculty Advisor to My Sistah's Keeper, Wagner College, spring 2014 –fall 2014.
Director of Film and Media Minor, Wagner College, fall 2013 – fall 2015.
First Year Program Review Committee, Wagner College, fall 2013 – spring 2016.
Committee for Learning Assessment, Wagner College, spring 2013 – 2016.

PRIMARY REFERENCES

Patrick Erben, Professor, English Department, University of West Georgia
e-mail: [redacted]

Eyerusaleam Kassahun, Lecturer, Addis Ababa University, Ethiopia
e-mail: [redacted]

Lindsay Sabatino, Director of Writing Center, Wagner College, New York
e-mail: [redacted]

Srividhya Swaminathan, Associate Dean, Undergraduate Studies, St. John's University, New York
e-mail: [redacted]

ADDITIONAL REFERENCES

Jonathan Haynes, Professor retired, English Department, Long Island University, New York
e-mail: [redacted]

Li Ping Lo, Press Officer, Bureau of African Affairs, United States State Department
e-mail: [redacted]

Tesfaye Mekonnen, Manager, Sandscribe Communications, Ethiopia
e-mail: [redacted]

Madhu Mitra, Professor, English Department, College of St. Benedict and St. John's University, Minnesota
e-mail: [redacted]

Carla Mulford, Professor, English Department, Penn State University, State College
e-mail: [redacted]

Daniel Richter, Emeritus Director of the McNeil Center for Early American Studies and Professor, History Department, University of Pennsylvania, Philadelphia
e-mail: [redacted]

Boukary Sawadogo, Associate Professor of Cinema Studies and Black Studies, City College of New York
e-mail: [redacted]

Cristobal Silva, Associate Professor, English Department, University of California, Los Angeles
e-mail: [redacted]

Kamil Wielecki, Faculty of Artes Liberales, University of Warsaw, Poland
e-mail: [redacted]

Arsema Worku, Board Member of Ethiopian Film Producers Association, Ethiopia
e-mail: [redacted]

Shoaib Usman, PhD.

CONTACT INFORMATION

Associate Professor & Associate Chair for Research
Missouri University of Science & Technology
Department of Nuclear Engineering & Radiation Science
[redacted]
[redacted]

RESEARCH INTERESTS

Nuclear supply chain and licensing code compliance, Thermal-hydraulics and passive safety, Radiation detection, Health physics, Radiological pathway analysis, Machine learning, Uncertainty quantification, Digital Twin, Consent-Based Siting, Community Engagement Opportunities.

PhD **University of Cincinnati**, NUCLEAR ENGINEERING **1997**
- On the Spectral Theory of Turbulence and Atmospheric Dispersion
- Advisor: Dr. Henry B. Spitz

MSc **University of Cincinnati**, HEALTH PHYSICS **1996**
- Response of Electret Radon Detector to Interference from Ambient Gamma Radiation
- Advisor: Dr. Henry B. Spitz

MSc **University of Cincinnati**, NUCLEAR ENGINEERING **1993**
- Development of a Phenomenological Model for Predicting CHF Under Low Quality and Subcooled Swirl Flow Conditions
- Advisor: Dr. Joel Weisman

BSc **N.E.D. University of Engineering and Technology**, MECHANICAL ENGINEERING **1988**
- Design of a System for Ethylene Production from Naphtha
- Advisor: Dr. Syed F. Ali

HONORS AND AWARDS

Keynote Speaker NURER2024
7th International Conference on Nuclear and Renewable Energy Resources **October 2024**
Invited Speaker at 2023 Laufer Energy Symposium, **March 2023**
Mines & Metallurgy Academy, Senior Faculty Achievement Awards, **April 2023**
Foreign Faculty Award, 42 nd International Nathiagali Summer College on Physics **July 2017**
NPIC & HMIT 2006, International Secretary Award. **November 2006**

STUDENTS HONORS AND AWARDS

[redacted](Dr. Usman's graduate student), received Best Poster Award for; "A Parallel Plate Model Using Porous Media Approach," Penn State Hosts iNuc - the American Nuclear Society National Student Conference, April 18, 2014.

[redacted](Dr. Usman's graduate student) was awarded University Research Alliance 2010 DOE Innovations in Fuel Cycle Research Award for Universities with Less Than $500 million in 2008 R&D Expenditures for the paper "Feasibility of 106Ru peak measurement for MOX fuel burnup analysis", Nuclear Engineering and Design 240 (10), pp. 3687-3696.

[redacted](Dr. Usman's graduate student), was awarded Winner in the ICONE-24 Student Best Poster Competition – North America for the poster "Isothermal Rectangular Roughness Elements in a Rectangular Cavity Heated at the Bottom" during the 24th International Conference on Nuclear Engineering- ICONE-24 Charlotte, NC, June 26-30, 2016.

ACADEMIC EXPERIENCE

Missouri University of Science and Technology **Aug 2004 – 2008 – Present**
Assistant/Associate Professor, Nuclear Engineering
Responsibilities include teaching undergraduate and graduate level courses for the nuclear engineering program, developing a research program in the areas of nuclear science and engineering, supervising student research, participating in the outreach effort to other institutions, including minority partners, and providing services to the university and scientific community.

King Abdulaziz University **June 2003 – Present**
Jeddah, Kingdom of Saudi Arabia, Adjunct Professor, Nuclear Engineering
Responsibilities include providing; guidance to the program in the development and growth, undergraduate teaching support for various nuclear engineering courses, promote collaborative research between the faculty and students of KAU and Missouri S&T and other US universities. Also, taught a class on reactor physics during summer 2013 and supervised King Abdullah City for Atomic and Renewable Energy (KACARE) nuclear engineering undergraduate students during their training visit to Lowell, Massachusetts, USA.

University of Cincinnati **January 2003 – August 2004**
Research Assistant Professor, Nuclear Engineering
Developed funded research program on radio-turbulence and reactor operations and taught graduate-level courses for nuclear engineering program on need basis. Research activities included radio-turbulence, radiation detector development and computer-based procedures system for safe nuclear reactor operations. Educational activities included a major federally funded "Bridge-building" program to establish academic partnership between Tuskegee University and the University of Cincinnati. Served as co-Direct of this program till departure to Missouri S&T. Responsible for conducting summer programs for Tuskegee students which included field trips to NRC, DOE, NIST and Westinghouse facilities.

University of Cincinnati **June 1999 – December 2002**
Adjunct Assistant Professor, Nuclear Engineering
This engagement with the department included need-based teaching, participating in ongoing research projects and developing new research concepts and proposals for external funding. Areas of research interest included system automation and safety enhancement, radio-turbulence & radon diffusion, radiation measurement, and radiation effects.

9.3

RESEARCH EXPERIENCE

DOE: Consent-Based Siting, Assessment after Engagement, Education Experimental-learning (A-EEE) This project is to establish a consortium to help DOE find communities willing and able to host spent nuclear fuel for an interim period till the nation reach a long-term resolution on the geological repository or recycling of used nuclear fuel. My role as consortium director includes, overall project management with three sub-contracts (University of Missouri, Saint Louis University and University of Illinois, Urbana-Champaign). Project goal is to collect public perception data from four different communities; North Saint Louis (Communities in the proximity of legacy nuclear waste), Urbana-Champaign (Proposed site for a university owned and operated micro-reactor), Callaway County (home of the Callaway Nuclear Power Plant) and Rolla, Missouri (home of the MIssouri S&T Research Reactor). Public opinion surveys will be conducted both before and after providing them with education material on four subject areas; Risk and risk perception, Nuclear fuel cycle, Radiological Pathway Analysis and Health Physics. The goal of this exercise is to quantify the impact education on public perception about nuclear installations.

Advanced nuclear Reactors Consortium ARC :The Advanced nuclear Reactor Consortium (ARC) is a member driven research and education consortium which includes a combination of industrial and academic members coming together to address common pre-competitive challenges for large scale deployment of Small and Micro-Modular nuclear reactors. I am taking the lead role as the **new Consortium Director**. Consortium will seek state and federal funding to help leverage membership fees to accomplish projects aligned with consortium goals. There is significant interest in this consortium as indicated by major companies including the Westinghouse (Founding member), AMEREN (Founding member), Dow Chemical company, Nano Nuclear, Flibe, Mirion Technologies, Inc. All these companies are focused on de-carbonizing and have express interest in joining the ARC consortium. As the consortium director, my roles includes, new member recruitment, arrange and hosting all regular and special meetings, membership communication, managing and accounting of consortium funds including membership fee and overall consortium administration. (Students:To be identified).

Nuclear Supply Chain and design code harmonization: There are several advanced micro and small nuclear reactor designs at different stages of development. Success of these designs will heavily depend on the readiness of the nuclear supply chain. A well-developed and fully coordinated supply chain not only brings down the direct EPC cost but also provides cheaper design options. Most importantly, a local well-established supply chain reduces uncertainty and risks associated with construction time, project cost overrun and hence limits the contingencies which are about 15 % of total project costs. This project is focused on understanding the status of nuclear supply chain for various design options and geographic locations. Manufacturing and procurement issues along with immaturity of design and licensing, have caused delays and cost overruns in Gen-III FOAK construction projects in the United Sates and elsewhere. Applicable codes and standards pertinent to nuclear industry are being analyzed with harmonization and the potential challenges for globalization of nuclear supply chain. Adoptability and acceptance of cross-region nuclear codes/standards by regulatory is also a focus of this effort. (Students: Farooq Ahmad, PhD S&T - est. 2027).

ICRP Lung Model Mechanical Simulator: This research is continuation of our already published work on construction, calibration and testing of a mechanical replica of human lung. ICRP publications (66-Human Respiratory Tract Model for Radiological Protection and 30 Part 1–Limits for Intakes of Radionuclides by Workers) provide sophisticated scientific basis for modeling bio-kinetics of material inhaled by "Reference Man". Using these foundations, a portable mechanical lung is being developed which will allow air sampling from environmental sites of interest. In addition to providing a system for air quality monitoring the same apparatus will also be able to help pharmaceutical industry to analyze inhalation pathway-based drug delivery. (Students: Manuela I. A. Alvarez, PhD S&T - est. 2028).

Radiation Detector Paralysis & Deadtime Measurements: This research has developed an enhanced two-parameter detector deadtime correction scheme and a measurement technique to determine the two parameters, namely paralysis factor and the total deadtime. High intensity short lived radionuclides are produced at Missouri S&T reactor for collecting the required data. We have investigated deadtime dependence on operational conditions, voltage, radiation energy and temperature etc. Results from this research have wide applications. Current efforts are focused on departure from classical Poisson statistics as the radiation events are process through various stages of electronics. (Students: A. Wazzan – Ph.D., S&T Exp. 2025, B. Almutairi - Ph.D., S&T, 2020, M. Yousaf - Ph.D., S&T, 2016, T. Akyurek - Ph.D. S&T May 2015, A. Patil– Ph.D. M.S., S&T – 2010, & D. Gallego-M.S., S&T – 2010).

NEUP - Experimental and Computational Investigations of Plenum-to-Plenum Heat Transfer Under Natural Circulation in a Prismatic Very High Temperature: The project has developed sophisticated measurement techniques for heat transfer coefficients and coolant dynamics in a scaled down prismatic blocks representative of post shut down HTTF/MHTGR cooling under natural convection conditions. The effort will enhance our understanding of the phenomenon of natural convection and provide benchmark experimental data to validate CFD code like FLUENT, Star CCM+ and RELAP5-3D. The project involves two additional universities as subcontractors, ORNL and AREVA as our industry partner. (Students: S. Alshehri (2019), I. A. Said (2017) and M. T. Moharam (2017) - Ph.D. S&T).

AMEREN/Callaway Nuclear Power Plant - Meteorological Data Mining & Synthesis for Site Data Supplementation: This project has provided high fidelity correlations which will allow to use of off-site data to fill gaps in the on-site meteorological data due to potential instrument failures or malfunctions. This data is critical for any nuclear power plant to comply with NRC regulations. Nuclear Regulatory Commission (NRC) requirement for any operating nuclear power plant. Radiological/Environmental Report by each nuclear power station includes site specific meteorological data. Typically, hourly data (8,760 weather data sets) are recorded for wind direction, wind speed, atmospheric stability, and accumulated precipitation to evaluate the impact to human health and safety. Callaway on-site meteorological monitoring system is used for this study as our test case and off-site data is obtained from the surrounding airports and weather stations. The results of this study can also accelerate the site licensing of new power plant where NRC requires a minimum of three years of historical site specific data to accompany combined licensing application. (Students: B. Sonpon - Ph.D. 2024 S&T).

SMR Consortium - Condensation Heat Transfer Experiment and Scaling: The Passive Containment Cooling System (PCCS) is one of the integral passive cooling systems used in various new nuclear reactor designs, including various Small Modular Reactor (SMR) designs. Heat transfer via condensation on the inside of containment walls is anticipated as a passive way to keep Containment Vessel pressure within design limits, therefore, condensation is the key heat transfer phenomenon in the design of the PCCS. The presence of even a small quantity of non-condensable gases can greatly influences the condensation process. In this experiment a scaled-down facility is constructed to investigate the effect of non-condensable gas on the phenomenon of condensation heat transfer and natural convection. (Students: V. Kalra - M.S. S&T, P. Bhowmik, Ph.D., S&T, both under Dr. Schlegel)

AREVA/K.A.CARE - Hydraulic conductivity and retardation coefficient characterization of soil from Riyadh, Saudi Arabia: The project was related to radiological safety analysis of a proposed nuclear site in the Kingdom of Saudi Arabia. The soil sample shipped to our lab and

analyzed for hydraulic conductivity and retardation coefficient using flow-through (column). CsNO3 and SrNO3 was tested using mass spectroscopy. This data was collected in support of Environmental Impact Analysis of a proposed site for a research reactor. (Students: Mohammed R. Alsubhi Enrolled Ph.D. S&T).

Missouri Attorney General - Phytoforensics study of a superfund radioactive waste site near Saint Louis: The project is focused on investigating any possible leaching of radioactive material from a superfund site in the Saint Louis Metro area. The PIs were required to collect samples, perform measurement and appear as expert witness in the impending trial. (Students: LIST CANNOT BE DISCLOSED DUE TO LEGAL NATURE OF THE PROJECT).

Research Reactors Simulation and Upgrade: Benchmarking research reactor and subcritical critical assembly. Experiments are conducted to unfold the neutron energy spectrum for the Missouri S&T Nuclear Reactor. Experimental data validation for determining the location of the hot channel and hot channel factor, flux shape, and criticality calculation. Computational methods for thermo-hydraulics coupled burnup analysis and determination of thermal and poison feedback effects. Reactor power upgrade and safety analysis. (Students: S. Sipaun - Ph.D. S&T - 2014, B. Richardson - M.S., S&T – 2011, K. O'Bryant - Enrolled M.S. S&T - 2013).

Conduction-Convection Transition for Rayleigh-Benard Experiment: Benchmark experiments and simulations were conducted observing the on-set of convection in a Bénard cell experiment. Dimensionless numbers were identified and a very useful analogy between RC-circuit and convective heat transfer is reported. Data collected is compared with the literature to examine validity of the experimental set-up. The set-up is also calibrated for alpha convection study to be performed. The results let to the development of a new phenomenological model for the on-set of natural convection. (Students: M. Yousaf - Ph.D. S&T, 2016, V. Khane- M.S., S&T – 2010, B. S. Mohammad-M.S. S&T 2007, M. J. Scarangella - M.S. UC 2004, & M. I. Hawwari-M.S. UC 2004).

Effect Of Surface Roughness on Natural Convection: Research is focused on investigating the effect of surface properties on the on-set of natural convection for vertical and horizontal surfaces. Using LBM simulation frame-work we have analyzed the shape and depth of surface roughness in the flow induced due to the thermal instabilities. (Student: M. Yousaf - Ph.D., S&T 2016).

Radio-Turbulence and Alpha Convection: Investigation of this newly discovered phenomenon of induced micro-scale turbulence in liquids. Preliminary results provide sufficient experimental evidence that diffusion is enhanced due to "radio-turbulence". Future research will develop understanding of the phenomenon and investigate its potential impact on various applications including nano-systems & radiological transport of radionuclides. P.I. on two DoE funded projects on this topic totaling $396,421 expanding the research. (Students: M. Yousaf - Ph.D., S&T, 2016 & S. Syahrir-Ph.D. UC -2004).

MOX Fuel Online Burnup Analysis: This research involves non-destructive analysis of spent fuel using γ-spectroscopy to enable burnup analysis. MOX burnup and decay simulations were performed using ORIGEN-ARP. Results were analyzed and used to determine performance specifications of a detection system for field applications. Analysis of isotopic activity from simulated irradiated fuel were used to develop correlations to determine burn-up, and Plutonium content of MOX fuel supporting nuclear safeguard and proliferation deterrence. Missouri S&T Reactor was used to collected gamma spectra for validation of proof of concept. Subsequently, delayed neutron data was also collect for burnup analysis and determination of Plutonium in the Missouri S&T Reactor's fuel elements. (Student: J. Joshi - MS S&T 2017, T. Akyurek - Ph.D. S&T 2015, L. Tucker - Ph.D. S&T 2016 & M. L. Dennis-M.S. S&T -2008).

Thorium Use In Current Reactor: There are over one hundred commercial power reactor running in the country. This feasibility study is to examine the impact of modified fuel supply to these reactors, in particular using Thorium in the fuel mix. Thorium will act as burnable poison in the first stage of the burnup cycle and subsequently transform into 233U fuel. Work is being conducted to compare various fuel loading options, and operational compliance with the safety guidelines established by NRC. This research involves extensive use of MCNP, MCNPX and ORIGEN-ARP for burnup simulations. Feasibility of using Thorium based fuel will be investigated both in BWR and PWR. (Student: L. Tucker - Ph.D., S&T 2016)

Annihilation Coincidence Photons Measurement: Initial experimental data (using therapy machine) was collected for annihilation photons produced by high energy photon interaction with mm-size lead target. Coincidence measurements (using 2 NaI(Tl) detectors) were made which offers the capability to measure absolute activity at the target without having to know the detection efficiencies. Simulations are under way. Collaboration with Medical Physics faculty is being developed. (Students: T. Goter-B.S. S&T 2007, A. Patil–Ph.D. S&T 2010, & D. Konate-M.S. UC 2004).

Photoconductive & Neutron Induced Conductivity: The concept of photoconductive gamma dosimeter is being extended for neutron measurements. Experimental detectors for neutron are being constructed and will be tested using Missouri S&T nuclear reactor. Data on the effect of thermal neutrons on various kinds of PN junctions have already been collected and results are analyzed for publication. (Student: D. Gallego - M.S., S&T – 2010).

NRC Curriculum Development Project - Educational: This University of Tennessee - Missouri S&T joint project was funded by the US Nuclear Regulatory Commission ($350,000) to develop teaching material in the areas of; technology implementation and teaching material development for distance learning of radiation measurements laboratory (including distance experimentation), development of teaching materials for radiological engineering and environmental assessment, nuclear material shipping and handling protocol, environmental sample collection and analysis techniques including neutron activation analysis.(Student: D. Gallego - M.S., S&T – 2010).

NRC Curriculum Development Project - Educational: This US Nuclear Regulatory Commission funded project is to develop new teaching material in the areas of; radio-chemistry and nuclear forensics. As a Co-PI of this project, I contributed in developing course material for environmental radioactivity and transport through atmosphere, surface and ground water, concentration mechanism in bio-sphere and mathematical modeling of the system. (Student: D. Gallego - M.S., S&T – 2010).

Neutron Generator Laboratory - Infrastructure Upgrade: This Department of Energy funded project is to establish a flexible neutron source at the university. The system that we have acquired is based on D-D reaction producing 2.5 MeV neutrons. At full capacity the system can produce 109 neutrons. Because of the small size of the target the neutron source can be approximated as a point source. We have performed safety analysis of the system. Installation of the system required due consideration of the potential experiments. (Students: Several)

NRC Curriculum Development Project - Educational: This NRC subcontract from Southern University and A&M College (SUBR) is to assist SUBR in their effort to launch a nuclear engineering program at their campus. Southern University at Baton Rouge is a well-recognized minority institute of higher learning in science and engineering. With a potential of developing a major in nuclear engineering in south eastern quarter of the country. SUBR is keen to initiate some fundamental courses in nuclear engineering. As a Co-PI of the project I developed teaching materials for the fundamental in nuclear engineering class and provided support in the class delivery. I also introduced the remote accessibility of the nuclear reactor to the SUBR faculty and the capability of collaborative teaching and research. Student: M. Yousaf - Ph.D. S&T, 2016)

CURRENT GRANTS

Department of Energy - 2023 Consent-Based Siting for Interim Storage Program – Community Engagement Opportunities
FOA: DE-FOA-0002575
Role: **PI**
Title: Assessment after Engagement, Education & Experiential-learning (A-EEE)
Collaborators: **UIUC** (C. Brooks, T. Kozlowski & T. Grunloh), **Saint Louis University** (J.S. O. Sandoval, & V. Sagan), **University of Missouri** (R. Rotman), **U. Nevada** (N. Tsoulfanidis), **MIT** (S. Islam), **Pattonville Schools** (B. Nelson)
Amount: $1,999,789 / Status: **On going, in year 2**

Taylor Geo-spatial Institute, Saint Louis
Title: Artificial intelligence & machine learning-driven framework for meteorological data mining & synthesis for Health Systems (2023-2024)
Role: **PI**

Amount: $67,298 / Status: **On going, second year extension**

U.S. Nuclear Regulatory Commission
Title: Graduate Fellowships in Nuclear Engineering at Missouri S&T (2023-2026)
Role: **PI**
Amount: $400,000 / Status: **On going**

PENDING DECISION

U.S. Nuclear Regulatory Commission
Title: Graduate Fellowships in Nuclear Engineering at Missouri S&T (2025-2029)
Role: **PI**
Amount: $400,000 / Status: **Pending new second project of similar type & nature.**

STATE SERVICE

Presentation – **Missouri House of Representatives**, Jefferson City, Missouri — April 17, 2014
Presentation – **Missouri House of Representatives**, Jefferson City, Missouri — February 22, 2011
Presentation – **Congresswoman JoAnn Emerson**, Missouri, February 25 — 2011
Expert Witness – At the request of Attorney General Chris Koster [Link] — 2016

9.3

BOOK CHAPTERS

[1] M. S. Hassan, A H. Khan, R. Verma, D. Kumar, K. Kobayashi, **S. Usman**, S. B. Alam, Handbook of Smart Energy Systems, Springer. Machine Learning and Artificial Intelligence-Driven Multi-Scale Modeling for High Burnup Accident-Tolerant Fuels for Light Water-Based SMR Applications, Springer International Publishing, Handbook of Smart Energy Systems: Vol. 1-4, pp. 2131 - 2154, 2023

[2] K. Kobayashi, **S. Usman**, C. Castano, A. Alajo, D. Kumar, S.B. Alam. Surrogate Modeling-Driven Physics-Informed Multi-fidelity Kriging for the Prediction of Accident-Tolerant Fuel Properties, Springer International Publishing, Handbook of Smart Energy Systems: Vol. 1-4, pp. 1313 - 1323, 2023

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[9] **S. Usman**, Fundamentals of natural convection and circulation, Distinguished Speaker, 42nd International Nathiagali Summer College, Islamabad - PAKISTAN, July 17-29, 2017.

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[15] **S. Usman**, Thorium Energy Potential - Presentation to the Missouri House of Representatives, Jefferson City, Missouri, April 17, 2014. Provided expert's opinion to the state law makers on the potential of Thorium. The expert testimony was followed by a question & answer.

[16] **S. Usman**, Thorium Energy Potential - Presentation to the Missouri House of Representatives, Jefferson City, Missouri, February 22, 2011. Provided expert opinion to the state law makers on the potential of Thorium. The expert testimony was followed by a question & answer.

[17] **S. Usman**, Presentation to Congresswoman JoAnn Emerson, Pea Ridge Mine, Sullivan, Missouri, February 25, 2011. Gave a seminar on rare earth and accompanying thorium reserves in Missouri and the potential of developing a thorium based nuclear fuel cycle to augment the current energy portfolio of the country. The seminar was followed by a question and answer section.

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[115] M.L. Dennis, and **S. Usman**, (2006) Feasibility Study of MOX Fuel Burnup Analysis, International Congress on Advances in Nuclear Power Plants, Embedded International Topical Meeting at the 2006 ANS Annual Meeting, Paper 6417.

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[121] S.F. Ali, J. Christenson, P. K. Ray, **S. Usman**, (2004) Building an effective educational bridge between Tuskegee University and the University of Cincinnati Nuclear and Radiological Engineering Program, ANS Annual Meeting Summer 2004.

[122] K. Kang, B.K. Hajek, **S. Usman** and J.M. Christenson, (2001) A Study for Soft-Landing from Paper Procedure to Digital Procedure, Proceedings of ANS Topical Meeting on Research, Development, and Emerging Technologies for Power Reactors, Reno, Nevada, November 2001.

[123] **S. Usman** B.K. Hajek and J.M. Christenson, (2000) Demonstration of a Prototype Paperless Reactor Operations Module, International Topical Meeting on Nuclear Plant Instrumentation, Controls and Human-Machine Interface Technologies (NPIC&HMIT 2000), Washington DC, November 2000.

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[125] **S. Usman**, H.B. Spitz, L. Shoaib and J. O'Hare, (1996) Response of Electret Radon Detector to Interference from Ambient Gamma Radiation, the 29th Mid Year Topical Meeting of the Health Physics Society, January 7-10, 1996.

[126] **S. Usman**, L. Shoaib and J.N. Anno, (1994) Development of a Photoconductive Gamma Dosimeter for Space Application, SAE Aerospace Atlantic Conference & Exposition' 94, Dayton, Ohio, April 1994.

[127] J. Weisman, and **S. Usman**, (1993) A Critical Heat Flux Model for Tubes Containing Twisted Tapes, ANS Meeting San Diego, Summer 1993.

POSTER & CONFERENCES

[128] **S. Usman**, Small Modular Reactor Research and Education Consortium, Advanced Manufacturing and Nuclear Supply Chain Development Conference, Saint Louis, MO, September 12, 2016.

[129] **S. Usman**, Development of SMR Supply chain in the Midwest, Oral Presentation at 5th Annual Small Modular Reactor Summit, Charlotte, NC, April 14-15, 2015.

[130] **S. Usman**, Feasibility of 106Ru peak measurement for MOX fuel burnup analysis, Oral Presentation at Physics Colloquia Series, Truman State University, December 1, 2010.

[131] D. Gallego and **S. Usman**, Providing Lab Courses to Distance Students, , Teaching and Learning Technology 2010, Missouri University of Science and Technology, March 11-12, 2010.

[132] M. L. Dennis, Proliferation Deterrence by Spent Fuel Monitoring, Poster at DOE FCRD Annual Meeting Poster Competition, October 28, 2010.

[133] **S. Usman**, and M. L. Dennis, Proliferation Deterrence by Spent Fuel Monitoring, Poster at Missouri Energy Summit, Columbia, MO., April 22-23, 2009.

[134] **S. Usman**, and A. Patil, Detector Paralysis Factor and Dead-time Measurements, Poster at Missouri Energy Summit, Columbia, MO., April 22-23, 2009.

[135] **S. Usman**, and K. Khane, Analogy Based Modeling for Natural Convection, Poster at Missouri Energy Summit, Columbia, MO., April 22-23, 2009.

[136] C. H. Castano, G. E. Mueller, **S. Usman**, A. S. Kumar, and J. C. King, Heavily Shielded Hot-Cell at Missouri S&T, Poster at Missouri Energy Summit, Columbia, MO., April 22-23, 2009.

[137] A. Patil and **S. Usman**, Measurement and Application of Paralysis Factor for Improved Detector Dead-time Characterization, Council on Ionizing Radiation Measurements and Standards 16th Annual Meeting, "Measurements and Standards for Radiation-based Imaging " Gaithersburg, MD, Oct. 22 - 24, 2007.

[138] **S. Usman**, Experimental Observation of Radio-Turbulence, Guest Speaker - Special Seminar, National Institute of Standards and Technology, Gaithersburg, MD, Feb. 10, 2004.

[139] **S. Usman**, Syahrir, H. Spitz, J. Weisman, Transport of Radon in Still Water, Council on Ionizing Radiation Measurements and Standards 12th Annual Meeting, Gaithersburg, MD, Oct. 27-29, 2003.

[140] **S. Usman**, Spectral Theory of Turbulence and Atmospheric Dispersion, Guest Speaker at a Special Seminar, National Oceanic & Atmospheric Administration, Oak Ridge, TN., April 23, 1997.

MEDIA COVERAGE

[141] **Invited Speaker at 2023 Laufer Energy Symposium,2023** [Link]

[142] **Featured as a grant awardee "Missouri S&T researchers awarded seed grants from Taylor Geospatial Institute," 2023** [Link]

[143] **Supervising Ph.D. student on advanced nuclear concepts, July 2019.** [Link]

[144] **Supply chain of SMRs, featured as "Distinguished Speaker," 42nd International Nathiagali Summer College, Islamabad - Pakistan, July 17-29, 2017.** [Link]

[145] **Featured on "West Lake Landfill Tree Core Analysis Report," 2015.** [Link]

SOFTWARE PRODUCTS

[146] **S. Usman**. SAAM: Critical Path Method. 1988.

[147] **S. Usman**. PulseGen. 2015.

[148] **S. Usman**. Critical Heat Flux Prediction. 1994.

GRADUATE RESEARCHERS

NAME	DEGREE - YEAR	ROLE
Manuela I. A. Alvarez	PhD - (est. 2028)	PhD Advisor
Farooq Ahmad	PhD - (est. 2027)	PhD Advisor
Sunny Tummala	PhD - (est. 2027)	PhD Advisor
Eric A. Feisslel	PhD - (est. 2026)	PhD Advisor
Abdallah Wazzan	PhD - (est. 2025)	PhD Advisor
Ben Sonpon	PhD - 2024	PhD Advisor
Bader J. Almutairi	PhD - 2020	PhD Advisor
Mubarak M. Albarqi	PhD - 2019	PhD Co-Advisor
Salman M. Alshehri	PhD - 2019	PhD Advisor
Raed A. M. Alsulami	PhD - 2019	PhD Advisor
Salman M. Alzahrani	PhD - 2019	PhD Advisor
Mahmoud T. Moharam	PhD - 2017	PhD Co-Advisor
Ibrahim A. Said	PhD - 2017	PhD Co-Advisor
Muhammad Yousaf	PhD - 2016	PhD Advisor
Lucas P. Tucker	PhD - 2016	PhD Advisor
Tayfun Akyurek	PhD - 2015	PhD Advisor
Susan Sipaun	PhD - 2014	PhD Advisor
Amol Patil	PhD - 2010	PhD Advisor
Syahrir Syahrir	PhD - 2004	PhD Co-Advisor
Ali A.A.M.A. Alkandari	MS - (est. 2026)	MS Advisor
Nathan W. Jackson	MS - (est. 2025)	MS Advisor
Mehedi H. Tusar	MS - 2023	MS Advisor
Jay P. Joshi	MS - 2017	MS Advisor
Eric A. Feisslel	MS - 2017)	MS Advisor
Kelly O'Bryant	MS - 2012	MS Co-Advisor
Brad Richardson	MS - 2012	MS Co-Advisor
Lucas P. Tucker	MS - 2011	MS Advisor
Edwin Grant	MS - 2010	MS Co-Advisor
Zachary A. Kulage	MS - 2010	MS Co-Advisor
Amol Patil	MS - 2008	MS Advisor
Vaibhav B. Khane	MS - 2009	MS Advisor
David Gallego	MS - 2009	MS Advisor
Matt L. Dennis	MS - 2008	MS Advisor
Bassam S. Mohammad	MS - 2007	MS Advisor
Majd I. Hawwari	MS - 2004	MS Advisor
Dramane Konate	MS - 2004	MS Advisor
Michael J. Scarangella	MS - 2004	MS Advisor
Ned Xoubi	MS - 2003	MS Advisor
Turki Ali	MS - 2020	MS (Non-Thesis)
Jonathan Frasch	MS - 2008	MS (Non-Thesis)
Saima Rashid	MS - 2015	MS (Non-Thesis)

THESIS COMMITTEE

Shreekanta B. Aradhya	PhD - 2013	PhD Dissertation Reviewer
Vaibhav Sinha	PhD - 2013	PhD Dissertation Reviewer
Moses O. O. Kagumba	PhD - 2013	PhD Dissertation Reviewer
Faraj Muftah Zaid	PhD - 2013	PhD Dissertation Reviewer

Jessika V. Rojas	PhD - 2014	PhD Dissertation Reviewer
Chrystian M. Posada	PhD - 2014	PhD Dissertation Reviewer
Manish K. Sharma	PhD - 2016	PhD Dissertation Reviewer
Abdelsalam Efhaima	PhD - 2016	PhD Dissertation Reviewer
Fitri B. AbdulRahman	PhD - 2017	PhD Dissertation Reviewer
Huseyin Sahiner	PhD - 2017	PhD Dissertation Reviewer
Laith S. Sabri	PhD - 2018	PhD Dissertation Reviewer
Abbas J. Sultan	PhD - 2018	PhD Dissertation Reviewer
Shaikat M. Galib	PhD - 2019	PhD Dissertation Reviewer
Ashraf Alsafasfeh	PhD - 2020	PhD Dissertation Reviewer
Abdulaleem A. Bugis	PhD - 2020	PhD Dissertation Reviewer
Palash K. Bhowmik	PhD - 2021	PhD Dissertation Reviewer
Kennard Callender	MS - 2007	MS Thesis Reviewer
Frank A. Strantz	MS - 2011	MS Thesis Reviewer
Muhammad I. K. Abir	MS - 2011	MS Thesis Reviewer
Jessika V. Rojas	MS - 2011	MS Thesis Reviewer
Chrystian M. Posada	MS - 2011	MS Thesis Reviewer
Jason J. Pleitt	MS - 2012	MS Thesis Reviewer
Lifeng Wang	MS - 2013	MS Thesis Reviewer
Brandon J. Lahmann	MS - 2014	MS Thesis Reviewer
William Kirby Compton	MS - 2015	MS Thesis Reviewer
Meiyu Xing	MS - 2015	MS Thesis Reviewer
Shaikat M. Galib	MS - 2015	MS Thesis Reviewer
Brendan Dsouza	MS - 2015	MS Thesis Reviewer
Varun Kalra	MS - 2017	MS Thesis Reviewer

UNDERGRADUATE RESEARCHERS

NAME	DEGREE - YEAR	SCHOLARSHIPS
S. Yu	BS - 2006	Opportunities for UG Research Experience ANS Presentation
Thomas P. Goter	BS - 2007	Opportunities for UG Research Experience ANS Presentation
Fatin N. Binti Padzli	BS - 2018	Opportunities for UG Research Experience
Jack Vande Polder	BS - 2022	Special Problems

VISITING RESEARCHERS

NAME	DATES	LEVEL - INSTITUTION
Syed Farasat Ali	2005	Prof., Tuskegee University, AL
Tayfun Akyurek	2017	Professor - Marmara University, Turkey
Bader Almutairi	2023	Scientist - Kuwait Institute Scientific Research

TEACHING

MISSOURI UNIVERSITY OF SCIENCE & TECHNOLOGY

Nuclear Technology Applications (Extension at Lincoln Uni.) – NE 25	Fall 06
Nuclear Technology Applications – NE 25	Spring 10
Interactions of Radiation with Matter – NE 203	Summer 07
Nuclear Radiation Detection &Measurements – NE 204	Spring 05
Fundamentals of Nuclear Engineering – NE 205/NE 3205	Fall 04-08, 10
Reactor Laboratory I (Lab & Lecture) – NE 304/NE 4428	Fall 05-08, 10-22
Reactor Laboratory II (Lab &Lecture) – NE 308/NE 4438	Spring 06 and 16
Nuclear Rad. Measure'ts & Spectro. – NE 312/NE 4312	Spring 06-08,10-12,14-15,21-22
Radiological Engineering – NE 301/NE 327/NE4357 & 5347	Spring 07-19, 23-24
Applied Health Physics – NE 333/NE4363 & 5363	Fall 11-12, 14-17, 23-24
Radiochemistry and Nuclear Forensics – NE 301 (20%)	Spring 12
Advanced Nuclear Thermal-Hydraulics – NE 407	Fall 13

Licensing of Nuclear Power Plants – NE4259	Fall 17, 18, 21, 22, 23-24
Reactor Physics I NE – 4203/5203	Spring 19
Nuclear Fuel Cycle NE – 4207/5207	Fall 19
Nuclear Engineering Seminar NE – 6010	Fall 16,17, 18 – Spring 17
Radiation Shielding NE – 6331	Fall 20, 21
Radiation Interaction with Matters NE – 3103	Spring 23-24

UNIVERSITY OF CINCINNATI

Nuclear Reactor Eng. I – NE 604	Winter 99
Nuclear Reactor Eng. II – NE 605	Spring 99
Radiation Effects on Materials – NE 644	Fall 99
Radiation Measurement I - NE 521/523	Fall 01, 03, Winter 04
Radiation Measurement II - NE 522/524	Winter 02, 03, 04 (Spring)
Nuclear Reactor Lab - NE 599	Spring 02, Fall 03

PEER REVIEWING

9.3

Editorial Board

Frontiers in Energy Research **2016 – present**
Journal of Nuclear Engineering and Radiation Science **2018 – 2024**

Manuscript Referee

Annals of Nuclear Energy
Nuclear Engineering and Design
Nuclear Science and Engineering
Nuclear Technology
Journal of Fluid Mechanics
Progress in Nuclear Energy
Progress in Computational Fluid Dynamics
Desalination and Water Treatment
Energy
Nuclear Engineering and Technology
Applied Radiation and Isotopes
Chemical Engineering Science
Swiss National Science Foundation
Journal of Nuclear Engineering and Radiation Science
Journal of Nuclear Energy Science & Power Generation Technology
Nuclear Science and Techniques
Progress in Nuclear Energy

Grant Proposal Referee

Dept. of Energy Nuclear Energy University Programs
U.S. Nuclear Regulatory Commission
U.S. DOE SBIR/STTR
U.S. DOE NEER & NERI
International Agencies: Georgia

INTERNATIONAL SERVICE

IAEA Technical Meeting on Developing a Sustainable Nuclear Supply Chain for Near Deployment Reactors December 10 - 12, 2024

Invited as a US Nominee to attend meeting aimed at supporting Member States in the development of management systems, and other related activities required for nuclaer power plant deployment and human performance, leadership, and stakeholder involvement for construction and operation of NPPs. Another objective is to support Member States in the development of supply chains, industrial involvement, procurement, quality assurance and quality control, codes and standards, and harmonization efforts for NPPs. As the Technical Working Group of Nuclear Power Plants Operations has found the supply chain of nuclear to be one of the most important topics affecting reliable operation. Role of the US nominee is to share the status of the nuclear supply chain in the US and identify areas where harmonization of design code and regulatory standards can safely accelerate the deployment of nuclear reactors.

Consulting support for Curriculum Review of Nuclear Engineering Program at King Abdulaziz University, Jeddah, Kingdom of Saudi Arabia March 23 - 27, 2014 The main goal of this assignment was to enhance the nuclear engineering Bachelors, Masters and Doctoral programs at King Abdulaziz University in Saudi Arabia. As a part of four members international committee provided guidance on the overall structure of the degree programs as well as specific lecture and laboratory classes: 2. Suggested various degree program structure and degree paths with a list of required and elective courses. 3. Prepare courses syllabi with suggestions for the most appropriate textbooks and teaching materials including the course content, outline and the learning objectives for the classes.

IAEA program for Mentorship on Nuclear Reactor Design in the Master Course, Abuja, Nigeria June 25 - 29, 2012
The main goal of this assignment was to teach Nuclear Reactor Design to graduate students of the Nigeria nuclear engineering and science program and interact with the Home-instructor for knowledge sharing and expertise development. Following tasks were performed to achieve the mission goals: 1. Prepare teaching material for Nuclear Reactor Design using up-to-date engineering literature at an appropriate level for the students. 2. Deliver the requisite lectures in nuclear reactor design in accordance with the program developed by administrators of the nuclear engineering and science program. 3. Mentor the students throughout the duration of the mission and share some research ideas for them to continue their graduate program. 4. Transfer the teach material to the local instructor for any future use in form of the power point presentation.

9.3

Professional Service

Invited Speaker Laufer Energy Symposium — 2023
Senior Member – Mines & Metallurgy Academy — 2022
Foreign Faculty – International Nathiagali Summer College on Physics — 2007
Secretary – NPIC & HMIT — 2006

Departmental Service

Member ———— Several Faculty Search Committee — 2005-present
Faculty Advisor – ANS Student Chapter at S&T — August 2004 – August 2006
Faculty Advisor – Alpha Nu Sigma Student Chapter at S&T — August 2006 – 2016
Mentorship —— Several junior faculty members — 2010-present

College Service

Member – Faculty Senate representing nuclear engineering program — 2010-present
Member – Tenure and Promotion Committee (for both CEC and Campus) — 2012-present
Member – Tenure Policy Committee (Campus) — 2012-present
Member – Missouri S&T Radiation Safety Committee — 2014-present

Consulting

Capgemini Cincinnati, OH — **1999-2002**
Data Modeling, system architecture and cyber-security for Internet/Intranet ecommerce applications development
Procter & Gamble, Johnson & Johnson and The Coca-Cola Company

Reference

Provided upon request

Keke Wu ("Coco")

Professor, College of Business
Central Washington University, Ellensburg, WA 98926 [redacted]

Academic Qualification

Professor of Management, Central Washington University (SA), Fall 2022 - present
Associate Professor of Management, Central Washington University (SA), Fall 2017
Assistant Professor of Management, Central Washington University (SA), Winter 2011
Ph.D. in Management, The University of Alabama, Tuscaloosa AL, Spring 2010
MBA and MSc, Jacksonville State University, Jacksonville AL, Summer 2005
BS - International Business, Guangdong University of Foreign Studies, China, Summer 2000

Administrative Experience

Associate Dean, CWU College of Business (CB), December 2018 – December 2023

Strategic Management and Accreditation Maintenance

- Shaped the process of strategic planning and the maintenance of AACSB and NWCCU accreditation.
- Implemented the CB strategic plan for AY18-20, with a focus on curricular assessment, academic advising, enrollment management, and cocurricular engagement.
- Led the CB Executive Committee on the development and implementation of the strategic plan for AY21-25, including:
  - Revised CB Vision, Mission, Values.
  - Identified AY21-25 Strategic Goals.
  - Established timetables for the each of the strategic goals.
  - Developed the assessment process for the strategic plan.
  - Ensured the alignment of the CB strategic plan to the CWU strategic plan and priorities.
- Engaged students in the strategic management process for both CB and CWU, including:
  - Engaged CB Dean's Council (CB student organization leaders) on the revision of CB Vision-Mission-Values-Goals.
  - Ensured student participation in the CWU strategic planning processes.
  - Incorporated student input in the strategic plans in the college as well as the university.
- Rebuilt and engaged CB Leadership Board (i.e., industry advisory board) in strategic planning and implementation.
- Maintained currency with accreditation standards of specialized and regional accreditors.
- Interpreted, applied, and implemented accreditation standards in college operation.
- Ensured faculty sufficiency in CB academic programs by working with chairs and faculty on teaching and research workloads.
- Prepared the college for accreditation visits and produced accreditation reports.

Operational Budget and Enrollment Management

- Managed the college operational budget, currently at about $ 10 million (not including CWU Foundation funding).
- Optimized the processes for instructional budget planning and academic scheduling (for 7 degree-programs with 50 FTE on faculty, 70% T/TT).
- Analyzed enrollment trends to project course demands, faculty workload, and staffing needs.
- Monitored faculty workload to ensure compliance with the CWU Faculty Collective Bargaining Agreement.
- Monitored faculty sufficiency on academic schedules to ensure compliance with the AACSB and NWCCU accreditation standards.
- Advised the departments on instructional budget and academic scheduling.
- Advised the departments on scheduling options to ensure efficiency and effectiveness of program delivery.
- Coordinated Summer School by managing the summer budget and schedule, in collaboration with other colleges and the Provost's Office.
- Coordinated General Education academic schedules with the Provost's Office.
- Advised the dean on college budget decisions, related to both instructional and non-instructional activities and needs.
- Maintained a balanced budget through institutional budget model changes and the COVID pandemic, which involved the implementation of 2 budget model changes, and various cuts in operational budget.

Curricular Program Oversight and Curricular Assessment

- Oversaw curriculum development of 7 degree-programs (1 graduate, 6 undergraduate, with 11 specializations, 11 minors, 5 certificates, on the main campus, at 6 instructional sites, and online).
- Spearheaded the development of new academic programs:
  - Launched 3 Agribusiness certificate programs (Ag-Biz, Ag-Tech, Ag-Innovation, interdisciplinary), which are to become part of the 1st stackable degree program in the state of Washington – 2021, 2022, 2023
  - Launched the Graduate Managerial Accounting Certificate – 2022
  - Launched the Graduate Professional Tax Certificate – 2021
  - Redesigned and re-launched the Master of Professional Accountancy program - 2020
  - Launched the Graduate HRM Certificate – 2020
  - Launched the BS Entrepreneurship program - 2019
  - Strengthened the BS Personal Financial Planning program with donor support - 2019, which still is the only CFP Board certified program in the state of Washington
- Provided policy/procedure/design guidance for the CB Curriculum Committee in the curriculum development and review process.
- Provided quality control and enforcement of university and college academic policies and procedures.
- Ensured that CB programs meet curriculum standards for both specialized and regional accreditors.
- Directed the CB Assurance of Learning (AOL) committee in the establishment and implementation of a robust and sustainable AOL system/process.
- Analyzed CB assessment data and produce CB assessment reports in collaboration with CB AOL Committee and CB faculty.

- Engaged faculty to ensure the continuous improvement of CB curricular design, delivery, and assessment.
- Facilitated the implementation of curriculum changes to address assessment results.
- Developed and refined CB assessment strategies and monitored its progress to ensure CB programs meet specialized accreditation standards for programmatic assessment.
- Collaborated with the CWU Assessment Council to ensure that CB programs and courses meet regional accreditation needs.

Academic Advising and Engagement Program Oversight, and Co-Curricular Assessment

- Oversaw and support CB advising operations and assessment.
- Oversaw CB enrollment management and academic scheduling, serving about 1,200 undergraduate and 30 graduate students.
- Drove the development and assessment of the CB co-curricular program EDGE (explore → develop → grow → excel), designed for the purpose of student engagement with a focus on the CB program learning goal Career Readiness.
- Adopted and managed the Suitable platform for EDGE.
- Collaborated with faculty and staff on the development – refinement – assessment of EDGE.
- Connected with industries to ensure currency and relevance of the co-curriculum program.
- Initiated industry sponsored co-curricular programs (e.g., a KPMG badge on EDGE)
- Directed CB engagement plans and events, including regional conferences, community events, and student events.
- Spearheaded the institutional effort on gathering placement data via the First Destination Survey by collaborating with CWU Alumni Relations and Career Service in survey design, delivery and providing support for analytics.

Marketing Communications and Public Relations

- Developed the marketing and communication strategies for both curricular and co-curricular programs and oversee their implementation, across all instructional locations and online.
- Supervised the development and distribution of marketing information and materials, including rebranding CB social media and the CB undergraduate magazine LAUNCH, rebranded, redesigned from "CB Looks" in 2019).
- Established the college marketing communication network and oversaw its development and maintenance.
- Collaborated with university centers (remote instruction cites) as well as university admissions office in marketing, recruitment, orientation, and retention efforts.
- Serve on the CWU Brand Council and advise the council on the re-brand and its implementation.
- Collaborated with CWU University Relations in developing web design and contents for the new CWU website.
- Directed the CB communication plan for branding and website redesign.

Alumni and Donor Relations

- Managed the CB Emergency Fund, supported by BECU, to provide emergency financial aid to students in need.
- Coordinated with CWU Alumni Relations to engage alumni in various capacities.

- Engaged CB leadership board members in the development of the co-curricular program.
- Spearheaded the First Destination Survey project in collaboration with CWU Alumni Relations and Career Services.
- Collaborated with CWU Alumni Relations and Public Affairs in the rebranding and development of the CB alumni magazine VOYAGE (rebranded, redesigned from "Beacon" in 2019).
- Supported fund raising activities such as Day of Giving at CWU.
- Supported alumni engagement events such as the annual Find Your Voice conference, hosted by the CWU Women in Business club and sponsored by CB.

Diversity, Equity, and Inclusion

- Highlighted DEI in the co-curricular program EDGE, by:
  - promoting events/activities related to DEI, such as a cultural awareness workshop.
  - incentivizing student participation with opportunities for higher visibility.
  - engaging industry partners in creating equitable access to professional development opportunities for all students.
  - creating corporate/industry sponsored co-curricular credentials/badges (e.g., the KPMG badge as part of the Reaching New Heights Program).
- Supported faculty work on various diversity initiatives, such as:
  - CB diversity climate survey.
  - CB emotional intelligence training for faculty, staff, and students.
  - Incorporation of DEI contents in CWU curriculum.
- Supported student work and organizations that serve minority and underrepresented groups.
- Supported the recruitment and retention of students, faculty, and staff, from diverse backgrounds.
  - 55% of CB student population is of minority ethnicity.
  - CB faculty has been the most diverse group of faculty at CWU across all ranks.
- Served as CB liaison to the Office of International Studies and Programs (OISP).
  - Perform curriculum review with partner institutions overseas.
  - Support OISP in establishing and maintaining exchange relationships with partner institutions.
  - Support OISP in its student advising and engagement efforts.
  - Support OISP in its recruitment activities.

Labor Relations and Personnel Management

- Oversaw college operation that involves collaboration with three unions at CWU: faculty, civil service, and facilities.
- Maintained currency with collective bargaining processes and policies.
- Ensured compliance of college operations with all three collective bargaining agreements.
- Supervised the CB Student Engagement Coordinator position, which leads a team of student ambassadors in performing the positions key responsibilities, including co-curricular program development and implementation, as well as program marketing and communication.
- Recruited, coached, and mentored advising and engagement staff.
- Recruited, trained, and supervised student employees at times of need.

- Chaired Faculty 180 Council (while on faculty) and worked with Faculty Relations office in providing guidance and training for faculty in the performance/tenure review process.
- Coached/mentored both tenure track and non-tenure track faculty in the faculty review process (both as faculty, as Faculty 180 Council chair, and as associate dean).
- Chaired and served on various search committees for administrative, staff, and faculty positions.
- Co-chaired the department personnel committee (when on faculty, before assuming the position of the Associate Dean).

Assurance of Learning (AOL) Director, CWU College of Business, Fall 2015 – Summer 2018

- Initiated changes to curricular assessment to address the concerns and recommendations from the AACSB peer review team (CIR2015).
- Led faculty discussions on changes to assessment strategy, process, and instruments.
- Redefined the college's assessment strategy to provide systematic guidance to using assessment as a mechanism for continuous improvement.
- Established a robust and sustainable assessment process that supports assessment data collection, analysis, and reporting.
- Worked with faculty in the College of Business (CB) and across campus in related disciplines to rebuild assessment instruments, including test banks and grading rubrics, for all CB major and specialization programs.
- With faculty support, experimented various assessment schedules and instruments within the core curriculum between Fall 2015 and Fall 2018.
- Created and implemented an end-of-program assessment course (BUS489) to capture assessment data from graduating seniors, where pre-graduation assessment instruments are implemented.

Chair, CWU Faculty 180 Council, Fall 2016 – Summer 2018

- Chaired the CWU Faculty 180 Council, a council consisting of CWU administrators, CWU faculty union representative, and CWU faculty, in the development and implementation of Faculty 180 as the platform to house faculty personnel review data and process.
- Developed training materials to help faculty navigate the personnel review process on this plat form, ensuring compliance with faculty standards across all colleges on campus.
- In conjunction with the provost's office, delivered training workshops before each faculty personnel review cycle starts.
- In partnership with the dean's office, provided technical support for CB faculty during their personnel review process.

Professional Development *(key items, not exhaustive list)*

- AACSB Lessons for Aspiring Deans 2022
- Diversity Advocate Training 2022
- AACSB Global Diversity and Inclusion Conference 2021
- AACSU Academic Affairs Summer Meeting 2021
- AACSB Associate Deans Conference 2020
- AACSB Associate Deans Conference 2019
- Professional Fund Raising for Deans and Academic Leaders 2019

- AACSB Online Teaching Effectiveness Seminar 2018
- AACSB AOL Seminar II 2017
- AACSB AOL Seminar I 2016

Professional Service *(key items, not exhaustive list)*

Key Service Items	Role	Primary Tasks
University		
CWU ASL Leadership	Member	CWU Academic and Student Life
CWU Academic Technology Advisory Council	Chair	CWU academic technology review
CWU Assessment Council	Member	CWU assessment
CWU Brand Council	Member	CWU branding work group
CWU Employee of Color Equity Council	Member	CWU diversity and equity initiatives
CWU Exempt Employee Association	Member	CWU Exempt Pay Committee
CWU ETA+ and MAPs	Member	Transfer marketing/recruitment
CWU Faculty Senate Curriculum Committee	Member	CWU curriculum policy and review
CWU Faculty 180 Council	Chair	Faculty personnel file management system
CWU First Destination Workgroup	Member	Lead on college implementation
CWU Library Associate Dean Search	Chair	Administrative Service
CWU Orientation/Onboarding/Transition	Member	Multiple teams: admissions to retention
CWU Strategic Operation Team	Member	CWU strategic planning in academic units
CWU Summer Session Committee	Member	Budget - Summer budget planning
CWU Transfer Experience Team (TET)	Member	Retention - Transfer experience
College of Business		
CB Executive Committee	Member	CB leadership
CB Assurance of Learning Committee (AOL)	Chair	CB program assessment
Department of Management		
CB MANA Department Personnel Committee	Co-chair	Department personnel review
Professional		
Journal of Leadership & Organizational Studies	Ed Board	Review journal article submissions
Journal of Behavioral and Applied Management	Reviewer	Review journal article submissions
Journal of Business Ethics	Reviewer	Review journal article submissions
Women in Business Education (WiBE)	Member	Professional development
AACSB Women Administrators in Business Education (WABE)	Member	Professional development

Faculty Experience

Fall 2022 – Present	Full Professor of Management
Fall 2017 – Summer 2022	Associate Professor of Management
Winter 2011 – Summer 2017	Assistant Professor of Management

Honors/Awards at CWU

- Nominated by CWU Career Services for the Wildcat Way Spotlight Award 2023

- Best Branding at Suitable for EDGE 2022
- Most Engaged Partner for Suitable 2022
- Visiting Scholar Invitation at the Business School in Shantou University during the 2018-2019 academic year (I did not accept the offer as I moved into the role of the Associate Dean.)
- CB Advisory Board Award for Faculty Excellence in Service AY16-17
- CB Advisory Board Award for Faculty Excellence in Research AY14-15
- Nominated by staff for CB Advisory Board Award for Faculty Excellence in Advising AY14-15
- Nominated by students for CB Advisory Board Award for Faculty Excellence in Teaching AY13-14

Research at CWU

Title	Outlet	Year
Journal Publications		
How and when abusive supervision influences knowledge hiding behavior: Evidence from India	Journal of Knowledge Management	2022
Procedural justice and voice: A group engagement model	Journal of Managerial Psychology	2019
The impact of leader trustworthiness on employee voice and performance in China	Journal of Leadership & Organizational Studies	2019
Perceived outcome interdependence and voice behavior in working teams: Results from the U.S. and China	Journal of Organizational Behavior	2018
The impact of balance-focused attitudes on job stress: Gender differences evidenced in American and Chinese samples	International Journal of Psychology	2018
Egocentric reciprocity and the role of friendship and anger	Journal of Social Psychology	2017
Going against the grain works: An attributional perspective of perceived ethical leadership	Journal of Business Ethics	2017
Investigation of motive between transformational leadership and pro-social voice: An empirical study in China	International Journal of Leadership Studies	2015
The influence of abusive supervision and job embeddedness on citizenship and deviance	Journal of Business Ethics	2015
Moral leadership and psychological empowerment in China	Journal of Managerial Psychology	2012
Role of self-esteem in the relationship between stress and ingratiation	Psychological Reports	2011
Book Chapter		
A New Voice in China	Voice and whistleblowing in organizations: Overcoming fear, fostering courage, and unleashing candor	2013
Conference Presentation/Proceedings (in/post 2017)		
Creative and innovative leadership during the Covid-19 pandemic	Western Academy of Management	2022
A value chain analysis approach to designing a regional medical cluster: A case study in China	Eastern Academy of Management	2017

The voice of a leader: An examination of leader trustworthiness, voice, and performance in China	Academy of Management	2013
Trapped with a mad man: The impact of abusive supervision and job embeddedness on citizenship and deviance	Southern Management Association	2012
Growth-need and impression management in the out-group	Southern Management Association	2011
Balance-focused attitude and job stress in a moderated mediation model	Southern Management Association	2011
Perceived motives of paternalistic leadership and turnover intent	Southern Management Association	2011
Growth-need and work-related outcomes of out-group members	Society for Industrial and Organizational Psychology	2011

Teaching at CWU

BUS 489 – AACSB Assessment (senior capstone, end of program assessment)
MGT 489 – Strategic Management (senior capstone, experiential learning with simulations)
MGT 483 – Organizational Change
MGT 395 – Leadership in Business Organizations
MGT 385 – Organizational Theories
MGT 383 – Contemporary Managerial Practices
MGT 382 – Principles of Management (intro capstone)

Agenda Item Summary

Date: September 25, 2025

Agenda Item: Internal Audit Plan Review

10.1

☒ **Review** ☐ **Action** ☐ **No action required**

PRESENTER(S): Amy Wilegus, Chief Audit Executive

PURPOSE & KEY POINTS:

The comprehensive, risk-based internal audit plan includes audit and advisory projects reflective of the current risk environment, compliance topics, and engagements required by policy, state statute, or regulation. The plan is updated throughout the year in response to emerging or changing risks. The current audit plan is provided for review.

Tennessee Tech University
2025 Internal Audit Plan
As of September 5, 2025

Category	Type	Division	Project	Status
R	I	N/A	Investigation 25-01	Completed
R	I	N/A	Investigation 25-02	Completed
R	V	Internal Audit	IA Quality Assurance and Improvement Program	Completed
R	I	N/A	Investigation 25-05	Completed
R	I	N/A	Investigation 25-07	Completed
R	A	Athletics	OVC Student Assistance Funds	Completed
R	A	University-wide	Audit Follow-up	In progress
R	C	University-wide	External Audit Coordination	In progress
R	A	Planning & Finance	Inventory Observation	In progress
R	I	N/A	Investigation 25-03	In progress
R	I	N/A	Investigation 25-04	In progress
R	I	N/A	Investigation 25-06	In progress
R	A	President's Office	President's Office Expenses	In progress
R	V	University-wide	Enterprise Wide Risk Assessment	In progress
R	C	University-wide	Management Assessment of Internal Controls	Scheduled
RI	V	University-wide	Conflict of Interest Review V-25-01	Completed
RI	V	Planning & Finance	Petty Cash V-25-03	Completed
RI	A	Facilities	Chemical Inventory Audit	Deferred
RI	A	Facilities	Lab Safety	Deferred
RI	V	University-wide	Conflict of Interest Review V-25-02	In progress
RI	V	Planning & Finance	Employee/Vendor Address Comparison V-25-04	In progress
RI	A	College of Arts & Sciences	Policy Compliance Audit	In progress
RI	C	Planning & Finance	Procard Program Assessment	In progress
RI	A	Planning & Finance	Student Fees	On hold
RI	V	Research	Sponsored Programs	Scheduled
RI	C	Information Technology	Ransomware Assessment	Scheduled
RI	C	Information Technology	Talon System Implementation Review	Scheduled
Proposed Bench Projects				
RI	C	University-wide	ADA Compliance	N/A
RI	A	Enrollment	Enrollment Management	N/A
RI	V	University-wide	SACSCOC Accreditation	N/A

Project Category	
R	Required
RI	Risk-based

Project Type	
A	Audit
C	Consultation
I	Investigation
V	Review